



The 84th Annual Meeting of the Academy of Management

2024 Program / Schedule / Agenda

NOTE: The information in this document is as of **13 July 2024**. Scheduling and other program changes after that date are not reflected in this document. Please refer to the online Annual Meeting program at <https://program.aom.org/> for the most up-to-date information.

Session Type: **Social Event**
Program Session: **1** | Submission: **21779** | Sponsor(s): **(PUBS)**
Scheduled: **Thursday, Aug 8 2024 8:00AM - 12:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Old Town**

AOM Editors Retreat

By Invitation Only (Current and Incoming Editors only)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **3** | Submission: **21956** | Sponsor(s): **(AAA)**

Scheduled: **Friday, Aug 9 2024 12:00AM - 11:59PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Fountainview Foyer**

AOM Networking Hub - Sheraton

AOM Networking Hubs are in each of the main hotels and will be open all day. They offer seating and charging stations, allowing attendees to take a break, recharge their devices, pick up their attendee badges, or meet with colleagues. Additionally, the Networking Hubs will host morning coffee breaks from 7:30 AM to 9:00 AM. If you're staying at one of the following hotels where meeting sessions are held—Swissôtel Hotel, Sheraton Grand, Fairmont, Marriott Downtown, or Hyatt Regency—you can save time by picking up your badge at the AOM Self Check-In Kiosk before your first session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Session Type: **Meeting**
Program Session: **4** | Submission: **21916** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 9 2024 12:00AM - 11:59PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Chicago Ballroom Foyer**

AOM Networking Hub - Marriott

AOM Networking Hubs are in each of the main hotels and will be open all day. They offer seating and charging stations, allowing attendees to take a break, recharge their devices, pick up their attendee badges, or meet with colleagues. Additionally, the Networking Hubs will host morning coffee breaks from 7:30 AM to 9:00 AM. If you're staying at one of the following hotels where meeting sessions are held —Swissôtel Hotel, Sheraton Grand, Fairmont, Marriott Downtown, or Hyatt Regency—you can save time by picking up your badge at the AOM Self Check-In Kiosk before your first session.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **5** | Submission: **21906** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 9 2024 12:00AM - 11:59PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich Foyer**

AOM Networking Hub - Swissôtel

AOM Networking Hubs are in each of the main hotels and will be open all day. They offer seating and charging stations, allowing attendees to take a break, recharge their devices, pick up their attendee badges, or meet with colleagues. Additionally, the Networking Hubs will host morning coffee breaks from 7:30 AM to 9:00 AM. If you're staying at one of the following hotels where meeting sessions are held —Swissôtel Hotel, Sheraton Grand, Fairmont, Marriott Downtown, or Hyatt Regency—you can save time by picking up your badge at the AOM Self Check-In Kiosk before your first session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **6** | Submission: **21926** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 9 2024 12:00AM - 11:59PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **2nd Floor**
Pre-Function Area

AOM Networking Hub - Fairmont

AOM Networking Hubs are in each of the main hotels and will be open all day. They offer seating and charging stations, allowing attendees to take a break, recharge their devices, pick up their attendee badges, or meet with colleagues. Additionally, the Networking Hubs will host morning coffee breaks from 7:30 AM to 9:00 AM. If you're staying at one of the following hotels where meeting sessions are held —Swissôtel Hotel, Sheraton Grand, Fairmont, Marriott Downtown, or Hyatt Regency—you can save time by picking up your badge at the AOM Self Check-In Kiosk before your first session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **7** | Submission: **21820** | Sponsor(s): **(MSR)**
Scheduled: **Friday, Aug 9 2024 7:00AM - 8:00AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Grace**

Morning Meditation

Program Chair: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **8** | Submission: **23061** | Sponsor(s): **(SVC)**

Scheduled: **Friday, Aug 9 2024 7:00AM - 8:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Ballroom
Registration Area South**

Information Booth

The Information Booth, will be available Friday 7:00am-5:30pm , Saturday- Monday from 7:30am-5:30pm and Tuesday 7:30am-4:30pm. The booth will be staffed with personnel who can assist you with navigating the Conference Program, finding your sessions and providing basic local information. A lost & found is also located at the Information Booth.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **9** | Submission: **22987** | Sponsor(s): **(SVC)**
Scheduled: **Friday, Aug 9 2024 7:30AM - 8:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Ballroom Foyer**

Conference Registration

Pre-Registration Badge Pick-up, Onsite Registration, Housing Assistance, Program Assistance, AOM Publications and Exhibitor/Press Registration.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **10** | Submission: **21839** | Sponsor(s): **(SVC)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 8:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Mother's Nursing Room - Lobby Level 3**

Mother's Nursing Room

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **11** | Submission: **21951** | Sponsor(s): **(SVC)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 8:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Park Office**

Speaker Ready Room (Sheraton)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

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Selected as a Best Paper

Session Type: **Meeting**
Program Session: **12** | Submission: **23066** | Sponsor(s): **(SVC)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 8:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Suite 1**

Speaker Ready Room (Hyatt)

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Selected as a Best Paper

Session Type: **Meeting**

Program Session: **13** | Submission: **21844** | Sponsor(s): **(SVC)**

Scheduled: **Friday, Aug 9 2024 8:00AM - 8:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **North Storage Room**

Mother's Nursing Room

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **14** | Submission: **21849** | Sponsor(s): **(SVC)**

Scheduled: **Friday, Aug 9 2024 8:00AM - 8:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Women's Restroom**

Mother's Nursing Room

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **15** | Submission: **21890** | Sponsor(s): **(SVC)**

Scheduled: **Friday, Aug 9 2024 8:00AM - 8:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile** in **McHenry**

Speaker Ready Room (Marriott)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

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Selected as a Best Paper

Session Type: **Meeting**
Program Session: **16** | Submission: **21870** | Sponsor(s): **(SVC)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 8:00PM CT (UTC-5)** at **Swissotel Chicago** in **Gstaad**

Speaker Ready Room (Swissôtel)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

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Diversity-oriented










Selected as a Best Paper

Session Type: **Meeting**
Program Session: **17** | Submission: **21936** | Sponsor(s): **(SVC)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 6:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Imperial Parlor**

Speaker Ready Room (Fairmont)

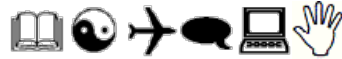
The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **18** | Submission: **21651** | Sponsor(s): **(CMS)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 10:00AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Royal Room**

CMS Division Doctoral Student and Early Career Scholar Consortium



- Organizer: **Paulina Segarra**, *U. Anáhuac México*
Organizer: **Marcus Vinícius Peinado Gomes**, *Cardiff Business School, Cardiff U.*
Organizer: **Mariana Paludi**, *U. Tecnica Federico Santa Maria*
Organizer: **Penelope Muzanenhano**, *U. College Dublin, Smurfit*
Organizer: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Organizer: **Alexandra Bristow**, *The Open U. Business School*
Organizer: **Richard Longman**, *The Open U., United Kingdom*
Organizer: **Caroline Clarke**, *CMS*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Arturo E. Osorio**, *Rutgers U.*
Organizer: **Fabio Prado Saldanha**, *U. de l'Ontario français*
Organizer: **Liela A. Jamjoom**, *U. of Business and Technology*
Organizer: **Kristin Samantha Williams**, *Acadia U.*
Organizer: **Elina Riivari**, *U. of Jyväskylä*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Vijayta Doshi**, *Indian Institute of Management, Udaipur*

The Critical Management Studies Division Doctoral Student and Early Career Scholar Consortium offers PhD students at any stage in their program and early career scholars, a space to explore and discuss critical scholarship and connect with like-minded individuals. This session provides a great opportunity for participants to share knowledge and contribute to the discussion about critical management studies research, teaching, and engagement.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **19** | Submission: **21657** | Sponsor(s): **(ENT)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Michigan 3**

ENT Doctoral Student Consortium

Coordinator: **Christina Theodoraki**, *CERGAM, IAE Aix Graduate School of Management, Aix-Marseille U., France*

Organizer: **Will Drover**, *Texas Christian U.*

Organizer: **Gabriella Cacciotti**, *Baylor U.*

Designed to launch doctoral students into their research career, the Consortium brings together young scholars and experienced faculty to discuss opportunities for advancing academic understanding of entrepreneurship. As such, the Doctoral Consortium's primary objective is to help prepare students for a successful career as a researcher/professor in academic institutions of higher education. This year's program will include discussions on the challenges of pursuing an academic career, the publication process, and a host of other relevant topics. Furthermore, students will have the opportunity to receive constructive feedback about a research article on which they are currently working. Only open to those pre-approved by the Consortium organizers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **20** | Submission: **14658** | Sponsor(s): **(ENT, TIM)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 11:00AM CT (UTC-5)** at **Hyatt Regency Chicago in Crystal C**

Intrapreneurial Universities - Wishful Thinking or Worldwide Reality?



Session Chair: **Magnus Carl Klofsten**, *Linköping U.*
Host: **Alexander Brem**, *U. of Stuttgart*
Moderator: **Maribel Guerrero**, *Global Center for Technology Transfer, Arizona State U.*
Host: **David Urbano**, *U. Autònoma De Barcelona*
Presenter: **David Audretsch**, *Indiana U., Bloomington*
Presenter: **Rosa Grimaldi**, *Alma Mater Studiorum U. di Bologna*
Presenter: **Monica Masucci**, *U. of Sussex*
Presenter: **Mats A. Lundqvist**, *Chalmers U. of Technology*
Presenter: **Simon Mosey**, *U. of Nottingham*
Presenter: **Sarfraz A. Mian**, *Business School*
Presenter: **Benson Honig**, *McMaster U.*
Presenter: **Markus Perkmann**, *Imperial College London*
Presenter: **Wisdom Kanda**, -
Presenter: **Wadid Mohamed Lamine**, *Telfer School of Management, U. of Ottawa*
Presenter: **Elisa Villani**, *Department of management, Bologna U.*
Presenter: **Javid Nafari**, *McMaster U.*

This PDW focuses on the multifaceted realm of intrapreneurship within university settings. In contrast to conventional views, intrapreneurship in academia extends beyond established frameworks, embodying a dynamic fusion of entrepreneurial activities within the academic landscape. Recognizing academics as capable intrapreneurs, this workshop explores how they can leverage novel ideas and opportunities to enrich their academic contributions and, subsequently, enhance their professional capacities and prospects. While existing studies have touched upon intrapreneurial capabilities in areas such as remote education, employee commitment, and behaviors in the university setting, the broader context of intrapreneurship within academia remains largely unexplored. Our PDW aims to bridge this gap by fostering insightful discussions on embedding intrapreneurial mindsets within university management teams and cultivating an intrapreneurial identity among students and researchers. From intrapreneurial education to the commercialization of tech-initiatives, the workshop seeks to unravel the potential of intrapreneurship in research, education, knowledge transfer, and societal collaboration. We aim for an international discussion round, since university systems are very different all over the world. And so are intrapreneurial strategies and realities.

Those of you who are speakers at our PDW, please be present 30 minutes before we start our workshop.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **21** | Submission: **21638** | Sponsor(s): **(HCM)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 12:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Cuvee Room**

HCM Emerging Scholars Consortium (Part I)

Facilitator: **Amber Stephenson**, *The David D. Reh School of Business, Clarkson U.*

Organizer: **Robin Peeters**, *Maastricht U.*

Organizer: **Pejmon Noghrehchi**, *The Ohio State U. College of Public Health*

Organizer: **Kevin David Frick**, *Johns Hopkins Carey Business School*

Organizer: **Genevra F. Murray**, *New York U.*

Organizer: **Bram Fleuren**, *Maastricht U.*

Organizer: **Tory H. Hogan**, *Ohio State U.*

Organizer: **Daan Westra**, *Maastricht U.*

Organizer: **Yuna Lee**, *Columbia U.*

Organizer: **Alden Lai**, *New York U.*

Organizer: **Gordon Shen**, *UTHealth Houston School of Public Health*

Organizer: **Breanna K. Wodnik**, *U. of Toronto*

Organizer: **Xiao Li**, *UTHealth Houston*

Organizer: **Andrew Daniel Scarffe**, *Telfer School of Management, U. of Ottawa*

Panelist: **Charleata Battle**, *California State U., Los Angeles*

Panelist: **Geoffrey Silvera**, *U. of Alabama at Birmingham*

Panelist: **Ren Lovegood**, *UMass Boston College of Management*

Are you a junior faculty member, post-doc, or doctoral student with research and/or teaching interests in health care management?

Join us for the Health Care Management (HCM) division Emerging Scholars Consortium (ESC) on Friday, August 9th in Chicago, where a diverse group of outstanding faculty will facilitate a highly interactive series of sessions geared towards emerging health care management scholars. In addition to the content, the ESC's highly collaborative format is a fantastic opportunity to create relationships with other HCM emerging scholars from around the globe. Many long-time HCM members attest to the ESC as an origin for major research collaborations and employment pathways.

The HCM ESC is divided into Part I (morning) and Part II (afternoon) with each containing individual sessions. We welcome you to attend one or all based on your interests and professional needs. While the consortium content is curated for students and junior faculty, everyone is welcome to attend!

Emerging Scholars Consortium (Part I – Morning, #XXXX) includes the following sessions and participants:

• **LinkedUp: Mastering the Art of Professional Networking** (Approx. 8:00 AM - 9:15 AM)

Presented by:

Robin Peeters, Maastricht U.

Pejmon Noghrehchi, The Ohio State U. College of Public Health

Kevin David Frick, Johns Hopkins Carey Business School

Genevra F. Murray, New York U.

Bram Fleuren, Maastricht U.

Tory H. Hogan, Ohio State U.

• **Becoming an HCM Scholar: Demystifying HCM's Hidden Curriculum** (Approx. 9:30 AM - 10:45 AM)

Presented by:

Daan Westra, Maastricht U.

Yuna Lee, Columbia U.

Robin Peeters, Maastricht U.

Pejmon Noghrehchi, The Ohio State U. College of Public Health

Alden Lai, New York U.

Gordon Shen, UTHealth Houston School of Public Health

Breanna K. Wodnik, U. of Toronto

Xiao Li, U. of Texas Health Science Center at Houston School of Public Health

• **Addressing Equity, Diversity, Inclusion, Justice & Reconciliation: A Doctoral Student Perspective – Part 2** (Approx. 11:00 AM - 12:15 PM)

Presented by:

Andrew Daniel Scarffe, Telfer School of Management, U. of Ottawa

Robin Peeters, Maastricht U.

Charleata Battle, California State U., Los Angeles

Geoffrey Silvera, U. of Alabama at Birmingham

Ren Lovegood, UMass Boston College of Management

Emerging Scholars Consortium (Part II – Afternoon, #XXXX) includes the following sessions and participants:

• **Evaluating Team Based Learning: Bridging the Classroom and Workplace** (Approx. 2:00 PM - 3:15 PM)

• **Strategizing for a Life in Academia: Long-term Plan or Emergent**

Sense-making (Approx. 3:30 PM - 4:45 PM)

(More detailed information about ESC Part II available in Annual Meeting Program under session #XXXX.)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented

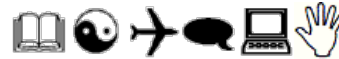


Diversity-oriented



Selected as a Best Paper

Responsible AI at Work: Opportunities and Challenges for People Management



Organizer: **Na Fu**, *Trinity Business School, Trinity College Dublin*
Organizer: **Steven McCartney**, *Maynooth U., Ireland*
Presenter: **Wei He**, *Nanjing U.*
Presenter: **Anne Keegan**, *U. College Dublin*
Presenter: **R H. Searle**, *Adam Smith Business School, U. of Glasgow*
Presenter: **Anna A. Tavis**, *nyu*
Presenter: **Kang Yang Trevor Yu**, *Nanyang Technological U.*

Artificial intelligence (AI) is currently exerting its influence on human resource management (HRM) and holds the promise of reshaping the future landscape of HRM. This emerging theme has garnered increased attention, with ongoing research revealing both progress and persistent uncertainties, divergent perspectives, and ongoing debates. The purpose of this Professional Development Workshop (PDW) is to establish a platform and forum for AOM attendees, including scholars and practitioners, to collaboratively exchange ideas on this subject. The PDW aims to delve into various topics such as AI governance, trust, and the implementation of AI, offering insights into the potential advantages and challenges faced by both HRM professionals and employees when incorporating AI in the workplace. Through group discussions, the workshop seeks to identify HRM strategies, policies, and practices that promote ethical, effective, transparent, and fair use of AI at work. Additionally, the event will highlight new avenues for research and practical initiatives that contribute to advancing the management of AI in the workplace through the lens of HRM.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **23** | Submission: **19425** | Sponsor(s): **(IAM, OB, OMT)**
Scheduled: **Friday, Aug 9 2024 7:30AM - 6:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Cook**

Leading the Boat: Discussing Teamwork, Resilience, and Purpose Through the Lens of Competitive Rowing



Participant: **Erica Helena Salvaj**, *U. del Desarrollo*

Participant: **Monica Franco-Santos**, *Cranfield School of Management*

Participant: **Luis R. Gomez-Mejia**, *Arizona State U.*

Sports are like "living laboratories", providing fresh settings to study critical management issues outside traditional industrial environments. Among all the sports investigated, rowing has received special attention due to its versatility. Rowing requires meticulous coordination, seamless teamwork, and extreme mental stamina to succeed. Previous research has examined how rowing can contribute novel insights to key organizational puzzles, such as the cooperation-competition paradox, the enablement of performance, the plasticity of institutions, and organizational sensemaking. In business schools, deans and managers must deal with competitive and demanding scholars. These scholars are expected to work cohesively and excel collectively, like the way high-performance rowing athletes must operate in unison to achieve success. Drawing parallels from rowing, in this PDW intended for founders and board members (current and previous) of the Iberoamerican Academy of Management (IAOM) and Deans of Business Schools based in Iberomerica, we plan to question and critically review organizational phenomena that are currently affecting business and management schools in this context. To enhance the quality of the discussions, the strength of the personal relationships, and the overall learning and development of participants, we will also engage in a private learn-to-row experience at the Chicago Rowing Foundation, followed by a debrief session to discuss relevant topics for management based on this sport.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **24** | Submission: **23014** | Sponsor(s): **(MBR)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall K**

New Attendee & Student Ambassador Welcome Room

Organizer: **Wendy A. Kramer**, *Academy of Management*
Organizer: **Julia Vesei**, *Academy of Management*

Membership staff are here to greet all new attendees and help to answer any of your questions, from program and logistical help, to how to make the most of your membership. Enjoy a relaxing atmosphere, the opportunity to meet new friends, and a quiet respite between your sessions!

KEY TO SYMBOLS



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Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **25** | Submission: **15912** | Sponsor(s): **(MC)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 9:30AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Stetson Suite BC**

Managing Innovative Tools Through Ethical Management Consulting

Organizer: **Emmanuel Beck**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Distinguished Speaker: **Eric Sanders**, *Elmhurst U.*

Participant: **Marc Bonnet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Participant: **Rida Elias**, *California State U., Dominguez Hills*

Participant: **Olivier Voyant**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Participant: **Fransoise Chevalier**, *HEC Paris*

Participant: **Najoie Nasr**, *Haigazian U.*

The objective of this PDW session is to explore the motivation and deep values of the Consultants through different innvating experiments of organizational change. The working out of new innovating strategies based on the deep values of consulting/intervention-research methodologies will be underlined. The PDW will focus on the need to find out new tools and methods through values and beliefs of Consultants. These new methods will be identified in a first phase of the PDW session. Diagnoses and Methods will be presented by the panelists and participants. In a second phase, we'll propose ways of improving processes and tools to enhance the quality of cooperation in a change process that involves different stakeholders, especially putting the Consultants "front in the center", mainly in case of organizational and technical change.

KEY TO SYMBOLS



Teaching-oriented



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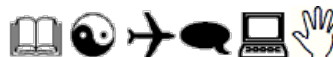
Selected as a Best Paper

Session Type: **PDW Workshop**

Program Session: **26** | Submission: **10191** | Sponsor(s): **(MC, ODC)**

Scheduled: **Friday, Aug 9 2024 8:00AM - 10:00AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall MN**

Innovative Approaches in Management Consulting: Insights from the Practitioners



Session Chair: **Therese F. Yaeger**, *Benedictine U.*

Discussant: **Peter Sorensen**, *Benedictine U.*

Presenter: **David Anderson**, *Benedictine U.*

Presenter: **Heather Jarvis**, *Benedictine U.*

Presenter: **Sharon Jeanetta Darno**, *Doctoral Student Benedictine U.*

Presenter: **Bryan McCusker**, *Management Consultant*

Presenter: **Veronique Zardet**, *U. of Lyon, IAE Lyon, MAGELLAN, ISEOR, FRANCE*

Presenter: **Emmanuel Beck**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

The purpose of this session is to present innovative consulting approaches used in six different industries. These cases include: a) the use of a multi-method approach to necessary changes in a law enforcement agency; b) the use of positive change techniques in a French organization; c) the use of ERGs for DEI efforts in a healthcare setting; d) the corporate change events that a manager undertook as an internal business consultant, which included downsizing and new system implementation; e) the use of employee survey data within a small manufacturing company; and f) the use of the SEAM approach in a French company. These six unique cases are presented by expert consultants and provide innovative ideas for a broader exploration of the fields of consulting, organization development, and diversity, equity and inclusion. After the initial panelists' case presentations, and consistent with the AOM theme, a second portion of the session involves the future opportunities based on lessons learned from each initial innovative case. Finally, the session allows for the attendee's voice with adequate time for audience participation and discussion.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Studying Emotion in Strategy Research

Organizer: **Christopher Golding**, *U. of Manchester*
Organizer: **Gerard P. Hodgkinson**, *U. of Manchester*
Organizer: **Mark P. Healey**, *U. of Manchester*
Panelist: **Timo Olavi Vuori**, *Aalto U.*
Panelist: **Paul Momtaz**, *Technische U. München, TUM School of Management*
Panelist: **Feng Liu**, *Saint Mary's U., Canada*
Panelist: **Jean-François Harvey**, *HEC Montréal*

Given its ability to shape how individuals and groups think and act, the study of emotion in strategy is important. Yet, theoretical and methodological pluralism means that planning, executing and publishing such studies can be challenging, particularly for newcomers to the field. Building on last year's successful PDW on this topic, we convene a panel of experts who have studied and published research on emotion in strategy in leading journals to discuss the theoretical and methodological options that scholars might utilize. Experts will share their experiences and tips on using approaches such as appraisal theory and the affective circumplex model, as well as diverse methods such as the coding of facial expressions, micro-ethnography, and experiments. The intention of this PDW is to provide participants—particularly doctoral students and early career researchers—with insights into, and perspectives on, how to best plan, execute, and publish studies on emotion in strategy, by: (1) hearing from leading scholars in the field about their experiences of conducting and publishing their research on emotion in strategy; (2) participating in interactive roundtables to discuss their own work/ideas with their peers and leading scholars; (3) meeting fellow researchers who share their interests thus enabling them to develop and extend their scholarly networks beyond the AOM 2024 conference.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**








Program Session: **28** | Submission: **10135** | Sponsor(s): **(NDSC, ENT, HR, IM, MED, MOC, OB, OMT, RM, STR)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 5:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Rouge Room**

New Doctoral Student Consortium

Organizer: **Christopher Winchester**, *U. of Minnesota Carlson School of Management*
Organizer: **Grace Simon**, *The Wharton School, U. of Pennsylvania*
Organizer: **Brandon Mathew Fogel**, *U. of Nebraska, Lincoln*
Organizer: **Ryan Musselman**, *Virginia Tech*
Organizer: **Emily Hsu**, *Washington U. in St. Louis, Olin Business School*
Organizer: **Yuting Yang**, *Iowa State U.*
Organizer: **Charles Bennion**, *U. of Georgia*
Organizer: **Samantha Deane**, *Rutgers*
Organizer: **Saeed Fanoodi**, *U. of Mississippi*
Organizer: **Tania Ghafourian**, *Indiana U. - Kelley School of Business*
Organizer: **Ziyi HE**, *U. of Maryland R.H. Smith School of Business*
Organizer: **Dongil Jang**, *U. of Minnesota*
Organizer: **Sarah Jensen**, *U. of Utah, David Eccles School of Business*
Organizer: **SeoLa Kim**, *U. of Minnesota Carlson School of Management*
Organizer: **Jacob Andrew Klopp**, *Penn State Smeal College of Business*
Organizer: **Coco Liu**, *U. of Utah, David Eccles School of Business*
Organizer: **Ervin L. McWilson**, *Stanford MS&E*
Organizer: **Marleth Judith Morales Marengo**, *U. of Alabama, Tuscaloosa*
Organizer: **Fernando Jose Quijano Franky**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Organizer: **Mikaila Ortynsky**, *Telfer School of Management, U. of Ottawa*
Organizer: **Antonio Carlos Jansch Porto**, *U. of Wisconsin - Milwaukee*
Organizer: **Jordan Sanders**, *U. of Pittsburgh*
Organizer: **Justin Peyton Woodall**, *U. of Georgia*
Organizer: **Sophia Miri Yoo**, *U. of Minnesota*

A mini-conference within the AOM conference, the New Doctoral Student Consortium (NDSC) is one of the longest-running and most well-attended pre-conference activities. The NDSC's mission is to provide a professional development outlet for doctoral students entering the first or second year of a doctoral program, as well as those considering entering a doctoral program. The NDSC is an interactive environment in which doctoral students can learn skills to succeed in a doctoral program and enter the academic profession. Participants will meet representatives from Academy of Management divisions and interest groups, network with fellow doctoral students from around the world, and learn how to get the most out of the Academy of Management Meeting. The NDSC is committed to facilitating doctoral students' initial experience with, and further integration into, the Academy of Management and the academic community at large.

KEY TO SYMBOLS

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

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



Organizer: **Nitya Chawla**, *U. of Minnesota, Twin Cities*
Organizer: **Timothy Kundro**, *U. of North Carolina, Chapel Hill*
Organizer: **Ulrich Leicht-Deobald**, *Trinity College Dublin*
Organizer: **Semin Park**, *Penn State Smeal College of Business*
Presenter: **Hemant Kakkar**, *Indian School of Business*
Presenter: **Szu-Han Lin**, *U. of Georgia*
Presenter: **Christopher G. Myers**, *Johns Hopkins Carey Business School*
Presenter: **Kira Franziska Schabram**, *U. of Washington*
Presenter: **Tiffany Dawn Johnson**, *Georgia Institute of Technology*
Presenter: **Katelyn Zipay**, *Purdue U.*
Participant: **Ji Koung Kim**, *Michigan State U.*
Participant: **Harshad Girish Puranik**, *U. of Illinois at Chicago*
Participant: **Stefan Berger**, *U. of Groningen*
Distinguished Speaker: **Joyce Bono**, *U. of Florida*

This Professional Development Workshop (PDW) conceptualizes work and research productivity as a process that can consistently and continuously be improved through learning. Thus, the main goal of this PDW is to help develop an awareness of the processes used by prolific faculty. Although most PDWs use esteemed senior scholars as panelists, we propose a model that uses peer junior faculty members who have established track records of productivity and bring new perspectives on this topic. Presenters will discuss their work habits and how they go about their work (e.g., time allocation, co-authorships, writing blocks, and revise-and-resubmit strategies) as well as other “life” factors that influence their productivity (e.g., exercise, work/family balance). This session uses a number of formats including individual presentations, panel discussions as a group, small group roundtables where participants are able to have conversations with each of the panelists, and a keynote address. We encourage Ph.D. students, as well as faculty across all stages of their careers—Assistant, Associate, and Full—to join this session, to collectively reflect on, learn from, and share productivity-related strategies. This PDW is organized by members of the OB Division’s Making Connections Committee (MCC).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **30** | Submission: **11936** | Sponsor(s): **(OB, ENT)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 12:00PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich A**

Bridging Organizational Behavior and Entrepreneurship Research

Organizer: **Daan Van Knippenberg**, *Rice U.*
Organizer: **Bradley L. Kirkman**, *North Carolina State U.*
Organizer: **Jon C. Carr**, *North Carolina State U.*
Presenter: **Gilad Chen**, *U. of Maryland*
Presenter: **Denis A. Gregoire**, *HEC Montreal*
Panelist: **Melissa S. Cardon**, *U. of Tennessee, Knoxville*
Panelist: **Miriam Erez**, *Technion - Israel Institute of Technology*
Panelist: **Michael Frese**, *Asia School of Business*
Panelist: **J. Jeffrey Gish**, *U. of Central Florida*
Panelist: **Keith Hmieleski**, *Texas Christian U.*
Panelist: **Jeffrey M. Pollack**, *NC State U.*
Panelist: **Andreas Rauch**, *Audencia*
Panelist: **Maija Renko**, *DePaul U.*
Panelist: **Ute Stephan**, *King's College London*
Panelist: **Marilyn Ang Uy**, *Nanyang Business School, NTU Singapore*

Sponsored by the Kauffman Foundation, the aim of this PDW is to stimulate and help develop research at the interface of organizational behavior and entrepreneurship. To do so, this PDW invites researchers interested in participating to submit a short description of their research at this interface that they seek to further develop. During the PDW, presentations by Gilad Chen outlining the value and promise of research bridging organizational behavior and entrepreneurship and by Denis Grégoire on publishing behavioral entrepreneurship research in one of the primary outlets in management, *Academy of Management Journal*, will set the stage for the more interactive part of the workshop. Accepted participants will be matched with one of the expert panelists prior to the Academy of Management meeting, and they will gather in small groups at the PDW for feedback and discussion of their research. Finally, we will have a forward-looking discussion on main themes with all panelists and participants.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **31** | Submission: **11767** | Sponsor(s): **(OB, HR, MOC, ODC)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 10:00AM CT (UTC-5)** at **Swissotel Chicago in Montreux 2**








New to OB? Navigating the OB Division and AOM

Organizer: **Bailey A. Bigelow**, *U. of Utah*
Organizer: **Virgil Fenters**, *U. of Nevada, Las Vegas*
Organizer: **Kylie Rochford**, *U. of Utah, David Eccles School of Business*
Panelist: **John Bush**, *U. of Central Florida*
Panelist: **Bethany Cockburn**, *Northern Illinois U.*
Panelist: **Zen Goh**, *Monash Business School*
Panelist: **Kristie Rogers**, *Marquette U.*
Panelist: **Justin Weinhardt**, *U. of Calgary*

If you joined the Organizational Behavior (OB) division within the last three years and want to learn more about the OB division and starting out in the field of OB, then this forum is for you! This PDW was created to answer your questions about the “essentials” of the AOM conference, the OB division, and the field of OB. The session is organized around a panel discussion between established members of the OB division and new OB members like yourself. The PDW will include a welcome and overview of the OB Division, a networking ice breaker, and a panel discussion prompted by questions from participants. As a participant in the forum, you can ask questions of your choice. Finally, there will be time to network with other new members of the division. Participants can register here: https://unlv.co1.qualtrics.com/jfe/form/SV_6u5xEceTsu0YZeu

Please register here: https://unlv.co1.qualtrics.com/jfe/form/SV_6u5xEceTsu0YZeu

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **32** | Submission: **10509** | Sponsor(s): **(OMT)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 3:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Crystal Room**

2024 OMT Junior Faculty Consortium

Organizer: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*
Organizer: **Emily S. Block**, *U. of Alberta*
Panelist: **Felipe Massa**, *U. of Vermont, Grossman School of Business, US*
Panelist: **Yuri Mishina**, *Imperial College London*
Panelist: **Karen Diane Walker Patterson**, *U. of New Mexico*
Panelist: **Tyler Wry**, *The Wharton School, U. of Pennsylvania*
Panelist: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*
Panelist: **Joseph P. Broschak**, *UTSA*
Panelist: **Yonghoon Lee**, *Texas A&MU.*
Panelist: **Amon Barros**, *FGVEAESP Sao Paulo School of Business Administration*
Panelist: **Tammar B. Zilber**, *Hebrew U. of Jerusalem*
Panelist: **Matthew Grimes**, *Cambridge Judge Business School*
Panelist: **Jennifer Howard-Grenville**, *Cambridge Judge Business School*
Panelist: **Sarah Kaplan**, *U. of Toronto*
Panelist: **Bryant A. Hudson**, *IESEG School of Management*
Panelist: **William Ocasio**, *U. of Illinois at Urbana-Champaign*
Panelist: **Davide Ravasi**, *UCL School of Management*
Panelist: **John Matthew Amis**, *U. of Edinburgh*
Panelist: **Rafael Alcadipani Da Silveira**, *FGV-EAESP*
Panelist: **Trish Ruebottom**, *DeGroote School of Business, McMaster U.*
Panelist: **Ivana Naumovska**, *INSEAD*
Panelist: **Xiaowei Luo**, *INSEAD*
Panelist: **Johanna Mair**, *Hertie School of Governance*
Panelist: **Suhaib Riaz**, *Telfer School of Management, U. of Ottawa*
Panelist: **Christina L. Ahmadjian**, *Hitotsubashi U.*
Panelist: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Panelist: **Eric Y.-F. Zhao**, *U. of Oxford*
Panelist: **Saouré Kouamé**, *MTN Mobile Money Payment Service Bank Limited, Nigeria*
Panelist: **Tina Dacin**, *Queen's U.*
Panelist: **Alessandro Piazza**, *Rice U.*
Panelist: **Amanda Sharkey**, *U. of Notre Dame*
Panelist: **Jeff York**, *U. of Colorado, Boulder*
Panelist: **David H. Zhu**, *Arizona State U.*
Panelist: **April L. Wright**, *Warwick Business School*

The OMT Junior Faculty Consortium provides a forum for junior scholars interested in organization and management theory to get practical advice and build relationships that will help them prosper in their academic careers. It includes feedback sessions, panels, and facilitated discussions focused on three key topics: 1) developing research for publication with the help of seasoned scholars, 2) strategies for impact and growth as a researcher and teacher, and 3) navigating the pre-tenure years of building a successful faculty career in diverse institutional settings.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **33** | Submission: **12180** | Sponsor(s): **(OMT)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 3:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Gold Room**

2024 OMT Doctoral Student Consortium

Organizer: **Pedro Monteiro**, *Copenhagen Business School*
Organizer: **Hila Lifshitz-Assaf**, *Warwick Business School*
Facilitator: **Abhinav Gupta**, *U. of Washington, Seattle*
Facilitator: **Anastasia Sergeeva**, *Vrije U. Amsterdam*
Facilitator: **Andrew Hargadon**, *U. of California, Davis*
Facilitator: **Ann Langley**, *HEC Montreal*
Facilitator: **Arvind Karunakaran**, *Stanford U.*
Facilitator: **Danqing Wang**, *Hong Kong U. of Science and Technology*
Facilitator: **Davide Nicolini**, *U. of Warwick*
Facilitator: **Elisa Operti**, *ESSEC Business School*
Facilitator: **Erin Marie Reid**, *McMaster U.*
Facilitator: **Gina Dokko**, *U. of California, Davis*
Facilitator: **Gino Cattani**, *New York U.*
Facilitator: **Hokyung Hwang**, *UNSW Sydney*
Facilitator: **Mia Raynard**, *U. of British Columbia*
Facilitator: **Michael Yanche Lee**, *INSEAD*
Facilitator: **Milo Shaoqing Wang**, *W. P. Carey School of Business, Arizona State U.*
Facilitator: **Natalia Levina**, *New York U.*
Facilitator: **Nevena Radoynovska**, *EMLYON Business School*
Facilitator: **Paul S. Adler**, *U. of Southern California*
Facilitator: **Paolo Quattrone**, *Alliance Manchester Business School, U. of Manchester*
Facilitator: **Rebecca Bednarek**, *Victoria Management School*
Facilitator: **Rodrigo Canales**, *Boston U.*
Facilitator: **Summer Jackson**, *Harvard Business School*
Facilitator: **Thomas J. Roulet**, *U. of Cambridge*
Facilitator: **Yanbo Wang**, *HKU*

Like every year, the OMT doctoral consortium aims at providing late-stage doctoral students with research interests in the areas of organization and management theory practical advice on finding jobs, managing their careers, doing and publishing research, and teaching. It will also provide an opportunity for students to form relationships with others at the same stage in their career and with more senior scholars who share their research interests. The event consists of a series panel presentations, round-table conversations, and mentoring sessions.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **34** | Submission: **20976** | Sponsor(s): **(OMT, CTO, STR, TIM, RM, ENT)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 10:00AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Diplomat Room**

Computational Approaches to Studying Organizations and Markets: New Methodological Frontiers

Organizer: **Matthew Yeaton**, *HEC Paris*
Organizer: **Mitali Banerjee**, *McGill U. - Desautels Faculty of Management*
Presenter: **Abraham Oshotse**, *Emory U., Goizueta Business School*
Presenter: **Demetrius Lewis**, *U. of California, Riverside*
Participant: **Giacomo Negro**, *Emory U.*
Participant: **Dan Jun Wang**, *Columbia Business School*
Participant: **Genevive Gregorich**, *Columbia Business School*
Presenter: **Michael Yeomans**, *Imperial College Business School*
Participant: **Alison Wood Brooks**, *Harvard U.*
Participant: **Hanne Collins**, *Harvard U.*
Participant: **F Katelynn Boland**, *Columbia Business School*
Participant: **Nicole Abi-Esber**, *Harvard Business School*

The PDW will highlight applications of natural language processing and other machine learning techniques to answer theoretical questions germane to management and organizations. In particular, we highlight studies that extract insights from conversational and interactional data in order to theorize about constructs including gender norms, shared understandings of cultural beliefs, and the evolution of categories over time. Across a range of online empirical settings, the panelists will combine these techniques with creative research design to also address a range of phenomenologically important questions such as the implications of gendered linguistic styles, the cultural precursors to social movement mobilization, and the evolution of genres in creative industries. The PDW not only speaks to key themes across several AOM divisions but also speaks directly to the AOM 2024 theme. In their presentations and subsequent Q&A with the audiences, the panelists will share their insights on methodological best practices, the role of computational techniques in advancing theory and their experiences going through the review process.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **35** | Submission: **15948** | Sponsor(s): **(OMT, TIM)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 10:00AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **State Room**

Novel Perspectives on the Emergence of Fields, Markets and Categories










Organizer: **Nina Granqvist**, *Aalto U.*
Organizer: **Michael Lounsbury**, *U. of Alberta*
Organizer: **Timothy Hannigan**, *Telfer School of Management, U. of Ottawa*
Panelist: **Callen Anthony**, *New York U.*
Panelist: **Raghu Garud**, *Pennsylvania State U.*
Panelist: **Stine Grodal**, *Northeastern U.*
Panelist: **Andrew Nelson**, *U. of Oregon*

Bringing together a group of well-established scholars in market, category and field emergence, this Professional Development Workshop aims to facilitate discussion about new directions in the study of how new kinds of technologies, practices and ideas come about and shift from the margins to the mainstream—often through the creation of new markets, categories or fields. The purpose of this PDW is to synthesize some of the current thinking on empirical and conceptual work on emergence, build a community around these topics, and foster novel conversations and interactions across the different approaches. The PDW discusses the distinct approaches to emergence in the organization and management theory, takes an inventory of what has been accomplished so far with established scholarship, and maps out unanswered questions and future research directions led by the panelists as well as the round table discussions.

The round table discussions following the panel session aim to foster conversations and interactions across the different approaches on emergence and map directions for future research. No preregistration or advance submissions are required to attend as we opt for an inclusive participation to foster conversations about the phenomenon of emergence.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **36** | Submission: **15144** | Sponsor(s): **(ONE, IM, OMT, SIM, TIM)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 9:30AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Huron**








Tensions and Trade-offs When Inovating for Sustainability

Organizer: **Valentina De Marchi**, *ESADE Business School*
Panelist: **Elisa Giuliani**, *U. of Pisa*
Organizer: **Francesco Rullani**, *Venice School of Management, Ca 'Foscari U. of Venice, Italy*
Organizer: **Anne Jacqueminet**, *Bocconi U.*
Panelist: **Lucia Piscitello**, *Politecnico di Milano*
Panelist: **Matthew Lee**, *Harvard Kennedy School*
Panelist: **Wendy K. Smith**, *U. of Delaware*
Facilitator: **Anthony Goerzen**, *Queen's U.*
Facilitator: **Ruth V. Aguilera**, *Northeastern U.*
Facilitator: **Simone Carmine**, *IESEG School of Management*

In this PDW we intend to discuss how organizations struggle to address the tensions between economic gains and socio-environmental impact emerging when innovating toward sustainability. Despite widespread pressures for change, indeed, a number of firms are still perpetuating wrongdoing or are not implementing change at the needed scale. While the presence of tensions is no new concept, more research is needed to understand how organizations might tackle tensions and trade-offs emerging when introducing new products, processes, organizational models – i.e., what strategies enable achieving economic and socio-environmental positive outcomes and what instead finally inhibit change or even reinforce wrongdoing. Tracking organizations' challenges and tensions, however, is far from easy, and this is especially the case if we consider that often firms are embedded in international contexts where power dynamics and different institutional environments might challenge their willingness to balance diverging goals. In this PDW we aim at spurring an interdisciplinary discussion on methods and approaches meant to understand strategies to tackle tensions. In particular, we want to do that by learning from cases of organizations that struggle with tensions every day, or even that have surrendered and chosen greenwashing or wrongdoing. Panelists will open the PDW by discussing different approaches for this purpose – spanning different theoretical background and empirical contexts – which will then fuel group discussions with participants on how to identify and assess tensions and the practices adopted to tackle them.

Participation is open to all. You can find the pre-registration form here: <https://forms.gle/h5sEM3Hn8KSwxViB8> Up-front registration will help us ensure organizing the PDW experience at best, however we are open to last minute participants - in case, do write an email to the organizers

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **37** | Submission: **19721** | Sponsor(s): **(ONE, SIM, OMT, MED)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 9:30AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Addison**








Role of Management Scholars in Influencing Public Policy for the UN SDGs



Coordinator: **Rumina Dhalla**, *U. of Guelph*
Participant: **Swati Nagpal**, *La Trobe U.*
Participant: **Sheila Killian**, *U. of Limerick*
Participant: **Anne Magro**, *George Mason U.*
Participant: **Carole Parkes**, *PRME Secretariat/United Nations Global Compact Office*

This PDW will explore the role of management scholars and business schools in influencing public policy in response to global challenges. This PDW will use the United Nations Sustainable Development Goals (SDG) framework and the experiences of past and present Principles of Responsible Management Education (PRME) Champions in influencing public policy aimed to increase integration of the SDGs into research, teaching, and service—the three pillars of scholarship—to accelerate and amplify the achievement of SDGs. We argue that the lack of progress in the global achievement of the SDGs requires greater engagement and collaboration between higher education institutions and public policy and policy makers. We also argue that while business schools are expert in teaching and researching public policy, they are much less active and expert in the influencing and actioning of public policy.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **38** | Submission: **21637** | Sponsor(s): **(OSCM)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 8:45AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Crystal A**

OSCM Division Junior Faculty and Doctoral Consortium Breakfast

Organizer: **Annachiara Longoni**, *ESADE Business School*
Organizer: **Iana Shaheen**, *U. of Arkansas*

OSCM junior faculty social event breakfast

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

What Would it Take to Change an Inference? Sensitivity Analysis to Inform Innovation in the Future



Participant: **Kenneth Frank**, *Michigan State U.*

Participant: **Sirio Lonati**, *NEOMA Business School*

Participant: **Jesper Wulff**, *Aarhus BSS, Aarhus U.*

Participants in this PDW will learn several approaches for quantifying the robustness of a causal inference. These provide a more precise language for producers and consumers to talk about potential concerns to inferences (e.g., omitted variables). The Impact Threshold for a Confounding Variable (ITCV) will be introduced to show participants how they can quantify how strong the correlations associated with an omitted variable must be to overturn an inference. The Robustness of Inference to Replacement (RIR) will be introduced to show participants how they can quantify what percentage of cases would have to be replaced with cases for which there was no effect of the predictor of interest to change the inference. Participants will learn to use the on-line application, spreadsheet, and the konfound macros in Stata and R. We will discuss guidelines for the application of sensitivity analysis in management research including how to create and interpret benchmarks based on observed covariates. These approaches allow researchers across a broad range of topic areas to debate the strength of evidence in intuitive and concrete terms necessary to inform innovations in the future.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Qualitative Comparative Analysis (QCA): A Set-Analytic Approach for Studying Configurations



Organizer: **Johannes Meuer**, *KLU Hamburg*
Organizer: **Joanna Tochman Campbell**, *U. of Cincinnati*
Organizer: **Donal Crilly**, *London Business School*
Organizer: **Peer Fiss**, *U. of Southern California*
Organizer: **Thomas Greckhamer**, *Louisiana State U.*
Organizer: **Rodney Lacey**, *Arizona State U.*
Organizer: **Vilmos F. Misangyi**, *Pennsylvania State U.*

Over the last decade, there has been a significant surge in interest surrounding set-analytic methods within management research, notably Qualitative Comparative Analysis (QCA) and configurational thinking. The exponential growth in the adoption of QCA can be attributed to a dual impetus: a burgeoning scholarly fascination with capturing causal complexity and continuous enhancements in its methodological application and supporting software. QCA has now solidified its status as a well-established approach in the toolkit of management researchers. Building on feedback from previous Professional Development Workshops (PDWs), this year's proposed PDW aims to cater to three distinct audiences. Part 1 is tailored for individuals with limited exposure to QCA, providing them with foundational knowledge and insights into the practical applications of QCA for their research projects. Part 2 is designed for more advanced management researchers and practitioners keen on delving into current methodological issues and the latest advancements in QCA. Part 3 is open to all participants seeking a platform to discuss their ongoing QCA research with fellow participants and experienced PDW organizers. Participation in this PDW is open to all conference attendees, with no registration required, except for Part 3, where researchers should submit an extended abstract. For those interested in receiving a list of recommended pre-readings and resources, please contact Johannes Meuer (johannes.meuer@klu.org) before the meeting.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**

Program Session: **41** | Submission: **21720** | Sponsor(s): **(SAP)**

Scheduled: **Friday, Aug 9 2024 8:00AM - 9:00AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Ambassador Room**

SAP IG - Early-Career Program: Welcome (By Invitation Only)

Organizer: **Daniel Gaeckle**, *U. of Stuttgart School of Management*

Organizer: **Tyson Rallens**, *Oxford U., Saïd Business School*

Organizer: **Verena Timmer**, *Witten/Herdecke U.*

Host: **Vern Glaser**, *U. of Alberta*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **42** | Submission: **17593** | Sponsor(s): **(SIM, CTO, CMS)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 9:30AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Watertower**

Artificial Intelligence and Inequality: An Intersectional Approach



Organizer: **Ram Mahalingam**, *U. of Michigan, Ann Arbor*
Organizer: **Akhil S G**, *Weatherhead School of Management, Case Western Reserve U.*
Organizer: **Elisabeth K. Kelan**, *U. of Essex*
Organizer: **Pratyush Bharati**, *U. of Massachusetts, Boston*
Organizer: **Mika Omori**, *Ochanomizu U. & Tohoku U.*

Organization studies, functioning as an applied field, reside at the crossroads of various disciplines such as sociology, psychology, and economics, among others. The interdisciplinary blend of events happening in organizations and around organizing is recognized as a pivotal factor in coming up with interpretations and explanations of complex phenomena in the world. Technology, for one, was introduced into this conversation from multiple perspectives. Researchers have persistently endeavored to unravel the intricate interplay between technology and organizations — whether technology augments or ameliorates inequality. However, the rapidly evolving dynamics of technology relationships are reshaping organizations, impacting fundamental values, practices, identities, and jurisdictional boundaries within occupations, organizations, and society as a whole. These factors set the stage for the PDW to inquire into the shifting organizational dynamics within and between itself, given the increasing use of AI systems. In this PDW, we explore whether our community or discipline is prepared to analyze the negative impacts and repercussions caused by AI and initiate a public discussion on the matter. And if we are doing so, how do we problematize the AI harms by challenging the very assumptions of our current theoretical positioning? The challenges posed by AI systems need to be addressed beyond questions of gender, race, and class by treating these inequality regimes intersectional to compose new research agendas when the prominent discourse in AI centers around the paradoxical notion of augmentation and automation. We need to ask what kinds of jobs and who among us will be subjected to this disruption and, if so, how that impact will be felt across different strata of society.

In this PDW, we explore whether our community or discipline is prepared to analyze the negative impacts and repercussions caused by AI and initiate a public discussion on the matter. And if we are doing so, how do we problematize the AI harms by challenging the very assumptions of our current theoretical positioning? The challenges posed by AI systems need to be addressed beyond questions of gender, race, and class by treating these inequality regimes intersectional to compose new research agendas when the prominent discourse in AI centers around the paradoxical notion of augmentation and automation. We need to ask what kinds of jobs and who among us will be subjected to this disruption and, if so, how that impact will be felt across different strata of society. The PDW will engage in these topics and share where the topics are and the possibilities of moving forward.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **43** | Submission: **14459** | Sponsor(s): **(SIM, PNP, MSR, CMS)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 10:00AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile** in **Salon B**

Publishing Sustainability Research in SIM Journals

Panelist: **Kai N. Hockerts**, *Copenhagen Business School*

Panelist: **Ralf Barkemeyer**, *Kedge Business School*

Panelist: **Mollie Painter-Morland**, *Nottingham Trent U.*

Panelist: **Colin Patrick Higgins**, *Deakin U.*

Facilitator: **Anne-Karen Hueske**, *Copenhagen Business School Department of Management, Society and Communication*

Submissions of sustainability research to SIM journals are growing. While many authors expect that these fit well in SIM journals, they often find their papers (desk) rejected due to a “lack of fit with the journal”. In the absence of clear guidance on how sustainability scholars can frame their research in a way that is relevant for SIM scholars, some sustainability researchers may withdraw and look for outlets elsewhere. While this might be the right approach in some cases, as the SIM community we risk, however, to miss out on rich data sets that if analyzed appropriately would offer much to business ethics research. In order to help attract a more diverse and interdisciplinary audience to the SIM community, this PDW invites (associate) editors from several leading SIM journals to share what they expect from sustainability research submitted to their journals. They will outline what their criteria are and how sustainability scholars can best speak towards an audience of business ethics scholars and social issue in management researchers. The panel of editors will share practice examples of why papers are (desk) rejected and more importantly they will outline how sustainability scholars can craft a SIM contribution in their sustainability papers. They will point at helpful editorials, answer questions from the audience, and give feedback on exemplary papers during the roundtable phase. The session will include panelists from: *Business and Society*, *Business Ethics Quarterly*, *Business Ethics*, *the Environment & Responsibility*, and *the Journal of Business Ethics*.

We do encourage pre-registration. However, pre-registration is not required, and walk-ins are explicitly encouraged. However, should space in the room be limited, preference will be given to participants who have pre-registered. Moreover, pre-registration is required if you want to receive feedback on one of your paper ideas. As part of the pre-registration participants can submit questions to the panel as well as a paper idea that they would like to discuss with one of the panelists during the roundtable phase. Each editor will select 2-3 paper ideas to receive feedback that they feel are good case examples of illustrating the topics discussed in the PDW. Interested scholars are invited to pre-register with the following survey link: https://copenhagenbusiness.eu.qualtrics.com/jfe/form/SV_3qNk40mOzZF4qXk

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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



Organizer: **Martina Pasquini**, *IE Business School*
Organizer: **Sandro Cabral**, *Inspire Institute of Education and Research*
Organizer: **Theresa Idenyi Onaji-Benson**, -
Organizer: **Edgar Ramirez Solis**, *ITESM*
Organizer: **Wei Guo**, *China Europe International Business School (CEIBS)*
Organizer: **Mariano L.M. Heyden**, *Monash Business School*
Panelist: **Samina Karim**, *Northeastern U.*
Panelist: **Annamaria Conti**, *IE U.*
Panelist: **Oliver T. Alexy**, *Technical U. of Munich*
Panelist: **Glenn Hoetker**, *Melbourne Business School, U. of Melbourne*
Panelist: **Amy Y. Ou**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*
Panelist: **Yanbo Wang**, *HKU*
Panelist: **Kate Odziemkowska**, *U. of Toronto, Rotman School of Management*

Strategic management scholars not part of major schools in the United States, Canada, and other developed countries face several barriers to breaking the glass ceiling and communicating their research in leading (strategic) management journals. This PDW intends to help scholars outside leading schools improve their research manuscripts by providing helpful guidance to succeed during the publication process. We aim to do this with the support of prominent scholars in editorial positions and proven track records of publications in leading journals. The PDW is divided into three sections. The first-panel includes editors with vast experience in international scholarship and an active understanding of the main problems faced by researchers from disenfranchised settings. The second panel will count on global scholars with a proven record of publications and accumulated experience advising scholars for the international job market. The last PDW section will be restricted to registered participants with pre-selected working papers. These papers will receive detailed comments and suggestions from leading scholars in the field. The session will also serve as a unique opportunity for scholars from disenfranchised regions to get mentoring support

Pre-registration is required, details will be shared in the AOM STR Discussion Board.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **45** | Submission: **11906** | Sponsor(s): **(STR)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 5:30PM CT (UTC-5)** at **Sheraton Grand Chicago in Colorado**

Strategic Management Division (STR) Junior Faculty Consortium 2024










Organizer: **Anu Wadhwa**, *Imperial College Business School*
Organizer: **Francisco Polidoro**, *U. of Texas at Austin*
Panelist: **Vikas A. Aggarwal**, *INSEAD*
Panelist: **Sharon Alvarez**, *U. of Pittsburgh*
Panelist: **Paolo Aversa**, *King's College London*
Panelist: **Sandro Cabral**, *Inspire Institute of Education and Research*
Panelist: **Xavier Castaner**, *U. of Lausanne*
Panelist: **Martin Ganco**, *Wisconsin School of Business*
Panelist: **Koen Heimeriks**, *Warwick Business School*
Panelist: **Umit Ozmel**, *Purdue U., West Lafayette*
Panelist: **Sai Krishna Yayavaram**, *Indian Institute of Management, Bangalore*
Panelist: **Anthea (Yan) Zhang**, *Rice U.*

The STR Division is pleased to sponsor the 2024 Junior Faculty Consortium. The objective of the consortium is to enhance the scholarship, teaching, and professional development of faculty in the early stages of their careers. The consortium provides a forum for exchanging ideas concerning teaching and research as well as for expanding one's academic network. The Co-Chairs for the 2024 Consortium are Anu Wadhwa (Imperial College London) and Francisco Polidoro Jr. (The University of Texas, Austin). During the consortium, senior faculty panelists and mentors from top global research and teaching universities will share their expertise with participants. Priority will be given to STR members who have completed their dissertation by September 2023 and are in the first through the fourth year of their academic career. In addition, a participant should have a record of teaching and research in strategic management or closely related fields and not have participated in prior STR Junior Faculty Consortia. The application deadline will be May 31, 2024. Applicants selected for participation will be notified by the end of June 2024.

Pre-registration is required, details will be shared in the AOM STR Discussion Board.

KEY TO SYMBOLS

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

Publishing Organization Design Papers: An Editor and Author Perspective



Organizer: **John Eklund**, *U. of Southern California*
Organizer: **Michael Yanche Lee**, *INSEAD*
Organizer: **Saerom Lee**, *The Wharton School, U. of Pennsylvania*
Organizer: **Trevor Daniel Young-Hyman**, *U. of Pittsburgh*
Panelist: **Rodrigo Canales**, *Boston U.*
Panelist: **J.P. Eggers**, *New York U.*
Panelist: **Claudine Madras Gartenberg**, *The Wharton School, U. of Pennsylvania*
Panelist: **Samina Karim**, *Northeastern U.*
Panelist: **Brian Silverman**, *U. of Toronto*

Despite both its scholarly and practical importance, research on organizational design has received relatively little attention since the 1980s. However, it has recently gone through a renaissance with scholars. Despite this upsurge in popularity, a study on organizational design can be highly challenging to publish. Theoretically, it is often perceived as an “old topic,” requiring scholars to tease out a novel contribution and demonstrate the need for new research. Empirically, it is difficult to collect large-sample data and accurately measure various dimensions of organizational design, as this sensitive information is often not publicly available. Furthermore, as firms tend to endogenously choose their organizational design, scholars face challenges in finding a source of exogenous variation in these dimensions and causally identifying their effects. To help scholars navigate these challenges, we have gathered editors of leading management journals with expertise in this topic and authors who have recently published organizational design papers. In the first part of our PDW, these editors and authors will share their experiences and advice on how to successfully publish papers in this area. In the second part, attendees will undertake roundtable discussions to discuss their research project ideas receiving feedback from the PDW organizers and panelists.

KEY TO SYMBOLS








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

Strategic Management of Intellectual Property

Organizer: **Catherine Magelssen**, *London Business School*
Organizer: **Minyuan Zhao**, *Washington U. in St. Louis, Olin Business School*
Panelist: **Lee Branstetter**, *Carnegie Mellon U.*
Panelist: **Aija Elina Leiponen**, *Cornell U.*
Panelist: **Catherine Magelssen**, *London Business School*
Panelist: **PuayKhoon Toh**, *U. of Texas at Austin*
Discussant: **Minyuan Zhao**, *Washington U. in St. Louis, Olin Business School*

Intellectual Property (IP) strategy has become an increasingly vital component in the global economy, demanding a reevaluation in the face of rapid changes in technology, firm organizations, and international landscape. This PDW aims to encourage exchange of ideas on the strategic management of IP in the context of such dynamics. It connects with the conference theme of Innovating for the Future: Policy, Purpose, and Organization by examining how IP policies influence innovation and firm strategy. We are building on the Strategic Management of Intellectual Property PDW from last year, which attracted a large audience and generated fruitful discussions. Our goal is to develop an ongoing series at AOM that seeks to foster a cross-disciplinary community on IP-related research. The panelists come from diverse backgrounds and utilize various data sources and methods. The diversity of insights should spark more in-depth discussions and debates. We structure the conversation around three key topics. First, we will explore the balance between local regulations and global market dynamics, focusing on the impact of policy on IP strategies. Second, we will discuss the challenges and opportunities that emerging technologies pose, and scrutinize the implications of platforms and technological standards. Finally, we will address how IP assertion across countries affects global strategy, examining the dual role of IP in promoting and impeding innovation. Across these themes, the panelists will delve into the complex interplay amongst institutions, technological changes, and international competition. The discussions on current challenges will also help identify future avenues of research.

KEY TO SYMBOLS








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

Session Type: **Meeting**
Program Session: **48** | Submission: **21875** | Sponsor(s): **(SVC)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 8:00PM CT (UTC-5)** at **Swissotel Chicago** in **St. Mortiz**

Reflection Room

This space is designated as a non-denominational room for attendees to use for prayer or quiet reflection amidst the busy backdrop of the meeting. Use of this space requires tolerance for all faiths, spiritual beliefs and practices. In order to make this space available to attendees, the following rules apply: Only registered Academy of Management attendees are permitted. No candles, incense burning or other smoke, fragrance or flame is allowed. The space is open to registrants at all scheduled times. Conversation and music are prohibited and noise is to be kept to the strictest minimum. Use is restricted to purposes of personal reflection, meditation or prayer. No sleeping is permitted.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **49** | Submission: **17474** | Sponsor(s): **(TIM, CTO, STR, OMT)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 11:00AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Michigan B**

AI for Science: Expanding the Frontiers of Innovation Research in Management

Organizer: **Binglu Wang**, *Kellogg School of Management, Northwestern U.*

Organizer: **Jacqueline Lane**, *Harvard U.*

Organizer: **Nur Ahmed**, *MIT Sloan School of Management*

Organizer: **Miaomiao Zhang**, *Harvard Business School*

Speaker: **Kevin Boudreau**, *Northeastern U. & NBER*

Speaker: **Jason Owen-Smith**, *U. of Michigan, Ann Arbor*

Speaker: **Dashun Wang**, *Northwestern Kellogg School of Management*

Speaker: **Scott Stern**, *Massachusetts Institute of Technology*

Speaker: **Hila Lifshitz-Assaf**, *Warwick Business School*

This workshop aims to explore the growing role of Artificial Intelligence (AI) in accelerating scientific innovation. AI's transformative impact on industries, organizational structures, and innovation processes presents opportunities to advance management research. This workshop will integrate insights from various disciplines including economics, sociology, computational social science, and management, to deepen our understanding of AI's role in shaping scientific and technological progress. One of the objectives is to examine how AI tools and methodologies are transforming the landscape of scientific inquiry and innovation. This workshop aims to address critical aspects of AI in the context of scientific and technological innovation by offering a multidisciplinary view on the specialized role of AI, human-AI interaction, the impact of institutions, and strategic interactions in the commercialization of new technologies. Participants will gain comprehensive insights into how AI-enabled and augmented processes may shape the future of innovation trajectories, policy implications, and societal welfare.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **50** | Submission: **10067** | Sponsor(s): **(TIM, STR, ENT)**
Scheduled: **Friday, Aug 9 2024 8:00AM - 9:30AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom I**

Machine Learning in Innovation Research: From Measurement to Causal Inference



Organizer: **Mariano Mastrogiorgio**, *IE Business School*
Organizer: **Mario Daniele Amore**, *HEC Paris*
Panelist: **Sam Arts**, *KU Leuven*
Panelist: **Natalie Carlson**, *The Wharton School, U. of Pennsylvania*
Panelist: **Arianna Marchetti**, *London Business School*
Panelist: **Milan Miric**, *U. of Southern California - Marshall School of Business*
Moderator: **LI Liu**, *U. Carlos III de Madrid (UC3M)*

Machine learning has gained increasing attention owing to the latest advancements in natural language processing, especially those based on transformers, such as OpenAI's ChatGPT and Google's BERT. Transformers are large language models built upon deep learning neural networks, harnessing some key underlying components, notably attention modules and contextual word embeddings. This PDW features several presentations by leading scholars who will share their knowledge and research insights into the latest developments in machine learning of text data, and address some of the key challenges for measurement and causal inference. The PDW is scheduled to run for one hour and thirty minutes, consisting of two segments: Part 1, featuring a general introduction and guest speakers (lasting 70 minutes), and Part 2, dedicated to a Q&A session and open debate (lasting 20 minutes). The goal of the PDW is to raise awareness on how scholars can leverage machine learning in innovation research.

The session is open to anyone interested. Registration and additional fees are NOT required.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



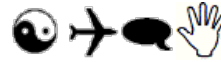
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **51** | Submission: **10591** | Sponsor(s): **(AFAM, SIM, CTO)**
Scheduled: **Friday, Aug 9 2024 8:30AM - 10:00AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Bucktown**

Facilitating Sustainable Business Development: Shaping an Innovation Ecosystem in Africa



Organizer: **YIRUI JIANG**, *Cranfield U.*
Panelist: **Victoria Sabula**, *Africa Enterprise Challenge Fund*
Panelist: **Gary Fox**, -
Panelist: **Tao Xu**, *School of Economics & Management, Tongji U.*
Participant: **Alphonsus Neba**, *Science for Africa Foundation*
Participant: **Flackson Tshuma**, *Stellenbosch U., South Africa*
Participant: **Assumpta Okolo**, *OLTRONLTD*

The emergence of innovation ecosystem opens up fresh business prospects. This workshop invites scholars and professionals to delve into the complex interplay of factors within the African innovation ecosystem through engaging panel discussions and presentations. It explores the effects of international political dynamics, economic disparities, and the ever-evolving technologies on sustainable business development in Africa. Attendees participating in gaming sessions have the chance to step into the shoes of different stakeholders in the innovation ecosystem. Through a sanitation ecosystem case study, this workshop enriches their comprehension of innovation ecosystem in Africa, promoting interdisciplinary insights.

Welcome, attendees! If you are interested in the "Facilitating Sustainable Business Development: Shaping an Innovation Ecosystem in Africa". Please email your CV or contact the organizer to [Email Address: yirui.jiang@cranfield.ac.uk] with [Email Title: AOM-AFAM-Your Name-Your Affiliation] no later than [1st August, 2024]. This will facilitate our preparations and enhance networking opportunities during the event. Should you have any questions or require assistance before or during the event, please feel free to contact our event coordinator, DR YIRUI JIANG, at [Email Address: yirui.jiang@cranfield.ac.uk]. We look forward to welcoming you and ensuring an enjoyable experience for all attendees. Thank you for your participation!

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **52** | Submission: **10508** | Sponsor(s): **(CAR, HR, OB, RM)**
Scheduled: **Friday, Aug 9 2024 8:30AM - 10:00AM CT (UTC-5)** at **Swissotel Chicago** in **Monte Rosa**

Sequence Analysis: Techniques and Practical Applications

Organizer: **Katja Dlouhy**, *U. of Mannheim*

Organizer: **Torsten Biemann**, *U. of Mannheim*

This is an introductory workshop on sequence analysis, specifically on optimal matching analysis. Optimal matching analysis can be used to assess similarity of sequence data, and to find patterns in longitudinal nominal data. The workshop is targeted at researchers and doctoral students who want to get started with this method. The objective of the workshop is to encourage and enable participants to apply sequence analysis in their own research. After introducing fundamentals of the method, we will provide examples of its use in empirical research. Attendees will then develop practical, hands-on skills for using optimal matching analysis by analyzing a sample data set. We will discuss important practical issues and introduce some advanced applications, giving enough room for discussion and questions. Participants will receive a download link to the free software R, sample data, and some syntax for R that can serve as a blueprint for their own future analyses.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

International Futures for MED Ambassadors

Coordinator: **Anne Berthinier-Poncet**, *CNAM U. Paris*
Coordinator: **Elisabeth Fröhlich**, *IEDC-Bled School of Management*
Participant: **Marek Jablonski**, *Krakow U. of Economics*
Participant: **Wendy Farrell**, *Management Center Innsbruck*
Participant: **Madina Rival**, *LIRSA-Cnam Paris*
Participant: **Miguel R. Olivás-Lujan**, *PennWest U.*
Participant: **Monika Petraite**, *Kaunas U. of Technology, School of Economics and Business*
Participant: **Anderson De Souza Sant'Anna**, *FGV-EAESP*
Participant: **Preeti Wadhwa**, *Cal Poly Pomona*
Participant: **Fatima Bayma De oliveira**, *Fundação Getúlio Vargas/EBAPE*
Participant: **Mami Taniguchi**, *Waseda U.*
Facilitator: **Marina Anna Schmitz**, *IEDC-Bled School of Management*
Participant: **Penny Ann Vivian Simpson**, *King's College London*
Participant: **Amanda Jones**, *King's College London*
Facilitator: **Antje Bierwisch**, *MCI The Entrepreneurial School*
Participant: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Participant: **Louise Whittaker**, *GIBS Gordon Institute of Business Science*
Participant: **Saloni Sinha**, *Birla Institute of Management Technology, Greater Noida, Uttar Pradesh India*
Participant: **Aurora Díaz Soloaga**, *Almaty Management U.*
Participant: **Odiljon ABDURAZZAKOV**, *Central Asian U.*
Participant: **Divya Singhal**, *Goa Institute of Management*
Participant: **Karin Alm**, *Kristianstad U.*
Participant: **Belinda Gibbons**, *U. of Wollongong*
Participant: **Cristian R. Loza Adauí**, *THI Business School*

This year MED Ambassadors' PDW will explore Futures Literacy to help building a stronger community of MED ambassadors and work collectively on innovative solutions to prepare management education changes and challenges all around the world. In order to increase impact from the field of Management Education Development, we need to actively listen to those colleagues from diverse geographical regions. We need to pause and reflect upon experiences from those all around the world, who have solved problems differently. The MED Ambassadors PDW offers this opportunity and the space for exchanging and building up a strong international community. With a network of ambassadors from 23 countries on almost every continent, our ambition is to further expand MED's representation in the international management education community. Not only does this PDW enable to share international know-how in management education teaching, research and practice, it also supports educators to develop and inculcate the capability to address the challenges in management, in particular through innovative teaching practice for educating responsible leaders and managers. This year, following the AOM 2024 theme "Innovating for the Future", we will share a "all around the world" poster session of the most innovative teaching practices in management and we will also offer our ambassadors and all other MED members an interactive workshop on Futures Literacy to reflect on how to shape a sustainable future and develop futures capabilities for our students in management, innovation and entrepreneurship. Finally, following on from last year's workshop and based on the results of our foresight workshop, we will take a moment to define together two or three concrete measures to be implemented within the community of MED ambassadors during the year.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **54** | Submission: **12669** | Sponsor(s): **(MSR, ONE, ODC, SIM)**
Scheduled: **Friday, Aug 9 2024 8:30AM - 10:00AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile** in **O'Hare**

The Sustainability Mindset Indicator: How Professors Develop a Mindset for Innovation and Resilience

Organizer: **Beate Klingenberg**, *FOM Hochschule fuer Oekonomie & Management*
Organizer: **Isabel Rimanoczy**, *PRME Working Group on the Sustainability Mindset*
Presenter: **Albachiara Boffelli**, *U. of Bergamo*
Presenter: **Giselle Rentería Núñez**, *Tecnológico de Monterrey*
Presenter: **Louis W. Fry**, *Texas A&M U. Central Texas*
Presenter: **Emmanuelle Reuter**, *U. of Neuchatel*
Presenter: **Ngoc Quynh Dao**, *U. of Neuchatel*
Presenter: **Ruben Burga**, *U. of Guelph*
Presenter: **Isabel Rodriguez Tejedro**, *U. de Navarra*
Presenter: **Amelia Naim**, *Sekolah Tinggi Manajemen IPMI (IPMI International Business School)*
Presenter: **Rachel Fichter**, *Columbia U.*
Presenter: **Ekaterina A. Ivanova**, *HSE U. Graduate School of Business*

Attending a session on developing a sustainability mindset at the AOM Annual Conference (2014), a professor asked how we would know if such a mindset was successfully developed, and how it could be assessed. This question prompted exploring if an appropriate tool existed, or how to develop it (Kassel, Rimanoczy, & Mitchell, 2018; Rimanoczy & Llamazares 2021, Rimanoczy & Klingenberg, 2021). The resulting Sustainability Mindset Indicator (SMI[®]) maps where students are in the development of their sustainability mindset, providing educators with resources to further develop it. Students receive a thought-provoking report for their own personal growth. Aggregated results can be used for research, comparing the profile of a group pre and post a course in sustainability, training, or other interventions, measuring impact and effectiveness. The components associated with a sustainability mindset are ecological worldview, systems perspective, emotional and spiritual intelligence, and are critical for developing readiness to think, innovate and implement sustainability actions (Rimanoczy, 2021). Acting in new ways means developing resiliency, one of the most important skills in uncertain times (European Union Skills Agenda, 2020).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **55** | Submission: **12847** | Sponsor(s): **(STR, OMT, TIM)**
Scheduled: **Friday, Aug 9 2024 8:30AM - 11:00AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Ohio**

Strategy and Innovation in the Biopharmaceutical and Health Care Sectors



Organizer: **Charu Gupta**, *UCLA Anderson School of Management*
Organizer: **Sukhun Kang**, *UC Santa Barbara*
Organizer: **Sandip Bisui**, *Purdue U.*
Organizer: **Sungyong Chang**, *London Business School*
Panelist: **Colleen Cunningham**, *U. of Utah, David Eccles School of Business*
Panelist: **John Eklund**, *U. of Southern California*
Panelist: **Anita McGahan**, *U. of Toronto*
Panelist: **Lamar Pierce**, *Washington U. in St. Louis*
Panelist: **Francisco Polidoro**, *U. of Texas at Austin*
Panelist: **Ariel Dora Stern**, *Hasso Plattner Institute*

The biopharmaceutical and health care sectors, consistently significant in management scholarship, have gained renewed importance as a result of the COVID-19 pandemic, emphasizing their critical role in our daily lives and global economy. The purpose of this PDW is to foster and deepen scholarly conversations around important strategic themes of the biopharmaceutical and health care sectors that are of interest to a broad group of scholars at the Academy, as well as practitioners and policymakers. Based on our last iteration of the PDW at AOM2023, our goal is to continue our discussion of cutting-edge research ideas in these sectors and how scholars studying these questions can make meaningful theoretical and managerial contributions. To do so, we bring together a group of six leading faculty to discuss and engage with scholars studying cutting-edge research in the biopharmaceutical and health care sectors and help them both navigate the development of their research ideas and make meaningful theoretical and managerial contributions. Overall, the goal of this PDW is to provide a forum where scholars can develop a shared understanding of research on various topics in the biopharmaceutical and health care industries and provide important insights into how next-generation scholars may employ novel theories and methods to develop future research. We also hope to exchange knowledge on new datasets in these sectors. This two and half-hour PDW will follow a three-part format. In the first part, six leading faculty (Francisco Polidoro, Anita McGahan, Lamar Pierce, Ariel Stern, Colleen Cunningham, and John Eklund) will share insights on important aspects of research in the biopharmaceutical and health care sectors. The second part will consist of a semi-structured panel discussion among the presenters. The last part will contain two roundtable discussions, each focused on different topics and methods. Prospective participants will apply to the PDW by submitting a brief description of a research idea to be explored with the discussants and other participants.

Participation is open to all for the panelist presentations, but pre-registration is required for the round table discussion. To participate in the round table discussion, please fill in this form by Monday July 1, 2024: <https://forms.gle/hzdD57tjsSwKnYwU8>. Acceptance notifications will be sent by Mid July. If you have any questions, please contact Sukhun Kang (sukhunkang@ucsb.edu) or Sandip Bisui (sbisui@purdue.edu).

KEY TO SYMBOLS

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

Change Agents for DEI in and Around Organizations



Organizer: **Florence Villeseche**, *Copenhagen Business School*
Organizer: **Elena Doldor**, *Queen Mary U. of London*
Organizer: **Maria Adamson**, *Queen Mary U. of London*
Panelist: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*
Panelist: **Maureen A. Scully**, *U. of Massachusetts, Boston*
Panelist: **Cathrine Seierstad**, *U. of South-Eastern Norway*
Panelist: **Caroline Julie Demeyere**, *Copenhagen Business School*
Facilitator: **Elina Meliou**, *Brunel U. London*
Facilitator: **Shoshana Schwartz**, *Christopher Newport U.*
Facilitator: **Caren Goldberg**, *U. de Sevilla*
Facilitator: **Denise Dziwak**, *Doctoral student at Fielding graduate U.*
Facilitator: **Radha Rani Sharma**, *New Delhi Institute of Management (NDIM)*
Facilitator: **Anica Zeyen**, *Royal Holloway, U. of London*
Facilitator: **Isabel Metz**, *Melbourne Business School, U. of Melbourne*
Facilitator: **Samantha Deane**, *Rutgers*
Participant: **Minna Marinova Paunova**, *Copenhagen Business School*
Participant: **Janice Yue-Yan Lam**, *Schulich School of Business, York U.*
Participant: **Sumita Datta**, *S P Jain Institute of Management and Research*
Participant: **Serena Sohrab**, *Bayes Business School*
Participant: **Flora Antoniazzi**, *Copenhagen Business School*
Participant: **Lynn Sitanimezi**, *Doctoral student at Fielding graduate U.*

Diversity, Equity, and Inclusion (DEI) work is often viewed as work conducted within organizations through policies, processes and practices designed and administered by various actors like DEI officers, Chief Diversity Officers, and HR-DEI leads. While internal organizational efforts by people with DEI in their job title or as part of their job description remain crucial, recent research increasingly shows that furthering DEI efforts also relies on a broader range of change agents who spearhead these initiatives, both in and around organizations. Such change agents can be external DEI consultants, role models, activist groups and social movements, but also include those within organizations without formal responsibilities for DEI, like allies and sponsors. In this PDW, a panel will begin this conversation by taking a closer look at these more 'unusual suspects' who shape DEI work in and around organizations, understanding who they are and what they do to help change the workplace for the better. Following the panel, all participants will have a chance to debate these actors' roles further in roundtable discussions. This would enable us to foster collaborations and develop a research agenda regarding how the efforts of DEI change agents in and around organizations intersect, combine or have conflicting interests or priorities.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **57** | Submission: **10723** | Sponsor(s): **(DEI, IM, RM)**
Scheduled: **Friday, Aug 9 2024 9:00AM - 11:00AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Michigan 1B**

DEI's Global Ambassadors Broadening the AOM Experience for Emerging International Members



Organizer: **Raymond Trau**, *Macquarie U.*
Organizer: **Ny Mia Tran**, *Salem State U.*
Organizer: **Yang Yang**, *Rowan U.*
Panelist: **Tania Casado**, *U. of São Paulo*
Panelist: **Charlotte M. Karam**, *U. of Ottawa*
Panelist: **Minna Marinova Paunova**, *Copenhagen Business School*
Panelist: **Mustafa Ozbilgin**, *Brunel U.*
Facilitator: **Shreyashi Chakraborty**, *U. of Greenwich*
Facilitator: **Irina Gioaba**, *Kean U.*
Facilitator: **Huong Le**, *Central Queensland U.*
Facilitator: **Ajana Lolat-Pazarauskiene**, *Diversity, Equity and Inclusion*
Facilitator: **Chikae Naito**, *Musashi U.*
Facilitator: **Mihwa Seong**, *U. of St. Gallen (HSG)*
Facilitator: **Eun Young Song**, *Australian National U.*
Facilitator: **I-Heng Wu**, *U. of South Alabama*

Our broad goal is to connect and support emerging international members from emerging economies, the global South, and other geographies where our AOM/DEI membership is under-represented. The DEI's Global Ambassadors will partner with AOM-partner organizations to identify and invite Management scholars around the world to take part in our PDW. Participants will request and be matched with mentors who will help them feel more supported at future AOM conferences and more confident in their future AOM paper development efforts. Four panelists with connections to/in underrepresented/emerging economies will present ideas, and Global Ambassadors will facilitate a roundtable discussion on overcoming outsider status at AOM and developing high-quality conference submissions. In alignment with AOM's four driving goals, our PDW aims to (1) connect and support members of the global management/organization community who might otherwise be overlooked at AOM, (2) enhance the diversity of the membership to which AOM provides indispensable value, (3) advance knowledge relevant to an even more diverse set of stakeholders/institutions around the world, and (4) enhance AOM's standing as a globally-led association. Key take-aways to participants of the PDW include stronger (1) connection to and belonging within the DEI community, and (2) honing of paper development skills, making future AOM attendance more likely. PDW participants will also be invited to a Welcome Coffee on the morning of this PDW to network with mentors and panelists.

Attendees of this PDW are welcome to attend DEI's Welcome Coffee event. For further information, please contact the lead co-organizer of this PDW (raymond.trau@mq.edu.au)

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **58** | Submission: **21664** | Sponsor(s): **(ENT)**
Scheduled: **Friday, Aug 9 2024 9:00AM - 1:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Michigan 2**

ENT Early Career Development Consortium

Coordinator: **Christina Theodoraki**, *CERGAM, IAE Aix Graduate School of Management, Aix-Marseille U., France*

Organizer: **Magdalena Cholakova**, *Erasmus U. Rotterdam*

Organizer: **Marcus Wolfe**, *U. of North Texas*

The Early Career Development Consortium (ECDC) is specifically designed to meet the needs of those scholars who are early in their career such as tenure-track assistant professors (pre-tenure packet submission). The format for the consortium is intimate and interactive (small group discussions, personalized Q&A, etc.), where we pair small groups of attendees with mentors. Leading entrepreneurship scholars (serving as mentors) will interact with participants, guiding the discussion that will include practical advice to help early-stage academics manage the pre-tenure phase of their career. The goal of this format is also to allow participants to ask specific questions, meet with and interact with individuals in their similar situation, and develop relationships with other participants that (we hope) will continue to be beneficial as they move through their career. Specific topics include: building a successful research pipeline, navigating the publication process, and developing a reputation within a given field.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The AI Disruption of Entrepreneurship: A Setback or Breakthrough for Innovation? Research Incubator










Organizer: **Frédéric Ooms**, *HEC Liège - Management School of the U. of Liège*
Organizer: **Moren Levesque**, *York U.*
Organizer: **Boris Nikolaev**, *Colorado State U.*
Organizer: **Martin Obschonka**, *U. of Amsterdam*
Organizer: **Francesco Ferrati**, *U. of Padova*
Organizer: **Phillip H. Kim**, *Babson College*

Entrepreneurship is a major mechanism through which innovation production and adoption is accelerated. With the rise of powerful AI tools, including but not limited to generative AI, we witness a disruptive transformation of entrepreneurship practices and research, with potentially far-reaching implications for innovation. A recent editorial in the *Academy of Management Journal (AMJ)* provocatively suggests a future where scholars might transition from being creators to curators, overseeing a vast expanse of AI-generated academic content, fundamentally challenging our traditional roles in knowledge production. (Grimes et al., 2023). Here is particularly unclear whether the AI disruption of entrepreneurship is a setback or breakthrough for innovation production and adoption. At the same time, research in the space of AI entrepreneurship, and effects on innovation, is very nascent, both in the theoretical and empirical literature. Likewise, research communities and networks in this space are emerging but fragmented. This PDW aims to spark a conversation and build a community that will serve as a catalyst for critical and much needed dialogue on the implications of AI for the fields of entrepreneurship and innovation. The workshop will take a developmental approach to identify the most pressing research questions, plan concrete study designs, and discuss how the research community and research process at large can be promoted in this field. To these ends, the workshop is designed to connect scholars interested in the intersection of AI and entrepreneurship, which we view as an important foundational step in creating a vibrant community of scholars interested in this topic. We seek to foster a community that is invested in understanding what AI means for entrepreneurship practice and research, collectively shaping the direction of future research, and to also offer a creative space for brainstorming ideas through a research incubator. This format is chosen to promote active collaboration and networking among participants, laying the groundwork for a shared vision on the future of AI in entrepreneurship research, and forming new networks and communities.

Please ensure you pre-register to attend the Professional Development Workshop (PDW). The online form is available at <https://www.entrepreneurship-ex-machina.org/>

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **60** | Submission: **19238** | Sponsor(s): **(HCM)**
Scheduled: **Friday, Aug 9 2024 9:00AM - 10:00AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Chancellor Room**

The Future of U.S. Healthcare: Improved Effectiveness and Efficiencies to Move Us Forward



Organizer: **Cassandra R. Henson**, *Widener U.*
Organizer: **Randyl Cochran**, *U. of North Carolina, Wilmington*
Organizer: **Wendy Whitner**, *Towson U.*

The current state of U.S. healthcare reflects the successes and challenges of satisfying the ever-changing healthcare needs of an increasingly complex society. Contemporary healthcare systems must continuously evolve to incorporate health policy updates, financial regulations for reimbursement and revenue recognition, prioritized patient experience and sustainability. There is no 'one size fits all' operations model in healthcare to implement these changes, but all stakeholders must make concerted efforts to maintain effective, efficient healthcare systems. This workshop discusses the key elements of systems effectiveness and efficiency and suggests innovative ways to move the healthcare sector forward.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **61** | Submission: **12233** | Sponsor(s): **(INDAM)**
Scheduled: **Friday, Aug 9 2024 9:00AM - 11:00AM CT (UTC-5)** at **Swissotel Chicago** in **Arosa**

Corporate Social (Ir) Responsibility: Communicating and Mitigating the Darker Side of CSR



Session Chair: **Anil K. Maheshwari**, *Maharishi International U.*

Presenter: **Payal Kumar**, *Indian school of hospitality*

Presenter: **Anil Kumar**, *U. of Delhi*

Presenter: **Tanuja Sharma**, *MDI, Gurgaon, India*

Presenter: **Anita Mendiratta**, *Keshav Mahavidyalaya, U. of Delhi*

In the wake of the ongoing climate and other crises globally, the debate around the proposition that the only social responsibility of a firm is to earn profits does not appear to hold. A firm's financial decisions often contradict the choice of corporate social responsibility (CSR) actional, and they might face tough choices between CSR and performance. Nations attempt to implement CSR voluntarily or mandatorily. CSR is mandatory in India through section 135 of the Companies Act. It creates incentives and opportunities to do some clever management of CSR initiatives. However, management scholarship has long ignored this counterpart of CSR, or corporate social irresponsibility (CSiR). Literature has shown that CSR and CSiR can co-exist simultaneously (Kölbel et al., 2017; Lange & Washburn, 2012). Even bonafide social entrepreneurship organizations may opportunistically engage in CSiR (Pandey & Maheshwari, 2023). CSiR is often communicated to stakeholders through media and third-party reporting. This workshop brings together a panel of management researchers with rich perspectives on the interplay of CSR and CSiR. Through dialog and exercise, this PDW seeks to engage participants controversial questions such as i. Should businesses be involved in CSR in the first place iii. If so, need this be made mandatory by law? iii. Have CSR activities turned into more brand-building exercises? iv. How can one call out CSiR practices?

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Social Event**
Program Session: **62** | Submission: **21718** | Sponsor(s): **(MOC)**
Scheduled: **Friday, Aug 9 2024 9:00AM - 10:30AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Columbus A**

MOC DOCS Social

Organizer: **Gabriel Robert Sala**, *Northeastern U.*
Organizer: **Audrey Holm**, *HEC Paris*
Organizer: **Kimberly Rocheville**, *Creighton U.*
Organizer: **Greg Fetzter**, *U. of Liverpool*
Division Chair: **Beth Ann Livingston**, *U. of Iowa*
Program Chair: **Burak Oc**, *Lee Kong Chian School of Business, Singapore Management U.*
Professional Development Workshop Chair: **Hana Johnson**, *Washington State U.*
Session Chair: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*

The MOC-DOCS (Management and Organizational Cognition Development and Outreach for Conference Success) Social event aims at becoming a central and welcoming initiative within the Academy of Management meetings, specifically tailored to newcomers seeking guidance and connection within the complex conference environment. This event serves as a friendly and inclusive space where attendees, particularly those new to the Academy of Management, can navigate the complexities of the conference with ease. Designed to foster a sense of community, MOC-DOCS provides a platform for individuals to find a supportive "conference buddy," facilitating meaningful connections and easing the initial challenges of navigating the conference landscape and networking opportunities. Moreover, the event offers newcomers the opportunity to be introduced to more senior MOC members, providing valuable mentorship and fostering a sense of belonging within the division. Beyond social connections, MOC-DOCS serves as a gateway for attendees to discover and to get involved with the MOC division, encouraging active participation and contribution to the vibrant scholarly community. In essence, MOC-DOCS embodies the spirit of inclusivity, mentorship, and community building, making the Academy of Management experience more accessible and enriching for all.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **63** | Submission: **11768** | Sponsor(s): **(OB, MED, ODC, OMT, MOC)**
Scheduled: **Friday, Aug 9 2024 9:00AM - 12:00PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich B**

Evidence-Based Tools for Leadership Development



Organizer: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*
Organizer: **Hannes Leroy**, *Erasmus Research Institute of Management*
Organizer: **John Stothoff**, *U. College London School of Management*
Presenter: **Henrik M. Bresman**, *INSEAD*
Presenter: **Olav Sorenson**, *UCLA Anderson School of Management*
Presenter: **Modupe Akinola**, *Columbia U.*
Presenter: **Brandi Pearce**, *U. of California, Berkeley*
Presenter: **Derek Harmon**, *U. of Michigan*

This interactive PDW is designed for anyone researching and teaching leadership. The PDW aims to elevate the importance of linking our research with our practice through building on our research findings to produce evidence-based tools which can be used to develop leaders in organizations. Through a mix of interactive presentations, panels, and roundtables, we will discuss and share best practices in building novel, evidence-based tools for leadership development and build community among those researching and teaching leadership. New tools highlighted will range from new AI-enabled technologies for behavioral leadership assessments to new interactive technology-enabled simulations for leading teams. Scholars will share the tool with the audience, allowing participants to engage and participate with the tool, as well as provide thoughts on how they built on research to develop their tool. Afterwards, we will host a series of roundtable discussions among presenters and audience on the future of evidence-based tools for leadership development. Finally, we will host a panel on how we can continue to develop and foster the usage of evidence-based interactive tools for leadership development in our teaching.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Bridging the Gap: Aligning Academic Insights with Practical Excellence in Organizational Change



Organizer: **Gediminas Baublys**, *Vilnius U.*
Panelist: **Clifford Oswick**, *City U. London*
Panelist: **David Bright**, *Wright State U.*
Panelist: **David Coghlan**, *U. of Dublin, Trinity College*
Panelist: **David Jamieson**, *Jamieson Consulting Group, Inc*
Panelist: **Patrice Elizabeth Rosenthal**, *Fielding Graduate U.*
Panelist: **Ronald Fry**, *Case Western Reserve U.*
Panelist: **Greg Voeller**, *Association of Change Management Professionals*

In the fast-paced business world, implementing sustainable, meaningful organizational change is crucial. However, a significant disconnect exists between academic research and its practical implementation in change management. This gap, underscored by the lack of agreement on essential change management processes and principles within the academic community, poses a challenge to effective change implementation. Professional Development Workshop "Bridging the Gap: Aligning Academic Insights with Practical Excellence in Organizational Change" addresses these issues by offering a unique combination of research-based insights and practical wisdom. It represents a joint effort of scholars and practitioners, committed to innovating and reshaping the field of organizational change. This initiative goes beyond traditional methods, promoting new, innovative approaches to drive impactful and relevant advancements in the field. It also encourages active audience engagement and serves as a platform for collaborative knowledge sharing and networking, fostering new avenues for both research and practical innovation. Participants will leave equipped with actionable strategies, innovative ideas, and inspiration for new research in organizational change. Ultimately, this workshop aims to unite management scholars and practitioners in a collective effort to address the grand challenges of our era, providing insightful and actionable strategies for effective organizational change management and impactful research.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **65** | Submission: **21900** | Sponsor(s): **(OMT)**
Scheduled: **Friday, Aug 9 2024 9:00AM - 12:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Regent Room**

OMT & DEI Intersect: Performing Research and Publishing on Organizations and Diversity, Equity and Inclusion



Organizer: **Danqing Wang**, *Hong Kong U. of Science and Technology*
Organizer: **Shipeng Yan**, *HKU Business School, The U. of Hong Kong*
Organizer: **Muhan Zhang**, *The Chinese U. of Hong Kong, HK*
Organizer: **Poonam Zantye**, *Boston College*
Organizer: **Vanessa Conzon**, *Boston College*
Organizer: **Mary Miata Struzska-Tyamayev**, *Boston College*
Organizer: **Audrey Holm**, *HEC Paris*
Panelist: **Aleksandra Joanna Kacperczyk**, *London Business School*
Panelist: **Forrest Briscoe**, *Cornell U.*
Panelist: **James D. Westphal**, *U. of Michigan*
Panelist: **John-Paul Ferguson**, *McGill U.*
Panelist: **JungYun Han**, *National Taiwan U.*
Panelist: **Sekou Bermiss**, *U. of North Carolina, Chapel Hill*
Panelist: **Matthew James Bidwell**, *U. of Pennsylvania*
Panelist: **Lauren A. Rivera**, *Northwestern Kellogg School of Management*
Panelist: **Ashleigh Shelby Rosette**, *Duke U.*
Panelist: **Katina Sawyer**, *U. of Arizona*

A comprehensive understanding of diversity within organizations is essential. While the number of publications related to diversity has increased, scholars vary in how they write about and incorporate diversity in their research. The workshop will include three parts – parts 1 and 2 are open to all and will involve panel presentations and plenary discussions and are open to all. Part 3 will build on and extend part 2, with participation restricted to participants who have submitted a 2-page proposal ahead of time. Our first panel (part 1) will ask when, how, and why scholars foreground, background, or drop diversity and inequality when moving from real-world observations to research accounts in papers and publications. Panel presentations and Q&A will help us address questions such as: What challenges, pushback, and missed opportunities do scholars face when trying to include diversity in their papers and research? What are authors' experiences when trying to publish research that includes a diversity component? What are editors' views on positioning such research? Our second panel (part 2) will explore how diversity has been included across research in organizational theory, strategy and entrepreneurship. The panel will address questions such as: How do institutional pressures shape organizational DEI strategies? How do firms respond to such institutional pressures? What features of a firm influence a firm's pursuit of DEI Initiatives? What are some organizational-level consequences of DEI initiatives? To further discuss questions on how diversity has been included across research in organizational theory, strategy and entrepreneurship (part 3), preregistered participants will be divided into groups to discuss their research ideas with panelists. Throughout the PDW, leading scholars in organizational theory and organizational behavior will discuss their experiences as they try to address these questions and will help participants reflect on how to move forward individually and collectively to advance the integration of diversity and inequality in management research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **66** | Submission: **13613** | Sponsor(s): **(OSCM)**
Scheduled: **Friday, Aug 9 2024 9:00AM - 12:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Wrigley**

OSCM Division Junior Faculty and Doctoral Consortium (Part 1)



Organizer: **Annachiara Longoni**, *ESADE Business School*
Organizer: **Iana Shaheen**, *U. of Arkansas*

The Operations and Supply Chain Management Division is pleased to announce a joint Junior Faculty and Doctoral Consortium at the annual meeting of the Academy of Management (AoM) in Chicago, IL, USA. This event will be held from 8:30 AM to 4:30 PM on Friday, August 9th, 2024. The primary focus of the joint consortium involves an intensive research incubator session for doctoral students and junior faculty grouped in roundtables of two to three participants. Doctoral students and junior faculty are asked to submit their research proposal in advance that will be discussed by a panel of senior and junior faculty providing feedback and guidance during the consortium. Participants are expected to ask questions and learn about building a research identity. In addition to the research incubator session, several panel sessions will further elaborate on publishing, the development of research streams, and the job market. Experts in the field are invited to provide their input and engage participants in Q&A sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **67** | Submission: **21739** | Sponsor(s): **(PUBS)**
Scheduled: **Friday, Aug 9 2024 9:00AM - 11:00AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall L**

AMJ Networking Workshop for Women

Presenter: **Floor Rink**, *U. of Groningen*

Presenter: **Toyah L. Miller**, *George Mason U.*

Presenter: **Juliane Reinecke**, *Oxford U., Saïd Business School*

Presenter: **Laura McAndrews Little**, *U. of Georgia*

Current and former female editors of the Academy of Management Journal invite female junior faculty (as well as those identifying as women and non-CIS gendered) to attend an advice and networking session. The program will include some short presentations by current/former editors reflecting about their “path to power,” as well as advice about high quality reviewing and obtaining editorial board memberships. We will conclude with breakout groups for networking.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**

Program Session: **68** | Submission: **13824** | Sponsor(s): **(RM, OB, HR, STR, ENT, IM, CAR, CM, MOC, OMT, OSCM, TIM, AAM, AFAM, CMS, IAM, NEU, INDAM)**

Scheduled: **Friday, Aug 9 2024 9:00AM - 10:30AM CT (UTC-5)** at **Swissotel Chicago** in **Élevé River View 2**

Professional Development Workshop: Ask the Quantitative Experts

Organizer: **Michael C. Withers**, *Texas A&MU*.

Panelist: **John R. Busenbark**, *U. of Notre Dame*

Panelist: **Jose M. Cortina**, *Virginia Commonwealth U.*

Panelist: **Dina Krasikova**, *U. of Texas At San Antonio*

Panelist: **Lisa Schurer Lambert**, *Oklahoma State U.*

Panelist: **Aaron McKenny**, *Indiana U. - Kelley School of Business*

Panelist: **Hettie Richardson**, *Texas Christian U.*

Panelist: **Mikko Rönkkö**, *U. of Jyväskylä School of Business*

Panelist: **Yifan Song**, *Texas A&MU*.

This PDW has a long-standing tradition as a crowd favorite. It is a great opportunity to ask experts any questions you might have about quantitative research methods, such as longitudinal/panel data analyses, effect size, probability, linear/nonlinear modeling, moderation, mediation, meta-analysis, sampling, baseline models, factor analysis, multilevel modeling, endogeneity, latent variables, big data/artificial intelligence, Bayesian analysis, and user questions related to statistical programs such as R, Stata, SPSS, SAS, and Mplus. No preregistration is required and the format is very laid back. Attendees are encouraged to come and go as they please to have their questions answered by quantitative method experts.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Explaining Ourselves: Crafting and Communicating an Academic Identity Narrative.



Organizer: **Sophie Elizabeth Jané**, *Umeå School of Business, Economics, and Statistics*

Organizer: **Renate Kratochvil**, *BI Norwegian Business School*

Organizer: **Fannie Couture**, *HEC Montreal*

Organizer: **Molly L. Weinstein**, *Northwestern U.*

Facilitator: **Bonnie Stanway**, *The U. of Sydney Business School*

Distinguished Speaker: **Shelley Brickson**, *U. of Illinois at Chicago*

Panelist: **Ajnesh Prasad**, *EGADE Business School*

Panelist: **Innan Sasaki**, *Warwick Business School*

Panelist: **Florencio F. Portocarrero**, *London School of Economics and Political Science*

Panelist: **Daniel Milner**, *Oklahoma State U.*

Panelist: **Malia F. Mason**, -

Early career academics face many challenges – how to move from doctoral student to post-doc or tenure – track positions? How to create and sustain positive relationships and collaborations with colleagues or mentors? How to authentically distinguish oneself from the crowd? Crafting an identity narrative to share with others is a central strategy to overcome these hurdles (Ibarra & Lineback, 2005) yet it is not without difficulties. For instance, how can early careers strategically weave their research, teaching, and service work into a coherent and compelling narrative? How can they work through the inherent tensions between identity maintenance and change (Bloom, Colbert, & Nielsen, 2020; Sugiyama, Ladge, & Dokko, 2022)? How do they create coherence and continuity when by nature transitions are discontinuous (see Linde, 1993)? In this PDW, an international panel of organizational scholars will share the techniques they used throughout their academic identity crafting journey to navigate these difficulties (Brickson, 2011), discussing and providing personalized feedback on how early-career scholars can craft an identity narrative that is authentic and appealing, and how they can leverage their crafted narrative/identity to advance their careers. This PDW is “hands-on”; participants will leave with tangible advice on how they can craft their academic identity to facilitate their academic journey.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **70** | Submission: **12319** | Sponsor(s): **(SIM)**
Scheduled: **Friday, Aug 9 2024 9:00AM - 6:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Armitage**

SIM Doctoral Student Consortium AOM 2024

Organizer: **Sarah Ku**, *Loyola U. Chicago*
Organizer: **Akwasi Opoku-Dakwa**, *Duquesne U.*
Participant: **Jill Ann Brown**, *Bentley U. - College of Business - Management Department*
Panelist: **Frank Den Hond**, *Hanken School of Economics*
Participant: **Tanja R. Darden**, *Towson U.*
Panelist: **PJ Dillon**, *Duquesne U.*
Panelist: **Jennifer Griffin**, *Loyola U. Chicago*
Moderator: **Michael E. Johnson-Cramer**, *Ithaca College*
Panelist: **Jegoo Lee**, *U. of Rhode Island*
Participant: **Ru-Shiun Liou**, *U. of Tampa*
Participant: **Leigh Anne Liu**, *Georgia State U.*
Participant: **Steven Y. H. Liu**, *Oakland U.*
Panelist: **Elizabeth Napier**, -
Panelist: **Leyla Orudzheva**, *TexasA&M U. Central Texas*
Panelist: **Marina Anna Schmitz**, *IEDC-Bled School of Management*
Panelist: **Derek Jonathon Stotler**, *U. of Wisconsin, Eau Claire*
Panelist: **James F Weber**, *Duquesne U.*
Participant: **Anna Maria Zabinski**, *Illinois State U.*
Panelist: **Anastasiya Zavyalova**, *Rice U.*
Panelist: **Mingang K. Geiger**, *Duquesne U.*
Panelist: **Ningyu Tang Ningyu Tang**, *Shanghai Jiao Tong U.*
Panelist: **Rachel McCullagh Balven**, *Arizona State U.*
Panelist: **Céline Louche**, *Waikato Management School, The U. of Waikato*
Participant: **Wendy Chapple**, *WU Vienna U. of Economics and Business*
Participant: **Bryan W. Husted**, *Tecnologico de Monterrey*
Participant: **Mette Morsing**, *professor*
Participant: **Michelle Karen Westermann-Behaylo**, *U. of Amsterdam*
Participant: **Robert A. Phillips**, *Schulich School of Business, York U.*
Participant: **Bradley R. Agle**, *Brigham Young U.*
Participant: **Erica Steckler**, *U. of Massachusetts, Lowell*
Participant: **Rajat Panwar**, *Oregon State U.*
Participant: **Jeremy Moon**, *Copenhagen Business School Department of Management, Society and Communication*

The goal of this PDW is to conduct a doctoral student consortium (DSC) to connect, inspire, and inform doctoral students about elements leading to success in their scholarship, teaching, service, and lives as academics, especially in the area of Social Issues in Management (SIM). To follow tradition, we anticipate kicking off the DSC by hosting an off-site fireside chat and dinner the evening before the daylong event. The DSC is designed to be interactive, with ample time for students to ask questions of the panellists and interact with each other, building the SIM community. SIM-affiliated scholars will share their knowledge, participate in panel discussions, and engage with students. Participating students will develop a toolkit for successfully finishing their doctoral programs and entering their professional career.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **71** | Submission: **10342** | Sponsor(s): **(SIM)**
Scheduled: **Friday, Aug 9 2024 9:00AM - 10:30AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Belmont**

The Emotional Aspects of Research on Personally Relevant Social Issues.



Organizer: **Haitao Yu**, *U. of Macau*
Organizer: **Lucas Amaral Lauriano**, *IESEG School of Management, LEM-CNRS 9221*
Panelist: **Farah Kodeih**, *IESEG School of Management*
Panelist: **Bryant A. Hudson**, *IESEG School of Management*
Panelist: **Sylvia Grewatsch**, *Brock U.*
Panelist: **Rongrong Zhang**, *The Chinese U. of Hong Kong, Shenzhen*
Panelist: **Carrie Oelberger**, *U. of Minnesota*
Panelist: **Lakshmi Balachandra**, *Babson College*
Panelist: **Kira Franziska Schabram**, *U. of Washington*

In our Professional Development Workshop (PDW), we aim to explore the emotional aspects of researching topics that are deeply meaningful to us. When we say "personally relevant," we're referring to research that tackles questions deeply connected to the researcher's own life, involving communities or subjects they are a part of or have a strong interest in. This kind of research is driven by the researcher's own experiences, identity, interests, and community ties. We believe that when researchers are emotionally invested in their work, particularly in areas related to social issues, it can enhance their motivation, help sustain them in their challenging careers and contribute to the production of impact for positive change. However, focusing on issues that are close to one's heart can also bring unique emotional challenges, such as the risk of emotional exhaustion. To explore, map and prepare researchers to face these emotional impacts, we've invited six experienced researchers who have a track record of engaging in research that matters personally to them. These researchers have worked on numerous projects related to significant challenges, with their findings published in leading peer-reviewed journals and having a substantial impact on real-world practices.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **72** | Submission: **11822** | Sponsor(s): **(TIM)**
Scheduled: **Friday, Aug 9 2024 9:00AM - 5:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Mississippi**

TIM Doctoral Consortium 2024

Panelist: **Cheng Gao**, *U. of Michigan, Ross School of Business*
Panelist: **Harshvardhan Ketkar**, *Bocconi U.*
Panelist: **Dongil Daniel Keum**, *Columbia Business School*
Panelist: **Lauren Lanahan**, *U. of Oregon*
Panelist: **Narae Lee**, *Korea Advanced Institute of Science and Technology (KAIST)*
Panelist: **Astrid Marinoni**, *Georgia Tech Scheller College of Business*
Panelist: **Milan Miric**, *U. of Southern California - Marshall School of Business*
Panelist: **Elie J. Sung**, *HEC Paris*
Panelist: **Bart Vanneste**, *UCL School of Management*
Panelist: **Keyvan Vakili**, *London Business School*
Organizer: **Nilanjana Dutt**, *Bocconi U.*
Organizer: **Hyunjin Kim**, *INSEAD*

The TIM doctoral consortium seeks to mentor Ph.D. candidates interested in conducting cutting-edge research and teaching in topics related to technology and innovation management. The consortium will be led by a panel of faculty members with proven research and teaching records who will address crucial issues in academic life such as finishing your dissertation, creating a research program, publishing in top journals, and navigating the academic job market. We will solicit applications from PhD candidates from across the globe who are researching topics related to technology and innovation management. Acceptance and pre-registration are required.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **73** | Submission: **12326** | Sponsor(s): **(HR)**
Scheduled: **Friday, Aug 9 2024 9:30AM - 11:30AM CT (UTC-5)** at **Swissotel Chicago in Lucerne III**

Publishing in Top-Tier US journals for Non-US Scholars

Organizer: **Liza Castro Christiansen**, *U. of Reading*
Presenter: **Elaine Farndale**, *Penn State U.*
Presenter: **Ingrid Fulmer**, *U. of Illinois at Urbana-Champaign*
Presenter: **Bard Kuvaas**, *BI Norwegian Business School*
Presenter: **Wolfgang Mayrhofer**, *WU Vienna*
Participant: **Sabine Bacouel-Jentjens**, *ISC Paris Business School*
Participant: **Pawan S. Budhwar**, *Aston U.*
Participant: **Audrey Chia**, *National U. of Singapore*
Participant: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*
Participant: **Clare Kelliher**, *Cranfield U.*
Participant: **Sewon Kim**, *State U. of New York Empire State College*
Participant: **Sunghoon Kim**, *U. of Sydney Business School*
Participant: **Janet H. Marler**, *U. at Albany, State U. of New York*
Participant: **Scott L. Martin**, *Zayed U.*
Participant: **Ariane Ollier-Malaterre**, *UQAM U. of Quebec in Montreal, Canada*
Participant: **Jacobo Ramirez**, *Copenhagen Business School*
Participant: **Astrid Reichel**, *U. of Salzburg*
Participant: **Gary Rees**, *full professor*
Participant: **Karin Sanders**, *UNSW Business School, Australia*
Participant: **Tomoki Sekiguchi**, *Kyoto U.*
Participant: **Eleni Stavrou**, *full professor*
Participant: **Karina Van De Voorde**, *Tilburg U.*
Participant: **Gillian Warner-Søderholm**, *USN School of Business, U. of South-Eastern Norway*

Once a research project has been completed, one of the most prestigious forms of publication is a journal paper. There is not only increasing pressure to publish, but to publish in 'top tier' journals. There is vast and comprehensive information about the range and scope of refereed research journals in every field. Through this Professional Development Workshop, the HR Division intends to provide insight to – and engage with – non-US scholars who plan to publish in top tier US journals in the HR field.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **74** | Submission: **10144** | Sponsor(s): **(IM, OMT)**
Scheduled: **Friday, Aug 9 2024 9:30AM - 11:30AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Randolph 3**

Geopolitics in International Management Research: Strengthening Theoretical and Empirical Approaches



Organizer: **Jesper Edman**, *Waseda U.*
Organizer: **Qingqing Chen**, *U. of Texas, Dallas*
Participant: **Michael A. Witt**, *King's Business School*
Participant: **Gerhard Schnyder**, *Loughborough U.*
Participant: **Ari Van Assche**, *HEC Montreal*
Participant: **Srividya Jandhyala**, *ESSEC Business School*
Participant: **Jing Li**, *Simon Fraser U.*
Participant: **Olivier Bertrand**, *Fundação Getúlio Vargas/EBAPE*
Participant: **Marie-Ann Betschinger**, *HEC Montreal*

Geopolitics represents rapidly growing research areas in business and management research, with numerous empirical and conceptual articles devoted to the topic. If you are working on related subjects and seeking opportunities to engage with leading experts in this field, the Geopolitics in Business Professional Development Workshop (PDW) is here for you!

The PDW will be held at the 2024 Academy of Management meeting, sponsored by the International Management division of the Academy. It consists of four themed speeches, an active panel, and small-group table discussions. Speakers and panelists are outstanding scholars in the field, including Michael Witt, Gerhard Schnyder, Ari Van Assche, Srividya Jandhyala, Jing Li, Marie-Ann Betschinger, and Olivier Bertrand.

While the themed speeches and the interactive panel are open to all members, the round-table sessions will focus on pre-selected proposals. Selected participants will receive detailed feedback on their proposals and research ideas from both the invited speakers and panelists, while also having the opportunity to build networks with scholars holding similar research interests.

To apply for the round-table sessions, please submit a 2-page research summary using the [Qualtrics link](#) by June 10th, 2024. The summary should clearly articulate the research questions, clarify its contribution to the literature, briefly introduce the methodological approach and the preliminary findings. We welcome research in any stage of development. Submitted proposals will undergo a review process by the PDW organizing committee. Accepted applicants will be notified by Mid July. The round tables will be assigned based on the applicants' preference and the match of their research interests.

We look forward to receiving your proposals and engaging in fruitful discussions at the Geopolitics in Business Professional Development Workshop. Should you have any questions, please don't hesitate to contact us at qingqing.chen@utdallas.edu and jesper.edman@waseda.jp.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **75** | Submission: **15532** | Sponsor(s): **(ONE)**
Scheduled: **Friday, Aug 9 2024 9:30AM - 4:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile** in **Navy Pier**

ONE Doctoral Consortium

Organizer: **Lucrezia Nava**, *City U. of New York, Baruch College*
Organizer: **Kevin Chuah**, *Northeastern U.*
Speaker: **Stuart A. Allen**, *Robert Morris U.*

The ONE Doctoral Consortium aims to offer a networking, learning, and research reflection opportunity to doctoral students engaged in organizations and the natural environment (ONE) research. A maximum of 24 doctoral students will be selected based on their research quality and to represent a diversity of academic institutions, geographic interests, and research topics. The aim of the doctoral consortium is to provide doctoral students with feedback on their work, insights on key areas of the profession, and connections to other junior and senior scholars pursuing similar work. The consortium will be cross-disciplinary and open to different theoretical perspectives, involving faculty members from different geographic and methodological backgrounds. The format of the doctoral consortium is informal and open, but doctoral students will come prepared to optimize the interaction with other doctoral students and faculty. The design for this year's consortium will enable doctoral students to engage with ONE faculty from various parts of the world who will share their knowledge and experiences related to their research, teaching, and careers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



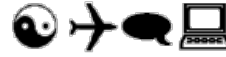
Selected as a Best Paper

Session Type: **PDW Workshop**

Program Session: **76** | Submission: **10598** | Sponsor(s): **(AFAM, IM, SIM)**

Scheduled: **Friday, Aug 9 2024 10:00AM - 12:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Wrigleyville**

Africa Innovation for the Future: Policy, Purpose, and Organization



Organizer: **Baniyelme D. Zoogah**, *DeGroote School of Business, McMaster U.*

Presenter: **Phyllis Swanzy-Krah**, -

Organizer: **William Degbey**, *U. of Vaasa*

Presenter: **Baniyelme D. Zoogah**, *DeGroote School of Business, McMaster U.*

Presenter: **William Degbey**, *U. of Vaasa*

Presenter: **Constant D. Beugre**, *Delaware State U.*

Presenter: **Sayawu Yakubu Diaba**, *VTT Technical Research Centre of Finland*

Presenter: **Eunice Cascant**, *U. Jean Moulin*

Presenter: **Ephraim Daka**, *Turku School of Economics, U. of Turku*

Presenter: **Faisal Iddris**, *Akenten Appiah Menka Uni. of Skills Training and Entrepreneurial Development*

Presenter: **Richard A. Owusu**, *School of Business and Economics, Linnaeus U.*

In this PDW we will discuss the role of innovation in African countries and organizations. We will focus on policies (and their lack) in contributing to national productivity and organizational flourishing.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The PhD Experience: A PDW for Doctoral Students, by Doctoral Students



Organizer: **Natalie Schneider**, *U. of Wisconsin, Milwaukee*
Organizer: **Megha Yadav**, *U. of Wisconsin, Milwaukee*
Organizer: **Xiaoxia Zhu**, *U. of Wisconsin-milwaukee*
Panelist: **Rui Zhong**, *Penn State Smeal College of Business*
Panelist: **Victor Chen**, *Tulane U.*
Panelist: **Xin Zhang**, *College of Business, Shanghai U. of Finance and Economics*
Facilitator: **Yingge Li**, *Florida State U.*
Facilitator: **Surendra Babu Talluri**, *Indian Institute of Management Bangalore*
Facilitator: **Kun Wang**, *UCL School of Management*
Facilitator: **Molly Schmidt**, *U. of Wisconsin, Milwaukee*
Coordinator: **Lin Deng**, *U. of Wisconsin-milwaukee*
Coordinator: **SARTHAK SINGH**, *U. of Wisconsin, Milwaukee*
Coordinator: **Antonio Carlos Jansch Porto**, *U. of Wisconsin - Milwaukee*

No PhD student graduates without difficulty. The PhD student experience is intricate, with highs and lows that differ for every individual. Although support from senior scholars is vital to a PhD student's success, connection with fellow PhD students who are undergoing the same experiences is a powerful and necessary form of support. This PDW aims to offer mentorship and support to PhD students, by fellow PhD students. Through panel discussion and roundtable group work, participants will build support resources and strategies for gaining teaching skills, developing dissertation research, addressing dissertation committee relationships, building healthy work-life balance, entering the job market, and more. All PDW organizers, panelists, and facilitators are current PhD students or have graduated within the last year, with a wide variety of institutions. They offer their experiences as examples for mentorship. After all, no one else understands the concerns of doctoral students better than current doctoral students.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **78** | Submission: **21618** | Sponsor(s): **(CTO)**
Scheduled: **Friday, Aug 9 2024 10:00AM - 4:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Chicago Ballroom X**

CTO Junior Faculty Consortium

Organizer: **Nicholas Berente**, *U. of Notre Dame*

Junior Faculty Consortium.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **79** | Submission: **21617** | Sponsor(s): **(CTO)**
Scheduled: **Friday, Aug 9 2024 10:00AM - 4:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Fountainview Room**

CTO Doctoral Consortium

Organizer: **Roberta Bernardi**, *U. of Bristol*

Doctoral consortium.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **80** | Submission: **17692** | Sponsor(s): **(HCM)**
Scheduled: **Friday, Aug 9 2024 10:00AM - 11:00AM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Regal Room**

Transitions in Mentoring Relationships from Early to Mid-career

Presenter: **Tory H. Hogan**, *Ohio State U.*

Presenter: **Kevin David Frick**, *Johns Hopkins Carey Business School*

Presenter: **Jill A. Marsteller**, *Johns Hopkins Bloomberg School of Public Health*

Join us for an engaging and insightful professional development workshop centered on the evolution of mentoring relationships from early to mid-career stages. This workshop will delve into the reciprocal nature of mentoring, exploring how individuals transition from being mentees to mentors while still benefiting from guidance themselves. Our goal is to understand what makes these relationships valuable and sustainable over time. We'll evaluate the characteristics of successful mentoring dynamics and explore potential adaptations as relationships evolve, whether they become more reciprocal, peer-based, or take on a collegial nature. Additionally, we'll focus on practical strategies to facilitate, encourage, and manage these transitions effectively. This workshop will be interactive, featuring introspective sessions, participant contributions, brainstorming activities, and reflective discussions. We'll explore themes such as defining mentoring goals, identifying key attributes of successful mentoring relationships, sharing experiences of ending or evolving mentorships, and strategies for maintaining value in mentoring connections beyond their initial 3-5 years. Ultimately, participants will gain actionable insights into fostering mutually beneficial and enduring mentoring relationships. This knowledge will prove invaluable in managing or participating in mentoring programs, empowering professionals to nurture ongoing growth and collaboration within their professional networks.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovating for a More Dynamic and Skill-based Future of Talent Management



Presenter: **Sarah Quataert**, *Vlerick Business School*
Presenter: **Dirk Buyens**, *Vlerick business school & Ghent U.*
Presenter: **Koen Dewettinck**, *Vlerick Business School*
Presenter: **Philip Rogiers**, *ESADE Business School*
Presenter: **Francois Pichault**, *U. of Liege*
Presenter: **Frederic Naedenoen**, *U. of Liege*
Presenter: **Hila Chalutz-Ben Gal**, *Bar Ilan U.*
Presenter: **Lonneke Frie**, *Nijmegen School of Management, Radboud U. Nijmegen*
Participant: **Hubert Korzilius**, *Radboud U. Nijmegen*
Participant: **Ellen Sjoer**, *the Hague U. of applied sciences*
Presenter: **Jarrood Haar**, *Massey U. Business School*
Presenter: **Stefan Jooss**, *U. of Queensland*
Presenter: **Jordi Trullen**, *ESADE Business School*

In a turbulent world, organizations must be ready to anticipate changes in the economical and societal context, urging managers to adjust business priorities and dynamically redirect resources, specifically talent. As this requires a certain level of flexibility from many, companies must reevaluate their talent strategies to stay successful (e.g., Gallardo-Gallardo & Collings, 2022), and the interest in the field of talent management is growing. This is reflected in an increasing number of talent management publications (e.g., Pagan-Castaño et al., 2022), the introduction of new talent philosophies (e.g., Meyers et al., 2020), a call for total talent management that expands its scope to flexible workers (e.g., McKeown & Pichault, 2021) and an overall need for more agile approaches to managing talent (e.g., Cappelli & Tavis, 2018; Harsch & Festing, 2020) that are better suited for the new and deconstructed nature of work, characterised by new complexities (e.g., Rogiers & Collings, 2023). Hence, strategic workforce planning (SWP; Sparkman, 2018), skill-based talent management practices (e.g., Ammerman, Groysberg & Rometty, 2023; Collings & McMackin, 2023) and other concrete actions are adopted by organizations as avenues to become more proactive from a talent perspective. This PDW will explore how to reimagine the future of talent management by looking into avenues aimed at strengthening a dynamic view on talent and expanding proactive talent interventions. Research insights and reflections will be shared to identify opportunities for co-creation at the intersection between (1) innovative talent practice and research (2) dynamic talent policies, and (3) purpose-driven talent management.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **82** | Submission: **12172** | Sponsor(s): **(MC, CM)**
Scheduled: **Friday, Aug 9 2024 10:00AM - 12:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Skyway 260**








Innovation Through Conflict: Managing Divergent Exchanges Between Cross-Sector Partnerships



Organizer: **Ivory Simms**, *Weatherhead School of Management, Case Western Reserve U.*
Organizer: **Pierre El Haddad**, *INSEEC Grande Ecole*
Organizer: **Marc El Haddad**, -

This workshop explores the strategies that transform conflict into innovation in cross-sector partnerships. Cross-sector (non-profit, public, and private) organizations join partnerships to address complex societal and management challenges. They are good for business, government, and society at large. However, cross-sector partnerships are not without controversy - they involve multi-sector stakeholders with diverging interests and opinions on how to achieve shared goals. As cross-sector groups enter partnerships, conflict emerges through difference of expectations and outcomes. The workshop focuses on the tradeoffs that occur between cross-sector groups, and how to leverage conflict for innovation. The workshop also focuses on the role a consultant should play in moderating conflict and mediating innovation, and whether this role should be confined to the mandate of the consultant or remains at their discretion. This workshop benefits management consultants, scholars, and practitioners in non-profit, public, and government sectors.

KEY TO SYMBOLS

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

Futurescape Consulting: Navigating Innovation with AI Expertise in Management Consulting Approaches



- Participant: **David B. Szabla**, *Western Michigan U.*
- Participant: **Shola Ajiboye**, *Case Western Reserve U.*
- Participant: **Rida Elias**, *California State U., Dominguez Hills*
- Participant: **Margaret D. Gorman**, *A23 Advisors*
- Participant: **Rickie Moore**, *EMLYON Business School*
- Participant: **Kurt Motamedi**, *Pepperdine U. - GSB*
- Participant: **Donna Ogle**, *Rockford U.*
- Participant: **Gayatri Pandit**, *Booz Allen Hamilton*
- Participant: **Eric Sanders**, *Elmhurst U.*
- Participant: **Tova Sanders**, *Western Michigan U.*

In the spirit of “Innovation for the Future,” our PDW delves into the dynamic landscape where management consulting meets cutting-edge digital technology. In this PDW, we explore how forward-thinking management consultants can leverage advances in AI to shape stakeholder interactions, redefine consulting approaches, and provide expert insights that transcend the capabilities of Generative AI. This session delves into the practice strategies for refining consulting methodologies through the integration of digital tools, emphasizing the indispensable role of human intuition and judgment to guide our organizational consulting journeys. We invite those who have been experimenting with the use of various AI-driven Methodologies to exchange ideas on how to leverage these tools across the five phases of consulting. The interactive workshop will focus on lessons from the field, provide a forum for exchange with participants, and then culminate in a plenary session that explores the research agenda and practices needed to innovate for the future. The session brings together researchers, consultants, and doctoral students with seasoned scholar-practitioners and practitioner-scholars, creating a forum through which ideas can be shared and plans can be drafted to apply and disperse the research and practice achievements of scholars and practitioners in the field of management and organization consulting with the overarching goal of innovating for the future.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**

Program Session: **84** | Submission: **14261** | Sponsor(s): **(MH, ENT, OMT)**

Scheduled: **Friday, Aug 9 2024 10:00AM - 11:30AM CT (UTC-5)** at **Swissotel Chicago** in **Élevé River View 1**

Empirical & Methodological Examinations of the Past in Family Business & Entrepreneurship Research



Organizer: **William Foster**, *U. of Alberta*

Presenter: **Vern Glaser**, *U. of Alberta*

Presenter: **Ashley Hockensmith**, *U. of Massachusetts, Amherst*

Presenter: **Trevor Lyle Israelsen**, *Penn State Smeal College of Business*

Presenter: **Christina Lubinski**, *Copenhagen Business School*

Presenter: **Matthew CB Lyle**, *Binghamton U.*

Presenter: **Jennifer Sloan**, *Alberta School of Business*

Presenter: **Kwelina Thompson**, *Massachusetts Institute of Technology*

The goal of this PDW is to interrogate and discuss how the past has been, and might be, empirically and methodological examined by researchers interested in family businesses and entrepreneurship. There is a growing awareness that the past is important to management and organizational scholars. Over the past decade, there has been an increasing focus on the way that managers use history strategically, how memories are negotiated and developed in and around organizations and how historical research can illuminate our understanding of multigenerational companies and the evolution of entrepreneurship across time. This PDW aims to create a setting where scholars from management history, entrepreneurship, and family business can share their approaches for engaging with history and memory, either methodologically or empirically, to study the past of family businesses and/or entrepreneurship. The intention is to expose these studies as viable and exciting sites for current research and to demonstrate how research about the past can help illustrate new findings and theoretical developments in family business and entrepreneurship.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Navigating a “Meso” Research Career

Organizer: **Kevin M. Kniffin**, *Cornell SC Johnson College of Business*
Presenter: **Peter Bamberger**, *Tel Aviv U.*
Presenter: **Christine Beckman**, *U. of Southern California*
Presenter: **Gerald Beechum**, *Cornell U.-The Charles H. Dyson School of Applied Economics and Management*
Presenter: **Kevin M. Kniffin**, *Cornell SC Johnson College of Business*
Presenter: **Denise M. Rousseau**, *Carnegie Mellon U.*
Presenter: **Anita Williams Woolley**, *Carnegie Mellon U.*
Participant: **Hari Babuji**, *U. of Melbourne*
Participant: **Devasheesh Bhawe**, *Singapore Management U.*
Participant: **Sen Chai**, *McGill U. - Desautels Faculty of Management*
Participant: **Matthew A. Cronin**, *George Mason U.*
Participant: **Julia DiBenigno**, *Yale School of Management*
Participant: **Teppo Felin**, *Utah State U.*
Participant: **Pranav Gupta**, *U. of Illinois at Urbana-Champaign*
Participant: **Katherine Klein**, *U. of Pennsylvania*
Participant: **Andrew Pierce Knight**, *Washington U. in St. Louis*
Participant: **Steve W J Kozlowski**, *U. of South Florida*
Participant: **Ozias Moore**, *Lehigh U.*
Participant: **Christopher G. Myers**, *Johns Hopkins Carey Business School*
Participant: **Randall S Peterson**, *London Business School*
Participant: **Jeffrey T Polzer**, *Harvard U.*
Participant: **Eduardo Salas**, *Rice U.*
Participant: **Susan Simkins (formerly Mohammed)**, *Pennsylvania State U.*
Participant: **Melissa Valentine**, *Stanford U.*

Management departments have largely fallen into camps that center on either “micro” or “macro” research even if scholarship that spans those camps is commonly espoused as valuable. In this boundary-spanning Professional Development Workshop (PDW), we will present brief introductory talks on the past, present, and prospects for “meso” research(ers); solicit thoughts from each PDW attendee; cultivate discussion through a set of well-organized roundtables; consider report-backs from the roundtables; and, hear integrative thoughts from senior editors and deans. While acknowledging evidence and experiences that indicate the challenges that “meso” research(ers) can face, the PDW will focus constructively on ways that individuals and institutions (e.g., departments, schools, and journals) can do a better job enacting the popular espousal of research that is integrative of “micro” and “macro” perspectives, approaches, and tools.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **86** | Submission: **16176** | Sponsor(s): **(ONE, ENT)**
Scheduled: **Friday, Aug 9 2024 10:00AM - 12:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Watertower**

Circular Business Models for Sustainable Development: From Theory to Practice



Organizer: **Anja Gröll**, *WU Vienna U. of Economics and Business, Institute for Managing Sustainability*

Panelist: **Wisdom Kanda**, -

Panelist: **Frank Figge**, *ESCP Business School*

Panelist: **Rodrigo Lozano**, *U. of Gävle*

Panelist: **Magnus Carl Klofsten**, *Linköping U.*

Panelist: **Julian Kirchherr**, *Utrecht U.*

Panelist: **Martin Geissdoerfer**, *U. of Cambridge*

Panelist: **Andrea Thorpe**, *U. Católica Portuguesa, CEGE*

Panelist: **Domenico Dentoni**, *Montpellier Business School*

Organizer: **Alberto Bertello**, *U. of Turin, Department of Management*

Organizer: **Jozef Cossey**, *KU Leuven & UCLouvain*

Organizer: **Canio Forlano**, *U. of Turin, Department of Management*

Organizer: **Simona Grande**, *U. of Turin, Department of Management*

Organizer: **Francesco Antonio Perotti**, *U. of Agder, Norway*

Speaker: **Magnus Carl Klofsten**, *Linköping U.*

Panelist: **Paavo Ritala**, *LUT Business School*

Panelist: **Kris Hartley**, *Arizona State U.*

Organizer: **Barbara Galleli**, *Federal U. of Parana*

In line with the AOM 2024 theme, "Innovating for the Future," and the ONE Division's commitment to guiding organizations toward sustainability, this PDW tackles the pressing issue of aligning Circular Business Models (CBM) with Sustainable Development (SD). Tailored for scholars specializing in sustainable business practices, CBMs and sustainable entrepreneurship, our interactive PDW fosters an exchange among experts to discuss and develop novel sustainability-oriented research ideas. Going beyond theory, we want to explore the relation between CBM and SD, guided by three key objectives: (1) create scientific knowledge on CBM alignment with SD, (2) derive practical pathways through methodological insights, and (3) build an international community of CBM researcher to exchange knowledge, conduct joint research and support paper development. The PDW unfolds in two phases, commencing with a panel led by leading scholars in the fields and moderated by PhDs from about 10 different countries. Distinguished speakers discuss sustainable CBM solutions on inter- and intra-organizational levels, with a particular focus on real-world application. Themes include a conceptual discussion of the circular economy and SD, CBM sustainability strategies and innovation, circular supply chains, sustainable ecosystems, and suitable research frameworks. In the following topic-specific roundtables, hosted by the panellists, attendees can discuss in more depth their key interests, research and topics, exchange insights and empower each other.

1. Pre-registration is highly encouraged to facilitate smooth organization. We will distribute a Google Forms link through various social media platforms for pre-registration. The questionnaire provided in the Google Forms will assist us in assigning participants to thematically suitable roundtables within the PDW. Participants can also use the questionnaire to indicate topics they consider important for discussion in the panel. Here you can find the Google Forms Survey: <https://forms.gle/dFwefYk8qCfv4xfT6>. For further inquiries you can reach us at cbm4sd@gmail.com. 2. Walk-ins are explicitly encouraged and welcomed! 3. In the event of space constraints, preference will be given to registered participants. We aim to accommodate all attendees to the best of our ability while ensuring a conducive environment for meaningful engagement.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

How Can We Make Management Research More Credible? An Interactive PDW Featuring Experts and Editors



Organizer: **Jost Sieweke**, *Vrije U. Amsterdam*
Organizer: **Roman Briker**, *Maastricht U.*
Organizer: **Fabiola Heike Gerpott**, *WHU Otto Beisheim School of Management*
Session Chair: **Fabiola Heike Gerpott**, *WHU Otto Beisheim School of Management*
Moderator: **Fabiola Heike Gerpott**, *WHU Otto Beisheim School of Management*
Speaker: **Fabiola Heike Gerpott**, *WHU Otto Beisheim School of Management*
Session Chair: **Roman Briker**, *Maastricht U.*
Moderator: **Roman Briker**, *Maastricht U.*
Speaker: **Roman Briker**, *Maastricht U.*
Panelist: **Jonas W. B. Lang**, *U. of Exeter*
Panelist: **Maria Kraimer**, *U. at Buffalo*
Panelist: **Nicolas Bastardo**, *KU Leuven*
Speaker: **Nicolas Bastardo**, *KU Leuven*
Panelist: **Steven Rogelberg**, *U. of North Carolina, Charlotte*
Panelist: **Tine Koehler**, *U. of Melbourne*
Speaker: **Tine Koehler**, *U. of Melbourne*
Speaker: **Haley Woznyj**, *Longwood U.*
Speaker: **Sven Kepes**, *Virginia Commonwealth U.*

Management scholars have started to suggest a diverse set of actions to tackle an ongoing crisis of integrity, robustness, and ultimately the impact of scientific findings. These include, but are not limited to, pre-registration, registered reports, causal identification, better measurement, or data sharing. Yet, many of these approaches are still used scarcely. In addition, despite these measures serving the common goal of increasing the credibility of management research, so far very little exchange between advocates for different solutions has taken place. Accordingly, this PDW aims to accomplish two goals: First, it provides PDW participants with a hands-on introduction to developments and best practices in management research that have the goal of improving research credibility. Second, the PDW contributes to developing a “credibility community” in which researchers from different fields and with different backgrounds come together to shape a future of management research characterized by high trustworthiness, robustness, and transparency. Ultimately, the PDW’s topic contributes to more rigorous theory testing and a greater policy impact of management research.

We warmly invite all conference attendees to join us for this PDW - no prior registration is necessary, so feel free to come along and engage in this enriching experience.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **88** | Submission: **10479** | Sponsor(s): **(SIM, ONE, STR, IM)**
Scheduled: **Friday, Aug 9 2024 10:00AM - 12:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Addison**

Corporate Sustainability: Imperatives and Challenges

Organizer: **Jeremy Moon**, *Copenhagen Business School Department of Management, Society and Communication*

Organizer: **Mette Morsing**, *professor*

Presenter: **Jette Steen Knudsen**, *Tufts U.*

Presenter: **Sarah Jack**, *Lancaster U. Management School*

Presenter: **Afua Konadu Owusu-Kwarteng**, -

Discussant: **Andrew Crane**, *U. of Bath*

Discussant: **Sherwat Elwan Ibrahim**, *American U. in Cairo*

Discussant: **Tanusree Jain**, *Copenhagen Business School*

Session Chair: **Robert A. Phillips**, *Schulich School of Business, York U.*

This PDW explores the concept of Corporate Sustainability (CS), specifically its meaning and its imperatives & challenges for innovation, policy and purpose of corporations, and thus for business & management researchers and educators. The presenters are editors and authors of a recent graduate level text (Rasche et. al. Eds. 2023 Corporate Sustainability: Managing Responsible Business in a Globalised World Cambridge; review in AMLE <https://doi.org/10.5465/amle.2023.0320>). The PDW addresses the imperatives & challenges that CS brings which go well beyond those of the conventional business models of shareholder and stakeholder capitalism. These include engagement with full societal and planetary responsibility, the integration of market approaches, and a more collaborative relationship with regulators, public and private. The imperatives and challenges are addressed in respect of four key questions: how does CS relate to corporate social responsibility?; how does CS relate to government policy?; how does CS relate to international development?; what are the leadership and governance challenges of sustainability transitions? The Panel Discussion brings in questions arising in neighboring fields and from the global South. PDW participants frame the concluding discussion with their questions about the teaching and research issues and skills raised by CS. It is suggested that participants familiarize themselves with the opening chapter of the text, 'Corporate Sustainability – what is it and why it matters': <https://www.cambridge.org/highereducation/books/corporate-sustainability/1D6311AD91139D896E6A119FEB82DB7C/resources/instructor-resources/1922634DC8EBFE635EBF38EA27E51498> (go to 'General Resources')

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **89** | Submission: **10536** | Sponsor(s): **(CAR)**
Scheduled: **Friday, Aug 9 2024 10:15AM - 1:15PM CT (UTC-5)** at **Swissotel Chicago in Monte Rosa**

From Stress to Success: Empirical Insights and Coping Strategies in Academia



Presenter: **Melanie Vilser**, *U. of the Bundeswehr Munich*
Presenter: **Irmgard Mausz**, *ISM International School of Management*
Presenter: **Annabelle Hofer**, *U. of Cologne*

Academics face unique challenges that put them at risk of developing stress and mental health problems. These challenges include null results, rejected articles, publication pressure, and dependence. Moreover, academics are facing high levels of job and career insecurity (Barthauer et al., 2020; Spurk et al., 2016; Spurk et al., 2022; Spurk et al., 2021; Vilser et al., 2022). Such challenges are linked to harmful consequences such as low objective and subjective career success (e.g., small number of publications and low levels of career satisfaction, respectively). Surprisingly, little has been done to address these issues and promote well-being among academics to foster their sustainable career development in academia. To bridge this gap, we are pleased to offer a 2-hour professional development workshop for 25 participants aimed at enhancing mental health and well-being in academia. Our primary goal is to equip academic professionals (1) with theoretical and empirical insights as well as (2) coping strategies that can be directly applied in academia drawing from the Effort-Reward Imbalance Model (Siegrist, 1996; Vilser et al., 2022), Transactional Stress Model (Lazarus & Folkman, 1984; Shen & Slater, 2021), and Sustainable Careers Framework (De Vos et al., 2020). We aim to contribute meaningfully to the conference's theme by fostering resilience and innovation within academia, thereby shaping a future that prioritizes the well-being and sustainability of academic careers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **90** | Submission: **12333** | Sponsor(s): **(MSR, OB, MOC)**
Scheduled: **Friday, Aug 9 2024 10:15AM - 11:45AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Huron**

Guided Meditation Practices Toward Inner-Balance, Inclusion, and Innovation



Facilitator: **Joan F. Marques**, *Woodbury U.*

Facilitator: **Satinder Dhiman**, *Woodbury U.*

Facilitator: **Gerald Biberman**, *U. of Scranton*

Facilitator: **Sharda Nandram**, *Nyenrode Business U.*

Over the past decades, meditation has gained the prominence it long deserved in societies throughout the world. As dissatisfied workers called for more attention to their wellbeing, many contemporary workplaces have created facilities for employees to meditate, and while this may partly be attributed to leaders' open-mindedness and their will to facilitate employees' needs, the effects of allowing meditation for organizations should not be overlooked. Meditation is known to enhance employees' self-directed learning (SDL) readiness, leading to a surge in their organizational innovative ability as well as improved organizational performance (Li-An, 2011). With today's organizations facing a steady flood of surprises in a multitude of areas, they are in high need of continuous improvement and innovation to sustain competitive advantages. Among its many advantages, meditation calms the nerves, enhances breathing, increases brain functions, soothes pain, results in better sleep, improves focus and concentration, and balances mental and emotional health (Lugo, 2020). Understanding that meditation leads to numerous personal and performance-related benefits (Marques & Dhiman, 2009), we aim to use this PDW to jointly engage in short meditative practices, each with a different focus, but all aimed at increased wellbeing and collective improvement.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **91** | Submission: **10042** | Sponsor(s): **(OMT, CTO, ENT, STR)**
Scheduled: **Friday, Aug 9 2024 10:15AM - 12:15PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in State Room**








Platform Organizations and Societal Change

Organizer: **Georg Reischauer**, *WU Vienna & JKU Linz*
Facilitator: **Cristina Alaimo**, *Luiss U.*
Facilitator: **Annabelle Gawer**, *U. of Surrey*
Facilitator: **Stefan Haefliger**, *Stockholm School of Economics*
Facilitator: **Evelyn Rita Micelotta**, *Telfer School of Management, U. of Ottawa*
Facilitator: **Georg Reischauer**, *WU Vienna & JKU Linz*

More and more scholars have started to examine the role of platform organizations in societal change. Despite advances, we still know too little about (1) the processes, practices, and rhetoric through which platform organizations promote new knowledge paradigms, social structures, and culture; (2) how, when, and with what effects platform organizations alter established organizations and forms of organizing; and (3) the responses to platform organizations, and the dynamics these responses set in motion. Against that background, this PDW aims to inspire future research (Part 1) and to give feedback on working papers on this topic (Part 2). Part 1 can be attended by everyone. Part 2 requires the submission of a short paper. The PDW is linked to a special issue in Organization Studies.

Please apply for Part 2 until Monday July 22 2024 by filling out a short form and uploading a short paper (max. 5 pages without references and tables/figures) here: <https://forms.gle/Utc8YmfzJy3ebTYe9>

KEY TO SYMBOLS

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

Strategic Management Teaching Clinic: Balancing Excellence in Teaching, Research, and Service



Organizer: **P. Konstantina Kiouisis**, *Washington U. in St. Louis, Olin Business School*

Organizer: **Craig Armstrong**, *U. of Alabama*

Panelist: **Jay B. Barney**, *U. of Utah, David Eccles School of Business*

Panelist: **Melissa Schilling**, *New York U.*

Panelist: **Nicholas Argyres**, *Washington U. in St. Louis*

Panelist: **Russell Coff**, *Wisconsin School of Business*

Achieving a balance between teaching, research, and service is vital for both career advancement and personal well-being in academia. This workshop aims to provide perspectives on this challenge, emphasizing the synergies between excellence in teaching and other academic roles. The session will discuss integrating research into teaching and offer strategies for managing and improving teaching effectiveness. It will also provide actionable approaches for achieving and maintaining excellence in teaching, particularly given the increasing demands of other professional areas throughout an academic career. Enriched by four distinguished speakers from diverse academic backgrounds, the session will encourage an interactive environment where participants can engage directly with the panel.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **93** | Submission: **21652** | Sponsor(s): **(CMS)**

Scheduled: **Friday, Aug 9 2024 10:30AM - 12:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Diplomat Room**

CMS Executive Committee Meeting

Organizer: **Mariana Paludi**, *U. Tecnica Federico Santa Maria*
Organizer: **Penelope Muzanhamo**, *U. College Dublin, Smurfit*
Organizer: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Organizer: **Alexandra Bristow**, *The Open U. Business School*
Organizer: **Richard Longman**, *The Open U., United Kingdom*
Organizer: **Caroline Clarke**, *CMS*
Organizer: **Kristin Samantha Williams**, *Acadia U.*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Organizer: **Marcus Vinícius Peinado Gomes**, *Cardiff Business School, Cardiff U.*
Organizer: **Elina Riivari**, *U. of Jyväskylä*
Organizer: **Liela A. Jamjoom**, *U. of Business and Technology*
Organizer: **Arturo E. Osorio**, *Rutgers U.*
Organizer: **Vijayta Doshi**, *Indian Institute of Management, Udaipur*
Organizer: **Fabio Prado Saldanha**, *U. de l'Ontario français*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovative Strategies to Unmask and Eliminate White Delusion in the Organization



Participant: **Stacey Morin**, *Marymount U.*

Participant: **Jennifer Robin Bishop**, *Impact of Gender Diversity on work Performance at Work place*

Participant: **Sherida Haughton**, *Marymount U.*

Presenter: **Stacey Morin**, *Marymount U.*

Presenter: **Jennifer Robin Bishop**, *Impact of Gender Diversity on work Performance at Work place*

Presenter: **Sherida Haughton**, *Marymount U.*

The professional development workshop (PDW) illustrates the need for corporations to apply strategies for unmasking and eliminating white delusion in the organization by innovating for the future with policy and purpose. In the dynamic landscape of contemporary organizations, the pursuit of diversity, equity, and inclusion (DEI) is indispensable for success. The PDW explores the phenomenon of white delusion, a term coined by the author, Stacey Morin, which signifies a lack of awareness and denial of systemic racial disparities in marginalized communities (Morin, 2023a). This research critically examines white delusion within organizational settings, seeking to unravel its complexities and understand its impediments to progress toward a more inclusive and equitable culture. The unique contribution lies in Morin's, Haughton's, and Bishop's conceptualization of white delusion, leading to the development of the Unmasking White Delusion: DEI Model (Morin, 2023b). Grounded in the framework of critical race theory (CRT), this model explores the denial, evaluation, and implementation phases to address and eliminate white delusion within organizations. The innovation of this research lies in its comprehensive examination of manifestations of white delusion, encompassing biases, stereotypes, and systemic issues, thereby contributing to the ongoing discourse on diversity and inclusion and filling a knowledge gap. The PDW provides proactive measures and strategies for effectively addressing and eliminating white delusion and tangible actions across the three distinct phases.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Accreditation Values and Reporting: The Impactful Five Pedagogy as a Tool

Host: **Meredith Conlin Storey**, *PRME Secretariat / United Nations Global Compact Office*
Facilitator: **Samantha Thompson**, *PRME Secretariat / United Nations Global Compact Office*
Facilitator: **Cheyenne Maddox**, -
Participant: **Zein Tarek Ibrahim**, *PRME Secretariat / United Nations Global Compact Office*

As the world changes, the standards for accreditation are evolving. There is a need for change in higher education and accreditation institutions are noticing. The Association to Advance Collegiate Schools of Business (AACSB), the Association of MBAs (AMBA), and the European Foundation for Management Development's (EFMD) are the three leading international accreditation bodies for many business schools. Over the years, there has been a notable shift in the content of criteria for accreditation towards focusing on impact, teaching, and developing of skills. These three components are the foundation on which the Impactful Five (i5) project is built. The i5 project was developed by The Principles for Responsible Management Education (PRME) initiative of the UN Global Compact. PRME's mission is to transform management education and develop the responsible decision-makers of tomorrow to advance sustainable development. The i5 project focuses on integrating five characteristics into the pedagogy and teachings of business schools. The five characteristics- meaning, joy, social interaction, active engagement, and iteration –will provide graduates with the holistic skill set needed to create the largest impact in their careers, society, and on the world. In this PDW, participants will be engaging and discussing how the i5 can be used as a tool to aid business schools with reporting as well as acquiring and maintaining accreditation.

KEY TO SYMBOLS

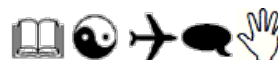
 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**

Program Session: **96** | Submission: **14740** | Sponsor(s): (**MED, TIM, ODC, OMT, STR, HR, CTO, IM, MC, MOC, OB, OSCM, SAP**)

Scheduled: **Friday, Aug 9 2024 10:30AM - 12:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall J**

Teaching with Technology: Unraveling Emerging AI Practices in the Classroom



Organizer: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*

Organizer: **Martin R. Fellenz**, *IMD*

Presenter: **Cynthia Fukami**, *U. of Denver*

Facilitator: **Barbara Zepp Larson**, *Northeastern U.*

Facilitator: **Leonardo Caporarello**, *SDA Bocconi and Bocconi U.*

Facilitator: **Catherine Denise Cawley**, *Trinity Business School, Trinity College Dublin*

Presenter: **David Lefevre**, *Imperial College Business School*

Facilitator: **Florian Urmetzer**, *U. of Cambridge Department of Engineering*

Facilitator: **Adam Keeley**, *Maynooth U., Ireland*

Presenter: **Lakshmi Balachandra**, *Babson College*

Presenter: **Christine Rivers**, *U. of Surrey*

Facilitator: **Stuart A. Allen**, *Robert Morris U.*

Presenter: **Martin R. Fellenz**, *IMD*

In line with the conference theme of "Innovating for the Future," our workshop offers a hands-on exploration of the dynamic AI landscape and its impact on management education. We aim to unlock fresh insights and evidence-based contributions that will shape a brighter future for both management educators and learners. As management educators, we stand at the forefront of this transformative AI wave, facing the challenge of aligning our pedagogical approaches with rapidly evolving technology. To address this challenge, our PDW provides practical insights and a comprehensive AI toolkit that participants can seamlessly integrate into their educational practices. Throughout this workshop, we will delve into the practical applications of AI in the classroom, offering valuable opportunities to explore and adopt best practices. Our goal is to equip MED members with the knowledge and tools needed to enhance student engagement, encourage innovative teaching methods, and navigate the AI-driven educational landscape effectively. This immersive experience will empower delegates to embrace AI's potential in education, providing them with a ready-to-use toolkit of AI applications to enrich their teaching and enhance their students' learning journey. In an era of AI-enabled learning, we guide educators on how to consider and integrate AI into management education processes, delivering value to students, and creating engaging learning experiences.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Making the Most of Being a Full Professor

Organizer: **Richard G. Gardner**, *Brigham Young U.*
Organizer: **Troy Smith**, *U. of Nebraska, Lincoln*
Presenter: **Mark C Bolino**, *U. of Oklahoma*
Presenter: **Theresa M. Glomb**, *U. of Minnesota*
Presenter: **Jennifer Nahrgang**, *U. of Iowa*
Presenter: **In-Sue Oh**, *Fox School of Business, Temple U.*
Presenter: **Stephen Hyrum Courtright**, *U. of Iowa*
Presenter: **Shannon G. Taylor**, *U. of Central Florida*
Presenter: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*
Presenter: **Joyce Bono**, *U. of Florida*

This PDW is organized by the OB Division's Making Connections Committee. It is geared toward providing an opportunity for those who have been promoted to full professor (or will in the near future) to gain insights from experienced full professors on how they can continue to develop themselves and contribute to academia in various ways. This PDW will feature insights from more senior full professors in the field with established reputations and varied experiences of being a full professor. We will have short presentations from a panel of full professors followed by a moderated question and answer session with the more experienced professors and conclude with a keynote speaker. The panelists will share their experiences of being engaged in various service roles within their departments and colleges, as well as service to the broader scholastic community, such as editorial roles with journals or professional association leadership. Panelists will also share their experiences with mentoring PhD students and other junior faculty members as a source of meaningful contributions. This PDW will provide encouragement and guidance for recently promoted full professors as they strive to make impactful contributions to their institutions and the broader academic community.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **98** | Submission: **11954** | Sponsor(s): **(OMT, STR)**
Scheduled: **Friday, Aug 9 2024 10:30AM - 12:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
Chancellor Room

Past, Present, and Future of A Behavioral Theory of the Firm: Revisiting Foundations in the AI Age



Organizer: **Hart E. Posen**, *Dartmouth College, Tuck School of Business*
Organizer: **Pino G. Audia**, *Dartmouth College, Tuck School of Business*
Organizer: **Felipe Csaszar**, *U. of Michigan*
Organizer: **Daniella Laureiro Martinez**, *ETH Zürich*
Speaker: **Daniel Levinthal**, *U. of Pennsylvania*
Speaker: **Zur Shapira**, *New York U.*
Speaker: **Anne S. Miner**, *U. of Wisconsin, Madison*
Speaker: **Hart E. Posen**, *Dartmouth College, Tuck School of Business*
Facilitator: **Chengwei Liu**, *Imperial College London*
Facilitator: **Stephan Billinger**, *U. of Southern Denmark*
Facilitator: **Vibha Gaba**, *INSEAD*
Facilitator: **Daniela Blettner**, *Beedie School of Business Simon Fraser U.*
Facilitator: **Dorthe Doejbak Haakonsson**, *Aarhus U.*
Facilitator: **John Joseph**, *U. of California, Irvine*
Facilitator: **Julien Clement**, *Stanford U.*
Facilitator: **Oliver Baumann**, *U. of Southern Denmark*
Facilitator: **Daniel Newark**, *HEC Paris*
Facilitator: **Horacio Enrique Rousseau**, *Florida State U.*
Facilitator: **Songcui Hu**, *U. of Arizona*
Facilitator: **Metin Sengul**, *Boston College*
Facilitator: **Sebastien Brion**, *IESE Business School*

The Behavioral Theory of the Firm (BTOF) has had a foundational impact on the development of much work in both organization theory and strategy. We seek to build an annual PDW that will be the touchstone of BTOF theoretical development (AOM 2024 will represent the fourth edition). The PDW will link past research with future opportunities, both narrowly within the BTOF and, more broadly, reaching out to research domains in which the BTOF is a substantive building block. We provide a discussion forum where scholars can develop a shared understanding of BTOF research and insights for developing research to advance theory. This year's theme is AI. We will engage in a theory-focused discussion of AI's implications for organizations — how recent AI developments will cause us to revisit, revise, and potentially reconstruct core building blocks of the BTOF. As in previous years, the PDW will follow a two-part format: (1) Keynote speakers. Zur Shapira (NYU), Dan Levinthal (Wharton), Anne Miner (Wisconsin), and Hart Posen (Dartmouth) will focus on how the emergence of AI in the wild, within the processes and practices of organizations, will impact our understanding of the foundational building blocks of the BTOF. (2) Roundtable discussions. Each table discussion will be focused on a different domain of BTOF research. Prospective participants will apply by submitting a 2-page description of a research idea to be explored with the discussants and other participants. Each roundtable discussion will be guided by two experienced scholars who work in the BTOF tradition.

Participation in Part 1 of the PDW does not require registration. To participate in the roundtable discussion, please fill out the short registration form on this link (https://umich.qualtrics.com/jfe/form/SV_ellaPlmA2RznNOK) by July 14, 2024. This will help us assign participants to roundtables based on your research interests. We will confirm the registration to this PDW by late July. If you have any questions, please contact btow.pdw@gmail.com.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **99** | Submission: **13753** | Sponsor(s): **(RM, STR)**
Scheduled: **Friday, Aug 9 2024 10:30AM - 1:00PM CT (UTC-5)** at **Swissotel Chicago** in **St Gallen 3**

From Theory to Empirics: On the Opportunities and Challenges of Using Public Datasets



Session Chair: **Konstantin Felix Scheuermann**, *UCL School of Management*
Organizer: **Sarah Wolfolds**, *Cornell U.-The Charles H. Dyson School of Applied Economics and Management*
Organizer: **Angela Aristidou**, *UCL SoM & Stanford CASBS*
Panelist: **Matt Marx**, *Cornell U.*
Panelist: **Yian Yin**, *Cornell U.*
Panelist: **Kristina Steffenson McElheran**, *U. of Toronto*
Panelist: **Leandro Nardi**, *HEC Paris*

The academic discipline of strategy has a strong history of developing comprehensive theories to explain business phenomena. However, there is a relatively younger history of empirically validating these theories with robust, quantitative methods. Traditional approaches in strategic management research often involve using specialized, proprietary data, such as datasets from Compustat, or relying on scholars collecting their own specialized data. These approaches, while valuable, limit the replicability and generalizability of research findings. In addressing this limitation, this workshop explores the potential of underutilized, publicly available datasets provided by scholars and governmental entities. The workshop is organized around three critical questions: 1.) What is the value of public datasets in enhancing strategic management research? 2.) How can the intentional data collection, with accessibility in mind, contribute to the field's advancement? 3.) What opportunities and challenges do researchers encounter when using public datasets in strategy research? We will reflect on these questions with panel presentations from scholars (junior and senior) with past and current research programs using publicly available data and public data teams. These presentations will be followed by interactive sessions, including Q&A and roundtable discussions, to facilitate deeper exploration and discourse on the topics presented. To ensure a focused and engaging discussion, registration will be required for participation in the workshop.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **100** | Submission: **17565** | Sponsor(s): **(MED)**
Scheduled: **Friday, Aug 9 2024 10:45AM - 12:15PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Roosevelt 3A**

Professional Doctorates: Addressing Challenges in Program Design, Management and Student Supervision



Presenter: **Volker M. Rundshagen**, *U. of Applied Sciences Stralsund*
Presenter: **Sascha Albers**, *U. of Antwerp/Antwerp Management School*
Presenter: **Jenny Gibb**, *U. of Waikato*
Presenter: **Steffi Weil**, *Antwerp Management School*
Presenter: **Markus Raueiser**, *Cologne Business School*

With an emphasis on international perspectives and interaction geared towards the sharing of experiences and ideas, we will elaborate on the practices, guidelines and challenges in the field of professional doctorate programs in management education. Seasoned professors from different types of European and Oceania higher education institutions will share their experiences through the respective lenses of promoters, program managers, department heads, doctorate students and mediators in practitioner PhD/DBA education. The combination of different backgrounds and roles in doctorate education allows for a multi-faceted debate and rich roundtable interaction with workshop participants. This PDW is of interest to both faculty members of early to senior career stages, faculty managers and PhD students, especially in dedicated positions or projects at the academia-practice interface. Envisioned key takeaways are the elaboration of common ground, best practices, and jointly sketched ideas—even potential remedies—for some of the pressing issues encountered in professional doctorate education.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Digital Technologies as Catalysts for Entrepreneurial Activities

Organizer: **Marie Madeleine Meurer**, *Jönköping International Business School, Incoming Rotterdam School of Management*
Host: **Jan Recker**, *U. of Hamburg*
Facilitator: **Lucia Naldi**, *Jonkoping International Business School*
Facilitator: **Jiyoung Kim**, *Jonkoping International Business School*
Distinguished Speaker: **Per Davidsson**, *Jönköping International Business School*
Facilitator: **Sarfraz Ali Kyani**, *Queensland U. of Technology*
Panelist: **Sirkka Jarvenpaa**, *U. of Texas at Austin*
Panelist: **Hannes Rothe**, *U. of Duisburg-Essen*
Panelist: **Howard Aldrich**, *U. of North Carolina*
Host: **Dominic Michael Chalmers**, *U. of Glasgow*
Facilitator: **Samira Nazar**, *Australian National U.*
Panelist: **Satish Nambisan**, *Weatherhead School of Management, Case Western Reserve U.*

There is a growing interest to understand better how digital technologies enable entrepreneurial activities (Nambisan, 2017). The literature points to digital technologies making entrepreneurial processes and outcomes less bounded, compressing, conserving, or otherwise impacting resource requirements in venture creation, or providing other entrepreneurially beneficial affordances when being at the core of a new venture idea. However, these studies often exist in theoretical silos, with information systems and entrepreneurship literature approaching digital technologies from distinct, and often disconnected angles. The theoretical perspective of 'external enablement' (EE), which views digital technologies as actor-independent factors that foster entrepreneurial activities (Davidsson, 2015; Davidsson et al., 2020; von Briel et al., 2018), offers a promising avenue to bridge these divides. Hence, focusing on digital technologies as EE, this PDW aims to foster a more integrated perspective on how digital technologies catalyze entrepreneurship. In particular, this PDW explores the usefulness of the EE framework to stimulate multidisciplinary research on digital technologies and entrepreneurial processes and outcomes. To accomplish these objectives, this PDW includes two group activities and a panel discussion. While the first part of the PDW engages participants in exploring the EE construct and framework for studying digital technologies, the second part mixes up participants in multidisciplinary groups and encourages them to apply the EE framework in generating empirical research questions related to given EEs (e.g., AI, blockchain). Lastly, a multidisciplinary panel discussion will be facilitated, triggering research at the intersection of information systems and entrepreneurship in connection to EE.

KEY TO SYMBOLS

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








Session Type: **PDW Workshop**
Program Session: **102** | Submission: **13384** | Sponsor(s): **(HCM)**
Scheduled: **Friday, Aug 9 2024 11:00AM - 12:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Royal Room**

HCM Implementation Science

Organizer: **Michael Richard Cauley**, *Vanderbilt U.*
Presenter: **Cheryl Mitchell**, *Gustavson School of Business, U. of Victoria*
Presenter: **Gina Phelps Thoebes**, *U. of Akron*
Presenter: **Curtis Merriweather**, *Duke U.*

The gap from research to implementation in healthcare settings is well-recognized and has advanced the scientific study of methods and strategies known as implementation science over the last two decades. However, many management scholars lack an understanding of what implementation science is and how to apply these theories, models, and frameworks to problems of practice. We propose a contributing factor to this academic-practitioner gap is a lack of understanding of how management science and systems engineering have informed implementation science. The aim of this professional development workshop is to provide researchers with an understanding of the theories, models, and frameworks that are the sine qua non of implementation science. Building on this, the workshop will delve into practical applications of implementation science within healthcare settings. Following a presentation on theories, models, and frameworks foundational to implementation science, we will use round table discussions where participants can learn to apply theories, models, and frameworks to their research and/or healthcare management challenges. Additionally, the workshop will facilitate collaborative learning, encouraging researchers and practitioners to share experiences and insights to foster a deeper mutual understanding of the interdisciplinary nature of implementation science. By bridging the gap between academic research and practical application, the workshop aims to equip participants with the tools and knowledge necessary to understand implementation science frameworks, as well as effectively translate implementation science principles into tangible improvements in healthcare settings.

KEY TO SYMBOLS








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

Teaching Cases in HR

Organizer: **Karen Landay**, *U. of North Texas*
Organizer: **Tae-Youn Park**, *SKK Business School*
Organizer: **Kang Yang Trevor Yu**, *Nanyang Technological U.*
Facilitator: **Talya N. Bauer**, *Portland State U.*
Facilitator: **Pat Downes**, *U. of Kansas*
Facilitator: **Jian Han**, *China Europe International Business School (CEIBS)*
Facilitator: **Brian Harney**, *Dublin City U.*
Facilitator: **Sewon Kim**, *State U. of New York Empire State College*
Facilitator: **Beth Ann Livingston**, *U. of Iowa*
Facilitator: **Cody Jackson Reeves**, *Brigham Young U.*
Facilitator: **Scott A. Snell**, *U. of Virginia*
Facilitator: **Patrick Wright**, *U. of South Carolina*

The purpose of this professional development workshop (PDW) is to offer AOM members the opportunity to learn about teaching HR using case studies. The case method occupies an important role in HR and management education. We aim to facilitate discussions between experienced expert educators of the case method and AOM members desiring to use this instructional approach more effectively. This session will give attendees insight to how some of the most experienced teachers navigate the challenges of using cases in their classes. To achieve this, we have assembled a stellar panel of world-renowned academics and teachers to share their advice by leading roundtables catering to specific topics relevant to case teaching. Topics will include course design, setting student expectations, teaching cases online, selecting cases, using your own cases, working with local companies, using video clips, and incorporating current events. Attendees will have the opportunity to visit four roundtables to interact with our experts during the session.

KEY TO SYMBOLS

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

Dynamics of Institutional Embeddedness in International Alliances: An Emerging Market Perspective



Participant: **Ashish Malik**, *Ashish Malik, Professor, Queen's U. of Belfast, UK*
Participant: **Surender Munjal**, *Aston Business School*
Participant: **Swetketu Patnaik**, *Anglia Ruskin U.*
Participant: **Shubhabrata Basu**, *IIM Indore*
Participant: **Sujay Sinha**, *U. of East London*
Participant: **Paresha N. Sinha**, *U. of Waikato*
Participant: **Nandakumar Mankavil Kovil Veettil**, *Indian Institute of Management, Kozhikode*
Participant: **Pawan S. Budhwar**, *Aston U.*
Participant: **Ramakrishnan Raman**, *Symbiosis international (Deemed U.)*

Institutional theorists enunciate that strategic and economic activities are embedded in social and normative contexts, that influence social actors to seek legitimacy or approval for their actions. Fundamentally, social and regulatory embeddedness is an important condition to fulfil for organizational survival and success. Whereas most studies in international business explore the dynamics of institutional arrangements in the context of issues relating to host countries, there is lack of insights into implications of embeddedness of partner firms in their respective home country institutions on international strategic alliances, particularly as alliances evolve over time. We conclude the paper by discussing how embeddedness of individual organisations in their national institutional contexts influence behaviour of partnering firms, which impacts both the compatibility and complementarity issues between them. Put simply institutional complexities in emerging economies, in particular, create conditions for tension and instability in international strategic alliances.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **105** | Submission: **23040** | Sponsor(s): **(MBR)**
Scheduled: **Friday, Aug 9 2024 11:00AM - 4:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Riverside Exhibit Hall East**

Annual Meeting Career Fair Meet & Greet Networking Day

Organizer: **Wendy A. Kramer**, *Academy of Management*

For the first time, AOM Career Services is offering an open college-fair format event for both those on market and those recruiting new faculty/PhD students. This Meet & Greet provides a great way to speak with those recruiting faculty and/or PhD students without an appointment. Recruiting teams who sign up to participate will be noted on the Career Fair Event page. This event is open to all AOM Annual Meeting participants.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **106** | Submission: **21742** | Sponsor(s): **(PUBS)**
Scheduled: **Friday, Aug 9 2024 11:00AM - 12:00PM CT (UTC-5)** at **Hyatt Regency Chicago in Gold Coast**

Publishing in AMD: The Premier Journal for Empirical Exploration in Management



Presenter: **C. Chet Miller**, *U. of Houston*

Curious about exploring new or unexplained phenomena? Have interesting findings that you can't explain using existing theories? Have a desire to be more creative in presenting your research? If so, join us to learn more about publishing in Academy of Management Discoveries (AMD). In this session, Chet Miller (Editor in Chief), Sue Cohen (Deputy Editor), and Prithviraj Chattopadhyay (Deputy Editor) will provide the inside story on publishing in a journal that has been capturing the collective imagination of our research community, and having effects on policy and practice as well. Participants' specific questions on paper ideas will be taken up.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **107** | Submission: **21741** | Sponsor(s): **(PUBS)**
Scheduled: **Friday, Aug 9 2024 11:00AM - 1:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Stetson Suite F**

Publishing in ANNALS

Presenter: **Elizabeth George**, *Cambridge Judge Business School*

Presenter: **Matthew A. Cronin**, *George Mason U.*

All are welcome to attend.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








New Frontiers of Mixed-Methods Research

Organizer: **Matteo Devigili**, *Bayes Business School*
Organizer: **Mara Guerra**, *Bayes Business School (formerly Cass), City, U. of London*
Presenter: **Audra Wormald**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Presenter: **Santi Furnari**, *City, U. of London*
Presenter: **Giada Di Stefano**, *Bocconi U.*
Presenter: **Milan Miric**, *U. of Southern California - Marshall School of Business*
Panelist: **Stefano Brusoni**, *ETH Zürich*
Panelist: **Oliver T. Alexy**, *Technical U. of Munich*
Panelist: **Benjamin L. Hallen**, *U. of Washington, Seattle*
Panelist: **J.P. Eggers**, *New York U.*

The ever-growing complexity of organizational and managerial phenomena necessitates innovative and rigorous empirical research designs. Mixed-methods research harnesses the strengths of both qualitative and quantitative methodologies to enhance conceptual rigor and problem-solving capabilities while also stimulating novel research questions. Mixed-methods research is an exciting and rapidly evolving methodological area, where new and innovative designs are continuously being developed and tested. This Professional Development Workshop aims to help scholars familiarize themselves with emerging mixed-methods designs, encourage community-level discourse on opportunities and challenges, and align the expectations of authors, reviewers and editors on what is sound mixed-method research.

The PDW has three components. The first component -- open to all AoM-ers without registration -- consists of a series of presentations on innovative mixed-method designs from a selected group of speakers: Audra Wormald (University of North Carolina at Chapel Hill); Santi Furnari (Bayes Business School); Giada di Stefano (Bocconi University); Milan Miric (Marshall School of Business). In the second component, a panel of journal editors comprising Stefano Brusoni (ETH Zurich), Oliver Alexy (TUM School of Management), Benjamin Hallen (University of Washington), JP Eggers (NYU) will discuss what makes for robust and publication-level research using mixed methods. Like the first one, this component is open to all AoM-ers without registration. In the third component, participants registered for the PDW will part-take in a round-table, paper discussion session. Each mentor -- chosen among presenters and panellists -- will be assigned a few projects sharing the same mixed-method design and provide participants with feedback comments on their work. Info and Registration Send a message to mixedmethodsfrontiers@gmail.com to contact the PDW organizers, Mara Guerra and Matteo Devigili. If you want to part-take in the round-table session, register using the Google form available <https://forms.gle/HPrdkvATktgUVhDc9> by July 26th. We will review the submitted applications and notify participants on a rolling basis.

KEY TO SYMBOLS

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

Innovating How We Teach Innovation: Innovation at the Extremes

Organizer: **Tucker James Marion**, *Northeastern U.*

Organizer: **Sebastian Fixson**, *Babson College*








Organizer: **Victor Seidel**, *Babson College*

Presenter: **Frank T. Piller**, *RWTH Aachen U.*

Presenter: **Elizabeth Gerber**, *Northwestern U.*

In this PDW, we will explore three topics related to teaching innovation at the extremes. We take different perspectives on how innovation is being pushed in different directions in the context of new challenges and technological affordances. The first topic is centered on how we can best equip our students to address wicked problems and grand challenges. As management educators, how might we develop better approaches to help our students frame problems to address such challenges, and how would we teach related skills? The second topic is how to manage teaching in an era of exceptionally rapidly advancing technology like Generative AI. How do we stay current and adjust our teaching to effectively accommodate and integrate these advances? Lastly, we explore the emerging interdisciplinary topic of Extreme Design and its implications for teaching. Extreme Design occurs in settings that demand very high-performance levels, force considerable truncation of design tasks, or ask to design for uncommon users and environments. How do we manage these scenarios that require new technologies and methods that span disciplines, and how do we prepare our students for them? There will be short presentations from faculty actively engaged in each area for each of the three topics, followed by a Q&A. In the second half, the PDW features round-table discussions among presenters and PDW attendees to exchange experiences around these topics and report findings to the group.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **110** | Submission: **17832** | Sponsor(s): **(TIM, STR, ENT, CTO)**
Scheduled: **Friday, Aug 9 2024 11:15AM - 1:15PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Michigan B**

Crossing Over: Building Cross-Connections Between Innovation and Non-market Strategy



Organizer: **Nur Ahmed**, *MIT Sloan School of Management*
Organizer: **Nicole West**, *U. of Texas at Dallas*
Panelist: **Brian Silverman**, *U. of Toronto*
Panelist: **Nan Jia**, *U. of Southern California*
Panelist: **Aija Elina Leiponen**, *Cornell U.*
Panelist: **Shon R. Hiatt**, *U. of Southern California*

While it has long been recognized that the political environment may help or hinder firms' innovation activities, and that innovation may, in turn, have social impacts that shape the political environment, this topic is receiving renewed and growing interest in light of emerging technologies like AI and global political turbulence. This PDW seeks to build cross-connections between innovation and technology entrepreneurship scholars and non-market strategy scholars with an interest in the interdependence between innovation and non-market strategy. It will introduce scholars to both the fundamental (i.e. national policy, litigation, and regulation) and newly emerging (i.e. political polarization, populism, and employee activism) ways in which the political environment is affecting innovation and technology entrepreneurship, and consider the non-market strategies firms use to mitigate policy uncertainty and the unintended consequences of innovation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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



Organizer: **Agnieszka Radziwon**, *U. of California, Berkeley & Aarhus U.*
Organizer: **Marcel Bogers**, *Eindhoven U. of Technology*
Organizer: **Ekaterina Albats**, *LUT U.*
Organizer: **Justyna Dabrowska**, *School of Management, RMIT U.*
Organizer: **Veronika Kentošová**, *Aarhus U., Department of Business Development and Technology*
Organizer: **Gianlorenzo Meggio**, *U. of California, Berkeley & Aarhus U.*
Organizer: **Mehdi Montakhabi**, *Vrije U. Brussel*
Organizer: **Paul Moritz Wiegmann**, *Eindhoven U. of Technology*
Facilitator: **Allan N Afuah**, *U. of Michigan*
Facilitator: **Esteve Almirall**, *ESADE Business School*
Facilitator: **Mehdi Bagherzadeh**, *NEOMA Business School*
Facilitator: **Kirsimarja Blomqvist**, *LUT Business School*
Facilitator: **Muthu De Silva**, *Birkbeck, U. of London*
Facilitator: **Alberto Di Minin**, *National Biodiversity Future Center (NBFC)*
Facilitator: **John E. Ettl**, *Rochester Institute of Technology*
Facilitator: **Aleksios Gotsopoulos**, *SKK Graduate School of Business*
Facilitator: **Stefan Haefliger**, *Stockholm School of Economics*
Facilitator: **Marcus Holgersson**, *Chalmers U. of Technology*
Facilitator: **Keld Laursen**, *Copenhagen Business School - Department of Strategy and Innovation*
Facilitator: **Qinli LU**, *INSEAD*
Facilitator: **Ian McCarthy**, *SFU*
Facilitator: **Lukas Moschko**, *Institute for Technology and Innovation Management at RWTH Aachen*
Facilitator: **Susanne Ollila**, *Chalmers U. of Technology*
Facilitator: **Frank T. Piller**, *RWTH Aachen U.*
Facilitator: **Marion Kristin Poetz**, *Copenhagen Business School*
Facilitator: **Asta Pundziene**, *Kaunas U. of Technology, School of Economics and Business*
Facilitator: **Krithika Randhawa**, *U. Of Sydney*
Facilitator: **Deborah Roberts**, *U. of York*
Facilitator: **Henry Saueremann**, *ESMT European School of Management and Technology*
Facilitator: **Jonathan Sims**, *Babson College*
Facilitator: **Ioana Stefan**, *Mälardalen U.*
Facilitator: **Anne L.J. Ter Wal**, *Imperial College Business School*
Facilitator: **Sunny Mosangzi Xu**, *Copenhagen Business School*

As we start the third decade of Open Innovation (OI), this year's PDW at the Academy of Management marks its tenth edition and a special milestone by exploring the evolution and future of OI. As this PDW continues to be a cornerstone for fostering knowledge exchange, and bridging theoretical insights with practical applications, this year, we delve deeper into the realm of OI, with a focus on four key domains: OI and theory development, OI and new methodologies, OI phenomena, and OI practice. As always, this PDW gathers a large number of very experienced and active scholars conducting research related to OI. These scholars will share and build on their experiences in researching OI to identify some key challenges—and associated opportunities—to help advance research in this domain. The facilitators will introduce and discuss these challenges, which cover a broad range of levels of analysis, various theoretical perspectives, and methodological approaches. Following this, they will moderate roundtable discussions with interested participants. Pre-registration (by submitting a short text with research interests) is recommended for the roundtables, which have pre-defined topics, but attendance is open as long as space permits.

Please register online before the 31st of July, 2024 at <https://tinyurl.com/AOM2024OIPDW>

KEY TO SYMBOLS

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

Teaching and Application of Reflective Practices for Executives and Other Adult Learners



Facilitator: **Konstantin Korotov**, *ESMT Berlin*
Facilitator: **Elizabeth Florent-Treacy**, *INSEAD*
Discussant: **Frank Owen**, *U. of Canterbury Business School*

This PDW focuses on how educators may 1) use reflective practices as part of an experiential learning approach; and 2) help adult students become more confident as they introduce reflective practices into their organizations. Business organizations increasingly seek to establish informal or unstructured meetings for debriefs and reflection in the workplace. Their objective is to create a so-called “safe space” for open-ended review of interpersonal and business challenges. In parallel, management education research has underscored the value of reflective practices for on-going organizational development, and highlights the role of business schools as well-adapted for experimentation and learning related to the internal experience and boundary conditions of “reflective spaces” (Florent-Treacy, 2023; Petriglieri & Petriglieri, 2010; Kets de Vries & Korotov, 2007; Korotov, 2007; Long, 2004). However, establishing constructive reflective practices, in the classroom and in organizations, requires more than simply dedicating time and space. The fundamental question remains: how do adult learners experience such practices, and how might they go on to organize such spaces and work with what emerges? This PDW addresses the challenges inherent to the facilitation of reflective workspaces, for educators as well as business leaders. Participants will be offered an opportunity to engage first-hand with a spectrum of reflective activities. The objective is to show how these activities may be used by PDW participants in their own teaching or organizational work (e.g. Master-level degree programs, continuing education, professional development, short-term in-house training courses, etc.).

KEY TO SYMBOLS

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

Demystifying Theory Development and Publication: How to Write a Theory Paper and Where to Submit It



Organizer: **Natalya Alonso**, *Beedie School of Business Simon Fraser U.*
Organizer: **Nana Yaa Antwi-Gyamfi**, *China Europe International Business School (CEIBS)*
Organizer: **Pascale Fricke**, *U. of British Columbia*
Organizer: **Maily's George**, *EDHEC Business School*
Organizer: **Elise B. Jones**, *US Coast Guard Academy*
Organizer: **Kevin W. Rockmann**, *George Mason U.*
Organizer: **Heather Ciara Vough**, *George Mason U.*
Panelist: **Caroline Jane Gatrell**, *Liverpool U.*
Panelist: **Lamar Pierce**, *Washington U. in St. Louis*
Panelist: **Sherry M. B. Thatcher**, *U. of Tennessee, Knoxville*
Facilitator: **Christine Deborah Bataille**, *Ithaca College*
Facilitator: **Jeffrey Bednar**, *Brigham Young U.*
Facilitator: **Erika V. Hall**, *Emory U., Gozuieta Bus Sch*
Facilitator: **Astrid Carlotta Homan**, *U. of Amsterdam*
Facilitator: **Nadine Kammerlander**, *WHU Otto Beisheim School of Management*
Facilitator: **Anthony Klotz**, *UCL School of Management*
Facilitator: **Donald H. Kluemper**, *Texas Tech U.*
Facilitator: **Alyson Meister**, *IMD Business School*
Facilitator: **Shannon Rawski**, *Ivey Business School*
Facilitator: **Bess Rouse**, *Boston College*
Facilitator: **David Sluss**, *ESSEC Business School*
Facilitator: **Eero Vaara**, *U. of Oxford*
Facilitator: **Klaus Weber**, *Northwestern U.*
Facilitator: **Anastasiya Zavyalova**, *Rice U.*

Conceptual or theory papers are notorious among management scholars for being difficult to write and publish. Additionally, a perceived scarcity of high-impact outlets for theoretical work leaves many scholars skeptical of their prospects for successfully publishing theory papers. With this 90-minute Professional Development Workshop (PDW), we aim to dispel the myth and mystique around writing and publishing theory papers by bringing PDW participants face to face with (a) editors of several renowned journals that publish theory papers and (b) scholars who have recently published theory papers in top-ranked management journals. The workshop will be divided into two parts. The first segment will be devoted to discussion with a panel of editors from *Journal of Management Studies*, *Journal of Management*, and *Organization Science*. Topics include journal-specific interests and expectations related to conceptual papers, acceptance criteria, and common pitfalls in publishing theory at these specific journals. The editor panel will be followed by a Q&A session. The second part of the workshop will comprise rotational roundtable discussions with scholars who have recently published theory papers in leading management journals. Topics include idea development and refinement, paper planning and writing, review processes, and authors' experiences across various journals.

Pre-registration for this session is required. Applicants will be asked to respond to a few brief questions and specify their roundtable preferences. Space will be allocated on a first-come, first-served basis. Session organizers will review your registration and notify you of your acceptance prior to AOM. Pre-register by July 15 at: <https://forms.gle/yCwheAzvcMw5ZGB6>

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Content and Textual Analysis in Organizational Research: Techniques and Applications



Organizer: **Michael Pfarrer**, *U. of Georgia*
Organizer: **Jason Kiley**, *Clemson U.*
Facilitator: **Jonathan Nicholas Bundy**, *Arizona State U.*
Facilitator: **John R. Busenbark**, *U. of Notre Dame*
Facilitator: **Daniel Gamache**, *U. of Georgia*
Facilitator: **Lorenz Graf-Vlachy**, *TU Dortmund U.*
Facilitator: **Derek Harmon**, *U. of Michigan*
Facilitator: **Farhan Iqbal**, *Indiana U., Bloomington*
Facilitator: **Andreas Sebastian Konig**, *U. of Passau*
Facilitator: **Aaron McKenny**, *Indiana U. - Kelley School of Business*
Facilitator: **Abbie Griffith Oliver**, *U. of Virginia*
Facilitator: **Lingling Pan**, *U. of Pittsburgh*
Facilitator: **Shane Reid**, *Texas State U.*
Facilitator: **Hani Safadi**, *U. of Georgia*
Facilitator: **Ruixiang Song**, *U. of Tennessee, Knoxville*
Facilitator: **Hovig Tchalian**, *U. of Southern California*
Facilitator: **Xinran Joyce Wang**, *Zicklin School of Business, Baruch College, City U. of New York*
Facilitator: **Miles A. Zachary**, *Auburn U.*
Facilitator: **Amir Karami**, *U. of Alabama, Birmingham*
Presenter: **Nikki Drader**, *U. of North Texas*
Presenter: **Elle Hyunjung Yoon**, *Iowa State U.*
Presenter: **Ashley Yerves Roccapriore**, *Auburn U.*
Presenter: **Rhonda K. Reger**, *U. of North Texas*
Presenter: **Steven James Hyde**, *Boise State U.*
Presenter: **Paula Ann Kincaid**, *U. of Texas at Tyler*

This is a two-part PDW. Part 1 provides an introduction to content and text analysis as a research methodology. Presenters will discuss appropriate applications, reliability and validity concerns, complementarities with other methods, data curation, programming, and different computer-aided content analysis tools. Experts will also walk through examples of content analysis techniques from published research and offer publishing tips. Part 1 is open to all AOM attendees and does not require pre-registration. Part 2 of the PDW models MOC's successful "Cognition in the Rough" PDW. Experts and authors will interact in small groups to discuss the content, structure, techniques, and potential journal outlets of submitted proposals. Part 2 requires pre-registration and a submission of a 2-3 page proposal. The deadline for proposal submissions is July 15. Details are available via AOM's Online Communities (e.g., Connect@AOM, Interest Group listservs) or by contacting the organizers at contentanalysis1@gmail.com.

Part 2 of the PDW models MOC's successful "Cognition in the Rough" PDW. Experts and authors will interact in small groups to discuss the content, structure, techniques, and potential journal outlets of submitted proposals. Part 2 requires pre-registration and a submission of a 2-3 page proposal. The deadline for proposal submissions is July 15. Details are available via AOM's Online Communities (e.g., Connect@AOM, Interest Group listservs) or by contacting the organizers at contentanalysis1@gmail.com

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



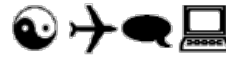
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **115** | Submission: **12347** | Sponsor(s): **(OMT, STR)**
Scheduled: **Friday, Aug 9 2024 11:30AM - 2:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Regal Room**

Studying Creative Industries: Opportunities and Challenges



Organizer: **Daniel Sands**, *UCL School of Management*
Organizer: **Sandeep Pillai**, *Department of Management and Technology, Bocconi U.*
Panelist: **Frederic Clement Godart**, *INSEAD*
Panelist: **Laura E. Dupin**, *Amsterdam Business School, U. of Amsterdam*
Panelist: **Julien Jourdan**, *HEC Paris*
Panelist: **Ying Li**, *Hong Kong U. of Science and Technology*
Panelist: **Giacomo Negro**, *Emory U.*
Participant: **Paola Cillo**, *Bocconi U.*

The study of creative industries in the field of management has provided insights on issues that range from institutional transformation to innovation to the entry and expansion of entrepreneurial ventures. Creative industries are both economically and culturally important and they represent a critical area of inquiry for academic research. Indeed, the phenomenological richness and pragmatic significance of various creative industries highlight that there are a range of key issues that can help us to address core research questions within diverse areas of management. Provided the opportunities for future work in this space, this Professional Development Workshop brings together leading scholars who have engaged in the study of creative industries so they can share their perspectives and experiences for others who are working on related research. This will engender an engaging discussion that will appeal to scholars who are already active or may be newly interested in research within this broad domain. Provided the broad scope of the creative industries and the diverse expertise and experiences of our panelists, this workshop expects to deliver a rich intellectual experience for all AOM members and for those members of the OMT, ENT, and STR divisions, in particular.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **116** | Submission: **21722** | Sponsor(s): **(SAP)**
Scheduled: **Friday, Aug 9 2024 11:30AM - 12:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
Ambassador Room

SAP IG - Early Career Program: Lunch (By Invitation Only)

Organizer: **Daniel Gaeckle**, *U. of Stuttgart School of Management*

Organizer: **Tyson Rallens**, *Oxford U., Saïd Business School*

Organizer: **Verena Timmer**, *Witten/Herdecke U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **117** | Submission: **18197** | Sponsor(s): **(SIM, MH, OMT)**
Scheduled: **Friday, Aug 9 2024 11:30AM - 12:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon F**

Historical Injustices in Business & Society

Organizer: **Diego Coraiola**, *U. of Victoria*
Organizer: **Judith Schrempf-Stirling**, *GSEM - U. of Geneva*
Organizer: **Sébastien Mena**, *Hertie School of Governance*
Organizer: **François Bastien**, *U. of Victoria*
Organizer: **Nimruji Jammulamadaka**, *Indian Institute of Management, Calcutta*
Organizer: **Colin Patrick Higgins**, *Deakin U.*

This PDW aims to bring together management and organizational researchers interested in the study of historical injustices. We define historical injustices as wrongs committed against individuals and groups in the past that have lasting negative effects in the present (Meyer, 2022). Well-known examples include the colonization of Indigenous peoples in the Americas, the Atlantic slave trade, the Holocaust during Nazi Germany, and Apartheid in South Africa. This PDW will provide an opportunity for scholars developing research on social injustices to think about issues of time and history in relation to their field studies and an invite for researchers looking at historical injustices to connect. This PDW is connected with the Business and Society forthcoming special issue titled “Historical Injustices: Organizational Responsibility, Regret, and Redress”. Participants will be able to learn from one another’s experience researching injustices and receive feedback on their short papers from the guest editor team of the special issue (Diego M. Coraiola, Colin Higgins and François Bastien). We hope the workshop will help sensitize other academics for the importance of the research on sociohistorical injustices and bring together likeminded scholars invested in developing a community of researchers interested in the study of injustices from a business society perspective.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **118** | Submission: **13101** | Sponsor(s): **(AFAM)**
Scheduled: **Friday, Aug 9 2024 12:00PM - 1:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Columbus A**

On Making Management Research Interesting in the African Context










Coordinator: **Baba Vishwanath**, *DeGroote School of Business, McMaster U.*

Discussant: **Bruce Lamont**, *Florida State U.*

Discussant: **Moses Acquah**, *U. of North Carolina, Greensboro*

This workshop will explore mechanisms that make a research paper interesting to its audience from an editor's perspective. Couched within a theory of business, it will focus on what makes business scholarship influential. It will present a framework to combine several attributes of influential scholarship and provide a model for producing compelling research. Examples of thought-provoking African scholarship will be presented, and a break down of characteristics that make them interesting and influential will be provided. The workshop will offer suggestions as to what academics and institutions in Africa can do to develop and sustain influential scholarship that is relevant in a global context.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **119** | Submission: **13872** | Sponsor(s): **(DEI, SIM, NEU, CAR, MED, HCM, OB, MOC)**
Scheduled: **Friday, Aug 9 2024 12:00PM - 1:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall I**

Thriving in Academia with Neurodiversity and/or Mental Health Issues: Our Stories and Strategies



Organizer: **Glen E. Kreiner**, *U. of Utah, David Eccles School of Business*

Organizer: **Niki Den Nieuwenboer**, *U. of Kansas*

Organizer: **Dane Cannon**, *U. of Utah, David Eccles School of Business*

Panelist: **Keith Norman Leavitt**, *Oregon State U.*

Panelist: **Nathan Pettit**, *New York U.*

Panelist: **Sarah Wittman**, *George Mason U.*

An estimated 15-20% of the world population is neurodiverse, while over 1 in 8 struggle with some kind of mental disorder (and sometimes both). By providing a frank discussion of how life in academia can be affected by either a neurodiverse condition or a mental disorder, this PDW intends to offer insights and support for faculty and PhD students who struggle with mental health and/or neurodiverse impairments. Panelists, all of whom are successful academics with either neurodiversity or mental health challenges, will share stories from their lives and thoughts regarding best practices.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



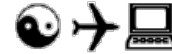
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **120** | Submission: **19258** | Sponsor(s): **(IM)**
Scheduled: **Friday, Aug 9 2024 12:00PM - 1:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Columbian**

De-Coupling, Divesting, De-Internationalization: The Role of Sanctions and Stakeholder Pressure



Organizer: **Alexander Settles**, *U. of Florida*
Session Chair: **Ajai Singh Gaur**, *Rutgers U.*
Panelist: **Luis Alfonso Dau**, *Northeastern U.*
Discussant: **Juha Väätänen**, *LUT U., School of Business and Management*
Panelist: **Yannick Thams**, *Florida Atlantic U.*
Participant: **Christopher Hartwell**, *ZHAW School of Management and Law*
Panelist: **Andreja Jaklic**, *U. of Ljubljana*
Panelist: **Tymofiy Mylovanov**, *Kyiv School of Economics*
Panelist: **Nataliia Shapoval**, *Kyiv School of Economics*

International pressure on states that divert from the established world order has increasingly been used to reshape state, firm, and individual behavior. The reaction of MNEs to government and stakeholder pressure to divest or de-internationalize is a phenomenon that has received limited attention in the IB literature (Meyer & Thein, 2014, Soule, et. al. 2014). Using sanctions, political pressure, and stakeholder pressure to modify state decisions and behavior has a long history of use in international relations and trade. There have been over 1300 identified sanctions imposed by governments (Syropoulos et al., 2023) since 1950. The effectiveness of sanctions in negatively affecting sanctioned firms is questionable (Gaur et al., 2023). However, firms have responded to these sanctioning actions by reorganizing their supply chains and restructuring their international holdings and ownership structures. Stakeholders have also pressured multinational firms to exit from states violating the international order. MNEs and their CEOs have recognized the pressure that stakeholders have played in applying pressure to exit Russia (Katsos et al., 2022), and there is evidence that the decision to exit Russia is connected to the political affiliations of the CEO (Thams & Dau, 2023). This PDW panel discussion aims to discuss the types of pressure placed on MNEs, including how sanctions and stakeholder pressure work to disrupt international business ties, how firms respond to these actions, and to review current research on this phenomenon. In so doing, the panel responds to the call for reexamining MNEs' role in the political response to international conflict.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **121** | Submission: **19833** | Sponsor(s): **(MH, OMT, CMS)**
Scheduled: **Friday, Aug 9 2024 12:00PM - 2:00PM CT (UTC-5)** at **Swissotel Chicago in Montreux 2**

Researching Legacies of Colonialism in Management and Organization Studies



Organizer: **Bruna Brito**, *Gustavson School of Business, U. of Victoria*
Organizer: **Anupama Kondayya**, *Indian Institute of Management Calcutta*
Organizer: **Rodolfo Ferreira Maritan**, *Fundação Getulio Vargas - EAESP*
Organizer: **Diego Coraiola**, *U. of Victoria*
Panelist: **Shelley Price**, *Acadia U.*
Panelist: **Rashedur Chowdhury**, *U. of Essex*
Panelist: **Rajiv Maher**, *EGADE Business School, Tecnológico de Monterrey*
Panelist: **Ajmesh Prasad**, *EGADE Business School*
Panelist: **Leon Prieto**, *Clayton State U.*
Panelist: **Jacobo Ramirez**, *Copenhagen Business School*
Panelist: **Sergio Wanderley**, *Unigranrio Afya*
Discussant: **Hari Babuji**, *U. of Melbourne*

The pervasive impact of colonial legacies on management theory and practice is profound and multifaceted, encompassing issues such as slavery, racism, caste systems, the criminalization and genocide of Indigenous peoples, ecocide, gender binary, patriarchy, and heteronormativity. These legacies manifest in entrenched mindsets, resource inequalities, power dynamics, and management structures that mirror and sustain the asymmetric relationships inherited from the colonial era. The first part of this workshop will feature presentations from scholars with experience researching colonial legacies who will reflect on the current and future state of the field, concluding with a senior scholar as discussant. The second part will open the conversation to all participants, engaging them in roundtable discussions with the panelists and facilitating an open forum for questions. The workshop will conclude with closing remarks from the organizers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **122** | Submission: **17430** | Sponsor(s): **(MSR)**
Scheduled: **Friday, Aug 9 2024 12:00PM - 5:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **O'Hare**

MSR Retreat: Think Less, Think Better

Organizer: **Christina M. Walker**, *Lenoir-Rhyne U.*

Participant: **Soumya Dutta**, *Doctoral Student at Indian Institute of Technology Bombay (IIT Bombay), India*

Participant: **Chandraketan Sahu**, *Indian Institute of Management, Calcutta*








Participant: **Gerald Biberman**, *U. of Scranton*

Participant: **Lisa RaQuel Elliott**, *Management, Spirituality, and Religion*

Participant: **Muhammad Kamran**, *Collegium Civitas, Warsaw, Poland*

This PDW is built on the historical foundations of the Management, Spirituality, and Religion division (MSR) retreat, which was designed to build integrative relational connections that would generate productive collaborations amongst interdisciplinary scholars and practitioners. Through the process of engaging with “unfamiliar ideas,” a key concept in the AOM Theme “Innovating for the Future.” participants will be experimenting with embodied tools in an atmosphere of shared discovery. If successful, this PDW will launch new projects that combine previously disparate approaches into innovative ways of solving key global challenges. The theme of this PDW is taken from the title of a piece, “Think Less, Think Better.” It invites us to engage in spiritual and religious practices that reduce mental overload (think less), so that we can have a stronger ability to engage with the ideas and concepts that we encounter at the AOM conference (think better). Structured over 5.5 hours, participants will be invited to co-create the PDW through sharing spiritual and/or religious practices followed by dialog around how our experiences relate to topics of human flourishing in research, teaching, and practice.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **123** | Submission: **22976** | Sponsor(s): **(ODC)**
Scheduled: **Friday, Aug 9 2024 12:00PM - 3:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Printers Row**

ODC Board Meeting

Division Chair: **Richard W. Stackman**, *U. of San Francisco*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**

Program Session: **124** | Submission: **21635** | Sponsor(s): **(OSCM)**

Scheduled: **Friday, Aug 9 2024 12:00PM - 1:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Water Tower**

OSCM Division Junior Faculty and Doctoral Consortium Lunch

OSCM Division Junior Faculty and Doctoral Consortium Lunch

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **125** | Submission: **10086** | Sponsor(s): **(RM, ENT, HR, IAM, OB, STR)**
Scheduled: **Friday, Aug 9 2024 12:00PM - 1:30PM CT (UTC-5)** at **Swissotel Chicago** in **Lucerne III**

Research Methodology: Best Practices for Rigorous, Credible, and Impactful Research



Participant: **Herman Aguinis**, *George Washington U.*

This PDW covers the entire research process from the beginning (i.e., generating and testing theory) to the end (i.e., enhancing research impact). It is useful for (a) research producers and (b) research consumers, including doctoral students, junior and senior researchers, and journal editors and reviewers. It includes checklists, tables, flowcharts, “how-to,” and “dos and don’ts” guidelines so participants can understand the extent to which methodological best practices are being followed—and so that they can follow best practices in their own research and evaluate the research by others.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **126** | Submission: **13755** | Sponsor(s): **(SIM, CMS, OMT, MSR, RM, ONE)**
Scheduled: **Friday, Aug 9 2024 12:00PM - 2:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Lakeview**

Using Philosophical Methods to Explore Purposeful Innovation in Polycrisis



Organizer: **Wim Vandekerckhove**, *EDHEC Business School*
Participant: **Helet Botha**, *U. of Virginia*
Participant: **Mollie Painter-Morland**, *Nottingham Trent U.*
Participant: **Marian Eabrasu**, *EM Normandie Business School, Métis Lab, France*

The purpose of this workshop is to explore how philosophical methods can broaden the sight of management research into the topic area of purposeful innovation in polycrisis. Today's context has been described as in 'polycrisis', a term used to denote how the world is facing its most complex and simultaneously unfolding set of challenges in modern history. The co-occurrence and relationships between climate change, renewed geopolitical tensions, a pandemic and a global market downturn imply compounding effects. A general sense of helplessness and loss of agency is emerging. Therefore, broadening our vision about managing in polycrisis becomes a priority. The workshop is designed to encourage participants to imagine potential, alternative futures that are actionable through purposeful innovations in policy and organization, by inviting them to brainstorm ways in which specific philosophical methods (e.g., thought experiments, axiological analysis, critical theory, discourse ethics, phenomenology, and existentialism) can management studies to help meet social and environmental challenges and face the polycrisis. The organizers invite colleagues to examine questions such as: How can philosophical methods enhance the agency the management discipline to purposefully impact organizations and society? How can philosophical reflection illuminate policy-based solutions to systemic organizational and social problems? How can empirical research broaden our perspectives about innovation in a way that is consistent with moral principles? How can philosophical methods inform the normative-ethical assessment of possible futures and their implications for organizations and society?

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **127** | Submission: **20852** | Sponsor(s): **(STR, ENT, OMT)**
Scheduled: **Friday, Aug 9 2024 12:00PM - 2:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Michigan A**

New Perspectives on Experimental Strategy

Organizer: **Orie Shelef**, *U. of Utah, David Eccles School of Business*

Organizer: **Robert Joseph Wuebker**, *U. of Utah*

Panelist: **Lyda S. Bigelow**, *U. of Utah*

Panelist: **Arnaldo Camuffo**, *Bocconi U.*

Presenter: **Rebecca Karp**, *Harvard Business School*

Panelist: **Hart E. Posen**, *Dartmouth College, Tuck School of Business*

Panelist: **Scott Stern**, *Massachusetts Institute of Technology*

Presenter: **Jana Thiel**, *EDHEC Business School*

A central finding in the recent work on business experimentation in entrepreneurship and strategy is that experimentation is, fundamentally, a strategic decision. This work has directed attention to several critical choices actors face when crafting an experimental strategy including the design of the experiment, what to do after running the experiment, and the role of stakeholders, theories, the nature of the decision, and the quality of the idea. In this session, we aim to present N leading scholars who are working in this domain, allowing each to share emerging insights from their particular point of view on the topic; conduct a dialogue with the participants as a collective; and field questions from attendees. The purpose of the presentation will be to showcase areas of active research and illuminate opportunities for future work, in particular the elaboration of new theory and how current theory could be further developed through empirical insight. We anticipate that the first part of our panel discussion will be driven primarily through structured questions that encourage dialogue and constructive engagement between the panelists, orchestrated by the organizers. The overarching goal is to use the session to support the development of participant papers and to promote intellectual interchange on the topic of experimental strategy from the most nascent of entrepreneurs to the most established large firms.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **128** | Submission: **10446** | Sponsor(s): **(CMS, DEI)**
Scheduled: **Friday, Aug 9 2024 12:30PM - 2:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Diplomat Room**

The Invisible Career Companion: Committing to Academia with Physical Health Constraints



Organizer: **Anne Steinhoff**, *U. of Essex Business School*
Facilitator: **Richard Longman**, *The Open U., United Kingdom*
Facilitator: **Martyna Sliwa**, *Durham U. Business School*

The prevailing image of an academic often defaults to that of a healthy and able-bodied individual. Yet, experience and research indicate an increasing number of individuals entering academia with health considerations. For example, a US-based study estimates that 39% of employees have a chronic illness (Tu & Cohen, 2009), while in the UK it is estimated that up to 20% of the working age population live with a chronic illness (Munir et al., 2007). These numbers are rising, with employees with health considerations in the UK twice as likely to leave the workforce (Department for Work and Pensions, 2022). Particularly salient are the experiences of those whose physical health considerations that do not fit the duality of being fit or unfit for work (Ciuk et al., 2022). We believe the experiences of these individuals need to be shared more widely to develop a better understanding of health at work, to advance organizational policies and practices, and to create acts of collegiality and solidarity. This workshop is designed to offer a platform bringing together scholars who are present, in-person, at the annual meeting and those who are unable to attend it because of health-related considerations, focusing on strategies to raise awareness and drive change. Participants will engage with testimonies from panelists, prompting reflection on their awareness and potential actions. The workshop will provide a forum to discuss strategies for increasing the visibility of these struggles and fostering positive change within academia and, importantly, within the Academy of Management.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **129** | Submission: **21795** | Sponsor(s): **(MED)**
Scheduled: **Friday, Aug 9 2024 9:30AM - 10:30AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall I**

MED Junior Faculty and Doctoral Students Consortium 

Host: **Margaret E. Heffernan**, *RMIT U. + MED PDW Chair-elect*
Organizer: **Robert Lee Bonner**, *San Francisco State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **130** | Submission: **10187** | Sponsor(s): **(OB)**
Scheduled: **Friday, Aug 9 2024 12:30PM - 2:30PM CT (UTC-5)** at **Swissotel Chicago in Montreux 1**

Organizational Behavior Research Incubator

Organizer: **Tobias Dennerlein**, *Purdue U.*
Organizer: **Insiya Hussain**, *U. of Texas at Austin*
Organizer: **Matthew Deeg**, *Abilene Christian U.*
Organizer: **Virgil Fenters**, *U. of Nevada, Las Vegas*
Facilitator: **Talya N. Bauer**, *Portland State U.*
Facilitator: **Liuba Belkin**, *Lehigh U.*
Facilitator: **Andrew Carton**, *The Wharton School, U. of Pennsylvania*
Facilitator: **Chao Chen**, *Rutgers U.*
Facilitator: **Cecily Cooper**, *U. of Miami*
Facilitator: **Stephen Hyrum Courtright**, *U. of Iowa*
Facilitator: **Patricia Faison Hewlin**, *Columbia U. - Teachers College*
Facilitator: **Ivona Hideg**, *Saïd Business School U. of Oxford*
Facilitator: **Astrid Carlotta Homan**, *U. of Amsterdam*
Facilitator: **Jia Hu**, *Tsinghua U.*
Facilitator: **Stephen Humphrey**, *Pennsylvania State U.*
Facilitator: **Ronit Kark**, *Bar Ilan U.*
Facilitator: **Blaine Landis**, *U. College London*
Facilitator: **Robert C. Liden**, *U. of Illinois Chicago*
Facilitator: **Robert G. Lord**, *Durham U.*
Facilitator: **Sharon Parker**, *Centre for Transformative Work Design / Curtin U.*
Facilitator: **Hettie Richardson**, *Texas Christian U.*
Facilitator: **Christopher C. Rosen**, *U. of Arkansas*
Facilitator: **Christina Shalley**, *Georgia Institute of Technology*
Facilitator: **Elad Netanel Sherf**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Facilitator: **Heather Ciara Vough**, *George Mason U.*
Facilitator: **Siyu Yu**, *U. of Michigan*

While it is easy to come up with a rough or vague idea about a research topic, it is not easy to refine, implement, and publish the idea. Every one of us needs help from others, particularly those who have successful publishing experience. However, many of us lack access to colleagues with relevant expertise or hesitate to ask for feedback from experts in relevant domains. Sometimes we are not even sure what kinds of expertise we would need to move the idea forward. In the OB Research Incubator, participants are paired with renowned scholars who have successful publishing experience and can help participants move their ideas forward. Participants also have an opportunity to connect with other OB scholars who share similar research interests. This PDW is open for any member of the OB Division who would like to seek and exchange advice or feedback on research projects in any stage prior to publishing. Prior to participation in this PDW, participants must submit a summary (5-6 pages, double spaced) of their research idea by June 2, 2024. These briefs will be reviewed by the session organizers. Those whose briefs receive favorable evaluation will receive a registration code for the session. Complete details regarding the research brief will be made available in early April 2024, via online adverts.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **131** | Submission: **10167** | Sponsor(s): **(OB, CAR, RM, MED)**
Scheduled: **Friday, Aug 9 2024 12:30PM - 2:30PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich D**

Behind the Publication: Insights from the Publication Process

Organizer: **Stephanie Chan-Ahuja**, *London Business School*

Organizer: **Laura Maria Giurge**, *The London School of Economics and Political Science (LSE)*

Panelist: **Bo Cowgill**, *Columbia Business School*

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

Panelist: **N. Sharon Hill**, *George Washington U.*

Panelist: **Tristan L. Botelho**, *Yale School of Management*

The Behind-the-Publication PDW was attended by over 200 attendees at the Annual Meeting of the Academy of Management (AOM) in 2023 in Boston. Following the growing interest in this PDW across the past two years, we continue the series with a new group of panelists to share their experiences with publishing at top management journals. We contend that navigating the publication process is a crucial yet under-discussed part of the academic training. This is surprising given that publishing academic papers is a necessary skill in a successful academic career and often used as a metric to determine career outcomes. To that end, the aim of this PDW is to go behind the scenes of published papers and learn about the publication journey from prolific academics. Our panel of distinguished scholars will share how they developed one of their papers from initial journal submission to the final publication. They will also share general learnings that they have accumulated through years of publishing and reviewing at top management journals. To facilitate learning for the diverse audience who attends AOM, we have invited scholars with experience across different top management journals including Academy of Management Journal, Management Science, Organization Science, and Administrative Science Quarterly, as well as disciplinary journals, such as The Quarterly Journal of Economics and Personnel Psychology. Participants will leave our PDW with a better understanding of what happens behind the scenes of a published article, including the challenges involved in the process and how to overcome them. On a broader level, our PDW could help participants feel less lonely about the academic publishing process: as one of our previous participants said while thanking the panelists, “Many of us in the audience feel happier that we’re not the only ones going through these publication problems.”

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **132** | Submission: **12045** | Sponsor(s): **(SAP, RM, OMT)**
Scheduled: **Friday, Aug 9 2024 12:30PM - 3:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Regent Room**

Qualitative Analysis Boot Camp VIII: Theorizing from Qualitative Data Using Analytical Artifacts



Organizer: **Tine Koehler**, *U. of Melbourne*
Organizer: **Jane Kirsten Le**, *WHU Otto Beisheim School of Management*
Organizer: **Anne D. Smith**, *U. of Tennessee, Knoxville*
Presenter: **Karen Golden-Biddle**, *Boston U. Questrom School of Business*
Presenter: **Paul Hibbert**, *Warwick Business School*
Presenter: **Christina Hoon**, *Bielefeld U.*
Presenter: **Sarah Kaplan**, *U. of Toronto*
Presenter: **Ann Langley**, *HEC Montreal*
Presenter: **Michael G. Pratt**, *Boston College*
Presenter: **Trish Reay**, *U. of Alberta*
Presenter: **Anne D. Smith**, *U. of Tennessee, Knoxville*
Presenter: **Eero Vaara**, *U. of Oxford*
Presenter: **Andrea Whittle**, *Newcastle U. Business School*
Facilitator: **Janelle Bremer**, *U. of Tennessee, Knoxville*
Facilitator: **Rehab Elkhayat**, -
Facilitator: **Ava Haddox**, -

This PDW will help researchers develop and expand their qualitative data analysis skills. While previous bootcamps have focused on coding data, this session focuses on intermediate processes using “analytic artifacts” during qualitative data analysis. Data analysis with analytic artifacts offers a different approach to qualitative analysis, one that translates knowledge from raw data into observed patterns or networks of relationships and helps derive theoretical insights. Our PDW opens up the discussion of the practice and relevance of analytic methods that go beyond textual coding and its limitations. The session will begin with a panel of experienced qualitative scholars who will discuss their analysis process and use of analytic artifacts during the analysis process, zooming in on the practical nature of the process, followed by ample time for questions from the audience. The second half of the session will be spent in round tables working through ways to explore the data through analytical artifacts to generate early theoretical ideas. We will discuss implications for meaningful theorizing using this analytic approach.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **133** | Submission: **10606** | Sponsor(s): **(CAR, HR, OB, RM)**
Scheduled: **Friday, Aug 9 2024 1:00PM - 4:00PM CT (UTC-5)** at **Swissotel Chicago** in **Vevey 3**

Are You Wondering How to Research Sustainable Careers? A Workshop About Crafting Sound Designs and Methods



Organizer: **Jos Akkermans**, *Vrije U. Amsterdam*
Organizer: **Ans De Vos**, *U. of Antwerp/Antwerp Management School*
Organizer: **Beatrice Van Der Heijden**, *Radboud U. Nijmegen*
Moderator: **Roosmarij Clercx**, *U. of Antwerp/Antwerp Management School*
Moderator: **Mariya Tamontseva**, *Vrije U. Amsterdam*
Panelist: **Yehuda Baruch**, *Southampton Business School, U. of Southampton*
Panelist: **Jon P. Briscoe**, *Northern Illinois U.*
Panelist: **David Collings**, *Trinity College Dublin*
Panelist: **Andreas Hirschi**, *U. of Bern, Work and Organisational Psychology*
Panelist: **Anne Keegan**, *U. College Dublin*
Panelist: **Ellen Ernst Kossek**, *Purdue U.*
Panelist: **Wolfgang Mayrhofer**, *WU Vienna*
Panelist: **Marijke Verbruggen**, *KU Leuven*
Panelist: **Jelena Zikic**, *York U.*

In order to move the research on sustainable careers forward, this professional development workshop brings together leading scholars to share their competencies and experiences with designing state-of-the-art research projects in their respective fields and connect them with the topic of sustainable careers. The goal of this PDW is to create an inventory of various opportunities from different research areas in order to build sound research designs to study sustainable careers. Moreover, the workshop should result in concrete action plans to start doing interdisciplinary research on career sustainability. The format of this PDW is built upon the World Café design principles (Brown & Isaacs, 2010), an approach that encourages participants to raise their views about a particular topic within a relaxed and comfortable setting. The expert speakers will exchange ideas with participants at six different tables: (1) work-nonwork interface, (2) vulnerable groups, (3) aging and retirement, (4) HR practices and policies, (5) individual and organizational career management, and (6) careers in non-standard work. All tables' participants will discuss opportunities to integrate their disciplines and research designs within the framework of sustainable careers. Across three sessions, the expert speakers and participants will create plans for future research in this area. As such, the workshop will also be an opportunity to create a research network with scholars from various disciplines, including human resources, organizational behavior, and DEI research.

There is no need to register for this workshop beforehand. Please feel free to join us if you are interested in researching sustainable careers, and want to help us craft solid research in this area!

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **134** | Submission: **11912** | Sponsor(s): **(HR)**
Scheduled: **Friday, Aug 9 2024 1:00PM - 2:30PM CT (UTC-5)** at **Swissotel Chicago** in **Alpine I**

Relaunching the Ambassador Program

Facilitator: **Rebecca Hewett**, *Rotterdam School of Management, Erasmus U.*

Facilitator: **Mila Borislavova Lazarova**, *Simon Fraser U.*

Facilitator: **Helen Shipton**, *Human Resource Management*

Participant: **Jarrold Haar**, *Massey U. Business School*

This PDW sets out to bring together current and potential HR division ambassadors from around the globe, to welcome new ambassadors, and to generate new ideas for ambassador-led initiatives. Our plan is to further develop our vision, to celebrate successes of the ambassadors programme, discuss challenges (and how to overcome them) and to develop an action plan for 2024 and beyond. Participants can expect to leave the PDW with new connections, new ideas, and (if they wish) an active role in shaping the experience of international members into the future.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovative and Experiential Approaches to Teaching HR

Session Chair: **Robyn A. Berkley**, *Southern Illinois U., Edwardsville*
Session Chair: **David Kaplan**, *Saint Louis U.*
Session Chair: **Suzanne C. De Janasz**, *Seattle U.*
Organizer: **Karen Landay**, *U. of North Texas*
Organizer: **Tae-Youn Park**, *SKK Business School*
Presenter: **Smriti Anand**, *Illinois Institute of Technology Stuart School of Business*
Presenter: **Hugh Bainbridge**, *U. of New South Wales*
Presenter: **Batia Ben Hador**, *Ariel U. Department of Economics and Business Administration, Israel*
Presenter: **Susan S. Case**, *Case Western Reserve U.*
Presenter: **Ying Chen**, *U. of Rhode Island*
Presenter: **Madeline M. Crocitto**, *SUNY At Old Westbury*
Presenter: **Gail A. Dawson**, *U. of TN At Chattanooga*
Presenter: **Beverly J. DeMarr**, *Ferris State U.*
Presenter: **Mihaela Dimitrova**, *WU Vienna*
Presenter: **Steven A. Edelson**, *Northern Michigan U.*
Presenter: **Marta M Elvira**, *IESE Business School*
Presenter: **Ellen Ensher**, *Loyola Marymount U.*
Presenter: **Claudia J. Ferrante**, *U.S. Air Force Academy*
Presenter: **Carla Flores**, *Ball State U.*
Participant: **Colette A. Frayne**, *C.A. Frayne & Associates, Ind*
Presenter: **Rachel Hammond**, *Calvin College*
Presenter: **Anna B. Kayes**, *Stevenson U.*
Presenter: **Susanna Kultalahti**, *U. of Vaasa*
Presenter: **Laura Parks-Leduc**, *James Madison U.*
Presenter: **Doreen Matthes**, *U. of Kentucky*
Presenter: **William Obenauer**, *U. of Maine*
Presenter: **Gloria Oghenebruphiyo Onosu**, *Georgia State U., J. Mack Robinson College of Business*
Presenter: **Sanjeewa Samanmali Perera**, *U. of South Australia*
Presenter: **Phanikiran Radhakrishnan**, *U. of Toronto at Scarborough*
Presenter: **Jennifer Lynn Schultz**, *Minnesota State U., Mankato*
Presenter: **Shoshana Schwartz**, *Christopher Newport U.*
Presenter: **Sheldene Simola**, *Trent U.*
Presenter: **Ronda M. Smith**, *Florida Tech*
Presenter: **Roman Terekhin**, *George Washington U.*
Presenter: **Frankie Jason Weinberg**, *Loyola U. New Orleans*
Presenter: **Jaime Leigh Williams**, *Tennessee Tech U.*

The purpose of this professional development workshop (PDW) is to offer AOM members the opportunity to learn innovative and experiential approaches to teaching topics in human resources. In this highly interactive “potluck” session, a diverse panel of faculty from different universities will share experiential approaches to teaching human resources for the audience of all levels (undergraduate, graduates, professional students). Attendees will have the opportunity to choose a topic of their interests (e.g., compensation, diversity, staffing, etc.) and to learn about innovative experiential teaching methods in round tables each led by one or two members of the panel. This PDW will provide the audience opportunities to expand their repertoire of experiential exercises that they can implement immediately into their classrooms.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **136** | Submission: **15449** | Sponsor(s): **(HR, RM, OB, CAR)**
Scheduled: **Friday, Aug 9 2024 1:00PM - 2:30PM CT (UTC-5)** at **Swissotel Chicago** in **Vevey 4**

Ever Used O*Net? A Primer on O*Net for Management Research

Organizer: **Gavin Joseph Williamson**, *U. of Tennessee, Knoxville*

Organizer: **Emily D. Campion**, *U. of Iowa*

Organizer: **Janelle Bremer**, *U. of Tennessee, Knoxville*

Speaker: **Chad Van Iddekinge**, *U. of Iowa*

Speaker: **Timothy P. Munyon**, *U. of Tennessee, Knoxville*

Speaker: **Rong Su**, *Tippie College of Business, U. of Iowa*

The Occupational Information Network, better known as O*Net, is a database of occupational descriptors created through collaboration between work researchers and the US Department of Labor. O*Net is open access and has myriad uses in HRM and other organizational research, including (but not limited to) appending occupational constructs to archival and meta-analytic datasets, mitigating common method bias, and designing job description-based manipulations. The purpose of this workshop is to introduce unfamiliar scholars to O*Net. Our goal is that participants from diverse divisions of the Academy can leave this workshop with the ability to apply O*Net in their own work. To that end, we will facilitate guided interaction with the data and ideation about immediate potential applications to the participant's research pipeline, informed by hundreds of studies in our field incorporating O*Net into their research methodology. Topics in service of this objective include (50 min): An introduction to the O*Net content model; uses in primary/archival/meta-analytic data studies (including examples); how to merge O*Net with primary/archival/meta-analytic data sources; and what we can measure using O*Net data, including measures scholars have created to extend O*Net's utility. We will close with a discussion O*Net's role in future research and emerging topics, featuring esteemed keynote speakers (40 minutes).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



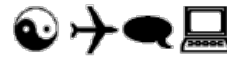
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **137** | Submission: **11844** | Sponsor(s): **(INDAM, OMT, PNP)**
Scheduled: **Friday, Aug 9 2024 1:00PM - 3:00PM CT (UTC-5)** at **Swissotel Chicago** in **Vevey 1**

Exploring Scale in “Grand Challenges” -- Developing the Indian Perspective (CANCELLED)



Organizer: **Swapnil Garg**, *Indian Institute of Management, Indore*
Organizer: **Sushanta Kumar Mishra**, *Indian Institute of Management, Bangalore*
Organizer: **Gerard George**, *Georgetown U., McDonough School of Business*
Organizer: **Kannan Srikanth**, *The Ohio State U. Fisher College of Business*

Solutions to Grand Challenges often lie in pragmatic replication of simplistic solutions, over space, time and people. This has been studied as the ‘scale’ construct, with numerous scaling options theoretically identified and studied. With a focus on India, the PDW intends to discuss the numerous at scale solutions to societal problems being practiced in India, opening up rich contexts for theoretical explorations. India has successfully implemented numerous development programs at scale, like skilling, cleanliness, infrastructure, identity, and health. As different scaling strategies have been adopted, India emerges as an ideal laboratory for exploring scale in grand challenges. Some of the questions the PDW seeks to raise are The validity of existing theories and frameworks in implementing large scale interventions. The validity of the existing scale theories in emerging economy context. What role does time, person and context play in managing at scale? Through this workshop we propose to bring policy makers, practitioners and academics together to deepen the academic understanding of how scale is achieved to catalyze exchange of ideas and research. A systematic exploration and explanation is aimed at Development projects where large means LARGE (in millions and billions), by distilling a practitioner’s insights. Academic projects that have studied scale. Does the literature need adjustments when scale is redefined in millions and billions. Emerging research agenda, when scale (and not wicked problem) is the primary attribute. The envisaged output of the workshop is an agenda for studying scale in tackling grand challenges, and open up research opportunities.

We invite and implore grand challenge scholars to explore the idea of 'SCALE' in addressing societal grand challenges. Herein, India, the most populous country on earth provides a great context for study where all attempts are addressing grand challenges have a scale far larger than what we are used to in management studies. The PDW aims to builds an appreciation of how SCALE issues have been tackled while addressing societal issues like poverty, cleanliness, identity, water, power, vaccinations, and the like. We welcome all interested explore this interesting idea.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**

Program Session: **138** | Submission: **15480** | Sponsor(s): **(MC)**

Scheduled: **Friday, Aug 9 2024 1:00PM - 3:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Stetson Suite G**

Mobilizing Dysfunction and Mirror Effect: An Innovative Approach to Change Management



Organizer: **Veronique Zardet**, *U. of Lyon, IAE Lyon, MAGELLAN, ISEOR, FRANCE*

Discussant: **Peter Sorensen**, *Benedictine U.*

Discussant: **Therese F. Vaeger**, *Benedictine U.*

Session Chair: **María Angeles Rastrollo-Horrillo**, *U. of Málaga*

Panelist: **FADI MAHMOUD**, *MedSurgSolutions*

Panelist: **Robert P. Gephart**, *U. of Alberta*

Panelist: **Mélanie Giraudet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Panelist: **Iliass KANBAR**, *Jean Moulin U.*

The start of a SEAM change process is based exclusively on dysfunctions. Positive points are not identified in the initial diagnosis. Then, the results of the interviews are presented to all the interviewees before the search for solutions begins: this is the mirror effect. The mirror effect is a mix of phrases expressed by the interviewees and generic ideas formulated by the consultant. The only criterion for selecting dysfunctions is to avoid touching people's integrity. This powerful approach nevertheless demands courage on the part of all concerned: the consultant, top management, executives and employees. Why this methodological choice? What difficulties does it present for the consultant and the stakeholders? How should they react? What precautions need to be taken during the interviews and the mirror effect? What positive effects have been observed in the change process? What methodological adaptations are possible in different cultural contexts?

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **139** | Submission: **21424** | Sponsor(s): **(MC, MED)**
Scheduled: **Friday, Aug 9 2024 1:00PM - 2:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Picasso**

Pracademic Reflections: Role of Real-Life Consulting Projects in Advancing Adaptive Competencies

Presenter: **Jan A.C. Klakurka**, *Huron U. College*
Presenter: **Candice Chow**, *McMaster U.*

As the management academy seeks to deliver relevant, applicable knowledge in an ever-changing world, strengthening meaningful relationships is a goal that consulting-based learning strongly supports. This session will share pedagogical approaches and lessons from 200-plus real-life, student-led consulting engagements that bridge the gap between theory, practice and hands-on strategy-as-practice to help faculty think and act not just as educators, but as de facto consulting firm partners. In doing so, students develop and hone adaptive competencies, including Futures Literacy (Miller, 2007), that can make them effective in VUCA (Volatile, Uncertain, Complex, and Ambiguous) environments and are sought by dynamic organizations. Through real-life interactions, students and organizations co-create meaningful learning in ever-changing contexts. In this session, seasoned full-time tenured faculty with years of executive experience illuminate how managerial education can advance its true purpose, enhance relevance, build brand, and drive impact through term-long, “consulting-firm-equivalent” real-world challenges. Students’ desire to begin or reinvigorate careers through the consulting profession or strategy discipline is enhanced by projects going beyond pro bono, many-students-to-few-clients experiences, hypotheticals/simulations, and third-party outsourced client acquisition rendering schools undifferentiated. This session will show that quite superlative outcomes are within reach of any experiential-oriented faculty, including client accolades equating output to that of Big 4 firms, obtaining school donations, replicating true consulting firm team size/structure, being entrusted with tough – if not wicked – problems, and building true partnership with communities. Supported by consultative process theory, deep client engagement, and “pracademic” mentoring, such experiences drive positive win-win outcomes for students, academia and industry alike.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **140** | Submission: **12185** | Sponsor(s): **(MC, TIM, HCM)**
Scheduled: **Friday, Aug 9 2024 1:00PM - 3:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Haymarket**

Healthcare Response Through Artificial Intelligence and Blockchain: Practical Perspectives



Participant: **Nabil G. Badr**, *Grenoble Graduate School of Business*
Participant: **Pierre El Haddad**, *INSEEC Grande Ecole*

Healthcare response requires the availability of comprehensive information in an actionable format. Mending for the decentralized nature of data elements warrants the exploitation of technology. In this Professional Development Workshop, we explore the use of artificial intelligence and distributed ledger technology to deliver trustworthy, immutable, and secure data sources. In a collaborative activity to ideate from scholarly and practice-based interaction, our proposed workshop encourages deliberation on exploiting technology tools to support decision-making in healthcare response among issues of data management, ethics, and compliance while ensuring adherence to governance and policy. Our workshop will identify and share several paths of institutionalization while ensuring adherence to governance rules.

Please join us based on the instructions in the program, we are looking forward to seeing you!

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **141** | Submission: **10192** | Sponsor(s): **(MED)**
Scheduled: **Friday, Aug 9 2024 1:00PM - 2:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Michigan 1A**

Future-Ready Education: Blending Well-Being with Professional Soft Skills Development

Speaker: **Andrea Honal**, *DHBW Mannheim/Germany*

Speaker: **Volker M. Rundshagen**, *U. of Applied Sciences Stralsund*

Participant: **Dorothee Beez**, *DHBW Mannheim/Germany*

The rise of globalization, digital transformation, and cutting-edge technologies have reshaped the expectations placed on students, preparing them for professions marked by unpredictability, intricacy, and vagueness. Instable political situations across the globe have further amplified this discourse, prompting educational institutions to deliberate on integrating soft skills and mental well-being into their courses. However, there remains a reluctance to actualize this in educational settings. This PDW session will highlight the efficacy of programs that offer mental health assistance and how such initiatives foster the growth of essential soft skills in students, including critical analysis, problem resolution, teamwork, and adaptability - attributes being crucial for modern work environments. Additionally, it will showcase diverse educational approaches successfully adopted by different universities. By offering both an interactive presentation as well as a discussion segment, in which participants can share the specific problems they face regarding how to prepare students for the future workplace and the solutions they have adopted consequently, an inspiring idea-set of practical approaches and innovative methods will be achieved.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gamification in Management Education: Incorporation of AI and Advanced Technologies



Organizer: **Mai P. Trinh**, *UTRGV*
Panelist: **Andreas Janson**, *U. of St. Gallen*
Panelist: **Sofia Schöbel**, *U. of Osnabrueck*
Panelist: **Jan Super**, *Murray State U.*
Panelist: **Mai P. Trinh**, *UTRGV*

Gamification is the use of video game elements such as badges, leaderboards, quests, and resources in non-game contexts (Deterding, 2012). In recent years, the use of gamification has been on the rise due to its ability to use “game-based mechanics, aesthetics, and game thinking to engage people, motivate action, promote learning, and solve problems” (Kapp, 2012, p. 125). In education, the use of gamification has been associated with positive results in student performance, motivation, engagement, attitude towards gamification, collaboration, and social awareness (Antonaci et al., 2019). In this PDW, we aim to provide higher educators, especially those who are teaching hybrid or online courses, with insights regarding how to gamify their classes. This year, the session will focus on the incorporation of artificial intelligences (AI) and other advanced technologies in the gamification process. The organizers have gathered a diverse panel of experts in gamification with a wide range of experience using gamification in teaching, research, and practice in different settings. We propose a gamified PDW that will last for two hours, divided into two parts. In part I, our diverse panelists will briefly introduce how they have applied gamification in their own teaching and research. In part II, we will ask panelists to each lead a roundtable discussion to help participants brainstorm gamification ideas that they can readily apply in their own classes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**

Program Session: **143** | Submission: **12554** | Sponsor(s): (**MOC, AAM, AFAM, CM, ENT, INDAM, NEU, OB, ODC, OMT, ONE, RM, SIM**)

Scheduled: **Friday, Aug 9 2024 1:00PM - 3:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Superior A**

Reviewing in the Rough

Host: **Niranjan Srinivasan Janardhanan**, *London School of Economics*

Host: **Alexandra Rheinhardt**, *U. of Connecticut*

Host: **Jingtao Zhu**, *Rotterdam School of Management, Erasmus U.*

Speaker: **Batia Mishan Wiesenfeld**, *New York U.*

Speaker: **Maryam Kouchaki**, *Northwestern Kellogg School of Management*

Speaker: **Allison S. Gabriel**, *Purdue U., West Lafayette*

Facilitator: **Chak Fu Lam**, *City U. of Hong Kong*

Facilitator: **Christian Resick**, *Drexel U.*

Facilitator: **Cristiano L O Guarana**, *Indiana U. - Kelley School of Business*

Facilitator: **Elizabeth McClean**, *Cornell SC Johnson College of Business*

Facilitator: **Emily Dunham Heaphy**, *U. of Massachusetts, Amherst*

Facilitator: **Esther Sackett**, *Santa Clara U.*

Facilitator: **Frits Pil**, *U. of Pittsburgh*

Facilitator: **Jennifer Dannals**, *Yale School of Management*

Facilitator: **Jonathan Kush**, *U. of Massachusetts, Dartmouth*

Facilitator: **Ravi S. Kudesia**, *Fox School of Business, Temple U.*

Facilitator: **Ruchi Sinha**, *UniSA*

Facilitator: **Shalini Khazanchi**, *Rochester Institute of Technology*

Facilitator: **Steven Gray**, *U. of Texas at Austin*

Reviewing is a critical “professional responsibility” and an integral part of participating in the academic community (Trevino, 2008). Yet Tsang and Frey (2007: 129) noted that “there is no formal training for referees who usually pick up their review skills through learning by doing.” This raises a perplexing question for doctoral students and junior faculty: how can one develop critical reviewing skills with so few opportunities to practice the art of reviewing? This PDW provides participants with a rare opportunity to learn and practice the art of reviewing. Prior to the conference, participants will be asked to prepare a practice review of the manuscript by Gabriel, Lanaj, and Jennings (2021) titled, “Is one the loneliest number? A within-person examination of the adaptive and maladaptive consequences of leader loneliness at work”, published in the *Journal of Applied Psychology*. The actual workshop will consist of two parts: (1) presentations and (2) group discussions. The panel will offer key insights about the review process and quality reviewing from scholars who have served as Associate Editors and Editorial Board Members at leading journals in our field. Allison Gabriel will provide background information about the original submission of their manuscript. Participants will then break into small groups, each facilitated by an experienced faculty member, to discuss and receive feedback on their formal reviews. The PDW will conclude with Dr. Gabriel sharing actual reviews the author team received and how they helped shape the final manuscript.

Participants will be required to conduct a review of a paper to be able to attend Part 2 of the session. Please contact the organizers at j.zhu@rsm.nl to request for a copy of the paper to be reviewed. Please use “MOC RIR” in the subject of your email. Thank you.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **144** | Submission: **10569** | Sponsor(s): **(OB, HR, CAR, ODC, CM)**
Scheduled: **Friday, Aug 9 2024 1:00PM - 4:00PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich B**

Speaking Science

Organizer: **Elizabeth Margaret Campbell**, *U. of Minnesota*
Organizer: **Katelyn Zipay**, *Purdue U.*
Organizer: **Theresa M. Glomb**, *U. of Minnesota*
Organizer: **Lauren Rachel Locklear**, *Texas Tech U.*
Organizer: **Brandon Mathew Fogel**, *U. of Nebraska, Lincoln*
Panelist: **Susan J. Ashford**, *U. of Michigan*
Panelist: **Dolly Chugh**, *New York U.*
Panelist: **Anthony Klotz**, *UCL School of Management*
Panelist: **Ronald F. Piccolo**, *U. of Central Florida*

Experts acknowledge that the relationship between science and the public is at a precarious stage (Public Face of Science Initiative, 2018). In this critical moment, it is imperative that we engage in relevant conversations directly and deliberately to positively impact the future of society and build cultures that value science. This workshop, returning for a third year after a successful inaugural session in 2022, focuses on “speaking science” by promoting the effective translation of research and developing additional skills for sharing science in an accessible and provocative way. This PDW aims to equip attendees with broader skills necessary for communicating science with varied non-academic audiences and, ultimately, seeks to promote greater impact of our scholarship. We will discuss key skills in effective science communication: saying “yes” to sharing your knowledge, crafting a coherent and compelling story, tailoring the message to your audience, and navigating the opportunities and obstacles in science communication. We will couple best practices in media communications with improvisation skills to provide participants with the opportunity to learn and practice science communication strategies. We welcome all faculty interested in building their confidence and capabilities to broadly speak about their science and expect the session will be especially valuable to faculty as they prepared to say “yes” to opportunities as they advance in their careers.

KEY TO SYMBOLS

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

How to Succeed in the PhD Admissions Process: A Consortium for Pre- Doctoral Students



Organizer: **Jennifer Nahrgang**, *U. of Iowa*
Organizer: **Michael C. Withers**, *Texas A&M U.*
Organizer: **Shawn T. McClean**, *U. of Oklahoma Price College of Business*
Organizer: **Trenton A. Williams**, *BYU Marriott School of Business*
Host: **Daniel L. Bennett**, *U. of Louisville*
Host: **Connie Wanberg**, *U. of Minnesota*
Host: **Cristiano L O Guarana**, *Indiana U. - Kelley School of Business*
Host: **Jessica Beth Rodell**, *U. of Georgia*
Host: **Kathleen Keeler**, *Ohio State U.*
Host: **Melissa Chamberlin**, *Iowa State U.*
Host: **Pat Downes**, *U. of Kansas*
Host: **David Matthew Townsend**, *Virginia Tech*
Host: **Jorge Walter**, *George Washington U.*
Host: **Rhonda K. Reger**, *U. of North Texas*
Host: **Peter G. Klein**, *Baylor U.*
Host: **Varkey Titus**, *U. of Nebraska, Lincoln*
Host: **Jordan Nielsen**, *Purdue U.*
Host: **Margaret M. Luciano**, *Penn State U.*
Host: **Klaus Weber**, *Northwestern U.*
Host: **Michael Sturman**, *Rutgers U.*
Host: **Anthea (Yan) Zhang**, *Rice U.*
Host: **Kyle J. Mayer**, *U. of Southern California*
Host: **Songcui Hu**, *U. of Arizona*
Host: **Andrew C Wicks**, *U. of Virginia Darden School of Business*
Host: **David W. Williams**, *U. of Tennessee*
Host: **Maria Minniti**, *Syracuse U.*
Host: **Bryan D. Edwards**, *Oklahoma State U.*
Host: **Giuseppe Labianca**, *U. of Massachusetts, Amherst*
Host: **Jason Colquitt**, *U. of Notre Dame*
Host: **Kristina Diekmann**, *U. of Utah*
Host: **Terry Blum**, *Georgia Institute of Technology*
Host: **Donald A. Lange**, *Arizona State U.*
Host: **Marco Ceccagnoli**, *Georgia Institute of Technology*
Host: **Anne Sophie Sabbatucci**, *Indiana U., Bloomington*
Host: **Joanna Mingxuan Li**, *Indiana U., Bloomington*
Host: **Kai Cher Tay**, *U. of Louisville*
Host: **Rebecca Arwine**, *U. of Tennessee*
Host: **Cagla Celik**, *U. of Pittsburgh*
Host: **Chawit Rochanakit**, *Eli Broad School of Business, Michigan State U.*
Host: **Grace Simon**, *The Wharton School, U. of Pennsylvania*
Host: **Kayleigh Harris**, *U. of Massachusetts Amherst*
Host: **Madison Mucci-Ferris**, *Tippie College of Business, U. of Iowa*
Host: **Nicholas Andriese**, *U. of Central Florida*
Host: **Soohyun Yoon**, *Arizona State U.*
Host: **Yu Rong**, *U. of Nevada Reno*
Host: **Derek Lief**, *U. of Michigan*
Host: **Esin Bozdag**, *PhD Student*
Host: **Yashodhara Basuthakur**, *Texas A&M U., Mays Business School*
Host: **Eklovyia Jain**, *U. of Michigan, Ross School of Business*

The purpose of this professional development workshop (PDW) is to educate potential PhD students about a career in academia and provide advice and information on how to navigate the PhD Admissions process. The PDW will emphasize: 1) A Career in Academia, 2) Finding Your Research Fit, 3) The Keys to a Successful PhD Application, and 4) A Day in the Life of a PhD Student. As competition for admission to PhD programs grows, applicants need to understand how to succeed in the PhD admissions process and more importantly, how to find the PhD program that will help them achieve their career goals. Individuals applying to PhD programs in the next 1-2 years will benefit from this PDW by learning more about the PhD admissions process through presentations, panel discussions, and round table discussions. The four-part PDW will provide ample opportunities for attendees to ask questions of current PhD coordinators, faculty, and PhD students. Attendees will walk away equipped with a greater understanding of a career in academia and the PhD admissions process. Attendees will also expand their network of peers and faculty to help them further navigate the PhD application process.

This session will be IN-PERSON in Chicago. Register at the following link: https://uiowa.qualtrics.com/jfe/form/SV_4VFqdzTVv34RB9c For pre-doctoral students wanting to attend this PDW, scholarships are available to cover registration fees for the conference. You must register for the PDW using the above link by July 15th to be considered for a scholarship. Questions? Contact Jennifer Nahrgang at jennifer-nahrgang@uiowa.edu

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








For the Love of Leadership: Leadership Doctoral Student Consortium

Organizer: **Amy Bartels**, *U. of Nebraska, Lincoln*
Organizer: **Nathan J. Hiller**, *Florida International U.*
Organizer: **Pol Solanelles**, *Le Moyne College*
Organizer: **Chris Reina**, *Virginia Commonwealth U.*
Presenter: **Sean Hannah**, *Wake Forest U.*
Presenter: **Janaki Gooty**, *U. of North Carolina, Charlotte*
Presenter: **Janka Ireen Stoker**, *U. of Groningen, Faculty of Economics and Business*
Panelist: **Katie Badura**, *Georgia Institute of Technology*
Panelist: **G. James Lemoine**, *U. at Buffalo, The State U. of New York*
Participant: **Cynthia Kay Maupin**, *U. of Mississippi*
Participant: **Dorothy R. Carter**, *Michigan State U.*
Participant: **Lauren D'Innocenzo**, *Drexel U.*
Participant: **Steve W J Kozlowski**, *U. of South Florida*
Participant: **Lynn Shore**, *Colorado State U.*
Participant: **Olga Epitropaki**, *Durham U.*
Participant: **Ronit Kark**, *Bar Ilan U.*
Participant: **Dina Krasikova**, *U. of Texas At San Antonio*
Participant: **Christina Noelle Lacerenza**, *U. of Colorado, Boulder*
Participant: **Herman Tse**, *Monash U.*
Participant: **Robert C. Liden**, *U. of Illinois Chicago*
Participant: **Robert G. Lord**, *Durham U.*
Participant: **Peter Harms**, *U. of Alabama*
Participant: **Jeremy D. Meuser**, *Purdue U. Northwest*
Participant: **Remy E. Jennings**, *Florida State U.*
Participant: **Margarita Mayo**, *IE Business School*
Participant: **Sebastian Hafenbrädl**, *IESE Business School*
Participant: **Mary Uhl-Bien**, *Texas Christian U.*
Panelist: **Nathan Eva**, *Monash Business School*

A wonderful aspect of the Academy of Management (AoM) Annual Meeting is the developmental opportunities it provides for doctoral students. The Organizational Behavior (OB) division serves a large and diverse group of doctoral students and seeks to provide opportunities to help the students and members better connect by supporting micro- communities with the OB division. As a micro-community focused on helping support leadership scholars in their careers, the Network of Leadership Scholars has put together the 2nd Annual Leadership Doctoral Student Consortium to provide a connection for leadership doctoral students to the leadership micro-community and the OB division. Our doctoral consortium serves to complement those that focus on program stages and is open to all doctoral students that have completed their first year of the doctoral program but are not yet on the job market and interested in studying leadership. It will give them an opportunity to connect with and learn from junior and senior leadership scholars as well as other doctoral students interested in studying leadership. In addition, attendees will learn about the intricacies of publishing in top leadership journals. Several prominent OB division members have agreed to participate in the 2024 PDW and provide students with their insights such as (1) advice based on their career as a leadership scholar (2) the current state of leadership topics and where they might go in the future, (3) publishing in leadership journals, and (4) the role of the Network of Leadership Scholars.

To registration, please fill out the registration form: https://unlcba.az1.qualtrics.com/jfe/form/SV_ezFLPuOeGc7WvX0 Participants will be emailed their acceptance and registration information based on the above form in early July.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **147** | Submission: **14049** | Sponsor(s): **(ODC, MC, ONE, OMT)**
Scheduled: **Friday, Aug 9 2024 1:00PM - 3:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Salon C**

Impactful ‘Early Career’ Research: What’s Holding Junior Scholars Back?



Organizer: **Julian Jonathan Markus**, *WU Vienna*
Organizer: **Bradley J. Hastings**, *U. of New South Wales*
Presenter: **Jean M. Bartunek**, *Boston College*
Presenter: **Sylvia Grewatsch**, *Brock U.*
Presenter: **Nicholas Poggioli**, *Appalachian State U.*
Presenter: **Diana Lauer**, *WU Vienna*
Presenter: **Martin Sehner**, *WU Vienna*

Over 1,000 sessions at the 2023 Academy of Management Annual Meeting focused on research impact. Yet, these discussions and, to some extent, research impact itself seem reserved for ‘senior’ scholars. For instance, where impact is an important personal goal for many junior scholars, they are often excluded from conversations with decision makers and they lack training in the means to connect research to practical insights. Junior scholars often encounter environments where impact is considered a secondary outcome – compared to broadening existing theory. The session aims to promote voice among junior academics on research impact. Specifically, this PDW addresses three key topics, (1) the conceptualization of research impact; (2) challenges and opportunities in generating research impact; and (3) the means and tools for early career scholars to conduct impactful research. After a brief introduction, these topics will be addressed in a plenary session, where participant responses will be gathered through presenter software. The inputs will inform themes, which will then be covered in roundtable discussions, with discussion outputs consolidated by the organizers as an essay.

None.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**

Program Session: **148** | Submission: **13617** | Sponsor(s): **(OSCM)**

Scheduled: **Friday, Aug 9 2024 1:00PM - 4:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Wrigley**

OSCM Division Junior Faculty and Doctoral Consortium (Part 2)



Organizer: **Annachiara Longoni**, *ESADE Business School*

Organizer: **Iana Shaheen**, *U. of Arkansas*

The Operations and Supply Chain Management Division is pleased to announce a joint Junior Faculty and Doctoral Consortium at the annual meeting of the Academy of Management (AoM) in Chicago, IL, USA. This event will be held from 8:30 AM to 4:30 PM on Friday, August 9th, 2024. The primary focus of the joint consortium involves an intensive research incubator session for doctoral students and junior faculty grouped in roundtables of two to three participants. Doctoral students and junior faculty are asked to submit their research proposal in advance that will be discussed by a panel of senior and junior faculty providing feedback and guidance during the consortium. Participants are expected to ask questions and learn about building a research identity. In addition to the research incubator session, several panel sessions will further elaborate on publishing, the development of research streams, and the job market. Experts in the field are invited to provide their input and engage participants in Q&A sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

What Does it Mean to Test Theory?

Organizer: **Maria Kraimer**, *U. at Buffalo*
Presenter: **Scott Seibert**, *U. at Buffalo School of Management*
Presenter: **Xavier Martin**, *Tilburg U.*
Presenter: **William S Schulze**, *U. of Utah*

Organizational/management scholars have recently lamented the concern that management researchers have increasingly emphasized novel theoretical contributions at the expense of validating existing theories. Journal of Management Scientific Reports (JOMSR) was launched to directly address this imbalance by having the following mission “to move management science forward by publishing research aimed at theory testing and refinement.” The aim of this PDW is for the editorial team of JOMSR to provide guidelines for authors on the different types of empirical papers that would be consistent with this mission, including designing studies to test theoretical models or assumptions, studies that test competing theories or constructs, and designing reproducibility and replication studies. Time will be provided for audience questions and thought-provoking roundtable discussions to generate specific study ideas to test theory in the management discipline. Specific advice for publishing in JOMSR will be provided, however, the general content of this PDW is relevant to designing rigorous empirical studies testing theory to publish in any journal. Pre-registration is not required to attend this session.

KEY TO SYMBOLS

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








Session Type: **PDW Workshop**
Program Session: **150** | Submission: **10262** | Sponsor(s): **(TIM)**
Scheduled: **Friday, Aug 9 2024 1:00PM - 5:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Columbus B**

TIM Doctoral Research Development Workshop

Organizer: **Ying Li**, *Hong Kong U. of Science and Technology*
Organizer: **Jungkyu Suh**, *NYU Stern School of Business*
Facilitator: **Jung H. Kwon**, *U. of Denver*
Facilitator: **Manav Raj**, *The Wharton School, U. of Pennsylvania*
Facilitator: **Audra Wormald**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

The workshop is designed as an idea-, paper-, and dissertation- development meeting for PhD students interested in technology, innovation, creativity, product development, and related topics. Students may be at any stage of a PhD program, and similarly the ideas brought to the workshop can range from initial ideas of a paper or dissertation to a fully-developed paper. The workshop will be comprised of a panel discussion of what makes quality research, as well as extensive time dedicated to round table conversations about submitted research ideas from doctoral students. Workshop facilitators will include a mix of junior, mid- career, and senior scholars whose research focus on TIM-related areas. Many of the facilitators have served as members of the TIM leadership committee or have been finalists of different TIM Awards including TIM Dissertation Award.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **151** | Submission: **12667** | Sponsor(s): **(AFAM, SAP, CTO)**
Scheduled: **Friday, Aug 9 2024 1:30PM - 3:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Bucktown**

Financial Technology and the Emerging Digital Money Market: What Can we Learn From Africa?



Organizer: **Saouré Kouamé**, *MTN Mobile Money Payment Service Bank Limited, Nigeria*
Organizer: **Johnson Delali Oware**, -
Organizer: **Laurent Béduneau-Wang**, *Africa Business School, Mohammed VI Polytechnic U.*
Panelist: **George Kuk**, *Nottingham Trent U.*
Panelist: **Lite Nartey**, *INSEAD*
Panelist: **Eivor Oborn**, *U. of Warwick*
Panelist: **Hans Nikolas Rawhouser**, *U. of Nevada Las Vegas*
Panelist: **Clara Arthur**, *FinTech Professional Financial inclusion expert at UN Capital Development Fund*
Panelist: **Eli Hini**, *Chief Executive Officer, MTN Mobile Money Payment Service Bank Limited*
Panelist: **Mayowa Kuyoro**, *Partner and Head of West Africa Financial Services at Mckinsey & Company*
Panelist: **Kwame Oppong**, *Partner and Head of West Africa Financial Services at Mckinsey & Company*
Panelist: **Mung Ki Woo**, *COO Financial Services at Sopra Steria, former creator and Head of Orange*

Money as we know it, is rapidly metamorphosing into a digital form in tandem with the current trajectory of global digitalization. This PDW will bring together AOM scholars and leading industry experts (Telcos, Banks, and FinTechs, consultants etc.) to create a dialogue on this subject of immediate relevance and its implication for practice and research. We intend to leverage on the case of the African digital money market as a starting point for the discussion, owing to the pioneering role that Africa has played in digital financial innovation and the emerging digital money market, for example by being the first to launch a larger digital currency market (Mobile Money), and one of the first to launch central bank digital currency. We will contrast the learning from Africa with the experience from other contexts (e.g. Europe, Asia and North America) because this trend is global and impacts all continents and all banking sectors. In addition to the mainstream digital currencies, we introduce a complementary currency perspective into our discussions. We will examine the broader implications of the digital money revolution, especially in terms of fostering inclusive growth and financial inclusion. We expect the discussions to provide insights on this topic from varying angles and generate a plethora of future streams of research in the areas of strategy, entrepreneurship, digital transformation, and innovation, as well as societal grand challenges.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **152** | Submission: **16968** | Sponsor(s): **(HR)**
Scheduled: **Friday, Aug 9 2024 1:30PM - 3:00PM CT (UTC-5)** at **Swissotel Chicago in St Gallen 1**

Leveraging AI to Bridge the Research-Practice Divide








Organizer: **Liza Castro Christiansen**, *U. of Reading*

Organizer: **Adam C. Stoverink**, *U. of Arkansas*

Speaker: **Heng Xu**, *U. of Florida*

Scholars have long faced the challenge of translating complex research into accessible, practical insights for managers. With the recent widespread adoption of artificial intelligence, scholars now have at their fingertips, a powerful new tool for tackling this challenge. This session focuses on harnessing AI to bridge the research-practice divide. We delve into innovative methods where AI can transform scholarly research into actionable knowledge for practitioners. Attendees will engage in a dynamic, interactive environment, gaining firsthand experience in utilizing AI tools. This workshop not only highlights the theoretical aspects of AI in academic research but also offers a unique, hands-on learning experience. Participants will leave equipped with practical skills and insights to effectively apply AI in disseminating their research to a broader, practitioner-oriented audience.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **153** | Submission: **10711** | Sponsor(s): **(OB)**
Scheduled: **Friday, Aug 9 2024 1:30PM - 4:30PM CT (UTC-5)** at **Swissotel Chicago** in **Matterhorn**

OB Division Mid-Career Faculty Workshop

Organizer: **Sreedhari Desai**, *U. of North Carolina*

Organizer: **Jia Hu**, *Tsinghua U.*

The Organizational Behavior (OB) Mid-Career Faculty Workshop is designed for faculty members who consider themselves to be mid-career. This generally includes scholars who have earned tenure but are not yet a full professor (i.e., are at the associate-level) or the equivalent if working in a non-tenure granting institution. The goal of the workshop is to provide a forum for attendees to connect with senior Faculty Fellows to receive advice and ask questions related to navigating the challenges and opportunities of this career stage. The discussion topics will be finalized based on input solicited from attendees but potentially include: (1) administrative roles; (2) career enablers (e.g., joint appointments, sabbaticals, changing institutions); (3) enabling research (e.g., finding new collaborators, securing grants, expanding publication portfolio to writing and editing books); (4) service and engagement (e.g., department chair, center director, professional service); and (5) planning for promotion. The Faculty Fellows include a mix of senior faculty from different countries and with varied career experiences. The format of the workshop is highly interactive with a combination of both panels and small group discussions. Participation will be limited to 50 attendees who must attend in person. Pre-registration will be required.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



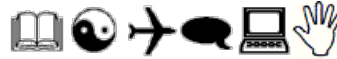
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **154** | Submission: **19240** | Sponsor(s): **(SIM, MSR)**
Scheduled: **Friday, Aug 9 2024 1:30PM - 3:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile** in **Salon B**

Humanistic Leadership and Management- Innovating for a Humane Future in a Globalized World



Host: **Michael Andreas Pirson**, *Fordham U.*
Speaker: **Michael Andreas Pirson**, *Fordham U.*
Speaker: **Osmar Arandia**, *U. de Monterrey*
Speaker: **Benito Teehankee**, *De La Salle U., Manila, Philippines*
Speaker: **Ricardo Aguado**, *Deusto Business School*
Speaker: **Sophia Town**, *Fordham U.*
Speaker: **Ayse YEMISCIGIL**, *Fordham U.*
Speaker: **Diego Arias Padilla**, *U. of Detroit Mercy, CBA*
Speaker: **Subhasis Ray**, *Xavier Institute of Management Bhubaneswar*
Speaker: **Jyoti Bachani**, *Saint Mary's College of California*
Speaker: **Elena P. Antonacopoulou**, *GNOSIS Institute*
Speaker: **Nabi Ebrahimi**, *UMass Lowell Manning School of Business*
Speaker: **Susanna Chui**, *De Montfort U.*
Speaker: **Ayatakshee Sarkar**, *XLRI Xavier School of Management*
Speaker: **Abiola Olukemi Ogunyemi**, *Lagos Business School Pan Atlantic U. Nigeria*
Participant: **David Capistran-Wah**, *ITESM, Campus Monterrey*
Speaker: **Supriya Sharma**, *CIEE, Indian Institute of Management Ahmedabad*
Participant: **Luis Fernando Ramirez Ramirez**, -
Speaker: **Wolfgang Amann**, *HEC Paris*
Participant: **Christopher Gohl**, *Global Ethic Institute*

The call for management scholarship to Innovate for the Future (2024), put the worker front and center (AOM 2023), to broaden its perspective (AOM 2020), improve lives (AOM 2018) and organize more inclusively (AOM 2019) manifests a crisis of management theory, practice, and pedagogy. Traditional research, practice, and teaching seemingly do not address the current global crises and therefore fail to improve lives and exclude many key stakeholders. On one hand, the challenge for management scholars is to build a better theoretical framework from which to engage with the world at large, in the wake of corporate scandals and recent economic crises. On the other hand, management educators are challenged to fundamentally rethink their fundamental purpose in delivering management education. A focal point of criticism has been the dominant economic paradigm of business which manifests itself in 1) the assumptions of amoral actors that 2) are only maximizing individual level utility, 3) often in a short term oriented manner. The role of social embeddedness and the importance of the future do play a marginal role and therefore much traditional management research and practice do often NOT contribute to improved lives and organize inclusively. In this PDW we wish to broaden our collective understanding of what kinds of future are possible and how we can innovate collectively. We do so by bringing together global thought leaders that have worked on developing an alternative paradigm for management: humanistic management and leadership. In a first part, we will present the universal foundations of the humanistic paradigm which draws on global, cultural and spiritual insights, and then highlight local and regional permutations of its theorizing and practice. We highlight how such humanistic management is aimed at improving lives, be more inclusive, and put workers and people front and center. In a second part of the workshop we will discuss the consequences of such an alternative paradigm on management scholarship, management education and management practice. Drawing on the work of the International Humanistic Management Association, we will have global representatives from Asia, North and South America, Australia, as well as Europe lead roundtable discussions leading to next steps and potential collaborations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **155** | Submission: **15268** | Sponsor(s): **(SIM, OMT, IM)**
Scheduled: **Friday, Aug 9 2024 1:30PM - 3:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile** in **Salon F**

New Pathways for Business and Human Rights (BHR)



Organizer: **Kathleen Rehbein**, *Marquette U.*
Organizer: **Annie C. Snelson-Powell**, *U. of Bath*
Organizer: **Tricia Olsen**, *U. of Minnesota*
Organizer: **Michelle Karen Westermann-Behaylo**, *U. of Amsterdam*
Panelist: **Andrew Crane**, *U. of Bath*
Panelist: **Harry J. Van Buren**, *U. of Tennessee, Chattanooga*
Panelist: **Jette Steen Knudsen**, *Tufts U.*
Panelist: **Elisa Giuliani**, *U. of Pisa*
Panelist: **Vivek Soundararajan**, *U. of Bath*
Discussant: **Florian Wettstein**, *U. of St. Gallen*
Discussant: **Jeremy Moon**, *Copenhagen Business School Department of Management, Society and Communication*
Discussant: **Rita Mota**, *ESADE Business School*
Discussant: **Samentha Goethals**, *SKEMA Business School - U. Côte d'Azur*
Discussant: **Michael E. Johnson-Cramer**, *Ithaca College*
Discussant: **Antonella Angelini**, *U. of Geneva*

The primary objective of this workshop is to advance our knowledge about the dynamic field of business and human rights (BHR) scholarship and more specifically discuss future BHR research pathways that can lead to better societal outcomes. This workshop provides a unique and developmental forum for fostering connections among the growing community of human rights scholars within the Academy, facilitating discussions on the evolving conceptual and empirical dimensions of the field. Recognizing BHR's interdisciplinary approach, we also seek to understand and clarify the boundaries of BHR to identify impactful interventions in practice that lead to positive societal impact. We will approach this in two ways. Firstly, we have invited a panel of leading human rights experts from several different countries, to share their insights and perspectives about pivotal issues shaping the boundaries of BHR research. Following their short presentations, the audience will be invited to participate in a plenary Q&A session to further discuss BHR topics and identify priorities for a future BHR agenda. Secondly, we will conduct research development incubators/roundtables designed for scholars at all stages, including doctoral students, early-career and/or later-career academics, who want feedback from a BHR experts on their research. The primary goal for the second part of the workshop is to discuss and strengthen the BHR research projects of the participants. Moreover, we hope to further develop our growing community of BHR scholars in SIM, IM and OMT, who are committed to exploring how firm's policies and practices can lead to positive societal effects.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **156** | Submission: **15364** | Sponsor(s): **(CM)**
Scheduled: **Friday, Aug 9 2024 2:00PM - 5:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Dusable**

Conflict Management Division Doctoral and Post-Doctoral Consortium

Coordinator: **Emma Y. Zhao**, *U. of Virginia*
Facilitator: **Emma Y. Zhao**, *U. of Virginia*
Coordinator: **Jamie L. Perry**, *Syracuse U. Whitman School of Management*
Participant: **Eric Anicich**, *U. of Southern California*
Participant: **Gary A. Ballinger**, *U. of Virginia*
Participant: **Corinne Bendersky**, *U. of California, Los Angeles*
Participant: **Jennifer Carson Marr**, *U. of Maryland*
Participant: **Celia Chui**, *HEC Montréal*
Participant: **Nicholas Hays**, *Michigan State U.*
Participant: **Peter H. Kim**, *U. of Southern California*
Participant: **Teodora Tomova Shakur**, *Texas Christian U.*
Participant: **Catherine Tinsley**, *Georgetown U., McDonough School of Business*
Participant: **Laurie R. Weingart**, *Carnegie Mellon U.*
Participant: **Ting Zhang**, *Harvard Business School*

The Conflict Management Division doctoral and post-doctoral consortium is designed for those interested in developing an academic identity, thinking more strategically about the research process, planning for the job market, and transitioning to faculty. Specifically, we will focus on three main topics important for successfully completing a doctoral or post-doctoral program and launching an academic career: 1) publishing and dissertations, 2) preparing for the job market, 3) negotiating the job offer. The PDW will be led by a mix of early, mid-career, and senior scholars, each offering their unique perspective. There will also be a segment led by the AOM Ethics Education Committee. The format will include short presentations, Q&A, and small group discussions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Care and Feeding of Co-Authors

Facilitator: **Jill R. Kickul**, *USC Marshall School of Business*
Participant: **Sönke Mestwerdt**, *ESCP Business School*
Participant: **Mark D. Griffiths**, *Retired*
Participant: **Katrina Brownell**, *U. of Southern California*
Participant: **Colleen Robb**, *Florida Gulf Coast U.*

One of the most challenging times in a young academic's career occurs when just starting out as a newly minted Assistant Professor. While still a PhD student, the academic focused on preparing for her/his career usually by working closely with a senior faculty member serving as a dissertation advisor. Once graduated however, it becomes important to establish a network of reliable co-authors with whom the young academic can publish. This professional development workshop will be of interest to AOM members who are PhD students or newly hired junior faculty members looking to increase their research outlook. It aims to advance the discourse beyond simply identifying top research journals or emphasizing the need for increased readability (Kickul et al., 2023a, 2023b). In particular, we address strategies for ensuring responsible co-authorship behavior, the role of co-author across multiple papers, tools for the self-assessment of responsible research behavior, and methods to increase co-authorship opportunities.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

How to Teach Social Business Modeling – An Example for Experiential Entrepreneurship Education

Panelist: **Kai N. Hockerts**, *Copenhagen Business School*

Panelist: **Nikolay Anguelov Dentchev**, *Vrije U. Brussel*

Panelist: **Abel Díaz Gonzalez**, *Maastricht U., School of Business & Economics*

Panelist: **Michel Ehrenhard**, *U. of Twente*

Panelist: **Magnus Torfason**, *U. of Iceland*

Panelist: **Caroline Julie Demeyere**, *Copenhagen Business School*

Facilitator: **Svenja Damberg**, *U. of Twente*

Facilitator: **Anne-Karen Hueske**, *Copenhagen Business School Department of Management, Society and Communication*

Social entrepreneurship education is rapidly expanding. Given its often hands-on characteristics it lends itself to experiential teaching in which students research actual social or environmental problems, identify solutions for these, and then design their own business model, business plan, or start-up idea. Educators in such courses face several challenges. They need to make sure that the student work is well aligned with their syllabus, while at the same time they want to keep a close eye on student progress allowing them to give feedback when it is most useful, and finally they want to encourage peer learning between student teams. This PDW will share best practice examples and will allow participants to explore how they can implement these in their own course work. The PDW will first feature a panel of social entrepreneurship educators sharing their pedagogical approaches and best practices. A next segment introduces the SEISMIC App, an ERASMUS-funded project tool designed for collaborative social business model development, which has been successfully piloted across ten European universities. Finally, the workshop will conclude with interactive roundtable discussions, where participants can receive personalized guidance on integrating these methodologies and tools into their own curriculum. This PDW not only aims to enhance teaching strategies in social entrepreneurship but also strives to foster a community of practice among educators in this evolving field.

We do offer the possibility to pre-register. However, pre-registration is not required, and walk-ins are explicitly encouraged. Should space in the room be limited, preference will be given to participants who have pre-registered. In its last part, the interactive format of the PDW permits participants to apply learnings to their own teaching. An (optional) pre-registration allows participants to suggest questions and to volunteer their own course syllabi for discussion during the roundtable phase. Interested participants are invited to pre-register with the following survey:

https://copenhagenbusiness.eu.qualtrics.com/jfe/form/SV_01bPJ3MollsufeC Pre-registration is not required and walk-ins are explicitly encouraged. However, should space in the room be limited, preference will be given to participants who have pre-registered. As part of the pre-registration, participants can submit questions to the panel. They can also suggest a course syllabus of their own as an exemplar to be discussed with one of the panelists during the roundtable phase. We will select ca. 6-12 course syllabi that will receive feedback. The panelists will select topics that they feel are good case examples of illustrating the topics discussed in the PDW.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



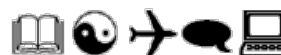
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **159** | Submission: **20455** | Sponsor(s): **(ENT, TIM, SAP, NEU, MED, MOC)**
Scheduled: **Friday, Aug 9 2024 2:00PM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Crystal C**

Entrepreneurship and Innovation Ecosystem Communities: Purpose, Policies, Profession, Publication



Organizer: **Maribel Guerrero**, *Global Center for Technology Transfer, Arizona State U.*
Organizer: **Norris F. Krueger**, *QREC/Kyushu U.*
Facilitator: **Jose Ernesto Amoros**, *EGADE Business School, Tecnologico de Monterrey*
Facilitator: **Rico Baldegger**, *HEG School of Management Fribourg / HES-SO // U. of Applied Sciences Wes*
Facilitator: **Maksim Belitski**, *Loyola U. New Orleans*
Facilitator: **Dev K. Dutta**, *U. of New Hampshire*
Facilitator: **Stéphane Foliard**, *COACTIS - U. Lyon-Univ Jean Monnet - IAE Saint-Etienne*
Facilitator: **Wiebke Heinze**, *Maastricht U., School of Business & Economics*
Facilitator: **Gabriele Ianiro**, *U. of Molise*
Facilitator: **Samanta Jovanovic**, *Start Alberta / Opportunity Calgary Investment*
Facilitator: **Gabi Anja Kaffka**, *U. Medical Center Utrecht/Kyushu U.*
Facilitator: **Prof. Dafna Kariv**, *Reichman U. (IDC)*
Facilitator: **Yipeng Liu**, *Henley Business School, U. of Reading*
Facilitator: **Sandrine LE PONTOIS**, *COACTIS - U. Lyon-Univ Jean Monnet - IAE Saint-Etienne*
Facilitator: **Simon Raby**, *Mount Royal U.*
Facilitator: **Erik Stam**, *Utrecht U.*
Facilitator: **Samantha Steidle**, *Radford U.*
Facilitator: **Sirje Ustav**, *Tallinn U. of Technology*
Facilitator: **Natalia A. Vershinina**, *Audencia*
Facilitator: **Allan Oswaldo Villegas-Mateos**, *HEC Paris*
Facilitator: **Bernd Wurth**, *U. of Strathclyde*
Facilitator: **Lei Xu**, *U. of Missouri-St. Louis*
Facilitator: **Ieva Zebryte**, *ISM U. of Management and Economics*
Host: **Edgar "Skip" Heizer**, *Heizer Capital*
Host: **Thomas J. Walter**, *Tasty Catering - Touhy Capital*
Discussant: **Eric Caeg**, *Retail Academy of the Philippines*
Discussant: **Jacob Dolence**, *Longwood U.*
Discussant: **Scott Gillespie**, *ecosystem*
Discussant: **Victor Hwang**, -
Discussant: **Suresh U. Kumar**, *NexAge Technologies/U. of Phoenix*
Discussant: **Ayman Tarabishy**, *George Washington U.*
Discussant: **Beth Zimmer**, *Ecosystem Builder Leadership Project*
Participant: **Abel Diaz Gonzalez**, *Maastricht U., School of Business & Economics*
Participant: **Olesia Bubnovskaia**, *Far Eastern Federal U.*
Participant: **Angelo Cavallo**, *Politecnico di Milano*
Participant: **Aveline Cloitre**, *Toulouse School of Management, SIRIUS Chair*
Participant: **Leo Dana**, *Faculty of Management, Dalhousie U.*
Participant: **Ginger Grant**, *Humber College Institute of Technology and Advanced Learning*
Participant: **Aleksandra Janeska-Iliev**, *Ss Cyril and Methodius U.*
Participant: **Indu Khurana**, *Hampden-Sydney College*
Participant: **Sophia N. Koustas**, *Southern New Hampshire U.*
Participant: **Joris Meijaard**, *Rotterdam School of Management, Erasmus U.*
Participant: **Petra M. Moog**, *ZHAW School of Management and Law*
Participant: **Erik Monsen**, *U. of Vermont*
Participant: **Moses Lwamba Ngoze**, *AoM Chicago*
Participant: **Tiago Ratinho**, *IESEG School of Management (LEM-CNRS 9221)*
Participant: **Victor Schiller**, *Bayes Business School*
Participant: **Giuliano Sansone**, *U. College Dublin*
Participant: **Veronica Scuotto**, *U. degli Studi di Napoli Federico II, Naples, Italy*
Discussant: **Donald Siegel**, *Arizona State U.*
Participant: **Philipp Sieger**, *U. of Bern*
Participant: **Ethne Swartz**, *Montclair State U.*
Participant: **Charlie Wall-Andrews**, *Ted Rogers School of Management, Toronto Metropolitan U.*
Participant: **Ping Wang**, *U. of Queensland Business School*

The 2024 Academy of Management theme, "Innovating for the Future: Policy, Purpose, and Organizations", is perfect to facilitate a dialogue amongst multiple stakeholders (policymakers, academics, entrepreneurs, civil society, and ecosystem agents) who all play a critical role in driving innovation and entrepreneurship forward. By facilitating dialogue between them, the AoM ecosystem community hopes to empower entrepreneurs not only to develop groundbreaking solutions but also to find mechanisms to enhance their entrepreneurial and innovative abilities, equipping their organizations to face future challenges with greater confidence. Our Ecosystem Community is truly a community, comprised of global experts (and newcomers) from multiple disciplines (beyond b-schools) and roles (scholars, entrepreneurs, ecosystem agents/intermediaries, policymakers), stimulates this PDW proposal as a platform for "Meetings of the Minds", where we can debate about urgent matters as the alienation of organizational purposes (social, economic, digital, technological, sustainable), policies and initiatives (metrics, capacity building, follow-up), ecosystem professional roles (builders, intermediaries, specializations), and different types of disseminating publications (policy briefs, reports, academic). We will bring together all of these important voices and focus on vigorous, creative discussions to help co-create the future of entrepreneurial communities that advance these disparate stakeholders of the entrepreneurial ecosystem. The heart of healthy ecosystems is passionate, proactive, and professional connectors. Imagine 50+ passionate, proactive professionals in one room, identifying the most important questions we need to ask... and answer. Provoking intense, joyous conversations about these themes in the context of a vibrant ecosystem like Chicago! And co-create innovative partnerships to do that. And co-create innovative partnerships to do that.

If you are planning to attend, please register and notify us at norris.krueger@gmail.com (and please whitelist that address).Thanks!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **160** | Submission: **21639** | Sponsor(s): **(HCM)**
Scheduled: **Friday, Aug 9 2024 2:00PM - 5:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Cuvee Room**

HCM Emerging Scholars Consortium (Part II)

Facilitator: **Amber Stephenson**, *The David D. Reh School of Business, Clarkson U.*

Organizer: **Shivani Gupta**, *U. of Houston - Clear Lake*

Organizer: **Erin Sullivan**, *Suffolk U.*

Panelist: **Jane Banaszak-Holl**, *U. of Alabama, Birmingham*

Panelist: **Matthew John DePuccio**, *Rush U.*

Panelist: **Steven W. Howard**, *UAB Health Services Admin. Dept*

Organizer: **Victoria Parker**, *U. of New Hampshire*

Organizer: **Alden Lai**, *New York U.*

Panelist: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*

Panelist: **Zhanna Novikov**, *UTHealth School of Public Health*

Are you a junior faculty member, post-doc, or doctoral student with research and/or teaching interests in health care management?

Join us for the Health Care Management (HCM) division Emerging Scholars Consortium (ESC) on Friday, August 9th in Chicago, where a diverse group of outstanding faculty will facilitate a highly interactive series of sessions geared towards emerging health care management scholars. In addition to the content, the ESC's highly collaborative format is a fantastic opportunity to create relationships with other HCM emerging scholars from around the globe. Many long-time HCM members attest to the ESC as an origin for major research collaborations and employment pathways.

The HCM ESC is divided into Part I (morning) and Part II (afternoon) with each containing individual sessions. We welcome you to attend one or all based on your interests and professional needs. While the consortium content is curated for students and junior faculty, everyone is welcome to attend!

Emerging Scholars Consortium (Part II – Afternoon, # XXXX) includes the following sessions and participants:

- Evaluating Team Based Learning: Bridging the Classroom and Workplace (Approx. 2:00 PM - 3:15 PM)

Presented by:

Shivani Gupta, U. of Houston - Clear Lake

Erin Sullivan, Suffolk U.

Jane Banaszak-Holl, U. of Alabama, Birmingham

Matthew John DePuccio, Rush U.

Steven W. Howard, UAB Health Services Admin. Dept

- Strategizing for a Life in Academia: Long-term Plan or Emergent Sense-making (Approx. 3:30 PM - 4:45 PM)

Presented by:

Victoria Parker, U. of New Hampshire

Alden Lai, New York U.

Yaminette Diaz-Linhart, Massachusetts Institute of Technology

Robert J Weech-Maldonado, U. of Alabama, Birmingham

Emerging Scholars Consortium (Part I – Morning, # XXXX) includes the following sessions and participants:

- LinkedUp: Mastering the Art of Professional Networking (Approx. 8:00 AM - 9:15 AM)
- Becoming an HCM Scholar: Demystifying HCM's Hidden Curriculum (Approx. 9:30 AM - 10:45 AM)
- Addressing Equity, Diversity, Inclusion, Justice & Reconciliation: A Doctoral Student Perspective – Part (Approx. 11:00 AM - 12:15 PM)

(More detailed information about ESC Part I available in Annual Meeting Program under session #XXXX.)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Should DEI DIE?: Critiques and Responses to DEI Initiatives



Organizer: **Gordon Shen**, *UTHealth Houston School of Public Health*

Organizer: **Victoria Parker**, *U. of New Hampshire*

Organizer: **Peter F. Martelli**, *Suffolk U.*

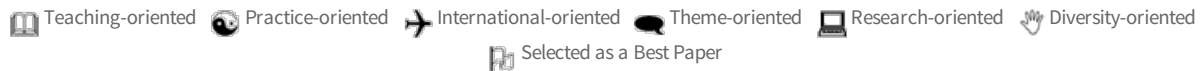
Facilitator: **Lihua Dishman**, *A. T. Still U.*

Facilitator: **Chinue Uecker**, *Jack Welch Management Institute*

Facilitator: **Nitish Patidar**, *Quinnipiac U.*

The future of diversity, equity, and inclusion (DEI) is at stake. Critics argue that DEI interventions not only fail to achieve equality but also inadvertently perpetuate workplace discrimination. The backlash against DEI emanates not only from external stakeholders but also internal ones. For instance, health care personnel often lack confidence and feel unsafe when providing culturally responsive care to patients from historically marginalized communities. These tensions necessitate a reevaluation of organizational DEI goals and the identification of best practices to effectively achieve them. This professional development workshop (PDW) is structured as a dual-format session: a town square forum and a scenario planning exercise. The town square forum enables PDW participants to collectively take stock of recent developments that have triggered backlash against DEI. The PDW will then transition into roundtable discussions. At each table, participants will engage in scenario planning, identifying critical uncertainties for a “prototypical” organization, developing plausible DEI scenarios, and discussing implications and strategies in response to anticipated opportunities and threats. The PDW will conclude with a segment where the organizers facilitate a discussion aimed at integrating the scenarios generated at from across tables and making a comprehensive examination of DEI ideology and interventions. This PDW align with the Academy of Management 2024 theme “Innovating for the Future” since the organizers encourage participants to expand upon the innovations that can be embedded in organizations to address the societal issue of inequality. It draws primarily from the health care industry, but the takeaways may be generalizable to other industries.

KEY TO SYMBOLS



Session Type: **PDW Workshop**
Program Session: **162** | Submission: **16550** | Sponsor(s): **(IM)**
Scheduled: **Friday, Aug 9 2024 2:00PM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Skyway 272**

Teaching about Globalization and International Business: A Global Value Chain Perspective



Presenter: **Tommaso Ferretti**, *Telfer School of Management, U. of Ottawa*

Discussant: **Gerald A. McDermott**, *U. of South Carolina*

Presenter: **Andrew Spicer**, *U. of South Carolina*

Presenter: **Gilbert Kofi Adarkwah**, *École des Hautes Études Commerciales de Montréal - HEC Montreal*

Teaching about global issues and processes is complicated by their abstract nature. Students cannot easily “see” or “touch” the global systems to which they are subject in their personal lives and careers. To overcome these challenges, we examine the possibilities of using “global value chains” (GVCs) as the primary concept by which to transform abstract conversations about complex and distant topics into more concrete discussions. Students’ everyday lives involve the use of familiar products – T-shirts, sneakers, coffee, mobile phones, etc. – that are the end products of complex global production processes at the core of economic globalization. To make these global processes more visible and tactile, we explore in this PDW how unbundling GVCs into their component parts allows students to explore important but frequently invisible questions in their lives: How is my stuff made? Who makes it? Where are they located? Who is responsible for the environmental and social conditions in the GVCs? And what is my role in these GVCs as a consumer, citizen, employee, and future corporate leader?

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Theories of State Capitalism

Organizer: **Ilya Okhmatovskiy**, *Nova SBE, U. Nova de Lisboa*

Panelist: **Brian Boyd**, *Northern Arizona U.*

Panelist: **Alvaro Cuervo-Cazurra**, *Northeastern U.*

Panelist: **Anna Grosman**, *Loughborough U.*

Panelist: **Jette Steen Knudsen**, *Tufts U.*

Panelist: **Gerhard Schnyder**, *Loughborough U.*

Panelist: **Geoffrey T. Wood**, *U. of Western Ontario*

The resurgence of various manifestations of state capitalism led to renewed scholarly interest in deriving, developing, and extending theoretical explanations for the behavior of state-owned firms, statist policy turns, and new forms of business-government relations. Management scholars have responded to this demand often through the application of familiar management theories. However, most management theories are firmly rooted in the experience of advanced economies, and many assume declining state interventions in markets. To explain modern forms of state capitalism – including those that have gained prominence in emerging economies, as well as the statist turn in a number of mature economies – more theoretical and empirical studies are needed to develop a contextual, contingent, and nuanced view of state capitalism that is management- and firm-centered. The participants of this PDW will discuss relevant theoretical perspectives from management, international business, and adjacent social science disciplines to identify boundary conditions of existing theories and opportunities for theory sequencing, proliferation, extension or development. The ultimate goal of this PDW is to stimulate theorizing about firm behavior in the context of active state involvement in the functioning of markets.

No registration is required for this PDW.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



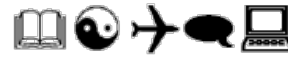
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **164** | Submission: **16583** | Sponsor(s): **(ONE, TIM, STR)**
Scheduled: **Friday, Aug 9 2024 2:00PM - 4:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile** in **Belmont**

The Biodiversity Moonshot: Innovating for an Embedded Future Between Business and Nature



Organizer: **Alberto Di Minin**, *National Biodiversity Future Center (NBFC)*
Organizer: **Francesco Testa**, *Scuola Superiore Sant'Anna*
Organizer: **Valentina Cucino**, *Institute of Management, Scuola Superiore Sant'Anna, Pisa*
Organizer: **Gianmaria Ontano**, *Institute of Management, Scuola Superiore Sant'Anna, Pisa*
Organizer: **Duccio Tosi**, *Institute of Management, Scuola Superiore Sant'Anna, Pisa*
Distinguished Speaker: **Rajat Panwar**, *Oregon State U.*
Distinguished Speaker: **Sandra A. Waddock**, *Boston College*
Facilitator: **Nicole Darnall**, *American U., Kogod School of Business*
Facilitator: **Andrea Filippetti**, *CNR Explora*
Facilitator: **Gordon P. Rands**, *Western Illinois U.*
Facilitator: **Michael V. Russo**, *U. of Oregon*
Facilitator: **Mark Starik**, *U. of Wisconsin Extended Campus*
Facilitator: **Philip Shapira**, *Alliance Manchester Business School, U. of Manchester*
Facilitator: **Jean Garner Stead**, *East Tennessee State U.*
Facilitator: **Fabrizio Tuzi**, *ISSIRFA-CNR*
Facilitator: **Kerrigan Marie Machado Unter**, *U. of St. Gallen*

The challenges of biodiversity loss and ecosystem degradation require immediate action from companies and institutions. Companies, integral to the social-ecological system, partake in impact-dependence dynamics with the environment, where disruptions in one system inevitably reverberate within this complex framework. The absence of short-term economic benefits for companies adopting restoration practices, the lack of comprehensive metrics to guide decision-makers, and the lack of tools and capabilities to grasp the complexity of the relationship between business and biodiversity emphasize the distinguishing factors of this relationship from other environmental issues. While existing literature has primarily focused on biodiversity practices within specific industries, the systemic nature of biodiversity loss calls for a broader exploration across and within value chains. An open, collaborative approach to innovation is crucial, encouraging business models accountable for biodiversity conservation and inspiring new solutions capable of driving a durable sustainability equilibrium. Despite increasing recognition from governments, a significant research gap persists in management studies concerning organizations' involvement in biodiversity conservation. This PDW aims to address this gap, fostering discussions on organizational competencies, strategic dynamics, managerial tools, and business models for a successful transition to a biodiversity-embedded model. The objective is to promote interdisciplinary collaboration among participants, addressing multifaceted challenges in biodiversity research. Additionally, the aim is to facilitate discussions on how companies can effectively manage their relationship with the environment, ensuring the conservation of the life-supporting foundations of biodiversity.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **165** | Submission: **21743** | Sponsor(s): **(PUBS)**
Scheduled: **Friday, Aug 9 2024 2:00PM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall J**

Publishing in AMJ: Tips From the Editors

Presenter: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*

All are welcome to attend.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Building Actionable Theories of Ecosystem Harm

Organizer: **Annabelle Gawer**, *U. of Surrey*
Organizer: **Michael G Jacobides**, *London Business School*
Participant: **Cristina Caffarra**, *UCL / CEPR Competition RPN*
Participant: **Carmelo Cennamo**, *Copenhagen Business School*
Participant: **Chiara Farronato**, *Harvard Business School*
Participant: **Frederic Jenny**, *OECD & ESSEC*
Participant: **Ioannis Lianos**, *U. College London / Greek Competition Commissioner*
Participant: **Daniel Sokol**, *USC*
Participant: **Dina Srinivasan**, *Yale Law School*
Participant: **Marshall Van Alstyne**, *Boston U.*
Participant: **Mike Walker**, *Competition and Markets Authority*

Digital platforms and ecosystems have become critically important forms of organization of economic activity, playing an increasingly central and structuring role in the global digital economy. They have created value in novel ways, but also also generated new types of failures and harms. Regulators and policy-makers around the world have become increasingly interested in new regulation focused on ecosystems. The intellectual apparatus used by courts, regulators, and policy-makers has principally come from industrial organization economists, yet there has been a recognition that relying exclusively on I/O approach for competition and innovation within and across ecosystems may be limiting. Insights from management scholars on ecosystems have begun to attract the attention of regulators and policy-makers, but these actors also indicated that they have faced difficulties in applying these insights in an actionable manner. This PDW aspires to expose scholars in the AoM, who do not usually engage with policy-makers, with some key regulators and participants in the critical debate on regulating digital platforms and ecosystems. It also aspires to connect policy-makers with some of the leading scholarly voices and encourage others to develop actionable research whose output will affect the evolution of policy in this critical context. In particular, we aim to make progress on the crucial, recognized issue of how to define and measure firm-inflicted harm that would be specific to the context of digitally connected ecosystems, in a way that complements existing economic theories, and in a way that is actionable for regulators, policy-makers and courts.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **167** | Submission: **17484** | Sponsor(s): **(STR, TIM, ENT, OMT)**
Scheduled: **Friday, Aug 9 2024 2:00PM - 4:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom IV**

Strategic Management of Enabling Technologies: Challenges for Firm Innovation & Value Appropriation



Organizer: **Nur Ahmed**, *MIT Sloan School of Management*
Organizer: **Xirong Shen**, *McCombs School of Business, U. of Texas at Austin*
Panelist: **Elena Novelli**, *Bayes Business School*
Panelist: **Jeffrey J. Reuer**, *Purdue U.*
Panelist: **Mahka Moeen**, *U. of Wisconsin*
Panelist: **Gautam Ahuja**, *Cornell U.*

Enabling technologies, such as machine learning, robotics, and internet technology, are generic technological inventions that can be applied to, and drive radical technological changes in a wide range of application sectors. While economists and policymakers have long documented the profound impacts of enabling technologies on our economy and society, strategy and organizational scholars are just beginning to investigate the implications of these technologies for firm innovation and value appropriation. On the one hand, the development and adaptation of an enabling technological invention often requires the development of complementary inventions in neighboring technology fields and application sectors, thereby creating a coordination challenge in the firm innovation process. On the other hand, the commercialization of an enabling technological invention requires complementary assets in a variety of downstream application sectors, creating significant hurdles for firm value appropriation. In this workshop, we bring together prominent scholars in the fields of strategy and organizational studies who are at the forefront of research on these topics. In this workshop, the panelists will discuss the new questions that arise with enabling technologies, and introduce theoretical perspectives as well as data and methods that can be employed to make inroads into these questions. Overall, this workshop aims to delve into the unique challenges and research opportunities that enabling technologies pose for strategic management research and enrich the theoretical grounding for studying enabling technologies.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **168** | Submission: **13092** | Sponsor(s): **(ENT, OMT, TIM, STR)**
Scheduled: **Friday, Aug 9 2024 2:15PM - 4:15PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall L**

Scaling Up Accelerator Research:

Session Chair: **Violetta Gerasymenko**, *Oregon State U.*
Participant: **Siddharth Vedula**, *TUM School of Management, Technische U. München*
Session Chair: **Susan L. Cohen**, *U. of Georgia*
Participant: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*
Participant: **Lyda S. Bigelow**, *U. of Utah*
Participant: **Markus Andreas Fitzta**, *Frankfurt School of Finance & Management*
Participant: **Rebecca Preller**, *U. of Bayreuth*
Participant: **Amy Zhao-Ding**, *Technical U. of Munich*
Participant: **Sandy Yu**, *U. of Minnesota*
Participant: **JungYun Han**, *National Taiwan U.*

Over the past decade, accelerators have become an important feature of the global entrepreneurial landscape. Over the past four years, in our PDW, we focused on (1) discussing the effects of accelerators on the emergence of entrepreneurial identity, (2) considering different venture-specific factors that determine the extent to which ventures will benefit from participation in accelerators, (3) re-examining the effects of different mechanisms of accelerators on ventures' performance, and (4) identifying lessons for generating novel theory by discussing the implications from accelerator research beyond accelerators. The goal of this PDW will be to take a much deeper dive into the key three areas of accelerator research such as "pre-accelerator", "acceleration", and "post-acceleration". We aim to deepen our inquiry and understand how various stakeholders such as nascent entrepreneurs, accelerator managers, and accelerator sponsors contribute to the selection process, accelerator program design, and potential long-term impact of accelerator programs. Specifically, we aim to unveil (1) how accelerator managers navigate multiple and heterogeneous goals of entrepreneurs and corporate stakeholders and how founders' background determines the potential selection and benefits of accelerator programs, (2) how accelerators shape entrepreneurial learning and experimentation as well as competition and collaboration processes within accelerators (3) whether accelerators have long-term performance implications by using rigorous methodologies to isolate selection effects from heterogeneous accelerator treatment effects and. Our discussion will emphasize the role of accelerators in startup learning and growth and falls squarely in line with the 2024 AOM theme "Innovating for the Future."

KEY TO SYMBOLS

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

Impactful Approaches for Ensuring the Relevance of Business Schools and Tackling Grand Challenges



Presenter: **Vikas Rai Bhatnagar**, *Hyperspace Action Research Services*
Participant: **Payal Vasudeva**, *Hyperspace Action Research Services*

Business schools seem to have lost their way and need to reinvent themselves to be relevant and contribute to tackling the grand challenges of our times. The “triumph of emptiness”—a phrase used by Mats Alvesson—is evinced by the near-obsession displayed by business schools for institutional rankings carried out by journalists and stage-managing accreditations by neglecting the core processes of business schools. No longer can efforts to address symptoms work; the root causes require tackling by carrying out impactful shifts in our beliefs to create humane, socially sensitive, and ecologically evolved leaders. In the proposed PDW, I share two innovative approaches—practiced and proven—of a) drawing from Vedic literature, exercising dharmic leadership by visualizing ideally what the position should do and acting based on this realization, and b) instead of viewing people as rational economic, conceptualizing them as systemic economic with multiple faculties in dynamic interaction and influencing each other. These two approaches fuel three paradigm shifts in the practices of managing business schools: a) making the vision, mission, and values functional from being ornamental; b) focusing on the core business school processes rather than going for journalists-led rankings and stage-managing accreditations; and c) practicing the management principles we teach students, enabling them to learn by experiencing them. The PDW is designed to trigger the imagination of participants while the activities will enable participants to have a few impactful takeaways that they can implement when they get back to work and improve the functioning of their business schools.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **170** | Submission: **13499** | Sponsor(s): **(MED, MC, CAR)**
Scheduled: **Friday, Aug 9 2024 2:15PM - 3:45PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Randolph 2**








Maximizing the Impact of Professional Doctorates

Organizer: **Richard Breese**, *Sheffield Business School, Sheffield Halam U., UK*
Host: **Olga Polyakova**, *Sheffield Business School, Sheffield Halam U., UK*
Session Chair: **David Wagner**, *Munich Business School*
Distinguished Speaker: **Jean M. Bartunek**, *Boston College*
Facilitator: **Ekin K. Pellegrini**, *U. of Missouri, St. Louis*
Facilitator: **Svetlana Khapova**, *Vrije U. Amsterdam*
Facilitator: **Jeanette K. Miller**, *Penn State Smeal College of Business*
Coordinator: **Samah Issa**, *Sheffield Business School, Sheffield Halam U., UK*

Universities and researchers are under increasing pressure to showcase the impact of their work. There is a lively academic debate on what constitutes research impact and how traditional notions of impact need to be broadened in order to include a more holistic view that serves researchers, educational institutions and society. Professional doctorates, such as the Doctorate in Business Administration (DBA), offer unique opportunities for achieving impact which are different from those of traditional PhDs in some important aspects. As an experienced management practitioner, the DBA researcher usually identifies a management problem or opportunity as their research topic, which is then refined and developed during the taught element of the DBA program, before they embark on their primary research. The requirement for a contribution to management practice in a DBA means that the impact is usually more immediate than for a PhD, but the challenges for the researcher lie in achieving rigor as well as relevance in their doctoral thesis and managing potential tensions between their professional and academic roles (which they hold in parallel). The evidence base on maximizing impact from doctoral qualifications - and specifically professional doctorates - is growing, but is still relatively underdeveloped, given the significance of the issue. This PDW will explore how the impact of professional doctorates can be maximized, addressing the unique opportunities, challenges, development trajectories of the degree. Spearheaded by a distinguished keynote, the PDW is facilitated by a team of academic directors from six international DBA programs and a professional organization (EDBAC).

There is no formal registration process. However, a quick email expressing interest to attend would be appreciated: david.wagner@munich-business-school.de

KEY TO SYMBOLS

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








Session Type: **PDW Workshop**
Program Session: **171** | Submission: **18053** | Sponsor(s): **(CMS, DEI, MSR, MH, SIM)**
Scheduled: **Friday, Aug 9 2024 2:30PM - 5:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Ambassador Room**

Unpacking Quality In Decolonising MOS Research

Participant: **Nimruji Jammulamadaka**, *Indian Institute of Management, Calcutta*
Participant: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Participant: **Shaun Denvor Ruggunan**, *U. of KwaZulu-Natal*
Participant: **Alexandre Faria**, *EBAPE/FGV*
Participant: **Abhoy Kumar Ojha**, *Indian Institute of Management, Bangalore*
Participant: **Pushkala Prasad**, *Skidmore College*
Participant: **Ramya Tarakad Venkateswaran**, *Indian Institute of Management, Calcutta*

This PDW focuses on unpacking the idea of quality in decolonising management and organization studies from multiple viewpoints and geo- historical locations. It brings together editors and authors, well established and early career scholars as well as scholars from different geo-historical locations of experiencing gendered racialized coloniality, i.e, South America, Africa, India, US and Australia. By bringing together these diverse viewpoints it attempts to articulate how the idea of rigor functions to silence alternate view points and it inaugurates conversations of how the idea of rigor and quality as to transform to inaugurate ecologies of knowledges that overcome hegemonic Eurocentric management.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **172** | Submission: **13705** | Sponsor(s): **(MH, IM)**
Scheduled: **Friday, Aug 9 2024 2:30PM - 4:00PM CT (UTC-5)** at **Swissotel Chicago** in **Élevé River View 2**








Firm Responses to Populism: Historical Approaches and Lessons for Today



Coordinator: **Christopher Hartwell**, *ZHAW School of Management and Law*
Facilitator: **Timothy Michael Devinney**, *Alliance Manchester Business School, U. of Manchester*

Since the global financial crisis, populism has become a more successful electoral strategy than during the Cold War or in the heyday of globalization in the 1990s and early 2000s. In particular, its success in developed, as well as developing, countries, has transformed populism from a political curiosity into an area of serious enquiry for economics and business scholars. The purpose of this professional development workshop (PDW) is to bring together scholars working on populism to develop papers on examples from history that can help to answer this question. As part of a planned special issue of *Business History Review*, we hope to examine just how firms have dealt with prior waves of populist governance in the past, looking to understand responses at the firm level across various vectors. While we understand that much of the historical context for such an examination may come from mainly developed countries (and, in particular, the rich literature and material from the United States), we encourage submissions that especially focus on a non-Western context, as in the Global South, which has been a potent breeding ground for populism for decades.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **173** | Submission: **15919** | Sponsor(s): **(ENT, STR, TIM)**
Scheduled: **Friday, Aug 9 2024 2:45PM - 4:45PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall MN**

Multi-Method and Multi-Perspective Investigation of Early-Stage New Ventures



Organizer: **DEVIKA RAJ**, *Bocconi U.*

Organizer: **Moran Lazar**, *Tel Aviv U.*

Panelist: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*

Panelist: **Brent Goldfarb**, *U. of Maryland*

Panelist: **Andrew Pierce Knight**, *Washington U. in St. Louis*

Panelist: **Travis Howell**, *Arizona State U.*

Panelist: **Shinjinee Chattopadhyay**, *U. of Illinois*

The study of new ventures poses unique methodological challenges compared to established organizations owing to the fluid nature of startups regarding the idea, team, and capital structure, especially in the early stages of the new venture creation process. This PDW aims to advance the potential use of novel methods and perspectives while investigating the early stages of a new venture. These approaches to studying new ventures include generative AI, field experiments, computer analysis of virtual meetings, archival methods, surveys, interviews, QCA, and conjoint analysis. This PDW brings together leading scholars who have utilized these methods in studying the early stages of new venture creation. The panelists will converse about how each approach can be utilized to understand questions pertaining to the early stage of new ventures but also provide insights into the advantages and limitations of using these approaches in general. Further, the PDW will encourage the participants to share and gain feedback from the panelists and their peers on methodological challenges encountered in their research process and possible data collection strategies that may be used to advance their theoretical interests in this area.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Adding Value with Intuitive Intelligence in Age of AI

Participant: **Eugene Sadler-Smith**, *U. of Surrey*

The 'Adding Value with Intuitive Intelligence in Age of AI' PDW rethinks conventional ways of management learning and development by showing how intuition can be developed, educated, and trained so as to contribute to business organizations in unique and valuable ways that cannot be captured in an algorithm or imitated by machines. This PDW will use a 90-minute workshop format to give a practical demonstration of an innovative pedagogy for developing intuition which attendees can use in their own MLE practice. It will be original and provocative by challenging a management education orthodoxy which has thus far overlooked intuition; it will be inclusive, integrative and interactive, by appealing to a wide range of participants and involving them experientially; it will be based on andragogical principles of learning and will be logistically sound. The topic of this PDW is of potential interest to a large and diverse audience across the Academy because intuition applies across most sub-fields of management, including entrepreneurship, marketing, human resources, finance, etc. The workshop will generate insights based on interaction and exchange between participants and cross-fertilizations across fields and methodologies. 'Take-ways' will be formulated in the course of the workshop for use in participants' own teaching and learning practices.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Effective Experimental Methods: Vignette Studies and Thought Experiments



Organizer: **Jose R. Beltran**, *Rutgers U.-Camden*
Organizer: **Kyle J. Bradley**, *Kansas State U.*
Organizer: **Ursula Martin**, *George Washington U.*
Organizer: **Herman Aguinis**, *George Washington U.*

Vignette studies and thought experiments are effective experimental methods with distinct characteristics and applications that can advance multidisciplinary management research. Vignette studies involve creating scenarios to manipulate variables, facilitating real-time decision assessment, and enabling the exploration of complex phenomena. Despite being underutilized, they have significantly contributed to decision-making, strategic alliances, employee turnover, and leadership. Our PDW addresses perceived complexity, making vignette studies more accessible. Conversely, thought experiments occur within the researcher's mind, offering unparalleled flexibility in manipulating imagined variables without sample size or participant-related constraints. They are ideal for sensitive topics, particularly ethical and legal issues. Our PDW equips participants with the knowledge to comprehend thought experiments' idiosyncrasies and apply them effectively, transcending specific management branches. Thought experiments' versatility extends to various fields of science, making them universally applicable.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **176** | Submission: **11899** | Sponsor(s): **(CAR, OB, ODC)**
Scheduled: **Friday, Aug 9 2024 3:00PM - 5:30PM CT (UTC-5)** at **Swissotel Chicago** in **Arosa**

Building Identities Brick by Brick: A LEGO® SERIOUS PLAY® PDW on Identity-Threats










Coordinator: **Yoy Bergs**, *Nyenrode Business U.*
Facilitator: **Xander Lub**, *Hogeschool Utrecht*
Organizer: **Pascale Peters**, *Nyenrode Business U.*
Organizer: **Robert Blomme**, *Blomme*

Given the accelerated pace of life, many individuals are confronted with uncertain, dynamic, conflicting, and multiple identities. Identity threats, such as career shocks, can throw individuals in unexpected directions and set larger identity work processes in motion. This interactive Professional Development Workshop (PDW) uses LEGO® SERIOUS PLAY® as a facilitating tool and asks participants to construct 3D models that represent their work and non-work identities and the changing relationships between them after experiencing an identity threat (i.e., job loss). The workshop is structured around four foundational pillars: constructivism/constructionism, the theory of flow, play, and the use of metaphors. The workshop includes four different LEGO® challenges that progress from simple tasks to a simulation of an identity-threat. The PDW is designed around the primary scientific aim of providing insights into how LEGO® SERIOUS PLAY® can be used as an innovative research tool to explore, for example, the dynamics of identity work and career shocks. In addition, the PDW will provide an opportunity for participants to (1) deepen their understanding of how the method and processes of LEGO® SERIOUS PLAY® can be used by trainers, managers, and educators for a variety of practice-oriented, organizational, and instructional purposes; and (2) engage in reflective thinking about how to navigate identity-related challenges themselves by fostering deeper insights into the multiple layers of their work and non-work identities. All in all, this PDW is designed to stimulate creativity and enhance engagement, and the LEGO bricks make this PDW a playful experience.

The maximum capacity for this PDW is 12-14 attendees on a first-come, first-served basis. Please register using the link below:
<https://datumprikker.nl/p9xg9v3h64wqgbbe> The exact date and time will be determined by the PDW time slot scheduled for the conference.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **177** | Submission: **10405** | Sponsor(s): **(ENT, STR, TIM, OMT, OSCM)**
Scheduled: **Friday, Aug 9 2024 3:00PM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Picasso**

Crafting Special Issue Proposals for Top Entrepreneurship Journals



Session Chair: **Thomas Houston Allison**, *Texas Christian U.*
Session Chair: **Moren Levesque**, *York U.*
Session Chair: **Johan Wiklund**, *Syracuse U.*
Panelist: **Richard Hunt**, *Virginia Tech*
Panelist: **Sarah Jack**, *Lancaster U. Management School*
Panelist: **Jeffrey M. Pollack**, *NC State U.*
Panelist: **Maija Renko**, *DePaul U.*
Panelist: **Friederike Welter**, *U. Siegen / IfM Bonn*
Panelist: **Trenton A. Williams**, *BYU Marriott School of Business*

The purpose of this PDW is to expand the pool of candidates submitting special issue proposal to top entrepreneurship journals such as Entrepreneurship Theory & Practice (ETP), Journal of Business Venturing (JBV), Journal of Small Business Management (JSBM), Small Business Economics Journal (SBEJ), and Strategic Entrepreneurship Journal (SEJ), to name a few. The overarching goal is to enhance quality, thereby ensuring excellence, diversity, and representation among special issue proposals. This 120-minute PDW will bring together scholars interested in potentially submitting special issue proposals with experienced editors. Participants will pitch proposals in a Dragons' Den-style session in which the editors pose questions and offer constructive comments. To encourage scholars to push the envelope of the field, the special issue pitches will be followed by roundtables where the 'pitchers' and other participants with special issue ideas, will have the opportunity to advance the discussion under the guidance of an editor. This PDW thus promises to deliver a high quality and high-level learning experience to open the 'black box' of what it takes to submit winning special issue proposals for top entrepreneurship journals.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



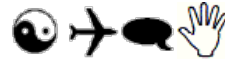
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **178** | Submission: **10601** | Sponsor(s): **(INDAM)**
Scheduled: **Friday, Aug 9 2024 3:00PM - 5:00PM CT (UTC-5)** at **Swissotel Chicago** in **Monte Rosa**

Gandhi's Experimentation and Innovations for Managers



Session Chair: **Anil K. Maheshwari**, *Maharishi International U.*

Session Chair: **R Ray Gehani**, *Kent State U.*

Participant: **Tanuja Sharma**, *MDI, Gurgaon, India*

Participant: **Anita Mendiratta**, *Keshav Mahavidyalaya, U. of Delhi*

Mahatma Gandhi relentlessly experimented and innovated his way to achieve freedom for the three hundred million people of India through being grounded in the higher moral realm of yamas and niyamas of Yoga Sutras (Maheshwari & Pandey, 2022). With tremendous humility and determination, he tapped into the moral and spiritual inner fiber of himself as well as the Indian masses and converted them into an indomitable unified force. The success of his signature technique of satyagraha non-cooperation mass movement shook the British empire to the core. This innovative masterstroke alone inspired leaders such as Dr. Martin Luther King and Nelson Mandela to achieve great success for their peoples. His autobiography relates his many open experiments across all realms of life, including health, education, food, clothing, shelter, community, self-control, local government, law, gender and caste upliftment, production, consumption, economic equality, and more. These experiments generated several successful innovations, such as the charkha, to educate, empower, and enrich the masses. Can Gandhi's scientific yet practical approach to experimentation grounded in a higher purpose inspire and guide the business managers of tomorrow? This workshop brings together a broad panel of management researchers who will discuss Gandhi's approach to open and relentless experimentation from multiple perspectives. Through small group exercises, this workshop aims to create a rich, coherent, and practical approach to effective experimentation that can empower managers in adapting to and profiting from a rapidly changing world.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **179** | Submission: **21734** | Sponsor(s): **(MBR)**
Scheduled: **Friday, Aug 9 2024 3:00PM - 4:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Gold Coast**

Academic Job Preparation: The How, The When, The Trends

Presenter: **Angela K. Miles**, *North Carolina Central U.*

Presenter: **Jennifer Bowers**, *Florida A&M U.*

Coordinator: **Wendy A. Kramer**, *Academy of Management*

Join the Career Services Committee as they offer preparation and navigation techniques for job seekers. Bring your curiosity and queries to actively engage in academic job preparation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Navigating Ethical Challenges in HR Consulting Amid Innovations



Organizer: **Raghida Abdallah Yassine**, *Adelphi U.*

Presenter: **Mark Fogel**, *Clifton Larson Allen*

Panelist: **Lu Yu**, *Missouri State U.*

Panelist: **Raghida Abdallah Yassine**, *Adelphi U.*

In today's changing work environment, HR consultants are constantly faced with complex challenges such as balancing innovation with ethical practices as well as navigating the complexities of a diverse and global workforce while at the same time addressing issues such as quiet quitting. This PDW proposal poses a critical question: "What are the challenges of maintaining ethical practice while embracing innovation from the Consultant perspective, in the context of a diverse and evolving workforce?" In this workshop, our aim is to discuss the ethical implications of technological advancements such as AI technologies, how to best navigate DEI practices in this every changing business environment as well as the best strategies that can be used mitigate quiet quitting in the era of AI. The aim of this workshop is to provide HR professionals and researchers a platform to engage in these thoughtful discussions in the hopes of developing practical solutions to these issues in a business world that is being transformed daily with the introduction of AI technologies. Participants in this workshop will gain a better understanding of the dynamics currently at play in the workplace and develop a better understanding of how to apply ethical frameworks in their day-to-day activities including but not limited to decision-making as well as in their strategies to ensure an inclusive work environment and increasing engagement among employees. HR consultants will gain insights from this workshop and become better equipped with the tools needed to lead change effectively and ethically in a dynamic business world.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **181** | Submission: **14660** | Sponsor(s): **(MOC, ENT)**
Scheduled: **Friday, Aug 9 2024 3:00PM - 5:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Ohio**

Entrepreneurial Cognition PDW

Moderator: **Denis A. Gregoire**, *HEC Montreal*
Panelist: **Rhonda K. Reger**, *U. of North Texas*
Panelist: **Katharina Hoelzle**, *U. of Stuttgart*
Panelist: **Erkko Autio**, *Imperial College Business School*
Organizer: **Sergei Mozheiko**, *Roskilde U.*
Organizer: **Raja Singaram**, *U. of Galway*
Organizer: **Ash Ganzoury**, *U. of Colorado - Boulder*

Are you a doctoral student or faculty member who studies cognition within the context of entrepreneurship and is looking for ways to connect with other similar researchers? The Entrepreneurial Cognition PDW returns for a fifth consecutive year. The Entrepreneurial Cognition PDW will be conducted in two parts — a series of Pecha Kucha-style paper presentations followed by a best paper award ceremony, and a moderated panel discussion. A call for papers will be announced in March 2024, whereby 10 papers (5 faculty-led, 5 student-led) will be pre-selected for presentation at the PDW. The Kauffman Foundation has graciously funded 2 best paper awards of \$1000 each for the best student-led and faculty-led papers. An established group of scholars in the field of entrepreneurial cognition will act as judges, and then in the second part offer their own insights into the past and future development of this topic. There will be a social following the PDW, which will allow participants and attendees to connect. Again this year, we plan for this to be an exciting PDW with a lively, interactive, and developmental atmosphere.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **182** | Submission: **14984** | Sponsor(s): **(OB, CAR)**
Scheduled: **Friday, Aug 9 2024 3:00PM - 5:30PM CT (UTC-5)** at **Swissotel Chicago** in **Lucerne I**

Paving Your Golden Brick Road: How to Craft a Long, Happy, and Illustrious Academic Career



Facilitator: **Chad Hartnell**, *Georgia State U.*
Presenter: **Sharon Parker**, *Centre for Transformative Work Design / Curtin U.*
Presenter: **Miriam Erez**, *Technion - Israel Institute of Technology*
Presenter: **David A. Hofmann**, *U. of North Carolina, Chapel Hill*
Presenter: **Angelo J. Kinicki**, *Arizona State U.*
Presenter: **Thomas Arthur Conklin**, *Georgia State U.*

The academic career can be a gift to help us master the art and experience the joy of lifetime learning. At the same time, it can be a grueling profession in which negative reviewer feedback, student critiques, and a strenuous path to promotion can dull the purpose and passion that brought once bright-eyed and aspiring thought leaders into the field. The purpose of this PDW is to inspire attendees to develop a growth mindset toward their work and discern a deliberate strategy to experience their professional craft as a calling so they arrive at the end of their career purpose-filled, happy, satisfied, and content, rather than bitter and burnt out. Participants will hear personal narratives from five seasoned academics who have successfully paved a “golden brick road” in their career via different approaches to job crafting. Participants will then engage in self-reflection, take surveys to identify where they land on growth mindsets, calling, and job crafting, and engage in strategic personal planning to chart a new or improve the current course of their career. Finally, participants will have an opportunity to engage with the presenters in a smaller roundtable format to ask questions and seek advice about the tradeoffs and tensions associated with different career paths.

Attendees must register for this PDW via the following Google form: <https://forms.gle/B7bxAWwk6SGDgNBe7>. For any questions related to the session or problems registering for this PDW please email Chad Hartnell at chartnell@gsu.edu.

KEY TO SYMBOLS

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

Enhancing the Credibility of MTurk in Management Research: A Guide for Authors and Reviewers



Organizer: **Isabel Villamor**, *IESE Business School*
Organizer: **Ravi Ramani**, *Morgan State U.*

Amazon's Mechanical Turk (MTurk) is a pivotal online platform for research in management and related fields. Yet, the validity of findings derived from MTurk data remains a concern. This Professional Development Workshop (PDW) is designed to impart essential guidelines for creating, executing, and documenting studies utilizing MTurk. Suitable for both prospective MTurk researchers and evaluators of MTurk-based scholarly work (such as journal reviewers and editors), our workshop is anchored in an extensive analysis of 146 scholarly sources. We offer a comprehensive overview of MTurk's practical and logistical advantages and an in-depth discussion of 10 critical aspects of MTurk research, including their associated threats (e.g., participant inattention and misrepresentation, vulnerability to web robots, non-naïveté, perceived researcher unfairness) to internal, external, construct, and statistical conclusion validity. Our PDW will also present 10 best-practice recommendations (e.g., setting MTurker screening criteria, defining compensation policies, deciding on participant remuneration) for addressing these challenges across the stages of research design, execution, and result dissemination. Furthermore, our session will provide a forum for attendees to engage in discussions about specific MTurk research queries or dilemmas. Concluding with a practical demonstration, we will show how to effectively implement these best practices in an MTurk study, thereby mitigating the validity concerns inherent in this method of data collection. This PDW will rely, in part, on our highly attended RMD PDW on MTurk that we conducted at previous AOM meetings.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Frontiers in Open Source: Implications for Strategy and Organization Research



Organizer: **Frank Nagle**, *Harvard Business School*
Organizer: **Tony Tong**, *U. of Colorado, Boulder*
Organizer: **Matteo Devigili**, *Bayes Business School*
Distinguished Speaker: **Eric Arthur Von Hippel**, -
Presenter: **Annamaria Conti**, *IE U.*
Presenter: **Sherae Daniel**, *U. of Cincinnati*
Presenter: **Stefan Haefliger**, *Stockholm School of Economics*
Presenter: **Helge JD Klapper**, *Purdue U.*
Presenter: **Nataliya Wright**, *Columbia Business School*
Presenter: **Ran Zhuo**, *U. of Michigan*

Open-source software (OSS) exerts a profound socio-economic influence across various dimensions of contemporary life. From a supply-side perspective, OSS initiatives have gained unprecedented significance, with a surge in contributions from profit-oriented companies. Concurrently, on the demand side, OSS has grown to play new and pervasive roles in contemporary organizations and society. Yet, OSS introduces distinct managerial challenges, prompting a critical reassessment of extant theories. This Professional Development Workshop (PDW) aims to help management scholars reassess and challenge established boundary conditions and design better theories with a particular focus on strategy research, including firm boundaries, knowledge sourcing, corporate strategy, innovation strategy, and strategic human capital, to name a few. This PDW also aligns closely with the theme of the 2024 AOM conference: Innovating for the Future.

The PDW includes three main parts: a keynote speaker, a panel of experts discussing their OSS research, and the paper development roundtables. The first two parts are open to all participants. The paper development roundtables are only open to participants who submitted an extended abstract and wished to receive feedback from the panelists. The PDW organizers will send out a call for extended abstracts in summer, and subsequently send invitations to participate in the roundtables at the AOM.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

A Serious Game: Collaborating in a Healthcare Innovation network



Host: **Manon Roest**, *Tranzo, Tilburg U.*

Host: **Aafke Coopmans**, *Tranzo, Tilburg U.*

Host: **Anne Marie Weggelaar**, *Tilburg U. - Tranzo*

Host: **Remco Stefan Mannak**, *Tilburg U.*

This PDW introduces attendees to the complexities of network dynamics through a developed serious game. The healthcare landscape is uniquely challenging due to persistent boundaries between healthcare professionals, departments, and healthcare organizations (MacNeil, M., et al, 2019). These boundaries hinder the flow of critical innovative knowledge across healthcare systems and hamper the goal of achieving true healthcare transformation (Brown and Duguid, 1991, Leonard, 1992). Healthcare managers and policymakers struggle with the complexities of navigating across boundaries, especially in an inter-organizational collaboration (Kaats, 2014, Rudoler, 2019). Focusing on brokerage behavior can help networks to exchange (e.g., knowledge or innovations) in a more efficient and effective manner (Long, 2013). This rather abstract information on brokerage behavior in networks, can often feel distant and detached from real-world application. Playing a serious game about network dynamics for innovation management can bridge the gap by providing a practical context for theoretical concepts (Guillen-Nieto, 2012). By playing this game and discuss this in the light of our latest results on inter-organizational collaboration in healthcare networks we aim to provide attendees with an interactive gameplay on network dynamics and let them gain an understanding of knowledge brokering activities and roles and network collaboration in healthcare.

KEY TO SYMBOLS

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








Session Type: **PDW Workshop**
Program Session: **186** | Submission: **16557** | Sponsor(s): **(OMT)**
Scheduled: **Friday, Aug 9 2024 3:15PM - 4:45PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Regal Room**

TeachOMT

Coordinator: **Grace Augustine**, *School of Management, U. of Bath*
Discussant: **Darcy Kathryn Fudge Kamal**, *Sacramento State*
Discussant: **Jo-Ellen Pozner**, *Santa Clara U.*
Discussant: **Sekou Bermiss**, *U. of North Carolina, Chapel Hill*
Discussant: **Joseph P. Broschak**, *UTSA*
Discussant: **Murad A. Mithani**, *Rutgers U., Camden*
Discussant: **Patrick Reilly**, *U. of British Columbia*
Discussant: **Emily S. Block**, *U. of Alberta*
Discussant: **Christopher I. Rider**, *U. of Michigan, Ross School of Business*
Discussant: **Rodney Lacey**, *Arizona State U.*
Discussant: **Jason Jesurum Jay**, *Massachusetts Institute of Technology*
Discussant: **Flannery Stevens**, *Villanova U.*
Discussant: **Mai P. Trinh**, *UTRGV*
Discussant: **Sophie Catherine Bacq**, *International Institute for Management Development - IMD*
Discussant: **Christian E. Hampel**, *Imperial College Business School*

This PDW is aimed at anyone who wants to learn first-hand about the various ways that organizational theory topics can be integrated into teaching. Participants will get to sit down at roundtables of their choice with experts who teach a range of topics - from core classes such as Strategy, Management, and Entrepreneurship, to specialty areas such as People and Politics and People Analytics. Key questions will also be addressed by the discussants, such as how to teach the same topic to different audiences and how to use Generative AI in the classroom. This lively and interactive session will leave participants with real-world knowledge to inform their teaching.

KEY TO SYMBOLS

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

Endogeneity: Myths, Legends, and Facts – Fourth Annual

Organizer: **Elle Hyunjung Yoon**, *Iowa State U.*

Organizer: **Daniel Gamache**, *U. of Georgia*

Panelist: **John R. Busenbark**, *U. of Notre Dame*

Panelist: **Lindsey Greco**, *Oklahoma State U.*

Panelist: **Timothy J. Quigley**, *U. of Georgia*

Panelist: **Sarah Wolfolds**, *Cornell U.-The Charles H. Dyson School of Applied Economics and Management*

Management scholars are increasingly concerned about biases in empirical analyses from endogeneity. When endogeneity is present, any model that does not account for the source of endogeneity will provide biased coefficient estimates. Thus, scholars strive to address endogeneity concerns in their research. Yet, scholars do not share a common understanding of endogeneity and often implement questionable solutions in response to their perceived concerns. Our target audience is Academy members who lack confidence in dealing with endogeneity or who want to improve their methodological 'tool kit.' This PDW will provide a learning opportunity about different topics related to endogeneity and how to address it correctly. To do so, we explore the myths, legends, and facts about endogeneity. The PDW will be divided into two parts. Part 1 consists of a selection of presentations on different issues related to endogeneity. Specifically, Dr. Sarah Wolfolds will discuss post-estimation tests, sample size, and instrumental variable techniques, Dr. John Busenbark will discuss simulations as a means of sensitivity analyses for potential bias and efficiency associated with endogeneity, Dr. Lindsey Greco will discuss measurement error and endogeneity, and Dr. Timothy Quigley will share editor's view of endogeneity in the field. In Part 2, the panelists will answer questions from the audience, from which we will facilitate a scholarly conversation about their views on endogeneity. With this PDW, we hope scholars will understand endogeneity better and learn when and how to account for endogeneity in producing high-quality, credible, and replicable scientific research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Unlocking Opportunities: AFCFTA and Its Implications for International Business and Entrepreneurship



Organizer: **Yamlaksira Getachew**, Babson College
Organizer: **Roger Fon**, London School of Economics and Political Science
Facilitator: **Amelia Santos-Paulino**, UNCTAD
Facilitator: **Charles Edward Stevens**, Rutgers U.
Facilitator: **Lilac Nachum**, City U. New York
Facilitator: **Michael J. Mol**, Copenhagen Business School
Facilitator: **Miguel Rivera-Santos**, Babson College
Facilitator: **Moses N. Kiggundu**, Carleton U.
Facilitator: **Phillip H. Kim**, Babson College
Facilitator: **Robert Nason**, McGill U. - Desautels Faculty of Management

The African Continental Free Trade Area (AfCFTA) is a landmark initiative that aims to create a single market for goods and services across the African continent. It represents a significant step towards regional integration at a time when the legitimacy of such integrations is being challenged elsewhere in the world. The AfCFTA has the potential to influence international business and entrepreneurship activities in Africa, as well as the relations between African countries and other regions. Therefore, international business and entrepreneurship scholars need to examine this phenomenon and contribute to the academic and policy discourse on its implications and opportunities. Such research can help inform policy decisions and support the successful implementation of the AfCFTA. The purpose of the PDW is to provide a forum for exchanging ideas on international business and entrepreneurship research opportunities related to AfCFTA as well as identifying opportunities for collaboration.

KEY TO SYMBOLS

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

HR Division Research Roundtable Networking Forum



Organizer: **Jake Messersmith**, *U. of Nebraska, Lincoln*
Organizer: **Spenser Essman**, *Texas A&M U., Mays Business School*
Panelist: **Michal Biron**, *U. of Haifa*
Panelist: **Anthony J. Nyberg**, *U. of South Carolina*
Panelist: **Zhaoli Song**, *National U. of Singapore*
Panelist: **Scott A. Snell**, *U. of Virginia*
Panelist: **Samantha A. Conroy**, *Colorado State U.*
Panelist: **Barry Gerhart**, *U. of Wisconsin, Madison*
Panelist: **Sanghee Park**, *Hanyang U.*
Panelist: **Wendy J. Casper**, *U. of Texas At Arlington*
Panelist: **David F. Arena**, *U. of Texas At Arlington*
Panelist: **Christian Noble Thoroughgood**, *Georgia State U., J. Mack Robinson College of Business*
Panelist: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*
Panelist: **David Collings**, *Trinity College Dublin*
Panelist: **Elaine Farndale**, *Penn State U.*
Panelist: **Jeffrey S. Hornsby**, *U. of Missouri, Kansas City*
Panelist: **Brian Harney**, *Dublin City U.*
Panelist: **Theresa M. Welbourne**, *U. of Alabama*
Panelist: **Na Fu**, *Trinity Business School, Trinity College Dublin*
Panelist: **Michael Howe**, *Iowa State U.*
Panelist: **Dana B. Minbaeva**, *King's College London*
Panelist: **Huiwen Lian**, *Texas A&M U.*
Panelist: **Ronald F. Piccolo**, *U. of Central Florida*
Panelist: **Ronald E. Riggio**, *Claremont McKenna College*
Panelist: **Christopher M. Berry**, *Indiana U. - Kelley School of Business*
Panelist: **Chu-Hsiang Chang**, *Michigan State U.*
Panelist: **Talya N. Bauer**, *Portland State U.*
Panelist: **Songqi Liu**, *National Science Foundation*
Panelist: **Yifan Song**, *Texas A&M U.*
Panelist: **Chad Hartnell**, *Georgia State U.*
Panelist: **David A. Hofmann**, *U. of North Carolina, Chapel Hill*
Panelist: **Nikos Dimotakis**, *Oklahoma State U.*
Panelist: **Bard Kuvaas**, *BI Norwegian Business School*
Panelist: **Christopher C. Rosen**, *U. of Arkansas*
Panelist: **Deidra J. Schleicher**, *Iowa State U.*
Panelist: **Jenna Renae Pieper**, *U. of Nebraska, Lincoln*
Panelist: **Jerel Slaughter**, *U. of Arizona*
Panelist: **Shuhua Sun**, *Tulane U.*
Panelist: **Susan Zhu**, *U. of Kentucky*
Panelist: **Emily D. Champion**, *U. of Iowa*
Panelist: **Juan I. Sanchez**, *FIU-EGADE Tec Monterrey*
Panelist: **Alicia A. Grandey**, *Pennsylvania State U.*
Panelist: **Traci Sitzmann**, *U. of Colorado, Denver*
Panelist: **Sarah Doyle**, *U. of Arizona*
Panelist: **Hee Young Kim**, *Rider U.*
Panelist: **James Summers**, *Iowa State U.*
Panelist: **John E. Delery**, *U. of Arkansas*
Panelist: **Kaifeng Jiang**, *Peking U.*
Panelist: **Rebecca Rheinhardt Kehoe**, *Cornell U.*
Panelist: **Patrick Wright**, *U. of South Carolina*
Panelist: **Matt Call**, *Texas A&M U., College Station*
Panelist: **Julie Irene Hancock**, *U. of North Texas*
Panelist: **Alex L. Rubenstein**, *U. of Central Florida*
Panelist: **Chad Van Iddekinge**, *U. of Iowa*
Panelist: **Shad S. Morris**, *Brigham Young U.*

This PDW will allow division members to participate in research discussions moderated by accomplished HR scholars, as well as network with other scholars researching similar topics. Attendees will have an option to participate in two 40-minute roundtable discussions from a variety of research areas. The tables research themes span a range of 17 HR topics: Alternative Work/Work Arrangements, Compensation, Diversity, Global HRM, HR, Innovation & Entrepreneurship, HR Analytics, Leadership & Followership, Legal Issues (safety, discrimination, harassment), Onboarding & Socialization, Organizational Culture & Climate, Performance Management (performance appraisal and feedback), Recruitment/Job Search, Selection/Staffing, Sex & Gendered Work Disparities, Stressors, Strategic HR, HR Ecosystems and Turnover/Absenteeism/Withdrawal.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Progressing Theorizing Through Iterativity in Qualitative Research

Moderator: **Christina Hoon**, *Bielefeld U.*
Moderator: **Alina McCandless Baluch**, *U. of St Andrews Business School*
Presenter: **Dermot Breslin**, *Rennes School of Business*
Presenter: **Caroline Jane Gatrell**, *Liverpool U.*
Presenter: **Karen Golden-Biddle**, *Boston U. Questrom School of Business*
Presenter: **Lisa K. Hehenberger**, *ESADE Business School*
Presenter: **Tine Koehler**, *U. of Melbourne*
Presenter: **Maria Rumyantseva**, *U. of Sydney Business School*
Presenter: **Jorgen Sandberg**, *U. of Queensland*
Discussant: **Anne D. Smith**, *U. of Tennessee, Knoxville*

Essential for theory building, iterativity is a feature of making analytic progress in qualitative research. In these iterative efforts, method generates and shapes theory and vice versa through a back-and-forth character. At the microlevel of actions, iterativity forms the basis of the analytical ‘moves’ that scholars undertake in the research process. Linking iterativity to macro analytic work when iterating the research cycle itself, macro-iterativity constitutes a pattern of iterating across multiple cycles of research, unleashing the generative potential of theorizing. Even though current methodological conversations offer new avenues for thinking about iterativity (e.g., phenomena construction; review studies; coding practices and analysis; across research cycles; action research), limited guidance exists for the ways in which researchers can engage in iteration to advance theorizing. The purpose of this PDW is to explore the different approaches to iterativity, leading to more imaginative and original research in management. This workshop seeks to create a space for discovery and equip management scholars with the methodological tools needed for theorizing through iterativity. This PDW explores different avenues for thinking about iterativity in coding practices and analysis, in review studies, in cross-study re-examination, in inside-outside research and action research, and in the construction of phenomena from theory, empirics, and pre-understanding and the interrelated stages. Iterativity plays an important role in supporting more generative theorizing, producing more enduring expansive and transformative consequences for the development of ideas.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **191** | Submission: **12204** | Sponsor(s): **(SAP, STR, OMT, ENT)**
Scheduled: **Friday, Aug 9 2024 3:30PM - 5:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Embassy Room**

Strategic Framing in Multi-Stakeholder Settings: Tensions, Reconciliation Strategies, and Use of AI



Organizer: **Saeed Khanagha**, *Vrije U. Amsterdam*
Organizer: **Anna Plotnikova**, *Vrije U. Amsterdam, School of Business and Economics*
Facilitator: **Pourya Darnihamedani**, *Nyenrode Business U.*
Panelist: **Shahzad Ansari**, *U. of Cambridge*
Panelist: **Denise Falchetti**, *George Washington U.*
Panelist: **Janina Klein**, *Vrije U. Amsterdam, School of Business and Economics*
Panelist: **Andreas Sebastian Konig**, *U. of Passau*
Panelist: **Yuliya Snihur**, *IESE Business School*

Recent scholarship has emphasized the critical importance of framing in addressing multi-stakeholder collaborations. The workshop juxtaposes theoretical insights with empirical evidence, equipping participants with a comprehensive understanding of framing's pivotal role in navigating and resolving the diverse aspects of multi-stakeholder environments. This PDW intends to deepen participants' grasp of framing strategies, enhancing their effectiveness in orchestrating, and influencing stakeholder interactions towards positive outcomes in addressing these significant global issues. This PDW offers a focused exploration of how strategic framing influences framing dynamics and outcomes, especially when stakeholders interactions characterized by complex tensions. In the interactive part of the PDW, participants will engage with an AI tool to explore advanced tools and techniques and discover new research opportunities in framing. The participants will experience how AI-generated videos, images, and texts can shape perceptions across different audiences and learn how AI aids in framing research across management disciplines.

For any questions, please contact the organizers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **192** | Submission: **12941** | Sponsor(s): **(CAR, OMT, TIM, STR)**
Scheduled: **Friday, Aug 9 2024 4:00PM - 5:30PM CT (UTC-5)** at **Swissotel Chicago** in **Vevey 2**








From Lab to Business School (3rd Edition): Leveraging STEM Experience to Thrive in Management



Organizer: **Raquel Pruna**, *ESADE Business School*
Organizer: **Kaushik Bagchi**, *U. Ramon Llull, ESADE Business School*
Panelist: **Ferran Torres**, *Rotterdam School of Management, Erasmus U.*
Panelist: **Rembrand Michael Koning**, *Harvard Business School*
Panelist: **Nilanjana Dutt**, *Bocconi U.*
Panelist: **Ben Rissing**, *Cornell U.*
Panelist: **Adina D. Sterling**, *Columbia Business School*
Organizer: **Angelo Romasanta**, *ESADE Business School*

The third edition of our Professional Development Workshop (PDW) dedicated to helping scholars from Science, Technology, Engineering, and Mathematics (STEM) adapt to careers in Management research aims to build on the success of the previous two editions to explore new avenues for discussion and professional growth. While the first two editions focused respectively on delineating the challenges and the opportunities inherent in the career transition from STEM to Management, the forthcoming edition will delve deeper into the journey itself. It will extensively explore the transformation in mindset, language, and research purpose as scholars make the switch from STEM to Management research. Inspired by this year's theme of "Innovating for the Future – policy, purpose and organizations", our workshop will explore strategies for finding purpose and fulfillment in Management research. We aim to inspire our PDW attendees to discover and pursue their unique paths, equipping them with invaluable strategies and tools that allow them to both leverage their unique backgrounds while also embracing the freedom that the Management research field tends to offer compared to the more systematic and well-defined environment of the STEM world. Our overarching goal remains to nurture a community that supports and empowers Management scholars with STEM origins, amplifying opportunities for our past, present, and future panelists and attendees.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **193** | Submission: **23041** | Sponsor(s): **(MBR)**
Scheduled: **Friday, Aug 9 2024 4:00PM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Riverside Exhibit Hall East**

Career Services (Networking Reception)

Participating in this year's Meet & Greet Networking Day? Stick around from 4:00-5:00 and connect informally with other recruiting teams, predoctoral students, and job seekers. This reception provides a great space to foster relationships beyond recruitment and research, especially as we head to Copenhagen next year. This event is open to all recruiting teams, school administrative representation, pre-doctoral students, and job seekers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **194** | Submission: **21174** | Sponsor(s): **(MED, MC, ODC, SAP, CTO, ENT)**
Scheduled: **Friday, Aug 9 2024 4:00PM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Randolph 3**

Toward Elevating the Contribution of Executive Doctorate Degrees to Innovating for the Future



Coordinator: **Jeanette K. Miller**, *Penn State Smeal College of Business*
Panelist: **Ekin K. Pellegrini**, *U. of Missouri, St. Louis*
Panelist: **Philip A. Cola**, *Weatherhead School of Management, Case Western Reserve U.*
Panelist: **Lynne Andersson**, *Temple U.*
Panelist: **John Mooney**, *Pepperdine Graziadio Business School*

Executive doctorate degrees are becoming increasingly prevalent in business schools across Asia, Europe, and North America. The emergence of new programs every year represents a great opportunity to enhance management scholarship and practice through the training of senior executive leaders to utilize rigorous academic research that bridges academic empiricism and theory with practitioner hands-on experience. Undoubtedly, the challenge is to ensure that the research completed in executive doctoral programs is relevant, rigorous, and impactful, and that graduates are equipped to be effective practitioner scholars in their future careers. The purpose of this PDW is to facilitate dialog and brainstorming between business school faculty, executive doctoral students and alumni to share experiences, discuss the features of executive doctorate degrees that contribute to executive development and business practice, and identify opportunities for improving the design and delivery of executive doctoral programs. In short, our goal is to reveal insights that will help forge a path for executive doctoral students to become practitioner scholars who bring unique perspectives and competencies to innovating for the future. Topics of discussion include learning outcomes and professional goals for executive doctoral programs, reasonable expectations of executive doctorate students, curricular design and content, research expectations for executive doctoral programs, fostering meaningful collaboration between students and faculty, and opportunities for the dissemination of executive doctorate research.

KEY TO SYMBOLS








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

Innovating for the Future: Giving Voice to Stakeholders

Organizer: **Harry J. Van Buren**, *U. of Tennessee, Chattanooga*
Organizer: **Anna Hannula**, *Tampere U.*
Organizer: **Johanna Kujala**, *Tampere U.*
Organizer: **Sybille Sachs**, *U. of Applied Sciences in Business Administration Zurich*
Presenter: **Flore Bridoux**, *Erasmus U.*
Presenter: **Bidhan Parmar**, *U. of Virginia*
Presenter: **Nicholas Poggioli**, *Appalachian State U.*
Presenter: **Sandra A. Waddock**, *Boston College*

Voice is an implicit, inherent, and basic assumption in stakeholder theory (Freeman, 2009). The exercise of voice is how stakeholders express their identities and further their interests (Van Buren & Greenwood, 2009). Voice has also been linked to stakeholder engagement processes (Billiet et al., 2023), even in the very early stage of an endeavor (Alvarez & Sachs, 2023). Wicked issues such as social injustice, climate change, or migration call for innovating with stakeholders, which requires that managers are able and willing to listen to diverse stakeholder voices. Further, stakeholder voice also has normative implications. When stakeholders lack voice, there is a danger that their interests will be marginalized (Van Buren & Schrempf-Stirling, 2023). When stakeholders perceive themselves as lacking voice, distrust can be the result (Siebold et al., 2023). In practice, managers prioritize some stakeholder voices (generally, those stakeholders that possess power; see Mitchell et al., 1997), meaning that stakeholders who lack the capacity to exercise voice are often ignored by managers – with deleterious effects on the former’s interests. However, stakeholder voice has not been as well conceptualized and studied as is merited given its importance in various steams of social issues in management (SIM) research. Therefore, this research-oriented PDW aims to engage organization and management scholars to discuss how the concept of voice in stakeholder theory can be deconstructed and reconstructed through new ways of theorizing and conducting empirical research.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **196** | Submission: **16501** | Sponsor(s): **(MED)**
Scheduled: **Friday, Aug 9 2024 4:30PM - 6:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Crystal B**

2024 Management Education and Learning Writers Workshop



Coordinator: **Kathleen J. Barnes**, *Salem State U.*
Facilitator: **Sandra Seno Alday**, *U. Of Sydney*
Facilitator: **Neal M. Ashkanasy**, *U. of Queensland*
Facilitator: **Devasheesh Bhawe**, *Singapore Management U.*
Facilitator: **Allan W. Bird**, *Goa Institute of Management*
Facilitator: **Alex Bolinger**, *Idaho State U.*
Facilitator: **Todd Bridgman**, *Victoria U. of Wellington*
Facilitator: **Frank Butler**, *U. of Tennessee, Chattanooga*
Facilitator: **Christopher Craig**, *Murray State U.*
Facilitator: **Kerri Crowne**, *Widener U.*
Facilitator: **Karyn Dossinger**, *Loyola U. Chicago*
Facilitator: **Cynthia Fukami**, *U. of Denver*
Facilitator: **Thomas F. Hawk**, *Frostburg State U.*
Facilitator: **Sabine Hoidn**, *U. of St. Gallen*
Facilitator: **Stephen J Jaros**, *Southern U.*
Facilitator: **C Douglas Johnson**, *Wake Forest U.*
Facilitator: **Thomas Kelemen**, *Kansas State U.*
Facilitator: **Dejun "Tony" Kong**, *U. of Colorado, Boulder*
Facilitator: **Chak Fu Lam**, *City U. of Hong Kong*
Facilitator: **Mark Learmonth**, *Nottingham Trent U.*
Facilitator: **Jennifer Leigh**, *Nazareth U.*
Facilitator: **Laurie L. Levesque**, *Suffolk U.*
Facilitator: **Vance Johnson Lewis**, *Oklahoma City U.*
Facilitator: **Dirk C. Moosmayer**, *Kedge Business School*
Facilitator: **Hermann Ndofor**, *Indiana U., Indianapolis*
Facilitator: **Daria Panina**, *TAMU, Mays Business School*
Facilitator: **Manuela Prisemuth**, *Villanova U.*
Facilitator: **Olivia Hernandez-Pozas**, *Tecnologico de Monterrey*
Facilitator: **Nicholas Rhew**, *U. of Southern Indiana*
Facilitator: **Clare Rigg**, *Lancaster U. Management School*
Facilitator: **Melanie Ann Robinson**, *HEC Montreal*
Facilitator: **Olga Igorevna Ryazanova**, *Maynooth U.*
Facilitator: **Gordon Bruce Schmidt**, *U. of Louisiana Monroe*
Facilitator: **George Smith**, *U. of South Carolina*
Facilitator: **Christine Quinn Trank**, *Vanderbilt U.*
Facilitator: **Rita J. Shea-Van Fossen**, *Nova Southeastern U.*
Facilitator: **James C. Spee**, *U. of Redlands*
Facilitator: **Aimee Williamson**, *Suffolk U.*
Facilitator: **Carolyn Wiley**, *Roosevelt U.*
Facilitator: **Robert Phillip Wright**, *Hong Kong Polytechnic U.*
Facilitator: **Robert M. Yawson**, *Quinnipiac U.*
Facilitator: **Tieying Yu**, *Boston College*
Facilitator: **Wantao Yu**, *U. of Kent*
Facilitator: **Shasha Zhao**, *Surrey Business School*
Facilitator: **John Cullen**, *Maynooth U.*
Facilitator: **Alison Wall**, *Southern Connecticut State U.*

This professional development workshop is open to ALL and designed to assist authors in preparing their management education and learning manuscripts for publication. The submitted manuscript can be in any stage of completion, but must have sufficient content for review and comment. Management education and learning manuscripts submitted, but not accepted in the 2024 Academy of Management's Management Education and Development Division conference program, may be submitted since the manuscript title will not appear in the program. Manuscripts will be grouped with similar management education and learning manuscripts with each author expected to review the manuscripts prior to the workshop. A journal editor or experienced researcher will review each manuscript, provide feedback to participants and will facilitate a discussion of all participants' manuscripts at their assigned table. This workshop is co-sponsored by The CASE Journal, Journal of Management, Journal of Management Education, Management Learning, Management Teaching Review, Organization Management Journal and the Academy of Management Learning & Education.

KEY TO SYMBOLS

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








Teaching with Business Simulation Games

Participant: **Tim Rogmans**, *Sim Institute*

In this workshop, participants practice and discuss the use of simulation games in business education. It is intended for faculty members who are interested to get started with simulations in class or who have some experience that they wish to share and build upon. The workshop will take participants through a 7-step process of the effective use of business simulation games, including an abbreviated brief-play-debrief session of a popular simulation game. Business simulation games are effective learning tools that help students to practice their skills in a risk-free environment, increase student engagement, improve learning outcomes, and serve as a bridge between course contents and the real world. Although the use of innovative business simulation games in higher education has been increasing, there are still many instructors who are reluctant to teach with them, despite showing interest in novel and experiential learning methods. Common reasons to postpone the adoption of simulations include suitability ('I don't think there is a simulation available that fits my class'), resources ('I don't have time') and risk ('it could all go wrong'). The objective of the workshop is for participants to have the enthusiasm and confidence to start using business simulation games in their courses.

If possible, attendees should bring a laptop or tablet device to the session to play the simulation game. Attendees without a device will be invited to share with someone else.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **198** | Submission: **21636** | Sponsor(s): **(OSCM)**
Scheduled: **Friday, Aug 9 2024 4:30PM - 6:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Comiskey**

OSCM Division Junior Faculty and Doctoral Consortium Social

Organizer: **Annachiara Longoni**, *ESADE Business School*
Organizer: **Iana Shaheen**, *U. of Arkansas*

OSCM Doctoral Consortium Social

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Social Event**
Program Session: **199** | Submission: **21681** | Sponsor(s): **(MOC)**
Scheduled: **Friday, Aug 9 2024 5:00PM - 6:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Michigan B**

MOC Entrepreneurial Cognition Part 2 - Social Event

Organizer: **Kristian Johan Sund**, *Roskilde U.*
Division Chair: **Beth Ann Livingston**, *U. of Iowa*
Program Chair: **Burak Oc**, *Lee Kong Chian School of Business, Singapore Management U.*
Professional Development Workshop Chair: **Hana Johnson**, *Washington State U.*
Session Chair: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*

Join us for a drink, as we celebrate the winners of this year's paper awards associated with the Entrepreneurial Cognition PDW. We encourage paper finalists, speakers, and participants from this and previous years' Entrepreneurial Cognition PDWs to come share their experiences and current research efforts in a relaxed environment.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **200** | Submission: **14460** | Sponsor(s): **(ONE)**
Scheduled: **Friday, Aug 9 2024 5:00PM - 7:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Salon D**

ONE Welcome Event

Organizer: **Kai N. Hockerts**, *Copenhagen Business School*
Organizer: **Sara B. Soderstrom**, *U. of Michigan*
Organizer: **Nardia Haigh**, *U. of Massachusetts*
Organizer: **Martina K. Linnenluecke**, *U. of Technology, Sydney*
Organizer: **Sukhbir Kaur Sandhu**, *U. of South Australia*

Please join us to kick off the 2024 ONE Program at AOM.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **201** | Submission: **21723** | Sponsor(s): **(SAP)**
Scheduled: **Friday, Aug 9 2024 5:00PM - 6:00PM CT (UTC-5)** at **Offsite** in **Tanta Chicago**

SAP IG - Early-Career Program: Q&A with Vern Glaser and Social Hour (By Invitation Only)

Organizer: **Daniel Gaeckle**, *U. of Stuttgart School of Management*

Organizer: **Tyson Rallens**, *Oxford U., Saïd Business School*

Organizer: **Verena Timmer**, *Witten/Herdecke U.*

Host: **Vern Glaser**, *U. of Alberta*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Amplifying the Practitioner Voice in Management Education



Organizer: **Leonardo Caporarello**, *SDA Bocconi and Bocconi U.*
Organizer: **Catherine Denise Cawley**, *Trinity Business School, Trinity College Dublin*
Organizer: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Facilitator: **Arran Caza**, *UNC Greensboro*
Presenter: **Martin R. Fellenz**, *IMD*
Facilitator: **Sarah Marie Holtzen**, *Missouri Southern State U.*
Facilitator: **Olivia Hernandez-Pozas**, *Tecnologico de Monterrey*
Presenter: **Preeti Wadhwa**, *Cal Poly Pomona*
Presenter: **Florian Urmeter**, *U. of Cambridge Department of Engineering*

The PDW offers a space for AOM members to reflect on the role of the management practitioner within Management Education (ME) as part of an overall challenge to rethink strategies of industry-academia collaboration, and reinvent our current partnerships with practitioners. This PDW aims to address their diverse and often underrepresented roles within business schools, with a focus on bridging the gap between academia and industry. While scholar academics typically receive the most attention, this PDW recognizes the importance of acknowledging and empowering other key stakeholders who play crucial roles in business education. While open to all AOM members, the target audience is management practitioners who are contributing to management education in roles such as Adjunct Faculty, Professors-In-Practice, Executive in Residence, Executive Education Faculty, Teaching Fellows, practitioner-oriented faculty, online educators, DBAs, and others, and to also bring in practitioners within business schools like Academic Administrators, Technology Support, Learning Technologist and EdTech companies. These and many others practitioners are part of ME but could lack a voice or a home at AOM. Though they are critical contributors to ME, they are underrepresented at academic conferences like the AOM. This PDW is designed to be inclusive, to support these critical players and to share best practices in this domain. The PDW is organised around four perspectives: (1) The role of practitioners in Management Education; (2) Industry-academia integration in executive education; (3) Bringing best practices for practitioners into the management classroom; and (4) Innovative business models of industry-academia collaboration: multi-stakeholder perspective.

KEY TO SYMBOLS

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








Session Type: **PDW Workshop**
Program Session: **203** | Submission: **13400** | Sponsor(s): **(OMT)**
Scheduled: **Friday, Aug 9 2024 5:15PM - 6:45PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Cuvee Room**

OMT New and Returning Member Networking and Research Forum

Organizer: **Shelby Gai**, *Michigan State U.*
Facilitator: **Eva Boxenbaum**, *Copenhagen Business School*
Facilitator: **Ronald S. Burt**, *Bocconi U.*
Facilitator: **Emilio J. Castilla**, *MIT Sloan School of Management*
Facilitator: **Ha Hoang**, *ESSEC Business School*
Facilitator: **Suntae Kim**, *Johns Hopkins Carey Business School*
Facilitator: **Ambra Mazzelli**, *SKEMA Business School*
Facilitator: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Facilitator: **Amandine Marie Ody-Brasier**, *McGill U.*
Facilitator: **Tim G. Pollock**, *U. of Tennessee, Knoxville*
Facilitator: **Paresha N. Sinha**, *U. of Waikato*

If you are new to the Organization and Management Theory (OMT) division, are interested in joining OMT, or are an established member who has been away for a while, then this forum is for you! This forum was created especially to help members to feel “at home” in the OMT division. We have designed the forum so that you can meet leading scholars in the OMT division, meet other new members of the division, and discuss research with other scholars who share similar interests. The forum will include a welcome and overview of the OMT Division and research discussions moderated by renowned scholars who actively conduct research in a particular area of interest.

KEY TO SYMBOLS

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








Beyond the Usual Suspects: Finding and Building Personally Meaningful Careers at HBCUs



Organizer: **Ravi Ramani**, *Morgan State U.*
Organizer: **Christopher J. Mathis**, *Morgan State U.*
Organizer: **Yolanda Christophe**, *Morgan State U.*
Panelist: **Erica Anthony**, *Morgan State U.*
Panelist: **Valentina Iscaro**, *Alabama A&M U.*
Panelist: **Stephen J Jaros**, *Southern U.*
Panelist: **Golshan Javadian**, *Morgan State U.*
Panelist: **Angela K. Miles**, *North Carolina Central U.*

Almost all business schools (99%, 481/483) in the United States (U.S.) accredited by the Association to Advance Collegiate Schools of Business (AACSB) that award doctoral degrees are classified as primarily white institutions (PWIs). Consequently, most management scholars in the U.S. learn about the three pillars of academic careers (i.e., research, teaching, and service) from a PWI viewpoint. While valuable, this perspective does not adequately represent the varied and very rewarding career paths available to management scholars in minority-focused institutions, such as the over 94 Historically Black Colleges and Universities (HBCUs) in the U.S. Accordingly, the goal of this professional development workshop (PDW) is to shine a light on career opportunities available to management scholars in HBCUs and other minority-focused institutions. Participants will hear from and engage in discussion with a diverse panel of management scholars about building successful and fulfilling academic careers at HBCUs. Topics of discussion include a better understanding of the vision and mission of HBCUs, differences in student populations between PWIs and HBCUs and how they impact teaching, and how HBCUs offer unique possibilities to make societal impacts through community engagement. By highlighting this oft-overlooked scholarly path, our PDW is valuable not only for future management scholars but also for junior faculty and perhaps even seasoned scholars who wish to develop their careers outside the dominant research-intensive (i.e., R1) paradigm promulgated by PWIs.

KEY TO SYMBOLS

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








Session Type: **PDW Workshop**
Program Session: **205** | Submission: **17094** | Sponsor(s): **(CAR, IM, DEI)**
Scheduled: **Friday, Aug 9 2024 5:30PM - 7:00PM CT (UTC-5)** at **Swissotel Chicago** in **Matterhorn**

Going Global: The Fulbright Program

Organizer: **Thomas Kelemen**, *Kansas State U.*
Panelist: **Melissa S. Cardon**, *U. of Tennessee, Knoxville*
Panelist: **Nathan Eva**, *Monash Business School*
Panelist: **Cynthia S. Wang**, *Northwestern Kellogg School of Management*
Panelist: **Luis Alfonso Dau**, *Northeastern U.*
Panelist: **Markus David Taussig**, *Rutgers Business School*
Organizer: **Michael Matthews**, *U. of Texas Rio Grande Valley*

The Fulbright Scholars Program stands as a cornerstone for fostering international collaboration and cultural exchange among researchers and educators worldwide. This program serves a pivotal role in shaping the perspectives of management professors and researchers and provides career-defining and life-altering opportunities. Yet, many management scholars and teachers have little or no understanding of this program and its benefits. This PDW aims to bring awareness to this program and to delve into the transformative experiences of management professors who have participated in the Fulbright Scholars Program, exploring the program's impact on their professional development, careers, research, and teaching approaches. This PDW will bring together scholars from across the globe who have participated in Fulbright exchanges, sharing their insights on the challenges and opportunities encountered during their international assignments. They will discuss the program, application process, experience in their host country, and lasting relationships developed. Attendees will gain valuable perspectives on the program and develop connections with former Fulbright Scholars.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **206** | Submission: **12368** | Sponsor(s): **(ENT)**
Scheduled: **Friday, Aug 9 2024 5:30PM - 7:30PM CT (UTC-5)** at **Offsite** in **Offsite Venue**

Entrepreneurship Division Consortia Social

Organizer: **Christina Theodoraki**, *CERGAM, IAE Aix Graduate School of Management, Aix-Marseille U., France*
Organizer: **Susan L. Young**, *Kennesaw State U.*

This Division Consortia Social is a networking event directed at the participants in the Division's Consortia (Doctoral, Early career, Mid-career and Late Career). It gives the opportunity to meet other Division members and senior ENT members and find out more about our division. This event is by invitation only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **207** | Submission: **12106** | Sponsor(s): **(MC)**

Scheduled: **Friday, Aug 9 2024 5:30PM - 6:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Stetson Suite G**

MCD Executive Meeting #1

Organizer: **Jeremy Salmeron**, *ISEOR&iaelyon (France)*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **208** | Submission: **21705** | Sponsor(s): **(OB)**
Scheduled: **Friday, Aug 9 2024 5:30PM - 7:30PM CT (UTC-5)** at **Offsite** in **Chicago Line Cruises**

OB Division Chicago Architecture Cruise & Cocktail Hour

Organizer: **Minna Marinova Paunova**, *Copenhagen Business School*
Organizer: **Tamara Hernandez**, *U. Adolfo Ibanez*

The Global Committee of the OB Division invites you to join us on a Chicago River Boat Architecture Tour and Cocktail Hour. Space is limited, and pre-registration is required for this session. The cost to register is \$65.00 for faculty and \$40.00 for PhD students. One cocktail and complementary coffee, water, and soft drinks are included. Alcoholic beverages are available for purchase from the onboard bar. This is a great way to experience the city of Chicago together with colleagues from around the globe! Chicago Line Cruises: Boarding time 5:30PM; Cruise time 6:00PM to 7:30PM. Departs and Returns to the Ogden Slip at 465 N McClurg Ct, Chicago, IL 60611. Here is a link to a map of the location: <https://g.page/Chicagoline?share>

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**

Program Session: **209** | Submission: **21859** | Sponsor(s): **(AAA)**

Scheduled: **Friday, Aug 9 2024 5:45PM - 8:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Ballroom**

AOM Annual Meeting Opening Reception

All attendees are welcome to kick-off the 84th Annual Meeting of the Academy of Management at the Opening Reception. The evening begins with presidential remarks from Sharon Alvarez followed by a two-hour networking event in the open Exhibit Hall allowing you to meet and greet your fellow attendees in a casual, social atmosphere. Enjoy appetizers and one free drink ticket, found on your conference name badge paper.

Sponsored by Aarhus University

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **210** | Submission: **22984** | Sponsor(s): **(AAA)**

Scheduled: **Friday, Aug 9 2024 6:00PM - 8:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Ballroom**

Conference Exhibits

Visit this year's Exhibit Hall to explore all of the latest products and services from our Annual Meeting exhibitors. The Exhibit Hall offers opportunities for networking, raffle prizes, coffee breaks, technology centers and an opening reception on Friday night. Look for a complimentary drink ticket on your conference name badge paper.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **211** | Submission: **21829** | Sponsor(s): **(HCM)**
Scheduled: **Friday, Aug 9 2024 6:00PM - 8:00PM CT (UTC-5)** at **Offsite** in **Flight Club**

HCM Emerging Scholars Consortium Reception

Organizer: **Geoffrey Silvera**, *U. of Alabama at Birmingham*

Professional Development Workshop Chair: **Amber Stephenson**, *The David D. Reh School of Business, Clarkson U.*

Program Chair: **Deirdre McCaughey**, *U. of Calgary*

Division Chair: **Cheryl Rathert**, *Saint Louis U.*

Division Chair-Elect: **Nicholas Edwardson**, *U. of New Mexico*

This session will be held offsite at Flight Club, 111 W Wacker Dr, Chicago, IL 60601. Please contact HCM Membership Chair, Geoffrey Silvera at gsilvera@uab.edu for more information.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **212** | Submission: **22996** | Sponsor(s): **(IM)**
Scheduled: **Friday, Aug 9 2024 6:00PM - 7:30PM CT (UTC-5)** at **Offsite** in **Chicago Line Cruises**

International Management Division PDW Social

Organizer: **Ilya Cuypers**, *Singapore Management U.*

All welcome! Chicago Architectural Cruise: Chicago's most popular tour is a great way to start off your visit to Chicago. You will experience a great overview of the city iconic architecture from the river with a 90-minute boat tour. The cost to register is \$40.33, and capacity is limited to 40 seats. The meeting point (please be there well in advance as the boat sails at 6 p.m.) is The Ogden Slip at McClurg Court, 465 N. McClurg Court, Chicago, IL 60611. We will provide more details and information on how to get you tickets through the IM division's communication channels (e.g., the newsletter and mailing list). The deadline to register is July 26th.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **213** | Submission: **21434** | Sponsor(s): **(MED)**
Scheduled: **Friday, Aug 9 2024 6:00PM - 8:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Roosevelt 3A**

MED Junior Faculty and Doctoral Students Consortium Opening Reception

Participant: **Robert Lee Bonner**, *San Francisco State U.*
Participant: **Preeti Wadhwa**, *Cal Poly Pomona*

This event is the opening session for the MED (Management Education and Development) Junior Faculty and Doctoral Students Consortium. This consortium is MED's annual offering at the AOM to facilitate the professional development of junior faculty (5 years or less since the first faculty position) and doctoral students, and is OPEN to all AOM attendees across DIGs (Divisions and Interests Groups)! Attendance is limited to registered participants only. If you have not registered yet, but are interested in this opportunity, please click on (link to be updated) to complete a quick survey. Depending upon the availability of spots, you may still be considered. Please contact Robert Bonner, Ph.D. @bonner@sfsu.edu for if you have any questions or need additional information.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **214** | Submission: **21724** | Sponsor(s): **(SAP)**
Scheduled: **Friday, Aug 9 2024 6:00PM - 10:00PM CT (UTC-5)** at **Offsite** in **Tanta Chicago**

SAP IG - Annual Dinner

Organizer: **Benjamin Grossmann-Hensel**, *U. of Zurich*
Organizer: **Susan Hilbolling**, *Aarhus U., BSS*

The SAP Annual dinner will be held at the Tanta Chicago. There is an additional fee of US \$75, non-refundable. Deadline to register is August 6. Space is limited to 37 registrants.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Preparing Graduates for a Digital Future – Management Education in the Driver’s Seat

Panelist: **Joan Richardson**, *College of Business and Law, RMIT U.*
Panelist: **Ana Hol**, *Western Sydney U.*
Panelist: **Margaret Hamilton**, *RMIT U., Melbourne, Australia*
Panelist: **Jim McGovern**, *Western Sydney U.*
Panelist: **Mathews Nkhoma**, *RMIT U.*
Facilitator: **Margaret E. Heffernan**, *RMIT U. + MED PDW Chair-elect*

There are several issues for universities seeking to assure professional accreditation, align program/course’s with work roles and most importantly assure Management graduates are suitably equipped with discipline specialist, digital and industry sector knowledge and skills. The 97 million new work roles the World Economic Forum expect to be in existence by 2025, demand a myriad of programs/courses, industry-based learning experiences and graduates capable of using specialist, digital and “soft” skills to generate innovative solutions to problems (Chee, 2023). The new work from home world demand has changed management cultural expectations of adult workers and learners. A demand for hybrid delivery modes that enables use of personalised digital skills to support learning activities, encased in authentic assessable learning experiences exists. The Australian Computer Society (ACS) accredit computing specialist programs/courses that deliver technical knowledge in-depth, “soft” skills and practice solving business problems in all industry sectors. However, digital graduate roles are no longer the solitary province of computing specialist discipline and sub-discipline graduates. Management graduates with specialist professional and digital knowledge and most importantly “soft” skills enable value-add business system innovations in the workplace and increasingly the incumbents of traditionally Computing cross-functional tactical roles. The number of different digital programs/courses, subjects and delivery modes is a rapidly moving target for educational organisations bound by complex policy and process environments. Higher Education institutions are geared to assuring learning and teaching (L&T) quality and industry driven changes to program/course content. Management graduates with strong digital skill sets are critical to lead innovation in the workplace. Rather than focus on what changes are required at a program/course level to address the plethora of graduate roles available. we are aiming to first look at what is needed to by all management graduates to be successful on a career trajectory that embraces business innovations underpinned by the use of Artificial Intelligence (AI) technologies like ChatGPT? Whether the work role destination is management, law, logistics or information systems graduates need to be able use emerging AI technologies to gather and analyse data, create business intelligence, innovate new procedures, systems and positions and finally communicate within and outside the workplace in question. Problem solutions need to be aligned with the industry needs of managers, ethical behavioural constraints, organisational policy and practices. A common need for all management graduates is digital literacy, and we need to work out what that means in today’s work environment. Management graduates build innovative systems using their professional understanding of how organisations and the people within them work. Digital specialist and “soft” skill foundations at a threshold level need to recognise a diverse suite of personal learning from device use in the home and workplace. Personalised learning journeys that traverse a career life-span that recognise diverse experiential starting points create a need for a variety of journeys through innovative accredited programs/courses in higher education, that call for flexible pathways. New ways of learning are critical to address Computing + Management (X) and Management (X) + Computing graduate roles, available in the marketplace (Chee, 2023). Government and industry describe graduate role specifications in terms of tech stacks that transcend the boundaries of traditional American Computing Machinery (ACM) / American Information Systems (AIS) specialist computing areas that include: Computer Engineering (CE), Computer Science (CS), Cyber Security (Cyb Sec), Data Science (DSc), Information Systems (IS)/Information Technology (IT) and Software Engineering (SE) (Artificial Intelligence (AI) curriculum soon) roles and form part of a Management digital career journey. The possibilities for Digital Management programs, courses, and units of study are enormous. This panel will describe the constraints of current program architectures using how Australian Computer Society (ACS) Information Systems (IS/IT) programs are implemented in Australia as a case study. Then the difficulty associated with the design and delivery of Digital Management university programs for the rapidly changing workplace and graduates needing to be able to use Artificial Intelligence (AI) applications to generate business intelligence from large disparate data pools, will be discussed. This session should be of interest to attendees with an interest in innovations that improve the work-readiness of graduates.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








The Art of Editing: Sharing and Developing Editorial Experience in Management Journals



Participant: **Daniel Muzio**, *U. of York*
Participant: **Smriti Anand**, *Illinois Institute of Technology Stuart School of Business*
Participant: **Hari Bapuji**, *U. of Melbourne*
Participant: **Matthew A. Cronin**, *George Mason U.*
Participant: **Michelle Greenwood**, *Monash U.*
Participant: **Dirk Lindebaum**, *Grenoble Ecole de Management*
Participant: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Participant: **Michael J. Morley**, *Kemmy Business School, U. of Limerick*
Participant: **Paolo Quattrone**, *Alliance Manchester Business School, U. of Manchester*

This interactive workshop builds on the successful session at the 2023 conference and involves a group of facilitators who have experience as Editors-in-Chief of major journals in the field of management and organization studies, and seeks to encourage participation from others with current or recent editorial leadership team experience at the Editor-in-Chief or Associate Editor level. Building on the agenda developed at the preceding conference, the workshop has three aims. First, to continue to develop editorial expertise through sharing our experiences, tools and techniques. Second, to develop approaches in these three priority areas: developing our collective mission as custodians of science and scholarship and making that role visible in our field; creatively developing editorial processes to make them more efficient and effective for authors, reviewers and editors; and building the agency and influence of editors, collectively, in response to the dominance of a small number of publishers. Third, to connect editors into an established and growing network in the field, to support ongoing learning and optimization our support for the field. We invite and encourage current Editors-in-Chief and Associate Editors in management and organization studies journals, and those that have demitted in the last two years, to join us in this workshop.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **217** | Submission: **12576** | Sponsor(s): **(OMT)**
Scheduled: **Friday, Aug 9 2024 6:30PM - 8:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in International Ballroom**

Meet EGOS @ OMT

Participant: **Forrest Briscoe**, *Cornell U.*
Participant: **Emilio J. Castilla**, *MIT Sloan School of Management*
Participant: **Wendy K. Smith**, *U. of Delaware*
Participant: **Joel Gehman**, *George Washington U.*
Participant: **Eva Boxenbaum**, *Copenhagen Business School*
Participant: **Kisha Lashley**, *U. of Virginia*
Participant: **Danielle Logue**, *UNSW Sydney*
Participant: **Srividya Jandhyala**, *ESSEC Business School*
Participant: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*
Participant: **Pedro Monteiro**, *Copenhagen Business School*
Participant: **Shubha Patvardhan**, *Indian Institute of Management, Bangalore*
Participant: **Hila Lifshitz-Assaf**, *Warwick Business School*
Participant: **Andrea Maria Prado**, *INCAE Business School*
Participant: **Emily S. Block**, *U. of Alberta*
Participant: **Shipeng Yan**, *HKU Business School, The U. of Hong Kong*
Participant: **Giada Baldessarelli**, *Stockholm School of Economics*
Participant: **Christine Moser**, *Vrije U. Amsterdam*
Participant: **Massimo Maoret**, *IESE Business School*
Participant: **Shelby Gai**, *Michigan State U.*
Participant: **Deborah Anderson**, *U. of Alabama*
Participant: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*
Participant: **Kevin Woojin Lee**, *U. of British Columbia*
Participant: **Giuseppe Delmestri**, *WU Vienna U. of Economics and Business*
Participant: **Daniel Geiger**, *U. of Hamburg*
Participant: **Laure Cabantous**, *ESCP Business School*
Participant: **Dirk Deichmann**, *Rotterdam School of Management, Erasmus U.*
Participant: **Elke Sybille Schuessler**, *JKU Linz*
Participant: **Paolo Quattrone**, *Alliance Manchester Business School, U. of Manchester*
Participant: **Tammar B. Zilber**, *Hebrew U. of Jerusalem*
Participant: **Joep Cornelissen**, *Erasmus U. Rotterdam*
Participant: **Markus Hoellerer**, -
Participant: **Farah Kodeih**, *IESEG School of Management*
Participant: **Maria Chiara Di Guardo**, *U. of Cagliari*

Come join OMT and the European Group for Organization Studies (EGOS) for this social hour. This social activity is a great opportunity to meet and network in a casual setting with friends and scholars from OMT and EGOS and other AoM Divisions. Everyone is welcome to join us.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **218** | Submission: **16876** | Sponsor(s): **(HR)**
Scheduled: **Friday, Aug 9 2024 7:00PM - 9:00PM CT (UTC-5)** at **Swissotel Chicago in St Gallen 3**

HR Division Late-Stage Doctoral Student Consortium IceBreaker and Networking Event










Organizer: **Brian W. Swider**, *U. of Florida*
Coordinator: **Shuang Ren**, *Queen's U. Belfast*

This is the start of the HR Division Late-Stage Doctoral Consortium. This icebreaker session is designed for individuals working on their doctoral dissertation who will be participating in the Saturday HR Late- Stage Doctoral Consortium for dissertation-level students.

This consortium is by invitation only. Logistical details are sent to invited participants. This event is for participants in the Saturday HR Division Late-Stage Doctoral Student Consortium (session #16813). If you have any questions about the consortium, please contact the consortium organizer (Brian Swider; brian.swider@warrington.ufl.edu).

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **219** | Submission: **10523** | Sponsor(s): **(IM)**
Scheduled: **Friday, Aug 9 2024 7:00PM - 9:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Plaza Ballroom A**

International Management Division Ph.D. Student Social

Program Chair: **Klaus Meyer**, *Ivey Business School*
Host: **Afshin Hamrabadi**, *U. of Trento*

This is an annual event for doctoral students to connect with each other in a similar research field. Registration is required to attend. Please contact Afshin Hamrabadi afshin.hamrabadi@unitn.it for details.”

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Session Type: **Meeting**
Program Session: **220** | Submission: **21957** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 10 2024 12:00AM - 11:59PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Fountainview Foyer**

AOM Networking Hub - Sheraton

AOM Networking Hubs are in each of the main hotels and will be open all day. They offer seating and charging stations, allowing attendees to take a break, recharge their devices, pick up their attendee badges, or meet with colleagues. Additionally, the Networking Hubs will host morning coffee breaks from 7:30 AM to 9:00 AM. If you're staying at one of the following hotels where meeting sessions are held —Swissôtel Hotel, Sheraton Grand, Fairmont, Marriott Downtown, or Hyatt Regency—you can save time by picking up your badge at the AOM Self Check-In Kiosk before your first session.

KEY TO SYMBOLS








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

Session Type: **Meeting**
Program Session: **221** | Submission: **21917** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 10 2024 12:00AM - 11:59PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile** in **Chicago Ballroom Foyer**

AOM Networking Hub - Marriott

AOM Networking Hubs are in each of the main hotels and will be open all day. They offer seating and charging stations, allowing attendees to take a break, recharge their devices, pick up their attendee badges, or meet with colleagues. Additionally, the Networking Hubs will host morning coffee breaks from 7:30 AM to 9:00 AM. If you're staying at one of the following hotels where meeting sessions are held —Swissôtel Hotel, Sheraton Grand, Fairmont, Marriott Downtown, or Hyatt Regency—you can save time by picking up your badge at the AOM Self Check-In Kiosk before your first session.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **222** | Submission: **21907** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 10 2024 12:00AM - 11:59PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich Foyer**

AOM Networking Hub - Swissôtel

AOM Networking Hubs are in each of the main hotels and will be open all day. They offer seating and charging stations, allowing attendees to take a break, recharge their devices, pick up their attendee badges, or meet with colleagues. Additionally, the Networking Hubs will host morning coffee breaks from 7:30 AM to 9:00 AM. If you're staying at one of the following hotels where meeting sessions are held —Swissôtel Hotel, Sheraton Grand, Fairmont, Marriott Downtown, or Hyatt Regency—you can save time by picking up your badge at the AOM Self Check-In Kiosk before your first session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Session Type: **Meeting**
Program Session: **223** | Submission: **21927** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 10 2024 12:00AM - 11:59PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in 2nd Floor Pre-Function Area**

AOM Networking Hub - Fairmont

AOM Networking Hubs are in each of the main hotels and will be open all day. They offer seating and charging stations, allowing attendees to take a break, recharge their devices, pick up their attendee badges, or meet with colleagues. Additionally, the Networking Hubs will host morning coffee breaks from 7:30 AM to 9:00 AM. If you're staying at one of the following hotels where meeting sessions are held —Swissôtel Hotel, Sheraton Grand, Fairmont, Marriott Downtown, or Hyatt Regency—you can save time by picking up your badge at the AOM Self Check-In Kiosk before your first session.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **224** | Submission: **22672** | Sponsor(s): **(MSR)**
Scheduled: **Saturday, Aug 10 2024 7:00AM - 8:00AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Grace**

Morning Meditation

Program Chair: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **225** | Submission: **23062** | Sponsor(s): **(SVC)**
Scheduled: **Saturday, Aug 10 2024 7:30AM - 5:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Ballroom**
Registration Area South

Information Booth

The Information Booth, will be available Friday 7:00am-5:30pm , Saturday- Monday from 7:30am-5:30pm and Tuesday 7:30am-4:30pm. The booth will be staffed with personnel who can assist you with navigating the Conference Program, finding your sessions and providing basic local information. A lost & found is also located at the Information Booth.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **226** | Submission: **21840** | Sponsor(s): **(SVC)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 8:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Mother's Nursing Room - Lobby Level 3**

Mother's Nursing Room

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **227** | Submission: **21952** | Sponsor(s): **(SVC)**

Scheduled: **Saturday, Aug 10 2024 8:00AM - 8:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Park Office**

Speaker Ready Room (Sheraton)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **228** | Submission: **22985** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Ballroom**

Conference Exhibits

Visit this year's Exhibit Hall to explore all of the latest products and services from our Annual Meeting exhibitors. The Exhibit Hall offers opportunities for networking, raffle prizes, coffee breaks, technology centers and an opening reception on Friday night. Look for a complimentary drink ticket on your conference name badge paper.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **229** | Submission: **23067** | Sponsor(s): **(SVC)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 8:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Suite 1**

Speaker Ready Room (Hyatt)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **230** | Submission: **21845** | Sponsor(s): **(SVC)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 8:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **North Storage Room**

Mother's Nursing Room

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **231** | Submission: **21850** | Sponsor(s): **(SVC)**

Scheduled: **Saturday, Aug 10 2024 8:00AM - 8:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Women's Restroom**

Mother's Nursing Room

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Session Type: **Meeting**
Program Session: **232** | Submission: **21891** | Sponsor(s): **(SVC)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 8:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in McHenry**

Speaker Ready Room (Marriott)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **233** | Submission: **21871** | Sponsor(s): **(SVC)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 8:00PM CT (UTC-5)** at **Swissotel Chicago** in **Gstaad**

Speaker Ready Room (Swissôtel)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Session Type: **Meeting**
Program Session: **234** | Submission: **21937** | Sponsor(s): **(SVC)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 6:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Imperial Parlor**

Speaker Ready Room (Fairmont)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS

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

Towards a Community of Computational Theory Construction Scholars



Organizer: **Sophie Zhai**, *U. of Oklahoma*
Organizer: **Malmi Amadoru**, *U. Of Sydney*
Organizer: **Aron Lindberg**, *Stevens Institute of Technology*
Organizer: **Shaila Miranda**, *U. of Arkansas, Fayetteville*
Presenter: **Amir Goldberg**, *Stanford U.*
Presenter: **Aron Lindberg**, *Stevens Institute of Technology*
Presenter: **Ning Nan**, *U. of British Columbia*
Presenter: **Stefan Seidel**, *U. of Cologne*
Presenter: **Ahmed Abbasi**, *U. of Notre Dame, Mendoza College of Business*
Presenter: **Emmanuelle Vaast**, *McGill U.*
Panelist: **Ahmed Abbasi**, *U. of Notre Dame, Mendoza College of Business*
Panelist: **Malmi Amadoru**, *U. Of Sydney*
Panelist: **Aron Lindberg**, *Stevens Institute of Technology*
Panelist: **Shaila Miranda**, *U. of Arkansas, Fayetteville*
Panelist: **Semi Min**, *New York U.*
Panelist: **Brian T. Pentland**, *Michigan State U.*
Panelist: **Stefan Seidel**, *U. of Cologne*
Panelist: **Hani Safadi**, *U. of Georgia*
Panelist: **Emmanuelle Vaast**, *McGill U.*
Panelist: **Thomas Grisold**, *HSG U. of St. Gallen*

Computational theory construction (CTC) is a genre of theory development research in which researchers leverage computational tools, such as social network analysis, sequence analysis, text analysis, and agent-based simulations, to identify patterns within social systems and to theorize those patterns. In the organizational and information systems fields, this genre is also known as "computational grounded theory," "interpretive data science," and "computationally intensive theory construction." Rapid innovations in computational techniques such as the recent uptake of large language models are expanding the opportunities available for CTC. As this research genre evolves, the community of scholars engaging in CTC is growing. This PDW is a follow-up to the previous AOM PDWs on "Towards a Craft of Computational Theory Construction" in 2023, "Computational Methods for Theory Building: Practices & Struggles" in 2022, and "The Rise of Computational Methods for Theory Development" in 2021. In these prior workshops, we focused on establishing the legitimacy for this new genre of research and providing a collaborative forum to help participants. As computational techniques proliferate, in this follow-up workshop, we aim to unify the community of CTC scholars around a core set of CTC practices. Continuing the tradition of the CTC PDWs, we also connect computational and qualitative researchers, share review process insights from published CTC papers, and mentor junior scholars pursuing CTC projects.

Part I of the PDW – the keynotes and panel discussion are open to all AOM registrants. Part II – roundtable discussions are only for participants who would like to receive feedback on their ongoing or planned projects and have been accepted to attend the roundtables. For those who are interested in participating in roundtables, please submit a short vignette on or before July 21 (max 2 pages in PDF format to ctcpdw21@gmail.com). The organizers will send out the notification of acceptance at the end of July. Your vignette should cover the following aspects. • Brief introduction of the research project • How have you combined computational and manual analysis techniques in your research? • What struggles you have faced in understanding, using, or considering using computational methods in your theory development work? Those who have not conducted any such research, but are planning to do so, can submit short descriptions of your intended work, also focusing on your planned combination of manual and computational techniques or related questions. We look forward to seeing you and engaging in fruitful discussions during the PDW!

KEY TO SYMBOLS

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

Session Type: **Social Event**

Program Session: **236** | Submission: **21816** | Sponsor(s): **(DEI)**

Scheduled: **Saturday, Aug 10 2024 8:00AM - 9:30AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall I**

2024 AOM DEI Coffee Hour

Program Chair: **Sujana Adapa**, *professor*

2024 AoM DEi Division Coffee Hour

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **237** | Submission: **16761** | Sponsor(s): **(ENT, MC, OB, OMT, SIM, CMS, ODC, ONE)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 10:30AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Acapulco**

Trusts, Foundations, Offices, Think Tanks: How and Why Families Leverage Satellite Organizations



Session Chair: **Kathleen Randerson**, *Audencia Business School*
Session Chair: **Esra Memili**, *U. of North Carolina, Greensboro*
Session Chair: **Clay Dibrell**, *U. of Mississippi*
Session Chair: **Allan Fernando Discua Cruz**, *Lancaster U. Management School*
Session Chair: **Matthias Waldkirch**, *EBS Business School*
Panelist: **Luca Manelli**, *Politecnico di Milano*
Panelist: **Alfredo De Massis**, *Free U. of Bolzano, IMD Business School and Lancaster U.*
Panelist: **Reginald Tucker**, *U. of Oklahoma*
Panelist: **Nadine Kammerlander**, *WHU Otto Beisheim School of Management*
Panelist: **Marita Rautiainen**, *Lappeenranta-Lahti U. of Technology LUT*
Panelist: **Isabel C. Botero**, *U. of Louisville*
Panelist: **Lucia Naldi**, *Jonkoping International Business School*
Panelist: **Nava Michael-Tsabari**, *Tel Aviv U.*
Panelist: **Sanjay Goel**, *U. of North Dakota*
Participant: **Mattias Nordqvist**, *Stockholm School of Economics*

Our goal in this PDW is to offer a forum to flush out the (innovative) means that business families employ to influence the future (the family's future, the businesses' future, but also the future of society) through the creation or the adhesion to what we term satellite organizations such as foundations, trusts, think tanks, and family offices. Next to the traditional, positive, pro-social approaches, the Chairs are attentive to make space for critical approaches, the dark side, and the nefarious intentions or activities of families. The session is articulated around two key (interdependent) questions: "why" and "how". "Why" involves the motivations behind implementing these mechanisms/organizations. "How" explains the different satellite organizations families can resort to achieve these ambitions. In order to support this, our PDW will be organized by themed tables articulated by relevant motivations (family legacy, family heritage, SEW, philanthropy, emotions, guilt, transgenerational entrepreneurship, venture capital, and policy influence/poverty, for example). Attendees will have the opportunity to participate in two tables during the session. This session will provide first an excellent opportunity for researchers to connect, and second to collectively present a landscape view of motivations and means, precious for connecting disparate streams of research and enlightening practitioners of family entrepreneurship desirable to innovate for a better future.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








HR Division Late-Stage Doctoral Student Consortium

Organizer: **Brian W. Swider**, *U. of Florida*
Coordinator: **Shuang Ren**, *Queen's U. Belfast*
Panelist: **Jie Li**, *Wilfrid Laurier U.*
Panelist: **Nathan Black**, *U. of Iowa*
Panelist: **Alex Kowalski**, *ILR at Cornell*
Panelist: **Yufei Zhong**, *U. of Arizona*
Distinguished Speaker: **Connie Wanberg**, *U. of Minnesota*
Panelist: **Mark Maltarich**, *Darla Moore School of Business, U. of South Carolina*
Panelist: **John Kammeyer-Mueller**, *U. of Minnesota*
Panelist: **Samantha C. Paustian-Underdahl**, *Florida State U.*
Panelist: **G. James Lemoine**, *U. at Buffalo, The State U. of New York*
Panelist: **Amy Wei Tian**, *Curtin Business School*
Facilitator: **Catherine Connelly**, *McMaster U.*
Facilitator: **Priyanka Dwivedi**, *Texas A&M U., Mays Business School*
Facilitator: **Elaine Farndale**, *Penn State U.*
Facilitator: **Amit Kramer**, *U. of Illinois Urbana-Champaign*
Facilitator: **Shad S. Morris**, *Brigham Young U.*
Facilitator: **Soo Min Toh**, *U. of Toronto*
Facilitator: **Danielle Van Jaarsveld**, *U. of British Columbia*
Facilitator: **Christopher D. Zatzick**, *Simon Fraser U.*

Highlights of this year's Consortium include a free networking and hors d'oeuvres event on Friday, August 9th (separate submission); a keynote address by Dr. Connie Wanberg (University of Minnesota); a presentation and panel on navigating the job search process; an assembly with editors of major journals in HR; roundtable sessions with leading scholars and educators in the field on research, teaching, and service; and a research feedback session on dissertation/research project. Ideal candidates are doctoral students who are members of the HR division, have finished all required coursework, and are on track to have their dissertation/thesis proposal approved by their supervising committee before the conference.

This consortium is by invitation only. Logistical details are sent to invited participants. If you have any questions about the consortium, please contact the consortium organizer (Brian Swider; brian.swider@warrington.ufl.edu).

KEY TO SYMBOLS

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







HR Division New Faculty Consortium


Organizer: **Mila Borislavova Lazarova**, *Simon Fraser U.*
Organizer: **Helen Shipton**, *Human Resource Management*
Organizer: **Adam C. Stoverink**, *U. of Arkansas*
Panelist: **Anne Burmeister**, *U. of Cologne*
Panelist: **David Collings**, *Trinity College Dublin*
Panelist: **Helen De Cieri**, *Monash U.*
Panelist: **Anthony J. Nyberg**, *U. of South Carolina*
Panelist: **Emma Parry**, *Cranfield U.*
Panelist: **Scott A. Snell**, *U. of Virginia*
Panelist: **Paula M. Caligiuri**, *Northeastern U.*
Panelist: **Liza Castro Christiansen**, *U. of Reading*
Panelist: **Samantha A. Conroy**, *Colorado State U.*
Panelist: **Pat Downes**, *U. of Kansas*
Panelist: **Rebecca Rheinhardt Kehoe**, *Cornell U.*
Panelist: **Yseult Freeney**, *Dublin City U.*
Panelist: **Jake Messersmith**, *U. of Nebraska, Lincoln*
Panelist: **Julie Irene Hancock**, *U. of North Texas*
Panelist: **Mila Borislavova Lazarova**, *Simon Fraser U.*
Panelist: **Kerstin Alfes**, *ESCP Business School*
Panelist: **Adam C. Stoverink**, *U. of Arkansas*
Panelist: **Mahesh Vaidyanathan Subramony**, *Northern Illinois U.*
Panelist: **Helen Shipton**, *Human Resource Management*
Panelist: **Mihaela Dimitrova**, *WU Vienna*
Panelist: **Rebecca Hewett**, *Rotterdam School of Management, Erasmus U.*
Panelist: **Frederick Scott Bentley**, *U. of Delaware*
Panelist: **Claudia Christina Kitz**, *U. of Groningen*
Panelist: **Laura Khachan**, *U. Paul Valery, Montpellier*

The New Faculty Consortium (NFC) provides a developmental forum for new faculty to interact with peers and senior colleagues about how to survive and thrive in their academic careers. The consortium is open to all HR Division new faculty members with less than 4 years of post-PhD experience who have been recently hired to research and/or teach in HR. The consortium includes a combination of panels, facilitated discussions, small roundtable sessions and as well as the opportunity to network with peers and leading global faculty.

To apply for the New Faculty Consortium, please complete the following survey: <https://rb.gy/2rsu37> Additional information reading the symposium will be provided to the confirmed attendees before the AOM meeting in Chicago

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **240** | Submission: **14753** | Sponsor(s): **(HR)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 2:00PM CT (UTC-5)** at **Swissotel Chicago** in **Vevey 1**

HR Division Middle-Stage Doctoral Consortium

Session Chair: **Kang Yang Trevor Yu**, *Nanyang Technological U.*
Session Chair: **Huiwen Lian**, *Texas A&M U.*
Organizer: **Alondrea Michelle Hubbard**, *Rutgers U., School of Management and Labor Relations*
Organizer: **Brian W. McCormick**, *Northern Illinois U.*
Panelist: **Julie Irene Hancock**, *U. of North Texas*
Panelist: **Bailey A. Bigelow**, *U. of Utah*
Panelist: **SinHui Chong**, *Nanyang Technological U.*
Panelist: **Jaime Leigh Williams**, *Tennessee Tech U.*
Panelist: **Lauren Simon**, *U. of Arkansas*
Panelist: **Lawrence Houston**, *Rutgers U., School of Management and Labor Relations*
Panelist: **John P. Hausknecht**, *Cornell U.*
Panelist: **Valeria Alterman**, *U. of Miami*
Panelist: **Thomaz Teodorovicz**, *Assistant Professor, Copenhagen Business School*
Panelist: **Ravi Ramani**, *Morgan State U.*
Panelist: **Yaping Gong**, *The Hong Kong U. of Science and Technology*
Panelist: **Sargam Garg**, *California State U. Sacramento*
Panelist: **Lynn A. McFarland**, *Darla Moore School of Business, U. of South Carolina*
Panelist: **Joseph Kim**, *U. of Illinois at Chicago*

This workshop is geared toward HR doctoral students in the middle of their program. The goal of this workshop is to help these students navigate the collection of career issues that begin to emerge when students are about halfway through a doctoral program. In many PhD programs, the middle stage is critical point. Students are expected to begin the transition into independent scholars, start building professional networks, move beyond the structure of courses and exams, and develop skills as an instructor. The workshop topics are designed to help these students develop the knowledge and skills required to be successful at this middle-stage and continue their development into strong researchers and teachers. It is also a way for HR doctoral students to build connections with others and become more involved in the HR Division.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovating the Future of Relational Analytics: Bridging Relational Coordination and Social Networks



Organizer: **Scott Soltis**, *U. of Kentucky*
Organizer: **Jody Hoffer Gittell**, *Brandeis U.*
Presenter: **Anindita Roy Bannya**, *UNSW Sydney*
Panelist: **Kristin Cullen-Lester**, *U. of Mississippi*
Panelist: **Theresa M. Floyd**, *U. of Montana*
Panelist: **Michaela Kerrissey**, *Harvard U.*
Panelist: **Ajay Mehra**, *U. of Kentucky*
Panelist: **Stephen M. Shortell**, *U. of California, Berkeley*
Panelist: **Sijia Wei**, *Northwestern U.*

Despite serving as primary lenses through which relational analytics are explored, the fields of relational coordination and social networks rarely intersect (Gittell & Ali, 2021; Soltis, Methot, Gittell & Harris, 2023). The aim of this professional development workshop is to begin to bridge this gap and help to innovate towards a future of relational analytics that simultaneously employs the theories and methods related to relational coordination - the study of how groups communicate and relate to manage interdependent tasks - and social networks - the study of formal and informal structures of relationships in organizations. We hope to accomplish this goal by bringing leading scholars in each field together to interact with each other as well as other academics and practitioners with an interest in the role of relationships in human resource management and organizations, more broadly. The combination of relational coordination (Gittell, 2002; Gittell, Seidner, & Wimbush, 2010) and social networks (Borgatti, Mehra, Brass, & Labianca, 2009; Borgatti, 2006; Brass, 1981) has the potential to better describe, assess, and improve the coordination of work in complex organizational systems. We will start with primers on each field in isolation before discussing the criticality of cross-perspective views. Participants will then break into facilitated working groups to develop different approaches to integrating the two methods, conceptually and/or technically, building on examples from past, current or future work where relevant. We will come back together to share our ideas and to consider the research program going forward with a panel of experts in relational coordination and social networks.

KEY TO SYMBOLS

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

Session Type: **Meeting**

Program Session: **242** | Submission: **23015** | Sponsor(s): **(MBR)**

Scheduled: **Saturday, Aug 10 2024 8:00AM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall K**

New Attendee & Student Ambassador Welcome Room

Organizer: **Wendy A. Kramer**, *Academy of Management*

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

Membership staff are here to greet all new attendees and help to answer any of your questions, from program and logistical help, to how to make the most of your membership. Enjoy a relaxing atmosphere, the opportunity to meet new friends, and a quiet respite between your sessions!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **243** | Submission: **23044** | Sponsor(s): **(MBR)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Riverside Exhibit Hall East**

Career Services Coaching Room

AOM Career Coaches are available by appointment to review CVs, discuss the interview process, provide advice regarding your career journey. As this opportunity is available to all Annual Meeting participants, we ask that you stop by the Career Services Registration table to sign up with a coach.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **244** | Submission: **23039** | Sponsor(s): **(MBR)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Riverside Exhibit Hall East**

Annual Meeting Career Fair Interviews

Organizer: **Wendy A. Kramer**, *Academy of Management*

Annual Meeting Career Fair Interviews allow those recruiting to meet one-on-one with those who are either on the market or soon to be on the market. All participating employers have active job postings on the Career Services Job Board along with contact information. These interviews are primarily arranged ahead of the Annual Meeting but can also be initiated on-site. Interested job seekers should visit the Annual Meeting Career Fair website or stop by the Career Services Registration table to check in with staff and ask questions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



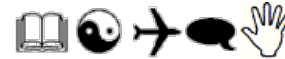
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **245** | Submission: **15496** | Sponsor(s): **(MC)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 10:00AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Atlanta**








Collegueship for Co-Innovation: Leading and Managing with Purpose in the Workplace



Session Chair: **Roxanne Jimenez**, *Weatherhead School of Management, Case Western Reserve U.*
Discussant: **Jennifer Robin Bishop**, *Impact of Gender Diversity on work Performance at Workplace*
Discussant: **Ruth Bernstein**, *Pepperdine U.*

This PDW will invite participants to role-play, in small groups (of six), various scenarios that will explore how effective management and leadership of organizations at various levels (macro, meta, and micro) of the firm use cross functional team collaboration to promote innovation, all with the end result of developing purposeful new solutions for sustainable growth of the firm. The second focus of the PDW will be to observe the subconscious behaviors of the participants as it pertains to the scenario outcomes. Following the role-play experience, participants will share in a “safe” discussion that allows them to formulate strategies that foster inclusiveness in the workplace. This experience supports the tough decisions participants have to grapple with as developing managers when dealing with complex policies and topics. Participants will be asked to perform an introspection of the experience that hopefully leads to their self-assessment of subconscious behaviors which drives decision making in their management roles.

KEY TO SYMBOLS

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








Messages From the Street – Innovate and Accelerate Behavior Change



Organizer: **Philip N. Brown**, *Six Points Consulting*
Organizer: **Dawn M. Newman**, *Saint Louis U.*

Organization Development (OD) and Organization Development and Change (ODC) methods dwell within arenas cohabitated by academia and management consulting systems and practices. Importantly, messaging and messages receive some attention from both camps, more time and thought is required for future organizations to thrive. Both present models and applications which work through and solve communication issues and endeavor to elicit behavior change; but miss opportunities to strengthen, and quickly change the behavior, of both the dispatcher and the intended recipient of the message. We submit that a cacophony of noise surrounds this entire process and impacts meaningful engagement. We also submit that purposeful communication attempts at behavior change require innovative ideas to affect people, policy, and organizations. Management consultants and academics leverage concepts from myriad arenas to facilitate problem-solving and move people and organizations into a bigger space. This demands leadership from both to develop solutions to listening and behavior change into all policy and organization levels through engagement and education. Thus, we propose an innovative exploration scheme to examine several multi-modal models for communication and behavior change (Van Den Eertwegh et al., 2015; Michie et al., 2014) plus the presenters' in-development model. Participants will gain new insights to the cacophony of communication, receive hands-on experience with models, and receive coaching techniques to increase the speed, capacity, and power of behavior change to benefit them personally and within the future organizations where they interact and reside. Key words: Management Consulting, Practitioner, Innovation, Education, Organization Development, Communication, Behavior Modification

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **247** | Submission: **15457** | Sponsor(s): **(MOC)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 9:30AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Tennessee**

Presenting in the Rough: Leveraging Insights Across Management and the Performing Arts



Organizer: **Chia-Jung Tsay**, *U. of Wisconsin-Madison*
Organizer: **Dejun “Tony” Kong**, *U. of Colorado, Boulder*
Panelist: **Hooria Jazaieri**, *Santa Clara U.*
Panelist: **Daniel Southwick**, *Brigham Young U. (BYU)*
Facilitator: **Clare Haden**, *UW-Madison*
Panelist: **Lumumba Seegars**, *Harvard Business School*

The purpose of this PDW is to bring together a group of scholars and experts from relevant fields who are interested in finding new, innovative, and compelling ways to craft and deliver presentations. This forum offers participants an opportunity to hear from both academics and performing arts practitioners, focusing on practicing and crafting effective presentations for both quantitative and qualitative research. The session will include a panel discussion, integrating insights from academics and learnings from other industries that focus on presentation skills, followed by small group discussions during which participants will have the opportunity to engage with panelists. Panelists will present on topics including how to hone in on what to present, prepare and rehearse, engage a multi-disciplinary audience, and navigate virtual and in-person settings. Separately, there will be several slots available by application to work with the practitioner coaches.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **248** | Submission: **10693** | Sponsor(s): **(OB)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 10:00AM CT (UTC-5)** at **Swissotel Chicago** in **Matterhorn**

Publishing in Top International Journals – Why and How?



Organizer: **Minna Marinova Paunova**, *Copenhagen Business School*

Organizer: **Monica Sharif**, *California State U., Los Angeles*

Organizer: **Kyle Ehrhardt**, *U. of Colorado, Denver*

Panelist: **Serge P. Da Motta Veiga**, *NEOMA Business School*

Panelist: **Chia-Yen Chiu**, *U. of Adelaide*

Panelist: **Jonathan Pinto**, *Imperial College London*

Panelist: **Hannes Leroy**, *Erasmus Research Institute of Management*

Panelist: **Claudia Buengeler**, *Kiel U.*

Panelist: **Tammar B. Zilber**, *Hebrew U. of Jerusalem*

This Professional Development Workshop (PDW) sets the stage by acknowledging the significance of publishing in top-tier journals for academic dissemination and career advancement. While the prominence of US-based top-tier journals such as those published by the Academy of Management is widely recognized, a notable array of international management and organization journals has emerged, matching them in both rigor and impact. These international platforms offer nuanced yet significant differences from their US counterparts, essential for scholars aiming to diversify and broaden their publication portfolio. The objective of this PDW is to demystify the process of publishing in esteemed international journals of management and organization studies. A distinguished panel of editors and associate editors from six leading international journals will convene to elucidate their respective editorial policies and underscore the distinctions from major US-based journals. This session is designed to be dynamic and interactive, featuring individual presentations by the panelists, an inclusive Q&A segment, and focused breakout discussions for in-depth exploration. By attending, participants will gain valuable insights into the strategies for successful publication in international journals.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Organizational Behavioral Doctoral Consortium



Organizer: **Margaret M. Luciano**, *Penn State U.*
Organizer: **Shannon G. Taylor**, *U. of Central Florida*
Organizer: **Elizabeth Margaret Campbell**, *U. of Minnesota*
Organizer: **Karl Henry Reinke**, *Tippie College of Business, U. of Iowa*
Organizer: **Maximilian Watson**, *Penn State U.*
Speaker: **Celia Moore**, *Imperial College Business School*
Presenter: **Christopher Barnes**, *U. of Washington*
Presenter: **Jennifer Carson Marr**, *U. of Maryland*
Presenter: **Xiao-Ping Chen**, *U. of Washington*
Presenter: **Yuntao Dong**, *Peking U.*
Presenter: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*
Presenter: **R David Label**, *U. of Pittsburgh*
Presenter: **Ulrich Leicht-Deobald**, *Trinity College Dublin*
Presenter: **Denise Lewin Loyd**, *U. of Illinois at Urbana-Champaign*
Presenter: **Marie S. Mitchell**, *U. of North Carolina, Chapel Hill*
Presenter: **Cindy Muir-Zapata**, *U. of Notre Dame*
Presenter: **Christopher G. Myers**, *Johns Hopkins Carey Business School*
Presenter: **Deidra J. Schleicher**, *Iowa State U.*
Presenter: **Njoke Thomas**, *Boston College*
Presenter: **Daan Van Knippenberg**, *Rice U.*
Presenter: **Andrew Yu**, *U. of Melbourne*
Presenter: **Le Zhou**, *Texas A&M U.*
Speaker: **Anthony Klotz**, *UCL School of Management*
Presenter: **Giselle Elaine Antoine**, *Washington U. in St. Louis, Olin Business School*
Presenter: **Bailey A. Bigelow**, *U. of Utah*
Presenter: **Jonathan Edward Booth**, *London School of Economics and Political Science*
Presenter: **Gilad Chen**, *U. of Maryland*
Presenter: **Tobias Dennerlein**, *Purdue U.*
Presenter: **Alexandra Gerbasi**, *U. of Exeter Business School*
Presenter: **Emily Grijalva**, *U. at Buffalo*
Presenter: **Timothy Kundro**, *U. of North Carolina, Chapel Hill*
Presenter: **Anna Connors Lennard**, *Oklahoma State U.*
Presenter: **Szu-Han Lin**, *U. of Georgia*
Presenter: **Ozias Moore**, *Lehigh U.*
Presenter: **Amy Y. Ou**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*
Presenter: **Hyunsun Park**, *Georgia Tech Scheller College of Business*
Presenter: **Chris Reina**, *Virginia Commonwealth U.*
Presenter: **Gerben Alexander Van Kleef**, *U. of Amsterdam*
Presenter: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*
Panelist: **Jessica R. Methot**, *Rutgers U., School of Management and Labor Relations*
Panelist: **Ella Miron-Spektor**, *INSEAD*
Panelist: **Christopher O.L.H. Porter**, *Virginia Tech*
Panelist: **Quinetta M. Roberson**, *Michigan State U.*
Panelist: **Zhen Zhang**, *Southern Methodist U.*
Speaker: **Aparna Joshi**, *Ross School of Business, U. of Michigan*
Speaker: **John Mathieu**, *U. of Connecticut*
Presenter: **David F. Arena**, *U. of Texas At Arlington*
Presenter: **Sonia Ghumman**, *SHIDLER COLLEGE OF BUSINESS*
Presenter: **Paul Isaac Green**, *U. of Texas at Austin*
Presenter: **Edwyna Theresa Hill**, *U. of South Carolina*
Presenter: **Jenny M. Hoobler**, *NOVA School of Business and Economics*
Presenter: **Stephen Humphrey**, *Pennsylvania State U.*
Presenter: **Lauren Rachel Locklear**, *Texas Tech U.*
Presenter: **Shimul Melwani**, *U. of North Carolina, Chapel Hill*
Presenter: **Jennifer Nahrgang**, *U. of Iowa*
Presenter: **Eddy S. Ng**, *Queen's U.*
Presenter: **Olivia Amanda O'Neill**, *George Mason U.*
Presenter: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*
Presenter: **Katina Sawyer**, *U. of Arizona*
Presenter: **Colleen Stuart**, *Johns Hopkins U.*
Presenter: **Isabel Villamor**, *IESE Business School*
Presenter: **Alexis Nicole Smith**, *Oklahoma State U.*

The annual Organizational Behavior Doctoral Consortium is designed for late-stage doctoral students who have completed their coursework, fulfilled most of their program's milestones, and are preparing to enter the academic job market. This in-person consortium comprises a blend of presentations, discussions, and interactive sessions aimed at aiding doctoral students in navigating the job market, establishing connections with their cohort and invited experts, and launching their academic careers. Notably, over 50 faculty members have volunteered to speak and/or host roundtable discussions on topics such as crafting a meaningful academic job, acing the job talk, achieving success in research and publishing from the perspective of journal editors, and fostering effective and inclusive collaborations. Doctoral students desiring attendance must be nominated by their programs and endorsed by their advisors. Selection decisions will be based on student's progress in their programs, including their dissertation stage and being actively on the academic job market. This session is part of the broader OB Division doctoral programming, intended to provide attendees with support and advice for navigating key career transitions, as well as strengthening connections among members within their cohort and other peers in the field.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **250** | Submission: **10676** | Sponsor(s): **(OB, HR, CM, ODC)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 12:00PM CT (UTC-5)** at **Swissotel Chicago** in **Lucerne I**

Halfway There, But Now What? Advice for Pre-Dissertation Doctoral Students (16th Annual)



Organizer: **Lauren Rachel Locklear**, *Texas Tech U.*
Organizer: **Anna Connors Lennard**, *Oklahoma State U.*
Organizer: **Benjamin Alan Rogers**, *Boston College*
Organizer: **Edwyna Theresa Hill**, *U. of South Carolina*
Speaker: **Angelica Leigh**, *Fuqua School of Business, Duke U.*
Speaker: **Ayana N. Younge**, *U. of Virginia, Darden School of Business*
Presenter: **Margaret M. Luciano**, *Penn State U.*
Panelist: **Tyler Sabey**, *Arizona State U.*
Panelist: **Tiffany Dawn Johnson**, *Georgia Institute of Technology*
Panelist: **Julianna Pillemer**, *New York U.*
Presenter: **Allison S. Gabriel**, *Purdue U., West Lafayette*

A wonderful aspect of the Academy of Management (AOM) Annual Meeting is the developmental opportunities provided for doctoral students. For example, the New Doctoral Student Consortium helps new doctoral students begin to feel more comfortable in our field. In addition, the Organizational Behavior (OB) division sponsors a Senior Student Doctoral Consortium to help prepare more advanced doctoral students for the job market. The purpose of the “Halfway There” PDW is to bridge the gap between these consortia by providing information and advice relevant to doctoral students starting the 3rd or 4th year of their programs. “Halfway There” is designed to help students begin establishing themselves as independent scholars. We have conducted this PDW at AOM each year since 2009, and it has been very favorably received. Despite increasing the attendance cap to 120, we have still had several potential attendees waitlisted each year. Due to positive feedback from prior attendees, we have decided to conduct the PDW again in 2024 leveraging the meaningful modifications to the format. These modifications focus on providing a more holistic experience for the participants as well as showcasing a more inclusive conceptualization of the various avenues toward career success. A number of prominent OB division members have agreed to participate in the 2024 PDW and provide students with their insights on topics such as (1) crafting a research identity, (2) launching your dissertation, (3), understanding the “job market” process and (4) setting a sustainable path through the PhD journey to accomplish your career goals.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **251** | Submission: **21838** | Sponsor(s): **(ODC)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 5:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Salon H**








ODC Doctoral Student Consortium 

Organizer: **Patrice Elizabeth Rosenthal**, *Fielding Graduate U.*
Organizer: **Jill Waymire Paine**, *IE Business School*
Organizer: **Laura Fey**, *Doctoral Student*
Presenter: **Quy Nguyen Huy**, *INSEAD*

The ODC Doctoral Student Consortium is a developmental opportunity for doctoral students who are working in the areas of organizational development and change. Pre-registration is required. Contact Patrice Rosenthal at prosenthal@fielding.edu.

This session is by invitation only. Attendees will have applied and been invited to attend the consortium. Invited attendees will receive program information directly from organizers.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **252** | Submission: **12882** | Sponsor(s): **(OMT)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 2:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Rouge Room**

OMT Global Consortium: Doing Organizational Research Around the World



Organizer: **Shubha Patvardhan**, *Indian Institute of Management, Bangalore*
Organizer: **Andrea Maria Prado**, *INCAE Business School*
Panelist: **Jordan Siegel**, *U. of Michigan, Ross School of Business*
Panelist: **Anca Metiu**, *ESSEC Business School*
Panelist: **Markus David Taussig**, *Rutgers Business School*
Panelist: **Yujin Jeong**, *American U., Kogod School of Business*
Panelist: **Andrew Spicer**, *U. of South Carolina*
Panelist: **Shahzad Ansari**, *U. of Cambridge*
Panelist: **Leena Kinger Hans**, *Indian School of Business*
Panelist: **Diego Coraiola**, *U. of Victoria*
Panelist: **Stefan Dimitriadis**, *U. of Toronto, Rotman School of Management*
Panelist: **David H. Zhu**, *Arizona State U.*
Panelist: **Balagopal Vissa**, *INSEAD*
Panelist: **Aline Gatignon**, *The Wharton School, U. of Pennsylvania*
Panelist: **Arzi Adbi**, *National U. of Singapore (NUS)*
Panelist: **Pablo Daniel Fernandez**, *IAE Business School Argentina*
Panelist: **Paolo Quattrone**, *Alliance Manchester Business School, U. of Manchester*
Panelist: **Kris Byron**, *Georgia State U.*

The OMT Global Consortium is a forum for organizational scholars from around the world to obtain advice, tools, and networks to research understudied (non-western) institutional, cultural, and geographic settings across domains (micro and macro). It includes panel discussions, feedback sessions, and facilitated conversations on topics such as: (1) developing organizational scholarship using global settings, (2) mentoring for research based in international contexts, and (3) strategies for overcoming challenges and exploiting opportunities for high-quality organizational research using diverse settings. We welcome scholars who would like to expand their research to underrepresented regions of the world.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **253** | Submission: **15844** | Sponsor(s): **(OMT, MOC, SIM, DEI)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 10:00AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
International Ballroom

Occupations and Professions as a Lens for Studying Pressing Societal Challenges



Organizer: **Danielle Elaine Bovenberg**, *Yale School of Management*
Organizer: **Luke Hedden**, *U. of Miami*
Organizer: **Audrey Holm**, *HEC Paris*
Organizer: **Ece Kaynak**, *Bayes Business School (formerly Cass), City, U. of London*
Organizer: **Tomi Koljonen**, *U. of Liverpool*
Panelist: **Callen Anthony**, *New York U.*
Panelist: **Matt Beane**, *U. of California, Santa Barbara*
Panelist: **Julia DiBenigno**, *Yale School of Management*
Panelist: **Jennifer Howard-Grenville**, *Cambridge Judge Business School*
Panelist: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*
Moderator: **Michel Anteby**, *Boston U. Questrom School of Business*
Facilitator: **Curtis Kwinyen Chan**, *Boston College*
Facilitator: **Andrea Wessendorf**, *U. of Edinburgh*

The world of work is rapidly changing. New technologies and sweeping social and environmental issues can break down long-standing work boundaries, reconfigure and replace work tasks, and disrupt entire societies. How can scholarship on occupations and professions inform and enrich our understanding of pressing societal challenges? And how can scholars of occupations expand their methodological toolkits to study these phenomena? The goal of this professional development workshop is to stimulate scholarly conversations around these questions. An additional objective of this annual PDW—now in its fifth year—is to encourage community building among scholars engaged in theoretical and empirical research on occupations and professions. Through presentations from leading scholars, interactive panel discussions, and roundtable breakouts, we seek to advance scholarship in these important areas while simultaneously building community.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Navigating Spatial Approaches to Address Grand Challenges

Organizer: **Kathleen Ann Stephenson**, *Vrije U. Amsterdam, School of Business and Economics*

Organizer: **Alessandra Migliore**, *Politecnico di Milano*

Organizer: **Tania Ulrike Racker**, *U. of Zurich*

Panelist: **Timon Beyes**, *Leuphana U. Luneburg*

Panelist: **Kimberly D. Elsbach**, *U. of California, Davis*

Panelist: **Gemma Irving**, *U. of Queensland*

Panelist: **Linda L. Putnam**, *U. of California, Santa Barbara*

Panelist: **David Nils Seidl**, *U. of Zurich*

Panelist: **Andre Spicer**, *City U. London*

Facilitator: **Boukje Clossen**, *Leuphana U. Luneburg*

Facilitator: **Thomas Davis**, *Manchester Metropolitan U.*

Facilitator: **Andreas Diedrich**, *U. of Gothenburg*

Facilitator: **Laura E. Dupin**, *Amsterdam Business School, U. of Amsterdam*

Facilitator: **Corinna Frey**, *Erasmus U. Rotterdam*

Facilitator: **Stephanie Giamporcaro**, *Nottingham Trent U.*

Facilitator: **Alison Hirst**, *Anglia Ruskin U.*

Facilitator: **Markus A. Hollerer**, *UNSW Sydney & WU Vienna*

Facilitator: **Jeannie Holstein**, *Loughborough U.*

Facilitator: **Annina Rantakari**, *U. of Oulu*

Spatial approaches have become increasingly popular among management scholars to address a wide range of empirical puzzles. The proliferation of remote work, platform technologies, and human mobility has required scholars to consider how work and organizing are fundamentally spatial. Over the past 20 years, management scholars have developed a range of theoretical approaches to examine organizational space that vary in assumptions, frameworks, and ways of engaging with empirical phenomena. In recent years, researchers have begun drawing on spatial theorizing to address grand challenges, such as the climate crisis, natural and human-made catastrophes, refugee and migrant crises, inequality, and decent work among many others. Although spatial approaches have helped scholars grapple with grand challenges, the diversity of theoretical foundations creates both problems and opportunities for the advancement of grand challenges research. Given the demand for spatial theorizing in addressing grand challenges, the time is right for management scholars to come together, examine the merits, opportunities, and limitations of various spatial approaches, and begin working together to address these complex problems. This PDW brings together many of the key theorists of organizational space as well as researchers who are deploying their concepts, frameworks, and assumptions to address grand challenges.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



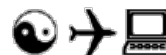
Selected as a Best Paper

Session Type: **PDW Workshop**

Program Session: **255** | Submission: **10280** | Sponsor(s): **(OMT, SIM, SAP, MOC, TIM)**

Scheduled: **Saturday, Aug 10 2024 8:00AM - 10:30AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Chancellor Room**

The Co-constitution of Trust and Institutions: Construction, Crisis, and Erosion



Organizer: **Milo Shaoqing Wang**, *W. P. Carey School of Business, Arizona State U.*

Organizer: **Dennis Clemens Jancsary**, *WU Vienna*

Participant: **Reinhard Bachmann**, *SOAS U. of London*

Participant: **David Bersoff**, -

Participant: **Kirsimarja Blomqvist**, *LUT Business School*

Participant: **Charles Eric Eesley**, *Stanford MS&E*

Participant: **Claudia Gabbioneta**, *U. of York*

Participant: **Nicole Gillespie**, *U. of Queensland*

Participant: **Melissa Graebner**, *U. of Illinois at Urbana-Champaign*

Participant: **Rekha Krishnan**, *Simon Fraser U.*

Participant: **Kisha Lashley**, *U. of Virginia*

Participant: **Michael Lounsbury**, *U. of Alberta*

Participant: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*

Participant: **Guido Moellering**, *Witten/Herdecke U.*

Participant: **Tonia Ries**, *Edelman*

Participant: **Oliver S. Schilke**, *U. of Arizona*

Participant: **Maxim Voronov**, *Schulich School of Business*

Participant: **Wenqian Wang**, *Hong Kong Baptist U.*

The decline and erosion of trust in core societal institutions have been significantly heightened by a broad range of global crises and societal challenges. While the study of trust and institutions is prevalent in organization and management research, the intricate relationship between the two concepts has received scant attention. In this PDW, we focus on developing a research agenda around the co-constitution of trust and institutions by bringing together a group of established scholars in this emerging area, directors at the Edelman Trust Institute, and junior scholars and doctoral students worldwide. We highlight a constitutive view of institutions as configurations of beliefs, norms, practices, and infrastructure, forming an essential basis upon which trust is constructed and governing trustful behavior during crises. This timely agenda will help participants develop a sophisticated understanding of formulating novel research questions on institutional trust, leveraging scholar-practitioner collaboration to enhance the impact and relevance of their work to practice and policy-making, and using such collaboration to make significant theoretical contributions to the further theorizing of trust and institutions.

This is a three-part PDW, consisting of an opening plenary, a breakout roundtable session, and a closing plenary. Formal registration is not required. However, to foster a more engaging roundtable discussion and receive targeted feedback from our distinguished panelists, we encourage you to send us a brief summary (2 pages max) of your research idea on the co-constitution of trust and institutions to milo.wang@asu.edu by July 15, 2024. If you're interested in participating but not ready to submit a summary, we strongly encourage you to indicate your preferred roundtable discussion topic (listed below) to milo.wang@asu.edu by July 15, 2024. This will help us convey your interest to our roundtable discussion leaders. Table #1: Trust and institutional theory (Michael Lounsbury, Renate Meyer, Oliver Schilke); Table #2: Trust and market institutions (Reinhard Bachmann, Rekha Krishnan); Table #3: Trust and political institutions (Charles Eesley, Kisha Lashley, Maxim Voronov); Table #4: Trust, science, and professions (David Bersoff, Claudia Gabbioneta); Table #5: Trust, innovation, and digital technology (Kirsimarja Blomqvist, Nicole Gillespie); Table #6: Trust and responsible/sustainable management (Guido Möllering, Tonia Ries); Table #7: Trust, measures, and methods (Melissa Graebner, Wenqian Wang)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Movements and Markets (ex Social Movements, Stakeholders, and Nonmarket Strategy)



Organizer: **Junhyung Byun**, *IESE Business School*
Organizer: **Felipe Massa**, *U. of Vermont, Grossman School of Business, US*
Organizer: **Hannah Grubbs**, *U. of Oregon*
Organizer: **Jocelyn M. Leitzinger**, *U. of Illinois at Chicago*
Panelist: **Jennifer Howard-Grenville**, *Cambridge Judge Business School*
Panelist: **Ryann Elizabeth Manning**, *U. of Toronto, Rotman School of Management*
Panelist: **Farah Kodeih**, *IESEG School of Management*
Panelist: **Samer Abdelnour**, *U. of Edinburgh business school*
Panelist: **David Crockett**, *U. of Illinois Chicago*
Discussant: **Michael L. Barnett**, *Rutgers U.*
Discussant: **Edward Carberry**, *U. of Massachusetts, Boston*
Discussant: **Robert J. David**, *McGill U.*
Discussant: **Panikos G. Georgallis**, *U. of Amsterdam*
Discussant: **Abhinav Gupta**, *U. of Washington, Seattle*
Discussant: **Tim Hargrave**, *Central Washington U.*
Discussant: **Shon R. Hiatt**, *U. of Southern California*
Discussant: **Brayden G. King**, *Northwestern U.*
Discussant: **Daniel Waeger**, *Wilfrid Laurier U.*
Discussant: **W Chad Carlos**, *BYU Marriott School of Business*
Discussant: **Klaus Weber**, *Northwestern U.*
Discussant: **Ben William Lewis**, *Brigham Young U.*
Discussant: **Michael Lounsbury**, *U. of Alberta*
Discussant: **Jo-Ellen Pozner**, *Santa Clara U.*
Discussant: **Elisa Alt**, *King's College London*
Discussant: **Johanna Mair**, *Hertie School of Governance*
Discussant: **Ion B. Vasi**, *U. of Iowa*
Discussant: **Brandon H. Lee**, *Melbourne Business School*
Discussant: **Rashedur Chowdhury**, *U. of Essex*
Discussant: **Wesley Sine**, *Cornell U.*

The relationship between social movements and markets has grown increasingly intricate in recent years, driven by a complex interplay of socio-economic and political factors. Notably, the ongoing wars in regions like Ukraine and Palestine, coupled with the rapid advancement of disruptive technologies such as machine learning and social media, have catalyzed this complexity. These developments, fostered by the unprecedented flow of information, are exerting a profound and far-reaching impact on social movements and relevant markets. Market participants, particularly firms, are no longer mere bystanders but are actively embedded within these movements, engaging in diverse activities from CEO activism to direct organizing efforts. This evolving landscape necessitates a reexamination by scholars. To truly grasp the nuances of this relationship, there is a need to expand theoretical frameworks and delve into new contexts. While acknowledging the significant influence of social movements and markets on society at large, it is equally important to recognize the role of scholars in shaping these dynamics. In the initial five years of this Professional Development Workshop (PDW), our focus was on synthesizing various research approaches to study the interplay between social movements and markets. Now, in the third year of our renewed five-year plan, we are dedicated to evaluating how our joint scholarly efforts are addressing the 'grand challenges' – the pressing issues that are pervasive in almost all aspects of organizational life. This year's PDW theme continues this trajectory, with a specific emphasis on the reciprocal influences between movements and markets, the impact generated by both scholars and movements, and addressing insularity within the field. Our goal is to both acknowledge the influence of scholarly work on social movements and the broader society and to foster a more inclusive and responsible engagement with the communities we study. In pursuit of this objective, we are extending an invitation to scholars who, while new to the domains of social movements and markets, are keen to contribute to this evolving area of study. Our aim is to broaden the appeal and inclusivity of our community, fostering a diverse and multidisciplinary dialogue that enriches our understanding and engagement with these pressing global phenomena.

The PDW will feature two segments. The first is a panel discussion that centers on our core theme, Movements and Markets (M&M), with this year's special focus on triple I - Influence, Impact, and Insularity. This session will explore the symbiotic relationship between social movements and market dynamics, the transformative effects of academic research and social movements, and strategies for breaking down barriers within our field. This segment is open to all attendees, encouraging a broad exchange of ideas and perspectives. For the second part of the PDW, participants will engage in round table discussions based on submitted short papers in areas relevant to movements and markets, including but not limited to Justice, Equity, Diversity, and Inclusion (JEDI), Technology, Green Initiatives / Sustainability, Organizing Forms, Internal Movements and Organizational Change, Non- Market Strategy, Corporate Activism, Microfoundations. We aim to group participants by their research interests, facilitating in-depth discussions. Each table will be supported by 2-3 senior scholars, providing expertise and guidance throughout the discussions, with up to six participants each. Participants are invited to submit their short papers (about 3 pages or 1000 words) through the provided link by July 12th: Submission Link. This organization will help ensure a productive dialogue where every voice can be heard. Should you have any questions about the proposal submission process, please reach out to Jun Byun at JByun@iese.edu. We encourage you to share this call with colleagues who may find it of interest. We look forward to your submissions and to the insightful discussions that they will undoubtedly inspire!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **257** | Submission: **16021** | Sponsor(s): **(ONE)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 10:30AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Lincolnshire 1**

Step ONE: Starting Your Sustainability PhD Journey with ONE



Organizer: **Anja Gröll**, *WU Vienna U. of Economics and Business, Institute for Managing Sustainability*

Organizer: **Svetlana Ivanova**, *Vienna U. of Economics and Business*

Organizer: **Jozef Cossey**, *KU Leuven & UCLouvain*

Discussant: **Shiyang Wang**, *Cornell SC Johnson College of Business*

Organizer: **Valen Boyd**, *Ivey Business School*

Organizer: **Marloes Korendijk**, *Macquarie Business School, Macquarie U.*

Panelist: **Lucrezia Nava**, *City U. of New York, Baruch College*

Speaker: **Martina K. Linnenluecke**, *U. of Technology, Sydney*

Speaker: **Xuege (Cathy) Lu**, *U. of Minnesota Carlson School of Management*

Step ONE is a moderated PDW to support early-stage sustainability PhD students to begin and bolster their journey with the Organizations and the Natural Environment (ONE) Division. Complementing the ONE Doctoral Consortium, which is tailored for later-stage students, this PDW addresses the inherent challenges early-stage PhD students encounter in initiating and sustaining involvement within academic communities while safeguarding their resilience and well-being. Thus, as a group of six doctoral researchers and early-career scholars, we wish to create a welcoming and inclusive space and support the PhDs as they navigate their first moments with AOM in the ONE Division. Building on the success of three previous editions (AOM 2021, 2022, and 2023), our objectives are threefold: (1) cultivate confidence and community through shared insights and advice, (2) guide early-stage PhD students in navigating AOM and the ONE Division, and (3) develop their interests in ONE-related topics, and support them in identifying potential theoretical lenses, collaborators, and pathways. In this edition, we are co-organizing the PDW with the PhD Sustainability Community, a support network for doctoral students with more than 490 members. Through this collaboration, we aim to establish a sustainable framework for ongoing guidance to future PhD students. Featuring esteemed speakers Martina K. Linnenluecke (ONE Chair), Marloes Korendijk (PhD Sustainability Community), and Xuege Cathy Lu (recipient of the 2023 Best Thesis Award), we provide participants with unique opportunities to find and build their academic home within an inclusive, open-minded, and openhearted global academic community.

1. Pre-registration is highly encouraged to facilitate smooth organization. We will distribute a Google Forms link through various social media platforms for pre-registration. The questionnaire provided in the Google Forms will assist us in assigning participants to thematically suitable roundtables within the PDW. Participants can also use the questionnaire to indicate topics they consider important for discussion in the panel. Here you can find the Google Forms Survey: <https://forms.gle/jCcRCmVN84NkBqbz7>. For further inquiries you can reach us at stepone.aom@gmail.com. 2. Walk-ins are explicitly encouraged and welcomed! 3. In the event of space constraints, preference will be given to registered participants. We aim to accommodate all attendees to the best of our ability while ensuring a conducive environment for meaningful engagement.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **258** | Submission: **10072** | Sponsor(s): **(OSCM, OMT)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 11:00AM CT (UTC-5)** at **Hyatt Regency Chicago in Grand Hall G**

Inference and Theoretical Contributions Workshop

Organizer: **Elliot Bendoly**, *Ohio State U.*

Organizer: **Rogelio Oliva**, *Texas A&M U.*

The goal of this PDW is to discuss what is entailed in developing theoretical contributions to research, consider alternative forms of inference designed build rather than test theory, and practice identifying and working alternative modes of inference (deductive, inductive and abductive) in developing research agendas and programs for scholars. The hope is to interweave discussion and definitions with hands-on activities and reference to examples of theory building and their contributions in opening up new avenues for inquiry. We will also discuss the expectations that should be set by reviewers and anticipated by authors when it comes to efforts to contribute theory-building manuscripts to the existing body of knowledge. Ideally, individuals will emerge from the workshop with an appreciation for the value of theory building, its distinction from theory testing, and best practices with which to approach it.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **259** | Submission: **16486** | Sponsor(s): **(RM)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 10:00AM CT (UTC-5)** at **Swissotel Chicago in Zurich C**

Everything You Wanted to Know about Moderated Regression (But Were Afraid to Ask)



Presenter: **Jeremy F. Dawson**, *U. of Sheffield*

Presenter: **Mikko Rönkkö**, *U. of Jyväskylä School of Business*

Although the testing of interaction effects via moderated regression is commonplace in management research, many misunderstandings and gaps in knowledge persist, and knowledge of recent methodological developments is slow to catch on. This workshop is aimed at researchers, reviewers, and PhD students alike, with a basic understanding of moderation, but who would like to advance their knowledge beyond this point. It will use a series of examples to refresh the basic principles of testing two-way and three-way interactions, focusing on how (and when) these should be interpreted based on various post-hoc probing and plotting techniques. In particular, it will cover different approaches to describing interaction effects, offering guidance as to when and how post-hoc probing techniques such as simple slope testing should (or shouldn't) be used, and will include recommendations based on recent publications. It will also cover the testing, plotting and probing of some more complex types of interactions, in particular those involving curvilinear effects, and those where the underlying regression model is nonlinear (e.g. logistic or Poisson regression). Participants will have the opportunity to request topics and ask specific questions on moderation by sending an email to j.f.dawson@sheffield.ac.uk at least a week before the workshop. The final section of the workshop will discuss these questions, and others generated in the workshop itself. Participants will be provided with resources (including data files and syntax for R, SPSS, and Stata and screencasts) to replicate the methods demonstrated in the workshop.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**

Program Session: **260** | Submission: **11831** | Sponsor(s): **(RM, ENT, HR, OB, OMT, STR, TIM, OSCM)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 10:00AM CT (UTC-5)** at **Swissotel Chicago** in **Lucerne II**

Necessary Condition Analysis (NCA): Core Concepts and Latest Developments



Organizer: **Stefan Breet**, *Radboud U. Nijmegen*

Organizer: **Jan Dul**, *Rotterdam School of Management, Erasmus U.*

Presenter: **Ricarda B. Bouncken**, *U. of Bayreuth*

In this workshop, you will learn about the core concepts of Necessary Condition Analysis (NCA) and the latest developments of this increasingly popular research method. NCA has been adopted in many fields, including International Management, Human Resource Management, Strategy, Organizational Behavior, Operations and Supply Chain Management, and Entrepreneurship. NCA understands cause-effect relations as “necessary but not sufficient” and not as additive and average logic that is used in regression analysis. “Necessary” means that an outcome will not occur without the right level of the condition, independently of the rest of the causal structure (a necessary condition is a “bottleneck”, “critical factor”, or “constraint”). In practice, the right level must be put and kept in place to avoid failure, and to allow the outcome to exist. NCA can be used as a stand-alone tool or in combination with regression analysis, qualitative comparative analysis (QCA) and other methodological approaches. By adding a different logic and data analysis approach, NCA adds both rigor and relevance to theory and data analysis. This interactive session familiarizes scholars with the method and has two parts. Part 1 is a general introduction discussing the core concepts of NCA and the importance of necessary conditions, illustrated with examples from different fields. Part 2 helps participants to become the first users of NCA in their field, with a practical demonstration about the application of NCA on how to build necessity theories, and how to analyze data for testing such theories using the NCA software and how to report the research in journal publications.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Building of a Successful Scholar: Mastering the Role of an Effective Reviewer



Organizer: **Vikas A. Aggarwal**, *INSEAD*
Panelist: **Mary J. Benner**, *U. of Minnesota*
Organizer: **Donal Crilly**, *London Business School*
Organizer: **Gary Dushnitsky**, *London Business School*
Organizer: **Martin Ganco**, *Wisconsin School of Business*
Panelist: **Samina Karim**, *Northeastern U.*
Organizer: **Aseem Kaul**, *U. of Minnesota*
Organizer: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Panelist: **Todd Zenger**, *U. of Utah, David Eccles School of Business*

The creation of knowledge is a central part of the academic profession. As scholars, we tend to focus on our contributions as ‘authors’ of scholarly work. A less celebrated yet equally important role we play is that of ‘reviewers.’ In fact, for every new study we publish, we are likely to impact dozens of other studies through our referee reports. Mastering our role as effective reviewers can catalyze our growth as successful scholars. First, an effective reviewer plays a pivotal role in the development of the literature. Through constructive observations and suggestions, referees contribute to the trajectory of work in their field. In doing so, each reviewer also gains timely insights on the latest research in their field. Second, the ability to develop a critical - yet constructive - perspective on a research project can directly enhance the quality of our own work. Reviewing enables us to better assess gaps or weaknesses in our own work, think of possible remedies or framing, and more powerfully assert our contribution. Third, over time, an effective reviewer becomes known as an ‘expert.’ This recognition garners the respect of senior colleagues and often leads to invitations to share their expertise, join Editorial Review Boards at reputable journals, and so on. The purpose of this PDW is to help junior scholars advance and grow by sharing practices and norms, mirroring recent discussions in our scholarly community (e.g., Bettis et al., 2016). Our objectives are twofold: first, the personal growth of participants as effective reviewers, and second, an overall enhancement in the quality of peer reviews across our scholarly community.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Value Creation, Value Capture, and Strategic Theories of Digitally Transformed Firms



Organizer: **Anparasan Mahalingam**, *Syracuse U. Whitman School of Management*

Organizer: **Richard Makadok**, *Ohio State U.*

Distinguished Speaker: **Olivier Chatain**, *HEC Paris*

Distinguished Speaker: **Melissa Schilling**, *New York U.*

Distinguished Speaker: **Manav Raj**, *The Wharton School, U. of Pennsylvania*

Panelist: **Russell Coff**, *Wisconsin School of Business*

Panelist: **Teppo Felin**, *Utah State U.*

Panelist: **Kathleen Eisenhardt**, *Stanford U.*

Panelist: **Christopher Forman**, *Cornell U.*

Panelist: **Michael D Ryall**, *Florida Atlantic U.*

Panelist: **Todd Zenger**, *U. of Utah, David Eccles School of Business*

To foster a thriving community of scholars dedicated to investigating digital businesses through the lens of classic core strategy questions, we have organized series of popular PDWs at recent AOM conferences. These workshops have consistently garnered substantial attention, each boasting an audience of over 200 engaged participants. Our past PDWs have delved into diverse themes, covering corporate strategy in 2020, organizational governance in 2021, resources and capabilities in 2022, and fundamental issues in strategy in 2023. As we embark on our fifth installment in 2024, our focus will be on the theme "Value creation, value capture, and strategic theories of digitally transformed firms." This theme encompasses a broad spectrum, including digital ecosystems, platforms, artificial intelligence, and related phenomena. Our objective for this PDW is twofold. We will focus on both how digitization broadens the application of existing theories, and how its novel features require changes to the current theory.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

STR Teaching Clinic: Unlocking the Potential of AI in Strategic Management Education



Organizer: **Craig Armstrong**, *U. of Alabama*

Organizer: **P. Konstantina Kiouis**, *Washington U. in St. Louis, Olin Business School*

Organizer: **Juan Santalo**, *IE Business School*

Speaker: **John Burr**, *Purdue U., West Lafayette*

Speaker: **Yong Li**, *U. of Nevada, Las Vegas*

The landscape of management education is shifting, and artificial intelligence (AI) is poised to reshape how we teach and learn, particularly in the complex, dynamic world of strategic management. This workshop brings together three leading academics who have already begun to make innovative use of AI in the classroom, offering insights into how this powerful technology can transform your classroom. Beyond merely automating basic tasks, AI holds the key to unlocking groundbreaking approaches to strategic management education. Imagine posing nuanced, real-time simulations to students, using data analysis to personalize learning journeys, or creating interactive case studies that adapt to individual decisions. These are just a few examples of what AI empowers. Pre-registration is highly encouraged to ensure you have a seat at this workshop.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **264** | Submission: **23025** | Sponsor(s): **(SVC)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Ballroom Foyer**

Conference Registration

Pre-Registration Badge Pick-up, Onsite Registration, Housing Assistance, Program Assistance, AOM Publications and Exhibitor/Press Registration.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Session Type: **Meeting**
Program Session: **265** | Submission: **21876** | Sponsor(s): **(SVC)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 8:00PM CT (UTC-5)** at **Swissotel Chicago** in **St. Mortiz**

Reflection Room

This space is designated as a non-denominational room for attendees to use for prayer or quiet reflection amidst the busy backdrop of the meeting. Use of this space requires tolerance for all faiths, spiritual beliefs and practices. In order to make this space available to attendees, the following rules apply: Only registered Academy of Management attendees are permitted. No candles, incense burning or other smoke, fragrance or flame is allowed. The space is open to registrants at all scheduled times. Conversation and music are prohibited and noise is to be kept to the strictest minimum. Use is restricted to purposes of personal reflection, meditation or prayer. No sleeping is permitted.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **266** | Submission: **10690** | Sponsor(s): **(TIM)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 1:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Colorado**








TIM Junior Faculty Consortium

Organizer: **Maria Roche**, *Harvard Business School*
Organizer: **Daniel Erian Armanios**, *Oxford U., Saïd Business School*
Panelist: **Riitta Katila**, *Stanford U.*
Panelist: **Violina Rindova**, *U. of California-Irvine*
Panelist: **Rahul Kapoor**, *The Wharton School, U. of Pennsylvania*
Panelist: **Glenn Hoetker**, *Melbourne Business School, U. of Melbourne*
Panelist: **Dietmar Harhoff**, *Max Planck Institute for Innovation and Competition*
Panelist: **Aleksandra Joanna Kacperczyk**, *London Business School*

The Consortium will provide junior members of faculty in Technology and Innovation Management with insights on how to thrive in the increasingly challenging academic environment. It focuses on strategies for building a career and increasing impact as a scholar and teacher. It will feature outstanding senior faculty members with proven research and teaching records, who will lead several interactive discussions about how to balance the competing pressures of teaching, research, and service. They will provide first-hand and detailed advice about how to build a successful academic career in a range of different institutional settings. Participants will also learn about strategies for publishing in top journals and engage with editors of prestigious journals in the field. Most importantly, participants will receive feedback on their “research trajectory” from their peers and senior faculty. The Consortium will also provide participants with opportunities for networking with new peers and senior colleagues with interests in technology and innovation. Note: Participation is limited to admitted applicants ONLY.

To apply, please complete the registration form (<https://forms.gle/DBYuJa2se6n2PDJi9>). Our deadline is June 10th, 2024; however, we encourage you to apply early. We will take applications on a rolling basis until enrollment is full. Accepted participants will be required to submit a write-up of their research trajectory with tenure requirements at their respective universities for the Research Trajectory Exercise by July 20th, 2024. Details on that will be sent out to accepted applicants in early July. For further questions, please contact the organizers.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **267** | Submission: **13740** | Sponsor(s): **(TIM)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 9:00AM CT (UTC-5)** at **Sheraton Grand Chicago in Erie**

TIM Breakfast

Program Chair: **Susan K. Cohen**, *U. of Pittsburgh*
Division Chair: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Division Chair-Elect: **Elena Novelli**, *Bayes Business School*
Professional Development Workshop Chair: **Valentina Tartari**, *Stockholm School of Economics*
Past Director: **Maryann P. Feldman**, *Arizona State U.*

We welcome new, potential, and existing TIM members to join us for breakfast. Bring questions or ideas along, or just enjoy some time with other TIM members. We will highlight some of the great sessions that are planned for the conference and TIM Executive Committee members will be present.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **268** | Submission: **12900** | Sponsor(s): **(TIM, ENT, STR, OMT)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 11:00AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom II**

Innovating Research, Teaching and Practice of Science Commercialization & Academic Entrepreneurship



Organizer: **Steve Maguire**, *U. of Sydney Business School*
Organizer: **Markus Perkmann**, *Imperial College London*
Panelist: **Niloofar Abolfathi**, *Singapore Management U.*
Panelist: **Jarryd Daymond**, *U. Of Sydney*
Panelist: **Maryann P. Feldman**, *Arizona State U.*
Panelist: **Riccardo Fini**, *U. of Bologna*
Panelist: **Lauren Lanahan**, *U. of Oregon*
Panelist: **Elicia Maine**, *Simon Fraser U.*
Panelist: **Bonnie Stanway**, *The U. of Sydney Business School*

This Professional Develop Workshop (PDW) is aimed at scholars interested in the latest advances in researching and teaching science commercialization and academic entrepreneurship, with an emphasis on how research and teaching can add unique value to university-based inventing teams when they intersect with inventors' practice in a timely manner. We will explore how organizational and management scholars with diverse interests may not only conceptualize, model, and theorize the impacts of universities on their economic and social environments, but also increase, speed, and shape them. As university funders and other stakeholders call for more positive societal impact from universities, it creates opportunities for innovative business school research and teaching that, in some forms, can directly influence practice in real-time to create impact. Because Early Career Researchers (ECRs) are increasingly expected to engage with practitioners and to generate impact, this PDW is designed not only to expose them to innovative research and teaching but also to opportunities for synergy and alignment of their research and teaching with their own and their institution's impact agenda. Experienced faculty, who may be positioned inside their university to champion, implement and institutionalize innovative practice-focused research and teaching programs, will also benefit. We therefore see this PDW as providing a one-stop-shop for both early career and senior researchers to gain an overview of recent innovations in research and teaching of science commercialization and academic entrepreneurship, including ones that intersect in bespoke, timely, value-adding ways with practice to realize impact.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **269** | Submission: **11737** | Sponsor(s): **(MED, OB)**
Scheduled: **Saturday, Aug 10 2024 8:15AM - 9:45AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Dusable**

The Impact and Future of the Case Method

Host: **Vicky Anne Lester**, *The Case Centre*
Organizer: **Hazel Walker**, *The Case Centre*
Presenter: **Antoine Duvauchelle**, *INSEAD*
Presenter: **Olga Kandinskaia**, *U. of Limassol*

This session focuses on the impact of the case method on business education across the world and how it has adapted to the 21st century classroom via initiatives such as LiveCase simulations and Live Case Projects (LCP). The session will illustrate that the method may be 100 years old but it remains a vital part of business education today. In this PDW, three presenters will speak on the case method and the way it has developed and adapted to fit the modern classroom. The three speakers are: • Vicky Lester, CEO of The Case Centre • Antoine Duvauchelle, Co-founder of LiveCase and an Adjunct Professor at INSEAD • Olga Kandinskaia, Associate Professor of Finance, University of Limassol. The PDW will explore the impact, effectiveness, and future of the case method, illustrating that it is not only relevant to the modern classroom but vital to it.

KEY TO SYMBOLS

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

Educating Managers with Hands-on Teaching Tools that Link Research to Practice



Facilitator: **Elissa Perry**, *Teachers College, Columbia U.*

Organizer: **Carol T. Kulik**, *U. of South Australia*

Panelist: **Susan J. Ashford**, *U. of Michigan*

Panelist: **Hilary Marja Hoyt**, *Oxford U., Saïd Business School*

Panelist: **David Leonard Patient**, *Vlerick Business School*

Panelist: **Frankie Jason Weinberg**, *Loyola U. New Orleans*

Participant: **Mateo Cruz**, *Bentley U.*

Participant: **Frank D. Golom**, *Loyola U. Maryland*

Participant: **Katherine Penn**, -

Researchers have documented a persistent research-practice gap, the gap between what management scholars “know” based on research and what managers “do” in practice. Management educators play an important role in narrowing this gap by sharing evidence-based content (scientific principles and research evidence related to specific management topics) with managers and helping managers develop the skills to incorporate this content into their practice. This PDW begins with an overview of adult learning principles that can inform the design of educational experiences for managers so they are better able to link academic material to their day-to-day practice. Few management professors receive formal training on how to teach and even fewer learn about adult learning principles that are essential to effectively teaching managers. This PDW uses a “tell and show” format to demonstrate teaching tools that incorporate adult learning principles into management education. The panelists will deliver a series of brief presentations “telling” the audience about their tools. Then the panelists will host tables “showing” small groups how they use their tools. Audience members will have opportunities to ask questions and rotate across tables during the session. The facilitator will lead a full group discussion and conclude the session by summarizing how participants can use adult learning principles to develop their own instructional tools.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**

Program Session: **271** | Submission: **17257** | Sponsor(s): **(AFAM, CTO, OMT)**

Scheduled: **Saturday, Aug 10 2024 8:30AM - 10:30AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Bucktown**

Practice-Based Sensitivity for the Study of Management Phenomena in Africa



Participant: **Mira Slavova**, *Warwick Business School*

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

Participant: **Stephanie Nzekwu**, *Warwick Business School*

Participant: **Laurent Béduneau-Wang**, *Africa Business School, Mohammed VI Polytechnic U.*

Participant: **Anca Metiu**, *ESSEC Business School*

Participant: **Ekene Okwechime**, *Anglia Ruskin U.*

The symposium builds on three events focused on the use of practice-based approaches for the study of African organizational phenomena, and their decolonizing; carried out during and in conjunction with the Africa Academy of Management (AFAM) 2024 Conference in Cape Town. We seek to integrate conversations about the value of using practice-based approaches for the study of management phenomena in Africa; with conversations about decolonizing practice-based approaches in Africa into an articulation of a practice-based sensitivity suited to the study of management practices in Africa.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Career Division Doctoral Consortium    

Session Chair: **Noemi Nagy**, *U. of South Florida*
Organizer: **Alexander Newman**, *Melbourne Business School, U. of Melbourne*
Organizer: **Madeleine Haenggli**, *U. Carlos III of Madrid*
Facilitator: **Evgenia Lysova**, *Vrije U. Amsterdam*
Facilitator: **Caitlin M. Porter**, *U. of Memphis*
Facilitator: **Mila Borislavova Lazarova**, *Simon Fraser U.*
Facilitator: **Jos Akkermans**, *Vrije U. Amsterdam*
Facilitator: **Richard Cotton**, *U. of Victoria*
Facilitator: **Anders Dysvik**, *BI Norwegian Business School*
Facilitator: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*
Facilitator: **Beatrice Van Der Heijden**, *Radboud U. Nijmegen*
Facilitator: **Serge P. Da Motta Veiga**, *NEOMA Business School*
Facilitator: **Mel Fugate**, *Mississippi State U.*
Facilitator: **Alexandra Budjanovcanin**, *King's College London*
Facilitator: **Amanda Jones**, *King's College London*
Facilitator: **Ryan Duffy**, *U. of Florida*
Facilitator: **Andreas Hirschi**, *U. of Bern, Work and Organisational Psychology*
Facilitator: **Ariane Froidevaux**, *U. of Texas At Arlington*

Doctoral students are confronted with various challenges, which can be both daunting and exciting. This consortium is intended to help PhD students navigate challenges and chart a course for successful academic careers. This year's CAR Doctoral Consortium will provide a forum for early to mid-stage doctoral students to meet, connect, and learn from each other, guest speakers, and a panel of distinguished career scholars. Our aim is to bring together scholars from a broad range of national cultures and institutions that mirror the diversity of the CAR Division's membership. For instance, our speakers represent distinguished junior and senior international faculty who will share insights on the following seven topics: (1) Succeeding: Finding your first academic job; (2) Empowering: Accessing and leveraging formal and informal resources during your doctoral program; (3) Thriving: Recruiting mentors and collaborators for your network; (4) Making it happen: Effectively navigating the dissertation process; (5) Head of the class: Preparing for your first course assignment and teaching role; (6) Balancing act: How to juggle demands of academic life during your doctoral program and beyond; (7) Need field data: Find out how to get it. The PDW will include two additional elements—a session on ethics within the academy and a panel discussion with highly published career scholars along this year's AoM theme: Innovating for the Future: Policy, Purpose, and Organization.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **273** | Submission: **14315** | Sponsor(s): **(CAR, HR, OB)**
Scheduled: **Saturday, Aug 10 2024 8:30AM - 11:00AM CT (UTC-5)** at **Swissotel Chicago** in **Monte Rosa**

Transitioning From a Faculty to an Administrator Role

Organizer: **I. M. Jawahar**, *U. of New Mexico*

Distinguished Speaker: **Steve H. Barr**, *North Carolina State U.*

Panelist: **Julia Richardson**, *Curtin U.*

Panelist: **Gillian Warner-Søderholm**, *USN School of Business, U. of South-Eastern Norway*

The purpose of this Professional Development Workshop (PDW) is to help faculty moving into administrative roles, such as a department chair or head of school, program director, an associate dean. Faculty members selected or asked to serve in administrative roles have very little formal training or background and often struggle through the assignment. In this PDW, we will discuss key issues that confront administrators and provide participants with the opportunity to share experiences with - and learn from - other experienced administrators. We believe that knowledge and skills acquired through is PDW is essential for administrators to function effectively and to innovate for the future, this year's theme of the Academy. Participants will be required to pre-register. Registration is open to those who are currently serving as chairs, program directors, associate deans or individuals who will be taking on such administrative roles in the future. This two and half-hour workshop includes a leadoff plenary session with two speakers highlighting key challenges and issues that entry level administrators face today. Following the plenary session, there will be five breakout sessions, each of which will be moderated by one to two department chairs (listed below). While most of these administrators have many years of experience, some with less experience have been included to provide perspectives on the challenges that new administrators face. These breakout sessions will focus on the following topics: (1) putting faculty front and center, (2) evaluating and mentoring faculty on research and teaching, (3) dealing with low performing faculty, (4) recruiting and retaining a diverse faculty, and (5) managing time and conflict. Participants will rotate through these breakout sessions at 15-minute intervals. There will be a short break during these sessions, providing an opportunity for participants to have individual conversations with other participants. The workshop will end with a wrap-up session where the moderators (topic chairs) will recap and summarize the key issues discussed at their roundtables.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **274** | Submission: **17864** | Sponsor(s): **(CAR, ODC)**
Scheduled: **Saturday, Aug 10 2024 8:30AM - 11:00AM CT (UTC-5)** at **Swissotel Chicago in Montreux 1**

How to Navigate Difficult Challenges Regarding RTP Decisions vis a vis University Standards



Organizer: **Carolyn Wiley**, *Roosevelt U.*

Speaker: **Brian Major**, *Attorney and Counselor at Law*

Thousands of faculties throughout the USA and the world initiate and experience the stressful reappointment, tenure, and promotion (RTP) process at their colleges and universities each year. This workshop is needed to assist these faculty in finding resolutions to particular obstacles that are inherently a part of this process. Faculty need to know how to maintain their focus by tapping into competent resources to navigate this arduous process. Navigating this process while adhering to university standards is a clear route to success and advancement. However, not all faculty find it expedient for fulfilling their goals or expectations for reappointment, promotion, and tenure. Therefore, challenges may ensue. The management of these challenges is the focus of this session.

Please only sign up for this session if you plan to be an active participant. Active participants are faculty (not administrators) who have gone through, are currently going through, or are expecting to go through the reappointment, tenure, and promotion (RTP) process at universities in the USA. The number of attendees is restricted to 25 participating faculty. Each participating faculty will present their issue by June 30, 2024 (preferred) but not later than July 15, 2024 (strict deadline) to the session organizer. This would involve submitting their contact details (email address) and the following to the session organizer: cwiley@roosevelt.edu or carwilmgt@gmail.com. All submitted items will be held in the STRICTEST CONFIDENCE. A submission from a participating faculty would include the following: ***Articulate in detail what is the problem or issue to be addressed as recognized within University Policy or standards. ***Attach the (a) University or Faculty Handbook with excerpts pertaining to the issue; (b) University Constitution with excerpts pertaining to the particular problem; (c) the RTP Process Guidelines with excerpts pertaining to the problem; (d) attach any additional documentation concerning the issue. ***Categorize the problem within these areas: Performance Appraisal, Reappointment, Promotion/Tenure, and Promotion or Tenure. - --There will be an overall review and discussion of these submissions, with intervention techniques and navigation tips, and a more in-depth discussion of a selection of them, followed by Questions/Answers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **275** | Submission: **10654** | Sponsor(s): **(MSR)**
Scheduled: **Saturday, Aug 10 2024 8:30AM - 10:00AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Wrigleyville**

Paper Development Workshop JMSR

Organizer: **Kathryn Pavlovich**, *U. of Waikato Management School*
Participant: **Kathryn Pavlovich**, *U. of Waikato Management School*
Participant: **Charles Thomas Tackney**, *Copenhagen Business School*
Participant: **Orneita Burton**, *Abilene Christian U.*
Participant: **Peter McGhee**, *Auckland U. of Technology*

This paper development workshop provides potential authors with guidance and expertise from senior editors of the Journal of Management Spirituality and Religion (JMSR) in the development of their manuscripts for submission to JMSR. JMSR is a scholarly bridge journal in business and management, the social sciences and the humanities, and is the world's leading journal in this cross-field of management, organization and religious studies / new age spirituality (Singh & Singh, 2022). You may submit a draft manuscript for review to kathryn.pavlovich@waikato.ac.nz by July 1 2024; alternatively come along to the session and directly discuss with the editors.

KEY TO SYMBOLS

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








Session Type: **PDW Workshop**
Program Session: **276** | Submission: **21338** | Sponsor(s): **(MSR, RM, CMS, ODC)**
Scheduled: **Saturday, Aug 10 2024 8:30AM - 10:00AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in River North**

Pathways to Philosophical Grounding in MSR

Organizer: **Konstantin Karl Weicht**, *Tzu Chi U.*
Session Chair: **I-Ting Chen**, *Tzu Chi U.*
Coordinator: **Nishant Garg**, *Indian Institute of Management, Lucknow*

What is the role of philosophy in management research, and why is this of particular relevance to (MSR) scholars? This live research session aims to bring relevance back into philosophy, and philosophy back into management research. It does so by introducing major philosophical commitments in management research and presenting an overview of tools that are available to scholars in orienting themselves between different philosophical traditions. The organizers then guide participants through the use of the 'Heightening your Awareness of Research Philosophy (HARP, Saunders & Bristow, 2014) tool'. Participants will not get a definitive answer to the question of 'What is my research philosophy?' but rather will get an indication of where their views are (dis)similar to five major philosophical traditions. The session will close with a reflection and discussion of both the HARP tool and participants' own philosophical indications and its implications on their scholarly works.

KEY TO SYMBOLS

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

OB Division Junior Faculty Workshop

Organizer: **Jia Hu**, *Tsinghua U.*
Organizer: **Sreedhari Desai**, *U. of North Carolina*
Facilitator: **Daniel Kim**, *U. of Florida*
Facilitator: **Benjamin G. Perkins**, *U. of Arizona*
Panelist: **Andrew Carton**, *The Wharton School, U. of Pennsylvania*
Panelist: **Xiao-Ping Chen**, *U. of Washington*
Panelist: **Bryan D. Edwards**, *Oklahoma State U.*
Panelist: **Berrin Erdogan**, *Portland State U.*
Panelist: **Yaping Gong**, *The Hong Kong U. of Science and Technology*
Panelist: **Astrid Carlotta Homan**, *U. of Amsterdam*
Panelist: **Aparna Joshi**, *Ross School of Business, U. of Michigan*
Panelist: **Jessica Alynn Kennedy**, *Vanderbilt U.*
Panelist: **Sean E. Rogers**, *U. of Rhode Island*
Panelist: **Gretchen Marie Spreitzer**, *U. of Michigan*

The Organizational Behavior (OB) Junior Faculty Workshop, held annually, is designed for junior faculty, especially those on the tenure track. This event serves as a platform for building meaningful connections within the junior faculty community and with senior Faculty Fellows. It aims to explore the multifaceted challenges faced by early-career academics, emphasizing productivity, the balance of research, teaching, and service, and work-life integration. The workshop's primary goal is to provide junior faculty with practical strategies for navigating their academic careers, with a focus on maintaining an equilibrium between research, teaching, and service commitments. Participation requires physical presence and is essential. The program begins with two panel discussions led by Faculty Fellows, offering diverse perspectives. This is followed by smaller, topic-specific group discussions at tables hosted by the Fellows, designed to be interactive with a 30-minute rotation format, allowing participants to engage in two different areas of discussion. The workshop is exclusive, with a cap of fifty junior faculty members, necessitating pre-registration through the PDW system.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **278** | Submission: **10600** | Sponsor(s): **(OMT, STR, OB, RM, TIM, HR, CTO, ODC)**
Scheduled: **Saturday, Aug 10 2024 8:30AM - 11:30AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **State Room**

Teaching Social Networks

Organizer: **Demetrius Lewis**, *U. of California, Riverside*
Organizer: **Blaine Landis**, *U. College London*
Organizer: **Bill McEvily**, *U. of Toronto*
Participant: **Anne L.J. Ter Wal**, *Imperial College Business School*
Participant: **Kristin Cullen-Lester**, *U. of Mississippi*
Participant: **Stefano Tasselli**, *U. of Exeter Business School*
Participant: **Abraham Oshotse**, *Emory U., Goizueta Business School*

Now in its tenth consecutive year, the purpose of this PDW is to sustain an ongoing forum for Academy members interested in teaching social networks to undergraduate, MBA, and executive audiences to share and learn practical insights on how to prepare and deliver individual sessions or entire courses on the topic. The PDW will be organized into three modules – substantive topics, an open innovation session, and an introduction to network analysis lab session – that are designed to assist participants in transforming research on social networks into effective educational experiences. The substantive topics module will focus on how experienced faculty have leveraged network concepts to develop and deliver thematic courses. The open innovation module will focus on the issues, challenges, and questions that the participants have experienced or anticipate with teaching social network modules or courses. Last, the network analysis module will include a hands-on, interactive lab session with case studies and R code provided.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **279** | Submission: **14461** | Sponsor(s): **(SIM)**
Scheduled: **Saturday, Aug 10 2024 8:30AM - 10:00AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Miami**

SIM Research Development Workshop

Organizer: **Jegoo Lee**, *U. of Rhode Island*
Moderator: **Lucas Amaral Lauriano**, *IESEG School of Management, LEM-CNRS 9221*
Panelist: **Michael L. Barnett**, *Rutgers U.*
Panelist: **Shawn Berman**, *U. of New Mexico*
Panelist: **Stephen Brammer**, *U. of Bath*
Panelist: **Jonathan Nicholas Bundy**, *Arizona State U.*
Panelist: **Paul Dunn**, *Goodman School of Business*
Panelist: **Heather Elms**, *American U.*
Panelist: **Naomi A. Gardberg**, *City U. of New York, Baruch College*
Panelist: **Vanessa Hill**, *Bucknell U.*
Panelist: **Bryan W. Husted**, *Tecnologico de Monterrey*
Panelist: **Ben William Lewis**, *Brigham Young U.*
Panelist: **Chang Hoon Oh**, *U. of Kansas*
Panelist: **Jared Peifer**, *Franklin & Marshall College*
Panelist: **Bruce A. Rayton**, *U. of Bath*
Panelist: **Kathleen Rehbein**, *Marquette U.*
Panelist: **Douglas A. Schuler**, *Rice U.*
Panelist: **Mark P. Sharfman**, *U. of Oklahoma*
Panelist: **David Wasieleski**, *Duquesne U.*
Panelist: **Michelle Karen Westermann-Behaylo**, *U. of Amsterdam*
Panelist: **Andrew C Wicks**, *U. of Virginia Darden School of Business*
Panelist: **Duane Windsor**, *Jones Graduate School of Business, Rice U.*
Panelist: **Bradley R. Agle**, *Brigham Young U.*
Panelist: **Nien-he Hsieh**, *Harvard U.*

This workshop brings together researchers to aid colleagues in their efforts to publish Social Issues in Management (SIM) topics in high-quality management journals such as AMJ, AMR, SMJ, B&S, BEQ, etc. The workshop will assemble a team of scholars who have successfully published research on corporate responsibility, ethics, stakeholders, sustainability, or related work in high quality management journals, and have been serving on editorial boards for journals publishing SIM-related topics. Each of these experienced scholars (as mentors) will be paired with SIM members (as mentees) who would like to explore how their manuscripts-in-progress might be refined to achieve publication in their possible target journal(s).

This PDW is invitation-only, for members whose manuscript will be accepted. The call for manuscripts will be announced in May or June, 2024.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Meeting**
Program Session: **280** | Submission: **21801** | Sponsor(s): **(STR)**
Scheduled: **Saturday, Aug 10 2024 8:30AM - 9:30AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom**

STR Leadership Meeting

Program Chair: **Brian Wu**, *U. of Michigan*
Division Chair-Elect: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*
Past Director: **Michael J. Leiblein**, *Ohio State U.*
Professional Development Workshop Chair: **Isin Guler**, *U. of North Carolina, Chapel Hill*
Division Chair: **Marie Louise Mors**, *Copenhagen Business School*
Secretary: **David Maslach**, *Florida State U.*

By Invitation Only

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **281** | Submission: **17256** | Sponsor(s): **(CM, OB, RM)**
Scheduled: **Saturday, Aug 10 2024 9:00AM - 10:30AM CT (UTC-5)** at **Hyatt Regency Chicago in New Orleans**

Research Methods: Innovative New Research Approaches in the Study of Conflict Management



Organizer: **Huisi Jessica Li**, *U. of Washington*
Organizer: **Jamie L. Perry**, *Syracuse U. Whitman School of Management*
Participant: **Gabrielle Adams**, *U. of Virginia Darden School of Business*
Participant: **Michael Gross**, *Colorado State U.*
Participant: **Nir Halevy**, *Stanford U.*
Participant: **Brian J. Lucas**, *Cornell U.*
Participant: **Randall S Peterson**, *London Business School*
Participant: **Patricia Satterstrom**, *New York U.*
Participant: **Pri Pradhan Shah**, *U. of Minnesota*
Participant: **Catherine Shea**, *Carnegie Mellon U. - Tepper School of Business*
Participant: **Kristin Smith-Crowe**, *Boston U.*

This PDW provides a platform for participants to explore various methodological approaches in conflict management research, encompassing 1) experimental methods, 2) qualitative methods, 3) network analysis, and 4) strategies for eliminating bias and enhancing rigor in research methodologies. The session will begin with a general overview of these thematic areas, featuring insights from experienced panelists actively engaged in research within this domain. Next, the session will transition into roundtable discussions facilitated by two panelists and organized by specific research methods. The roundtables will allow participants to engage in rich research discussions, share new methodological ideas, and make meaningful connections with potential collaborators.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **282** | Submission: **21655** | Sponsor(s): **(CMS)**

Scheduled: **Saturday, Aug 10 2024 9:00AM - 10:30AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Diplomat Room**

CMS Business Meeting

Organizer: **Mariana Paludi**, *U. Tecnica Federico Santa Maria*
Organizer: **Penelope Muzanenhamo**, *U. College Dublin, Smurfit*
Organizer: **Alexandra Bristow**, *The Open U. Business School*
Organizer: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Organizer: **Marcus Vinícius Peinado Gomes**, *Cardiff Business School, Cardiff U.*
Organizer: **Richard Longman**, *The Open U., United Kingdom*
Organizer: **Caroline Clarke**, *CMS*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Liela A. Jamjoom**, *U. of Business and Technology*
Organizer: **Elina Riivari**, *U. of Jyväskylä*
Organizer: **Kristin Samantha Williams**, *Acadia U.*
Organizer: **Arturo E. Osorio**, *Rutgers U.*
Organizer: **Vijayta Doshi**, *Indian Institute of Management, Udaipur*
Organizer: **Fabio Prado Saldanha**, *U. de l'Ontario français*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

2024 DEI Doctoral Student Consortium

Organizer: **Darryl Rice**, *Farmer School of Business, Miami U.*
Organizer: **Judith A Clair**, *Boston College*
Panelist: **Anthony C. Hood**, *First Horizon Bank*
Panelist: **Donna Maria Blanco**, *Bentley U.*
Panelist: **Sean E. Rogers**, *U. of Rhode Island*
Panelist: **Nicole C. Young**, *Franklin & Marshall College*
Panelist: **Jeffrey P. Thomas**, *London School of Economics and Political Science*
Panelist: **Brittany Kathleen Mercado**, *Elon U.*
Panelist: **Monica C. Gavino**, *San Jose State U.*
Panelist: **Kristen Price Jones**, *U. of Memphis*
Panelist: **Alexis Nicole Smith**, *Oklahoma State U.*
Panelist: **Christian Noble Thoroughgood**, *Georgia State U., J. Mack Robinson College of Business*
Panelist: **Kris Byron**, *Georgia State U.*
Panelist: **Jackson Lu**, *MIT Sloan School of Management*
Panelist: **M. Gloria Gonzalez-Morales**, *Claremont Graduate U.*
Panelist: **Larry R. Martinez**, *UT Arlington*
Panelist: **Anna Katharina Bader**, *U. of York*

We are planning a doctoral consortium and a mentor-match. The 2024 doctoral consortium will include a diverse mix of speaker panels and participative roundtable discussions designed to provide doctoral students with a realistic, open, and honest understanding of how to build a research identity, navigate a career post Ph.D., and bring their ideas to publication in academic journals. Participants will also have the opportunity for more personalized connections and feedback through a mentor-match to be held after the consortium (or at another mutually agreed upon time), in which participants are paired with a scholar based on the participant's research interests.

KEY TO SYMBOLS

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








Publishing Diversity Research Workshop

Organizer: **Raymond Trau**, *Macquarie U.*
Facilitator: **Robin J. Ely**, *Harvard Business School*
Facilitator: **Ashleigh Shelby Rosette**, *Duke U.*
Discussant: **Modupe Akinola**, *Columbia U.*
Discussant: **Derek R. Avery**, *U. of Houston*
Discussant: **Jean M. Bartunek**, *Boston College*
Discussant: **Kris Byron**, *Georgia State U.*
Discussant: **Prithviraj Chattopadhyay**, *Cambridge Judge Business School*
Discussant: **Judith A Clair**, *Boston College*
Discussant: **Martin N. Davidson**, *U. of Virginia, Darden School of Business*
Discussant: **Tracy Dumas**, *Ohio State U.*
Discussant: **Marta M Elvira**, *IESE Business School*
Discussant: **Katherine Klein**, *U. of Pennsylvania*
Discussant: **Alison M. Konrad**, *Western U.*
Discussant: **Barbara S. Lawrence**, *U. of California, Los Angeles*
Discussant: **Patrick F. McKay**, *East Carolina U.*
Discussant: **Tanya Menon**, *Ohio State U.*
Discussant: **Eddy S. Ng**, *Queen's U.*
Discussant: **Mustafa Ozbilgin**, *Brunel U.*
Discussant: **Shaun Michael Pichler**, *California State U., Fullerton*
Discussant: **Corinne A. Post**, *Villanova U.*
Discussant: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Discussant: **Erin Marie Reid**, *McMaster U.*
Discussant: **Ann Marie Ryan**, *Michigan State U.*
Discussant: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*

Junior faculty face significant challenges in the early stages of their careers, and one of these challenges is to publish their work in refereed academic journals. This challenge is particularly amplified among faculty in under-represented groups. Accordingly, a core goal of this session is to advance the careers of junior colleagues – especially those in under-represented groups – by helping them publish diversity research in refereed academic journals. This assistance will come from leading senior scholars in the field who will review manuscripts submitted by junior faculty in an open discussion, roundtable setting.

Registration deadline for this PDW is July 1st, 2024. Junior faculty who wish to have their manuscripts reviewed need to submit their manuscripts by June 14, 2024, in order to provide adequate time for the review process. Please contact the organizer (raymond.trau@mq.edu.au) for registration and manuscript submission.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **285** | Submission: **10203** | Sponsor(s): **(DEI, OB, SIM)**
Scheduled: **Saturday, Aug 10 2024 2:00PM - 4:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall J**

Social, Political, and Ideological Barriers to Research on Race in Management



Session Chair: **Alexandra Noel Figueroa**, *U. of Utah, David Eccles School of Business*

Session Chair: **Anthony D. Meyers**, *Baruch College & The Graduate Center, CUNY*

Panelist: **Alexis Nicole Smith**, *Oklahoma State U.*

Panelist: **Darryl Rice**, *Farmer School of Business, Miami U.*

Panelist: **Derek R. Avery**, *U. of Houston*

Panelist: **Penelope Muzanenhamo**, *U. College Dublin, Smurfit*

Panelist: **Ivuoma Onyeador**, *Northwestern Kellogg School of Management*

Panelist: **Tina R. Opie**, *Babson College*

Discussant: **Ashleigh Shelby Rosette**, *Duke U.*

Moderator: **Sakaria Auelua-Toomey**, *Stanford U.*

Organizer: **Alondrea Michelle Hubbard**, *Rutgers U., School of Management and Labor Relations*

Organizer: **Kimberly Weston Moore**, *North Carolina Central U.*

Organizer: **Lauryn Burnett**, *George Washington U.*

Organizer: **Angel Simon**, *Ohio State*

Organizer: **Andrea Marie Hodge**, *Florida State U.*

This professional development workshop (PDW) aims to foster a candid and transparent dialogue on the state of race research within the academy, where growing politicization has led to an intellectual divide over the role and importance of race within management scholarship. More than fifty years of management research on race has led to our theoretical and practical understanding of how race, and social identity more broadly, affects and is affected by organizational processes and outcomes (Crenshaw, 1989; Nkomo, 1997; Nkomo et al., 2019; Ray, 2019). Yet, within the current political and social climate, this line of research has faced backlash, becoming “less favorably received as a research topic” and, at times, considered inadequate for theoretical contribution (Avery et al., 2021, p.10). Under the 2024 AOM theme—Innovating For the Future, this session will feature perspectives from race scholars and editors from top journals on the challenges and opportunities of doing race research within socially and politically uncertain times and will engage participants in generative exchanges on innovative and supported future projects.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Rejection, Resilience and Wellbeing for Research Scholars

Organizer: **Shaker A. Zahra**, *U. of Minnesota*
Organizer: **William B. Gartner**, *Babson College*
Organizer: **Miruna Radu-Lefebvre**, *Audencia*
Organizer: **Raja Singaram**, *U. of Galway*
Distinguished Speaker: **Jeffery McMullen**, *Indiana U. - Kelley School of Business*
Distinguished Speaker: **Johan Wiklund**, *Syracuse U.*
Distinguished Speaker: **Eric Liguori**, *Florida State U.*
Discussant: **Robert Blackburn**, *U. of Liverpool*
Discussant: **Sarah Jack**, *Lancaster U. Management School*
Discussant: **Vincent Lefebvre**, *Audencia Business School*
Discussant: **Pablo Munoz**, *Durham U. Business School*
Discussant: **Scott L. Newbert**, *City U. of New York, Baruch College*
Discussant: **Susana Correia Santos**, *Florida State U.*

Manuscripts receive a rejection decision from editors for various reasons at different stages of the peer review process. The social and psychological consequences authors face after a manuscript rejection affect their well-being significantly. This professional development workshop (PDW) aims to engage scholars – from advanced doctoral students to research active scholars – in a dialogue on rejection as an editorial decision and its effects on well-being. We realize this purpose by (1) destigmatizing failure and educating the scholars on the nature of rejection decisions, (2) discussing how authors can bounce back after a rejection outcome, and (3) explaining the well-being consequences of rejection and providing recommendations on developing resilience. Editors from nine journals, namely, *Journal of Management*, *Journal of Business Venturing*, *Journal of Business Venturing Insights*, *Entrepreneurship Theory and Practice*, *Entrepreneurship and Regional Development*, *International Small Business Journal*, *Journal of Developmental Entrepreneurship*, *Journal of Small Business Management*, and *Small Business Economics* have agreed to serve as panel members and mentors in this session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **287** | Submission: **21781** | Sponsor(s): **(ENT)**
Scheduled: **Saturday, Aug 10 2024 9:00AM - 11:00AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall H**

Global Scholar Development

Coordinator: **Vishal K. Gupta**, *U. of Alabama*

Organizer: **Sofia A. Johan**, *Florida Atlantic U. College of Business*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **288** | Submission: **21666** | Sponsor(s): **(ENT)**
Scheduled: **Saturday, Aug 10 2024 9:00AM - 12:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Skyway 272**

ENT Mid-Career Consortium

Coordinator: **Christina Theodoraki**, *CERGAM, IAE Aix Graduate School of Management, Aix-Marseille U., France*

Organizer: **Miriam Bird**, *TUM School of Management, Technical U. of Munich*

Organizer: **Stephen Xu Zhang**, *U. of Adelaide*

The Mid-Career Consortium (MCC) is designed to meet the needs of those scholars who are midway through their academic careers (e.g., post-tenure). More specifically, the objective of the MCC is to help individuals who have achieved tenure, or significant career advancement, to develop a strategy and give guidance for the next stages of their careers. To achieve this, leading entrepreneurship scholars will provide practical advice and mentorship in various regards (e.g., research, teaching, outreach, networks, etc.). The MCC adopts a highly interactive and personalized approach (e.g., through small group discussions, personalized Q&A, etc.). For instance, the attendees will gather at roundtables with senior scholars, based on their main interests, and will engage in intensive discussions to receive otherwise hard-to-obtain feedback and input. Potential topics include, but are not limited to, career opportunities and directions, maximizing research output, branching out to other scholarship and education options, or service and engagement opportunities. To register for the consortium, please send an email to philipp.sieger@unibe.ch where you ideally also indicate the main questions you would like to discuss.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Beyond Business-as-Usual: Unleashing the Power of Innovation in Times of Crisis



Organizer: **Prof. Dafna Kariv**, *Reichman U. (IDC)*
Organizer: **David Audretsch**, *Indiana U., Bloomington*
Discussant: **Donald Siegel**, *Arizona State U.*
Panelist: **Maribel Guerrero**, *Global Center for Technology Transfer, Arizona State U.*
Discussant: **Miriam Erez**, *Technion - Israel Institute of Technology*
Panelist: **Dimo P. Dimov**, *U. of Bath*
Panelist: **Mark Sanders**, *Utrecht U. School of Economics*
Panelist: **Sascha Kraus**, *Free U. of Bozen-Bolzano*

In the current landscape, crises manifest with an enduring and multifaceted nature that exceeds regional boundaries, indicating a transition into the 'new normalcy'. Within this developing crisis context innovation has arisen as a pivotal catalyst for entrepreneurial navigation and thriving. While entrepreneurs are adept at harnessing opportunities and transmuting them into innovative solutions that enhance competitiveness both routinely and during crises, the evolving nature of contemporary crises has catalyzed the emergence of a novel approach to innovation development. Entrepreneurs are developing innovative solutions specifically tailored to address arising crisis-related needs; accordingly, they are filling voids in responding to needs that would otherwise fall to government sectors to address. These innovation endeavors transcend predefined business innovation plans and roadmaps, as crisis-driven innovations were not the initial strategic priority for most enterprises. However, by galvanizing to innovate for community and societal needs, these undertakings harbor potential for longer-term business gains, like reputational benefits, goodwill, and exposure to new markets and partnerships. This PDW seeks to encapsulate these emergent facets of innovation development occurring amidst the transformative crisis contexts. It aims to convene comprehensive discussions and constitute a platform to cultivate a novel research community in this arena. Panelists will impart their distinct perspectives on the future innovation within the new normalcy of crisis contexts, while subsequent roundtable discussions will promote further dialogue to share experiences, thereby ultimately igniting novel research trajectories that explore diverse viewpoints on innovation amid adversity.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **290** | Submission: **17365** | Sponsor(s): **(HCM)**
Scheduled: **Saturday, Aug 10 2024 9:00AM - 10:30AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Cuvee Room**

Teaching Incubator: Becoming More Effective Instructors

Organizer: **Patrick Shay**, *Trinity U.*
Organizer: **Peter F. Martelli**, *Suffolk U.*
Facilitator: **Seongwon Choi**, *California State U., Los Angeles*
Facilitator: **Wiljeana Jackson Glover**, *Babson College*
Facilitator: **Jennifer Hefner**, *Ohio State U.*
Facilitator: **Timothy Hoff**, *Northeastern U.*
Facilitator: **Tory H. Hogan**, *Ohio State U.*
Facilitator: **Laura McClelland**, *Virginia Commonwealth U.*
Facilitator: **Nir Menachemi**, *Indiana U.*
Facilitator: **Bjorn Erik Mork**, *BI Norwegian Business School*
Facilitator: **Deborah M. Mullen**, *U. of Tennessee, Chattanooga*
Facilitator: **Nitish Patidar**, *Quinnipiac U.*
Facilitator: **Eric Richardson**, *U. of North Carolina, Wilmington*
Facilitator: **Geoffrey Silvera**, *U. of Alabama at Birmingham*
Facilitator: **Timothy J. Vogus**, *Vanderbilt U.*

The purpose of this PDW is to provide a forum and foster a community in which health care management scholars can discuss pertinent issues about teaching, from common questions and challenges that educators confront to helpful practices, tips, and ideas to becoming more effective instructors. The PDW will be conducted as a series of discussions, with participants receiving advice and helpful guidance on challenges and issues confronted in a range of educational settings. Each discussion will focus on a specific theme and include assigned "teaching mentors" who can provide expert guidance and feedback on topics relating to a variety of themes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **291** | Submission: **14383** | Sponsor(s): **(HCM)**
Scheduled: **Saturday, Aug 10 2024 9:00AM - 10:30AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Royal Room**

HCM Practice Incubator

Organizer: **Jennifer Gutberg**, *U. of Toronto*
Organizer: **Tracy Hopkins Porter**, *Cleveland State U.*
Participant: **Cheryl Mitchell**, *Gustavson School of Business, U. of Victoria*
Participant: **Michael Richard Cauley**, *Vanderbilt U.*
Participant: **Jessica Peck**, *Cleveland State U.*
Participant: **Leeann Comfort**, *Agency for Healthcare Research and Quality*
Participant: **Matthew John DePuccio**, *Rush U.*
Participant: **Andres A. Pinto**, *Weatherhead School of Management, Case Western Reserve U.*
Participant: **Gina Phelps Thoebes**, *U. of Akron*

The academic-practitioner gap is a well-recognized and continually growing issue for management scholars. This gap is especially prominent in healthcare contexts, where hospitals, systems, and entire jurisdictions are often subject to wide-spread organizational (and system-level) interventions and restructurings. Given the fundamentally applied nature of healthcare management research, scholars in the field must find assurance that their work is equal parts theoretically insightful and practically relevant. We propose a contributing factor to this academic-practitioner gap is both a lack of emphasis on drawing from practitioner perspectives to inform research agendas, and a lack of awareness or understanding of career options that span a hybrid research-practice continuum. The aim of this professional development workshop is to provide researchers with a platform to receive mentorship and exchange ideas about practice-oriented careers. These can include academic researchers interested in partnering with practice organizations, those looking to shift to a practice-oriented career themselves, or early career scholars interested in exploring a practice-oriented trajectory. The PDW will involve a brief introduction to the issues around practice-oriented careers, and then delve into a roundtable approach, where participants will have been paired up with mentors/experts from the HCM Practice Committee to receive concrete suggestions to help scholars better implement their practice-oriented projects, ideas, or partnerships.

KEY TO SYMBOLS

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

Multiple Jobholding Research and Perspectives for Organizations

Session Chair: **Neharika Vohra**, *Indian Institute of Management, Ahmedabad*

Session Chair: **Chayanika Bhayana**, *Indian Institute of Management Calcutta*

Presenter: **K V Gopakumar**, *Indian Institute of Management, Ahmedabad*

Presenter: **Rya Ray**, *Indian Institute of Management, Ahmedabad*

Over the past few years, the conversation regarding multiple jobholding, MJH (holding a paid job alongside a full-time job, also referred to as moonlighting, side hustles, side gigs, etc.) has gained prominence in both research and practice. The current research has discussed the meaning and implications of MJH for multiple job holders (MJHers), its implications on careers in contemporary times (Bhayana et al., 2023; Bhayana & Vohra, 2022; Järvensivu & Pulkki, 2021; Panos et al., 2014; Singh & Rossetti, 2023), and enriching and depleting influences of MJH (Conen & Stein, 2021; Moss & Caza, 2023; Sessions et al., 2021). However, the research focusing on the consequences of MJH on organizations is sparse. Campion et al. (2020) highlighted in their review that it is important for organizations to refer to research which can guide them in understanding how MJH affects employee's behavior and involvement in their full-time work. So far, the responses of organizations regarding MJH have been driven by outright denial or hostility (Chaturvedi, 2022; Outlook Business, 2022; Trehan, 2023) and seem to be understood to have perspectives rooted in traditional ways of thinking about organizations as fully bounded entities. Focused research on impact of MJH can address the concerns of organizations (Bhayana & Vohra, 2022) in the ever-changing context defined by uncertainty of when and from where work gets done. As more organizations are confronted with decisions regarding MJH in contemporary times, research regarding MJH and what it means for organizations would be timely. In keeping with this motivation and the evidence regarding ambivalence of organizations towards MJH, through this PDW, we invite scholars using both qualitative and quantitative methodologies, as well as practitioners to participate in this conversation and shape the agenda for research on the organizational impact of MJH.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Inclusive Narratives of Management History

Organizer: **Leon Prieto**, *Clayton State U.*

Organizer: **Simone Trixie Allison Phipps**, *Middle Georgia State U.*

Speaker: **Amon Barros**, *FGVEAESP Sao Paulo School of Business Administration*

Speaker: **Holly Slay Ferraro**, *Villanova U.*

Speaker: **Joseph Scott Gladstone**, *Washington State U.*

Speaker: **Howard Jean-Denis**, *Pepperdine U.*

Speaker: **Nidhi Srinivas**, *The New School*

Speaker: **Baniyelme D. Zoogah**, *DeGroote School of Business, McMaster U.*

The landscape of management history has long been dominated by a narrative that primarily reflects Western perspectives, often overlooking the rich diversity of contributions from racialized communities and the Global South (Wanderley & Barros, 2019; Verbos, Gladstone, & Kennedy, 2011; Srinivas, 2012; Zoogah, 2021; Bastien, Coraiola, & Foster, 2023). To address contemporary challenges in social justice, social innovation, and sustainability, there is a pressing need to reshape these narratives, incorporating a more inclusive understanding of management history. This approach is not just about broadening the scope of history; it's about rethinking the foundation upon which we build future strategies and solutions. Incorporating diverse and inclusive perspectives in management history is not simply an exercise in representation; it profoundly impacts the development of new solutions and futures. By acknowledging the varied and rich contributions of different cultures, genders, and races to management history, we can foster a more holistic understanding of business practices. This inclusive approach challenges students and professionals to think beyond conventional frameworks, embracing innovation and creativity in tackling modern issues such as climate change, racial injustice, and other grand challenges. One key area where inclusive narratives can make a significant impact is in social justice. Management education that integrates diverse histories promotes an understanding of equity and justice as central to effective leadership (Phipps & Prieto, 2019). For instance, recognizing the historical role of Black women entrepreneurs in advocating for policy changes and equal rights (Knight, 2016; Ferraro, 2022) can inspire current and future managers to prioritize social justice in their decision-making processes. In terms of social innovation, a diverse historical perspective can reveal alternative business models and strategies that are more community-centric and sustainable. For instance, indigenous management practices, often sidelined in mainstream narratives, offer valuable insights into sustainable resource management and community engagement (Banerjee & Linstead, 2001). These practices challenge the prevailing profit-driven paradigms and open new avenues for social innovation. Sustainability, a critical concern in contemporary business, also benefits from an inclusive historical narrative. Understanding how different cultures have historically interacted with and respected the environment can provide crucial lessons for sustainable business practices today (Banerjee & Linstead, 2001). By learning from these diverse experiences, management education can equip future leaders with the tools to create more sustainable and environmentally conscious business models. Moreover, the inclusion of diverse narratives in the history of management is not just a matter of correcting historical oversights; it is an instrumental step towards envisioning and creating innovative solutions to the challenges of social justice, social innovation, and sustainability. By integrating these varied perspectives into management education, we can prepare future leaders to think critically and act empathetically, paving the way for a more equitable and sustainable future in business and beyond.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Cognition in the Rough Workshop



Organizer: **Winnie Jiang**, *INSEAD*
Organizer: **Julia Coff**, *NYU Stern School of Business*
Facilitator: **Kevin G. Corley**, *Imperial College London*
Facilitator: **Erik Ian Dane**, *Washington U. in St. Louis*
Facilitator: **Kevin W. Rockmann**, *George Mason U.*
Facilitator: **Margaret D. Gorman**, *A23 Advisors*
Facilitator: **Michelle Andre Barton**, *Johns Hopkins Carey Business School*
Facilitator: **Luis L. Martins**, *U. of Texas at Austin*
Facilitator: **Neal M. Ashkanasy**, *U. of Queensland*
Facilitator: **Gerard P. Hodgkinson**, *U. of Manchester*
Facilitator: **Andrea Casey**, *George Washington U.*
Facilitator: **Frances J. Milliken**, *New York U.*
Facilitator: **David Sluss**, *ESSEC Business School*
Facilitator: **C. Chet Miller**, *U. of Houston*
Facilitator: **Sophie Leroy**, *U. of Washington, Bothell*
Facilitator: **Janet M. Dukerich**, *U. of Texas at Austin*
Facilitator: **Jennifer J. Kish-Gephart**, *U. of Massachusetts, Amherst*
Facilitator: **Sim B. Sitkin**, *Duke U.*
Facilitator: **Colin Muneo Fisher**, *UCL School of Management*
Facilitator: **Julia DiBenigno**, *Yale School of Management*
Facilitator: **Caroline A. Bartel**, *U. of Texas at Austin*
Facilitator: **Philip Rogiers**, *ESADE Business School*
Facilitator: **Stephen Mezias**, *INSEAD Abu Dhabi*
Facilitator: **Anna Sofia Jonsson**, *Lund U.*
Facilitator: **Virginia Leavell**, *Cambridge Judge Business School*

The Cognition in the Rough workshop (CIR) provides an opportunity for authors to discuss their cognition-related research in an informal, collegial roundtable setting. Each roundtable will have 2 facilitators to give feedback on 3-4 early-stage research papers. CIR offers senior and junior researchers alike an invaluable opportunity to receive detailed feedback from scholars who are often editors or on the editorial board of top journals.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **295** | Submission: **19766** | Sponsor(s): **(PNP)**
Scheduled: **Saturday, Aug 10 2024 9:00AM - 3:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Regal Room**

2024 Doctoral Student Professional Development Consortium

Organizer: **Kate Albrecht**, *U. of Illinois Chicago*
Organizer: **Bradley Johnson**, *U. of Nevada Reno*

The Public and Nonprofit Division Doctoral Student Professional Development Consortium is an intensive workshop that seeks to provide doctoral students in public and nonprofit administration with guidance on the job market, the publication process, presentation skills, and dissertation research. Doctoral students at any stage are welcome to apply to the consortium, and the consortium is especially beneficial for students who are in the dissertation proposal development stage or later. The Consortium will give participants the opportunity to a) get tips on finding an academic job, b) present their research or a proposal to get feedback from accomplished scholars, and c) network among peers, future colleagues, and potential employers. Participants must apply to participate in this PDW. Please direct questions to the PNP Doctoral Consortium Co-Chairs, Kate Albrecht (kalbrech@uic.edu) or Brad Johnson (bradjohnson@unr.edu).

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **296** | Submission: **15760** | Sponsor(s): **(RM, STR, OB, OMT, TIM, HR, MOC, IM)**
Scheduled: **Saturday, Aug 10 2024 9:00AM - 11:00AM CT (UTC-5)** at **Swissotel Chicago in Zurich A**

Bayesian Statistics: How to Conduct and Publish High-Quality Bayesian Studies



Participant: **Andreas Schwab**, *Iowa State U.*

Participant: **David Krackhardt**, *Carnegie Mellon U.*

Participant: **Mark H Hansen**, *Brigham Young U.*

Participant: **Anup Menon Nandialath**, *U. of Wisconsin, La Crosse*

Participant: **Angie Moon**, -

This workshop introduces the opportunities of Bayesian statistics for empirical management research and provides guidance on how to execute high-quality Bayesian studies. The workshop will cover the following topics: (1) Fundamental conceptual nature and potential advantages of Bayesian approaches compared to statistical significance tests; (2) Step-by-step execution of a Bayesian study and comparison to a regression analysis; (3) Function and value of prior distributions in Bayesian analyses; (4) Estimation of Bayesian posterior distributions with Markov-Chain Monte Carlo simulations using available software solutions; and (5) Communication of Bayesian analyses and results in research manuscripts. A secondary objective of this workshop is to provide a platform for knowledge transfer between researchers engaged in Bayesian research and support related community-building efforts. For this purpose, we have already created internet platforms to distribute presentation material and provide links to additional readings and other resources. In the end, this workshop will enable and inform participants on how to better incorporate advanced Bayesian statistics in their future research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **297** | Submission: **13536** | Sponsor(s): **(SAP, OMT, CTO)**
Scheduled: **Saturday, Aug 10 2024 9:00AM - 12:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
Embassy Room

Unconferencing SAP and Beyond: An Open Space for Emerging Topics and Nascent Projects



Organizer: **Anna Plotnikova**, *Vrije U. Amsterdam, School of Business and Economics*

Organizer: **Eric Knight**, *Macquarie Business School, Macquarie U.*

Organizer: **Madalina Pop**, *Aarhus BSS, Aarhus U.*

Participant: **David Oliver**, *U. Of Sydney*

Participant: **A. Paul Spee**, *U. of Queensland*

Participant: **Pikka-Maaria Laine**, *U. of Lapland*

Participant: **Fleur Deken**, *Vrije U. Amsterdam*

Participant: **Julia Hautz**, *U. of Innsbruck*

This Professional Development Workshop (PDW) is a forward-looking event that aims to nurture emerging topics in Strategizing Activities and Practices (SAP) scholarship and incubate nascent research projects of SAP scholars, including PhD students, early-career and senior scholars. This PDW provides an open space for discussing nascent topics, dilemmas, development and research as well as teaching ideas, which fall mostly outside the scope of other parts of the conference program. PDW follows a Bar Camp format, where participants set the topics for three series of open round-table discussions. Overall, Unconferencing SAP and Beyond aims for participants to jointly make sense of topical opportunities and challenges for SAP research, to facilitate the onboarding of junior scholars in the community, and to spur new connections and collaborations between participants. Furthermore, the PDW is an innovative format for the AOM meeting, as it allows for nurturing new ideas, topics, and themes on the Division/Interest Group level through serendipity and 'structured structurelessness'.

This session is open to everyone and doesn't require additional registration. Please note that due to limited space, we can only accommodate up to 50 people. Attendance will be on a first-come-first-serve basis. If you would like to suggest a topic for an open round-table discussion or discuss some nascent project, please, register your idea via this form - <https://forms.gle/vUvbXU8B4Qr8ZU3L6>

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **298** | Submission: **21023** | Sponsor(s): **(SIM, OB, INDAM, ENT)**
Scheduled: **Saturday, Aug 10 2024 9:00AM - 11:00AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Addison**

Innovating for the Present to Have a Future

Organizer: **Nagaraj Sivasubramaniam**, *Duquesne U.*
Organizer: **Tanvi H. Kothari**, *San Jose State U.*
Organizer: **Aarti Ramaswami**, *ESSEC Business School*
Presenter: **Dharm Prakash Sharma Bhawuk**, *U. of Hawaii at Manoa*
Presenter: **Robert Sroufe**, *Chatham U.*
Presenter: **Ashish Pandey**, *Indian Institute of Technology, Bombay*
Presenter: **Indu Rao Kaveti**, *Pandit Deendayal Energy U.*

The primary objective of this PDW is to provide Academy Members from different divisions the opportunity to work together to address the challenge for researchers, instructors, policy makers, business schools, and institutions at large, to remain innovative and relevant for now and into the future. What questions, frameworks, organizational systems, designs and work practices can catalyze positive change and transformation? In a dynamic landscape – market and consumer preferences, business uncertainties, education for future jobs that don't exist yet, environmental and societal interdependencies – it is imperative to address what it means to innovate for the future and the opportunities and challenges that accompany it, from both theoretical and pragmatic perspectives. The PDW will conclude with summary research, and inclusive and collaborative ideas on innovations in people, products, services, and processes. The participants will leave with a broader understanding of the theme and a set of new research ideas to further inform research, pedagogy, and practice.

KEY TO SYMBOLS

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

Reviewing Papers in IM: The Power of Constructive Reviews

Organizer: **Jesper Edman**, *Waseda U.*

Organizer: **A Rebecca Reuber**, *U. of Toronto, Rotman School of Management*

Presenter: **Sjoerd Beugelsdijk**, *Darla Moore School of Business, U. of South Carolina*

Presenter: **Valentina Marano**, *Northeastern U.*

Presenter: **Liang Chen**, *Singapore Management U.*

Presenter: **Jesper Edman**, *Waseda U.*

Presenter: **A Rebecca Reuber**, *U. of Toronto, Rotman School of Management*

The peer review process is widely used by academic journals to evaluate the quality of manuscript submissions relative to the journals' scholarly goals. In a similar fashion, the major conferences, such as the Academy of Management Annual Meeting, all rely on peer reviews to determine which papers to accept. While often criticized as an imperfect process (e.g., Bedeian, 2004; Suls & Martin, 2009; Tsang & Frey, 2007), it remains the bedrock for ensuring academic quality. Yet, despite this, very few scholars are trained to review (Caliguirri & Thomas, 2013) and the process is often seen as a necessary evil (i.e. a service to the community). As important as the review process is in determining not only the progress of an academic field but also people's careers, it seems warranted to pay more attention to it (Miller, 2006). This workshop is designed to help scholars in general – and IB scholars in particular – unlock the power of constructive reviews and reap the benefits in terms of scholarly impact. We aim to have a rich discussion with the goal to educate IB (and others) scholars in the art of writing an excellent review. The discussion will be highly interactive, and will emphasize the exchange of ideas among members of the panel and the audience.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **300** | Submission: **21744** | Sponsor(s): **(PUBS)**
Scheduled: **Saturday, Aug 10 2024 9:30AM - 11:00AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Stetson Suite BC**

AMR Editors Business Meeting

Presenter: **Kris Byron**, *Georgia State U.*

By Invitation Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Meeting**
Program Session: **301** | Submission: **21802** | Sponsor(s): **(STR)**
Scheduled: **Saturday, Aug 10 2024 9:30AM - 10:00AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom III**

STR Teaching Committee Meeting

Organizer: **Brian Wu**, *U. of Michigan*
Participant: **Jennifer Kuan**, *California State U., Monterey Bay*
Participant: **Luiz Felipe Monteiro**, *INSEAD*
Participant: **Craig Armstrong**, *U. of Alabama*
Participant: **Marlo Raveendran**, *U. of California, Riverside*
Participant: **Nathan Furr**, *INSEAD*
Participant: **P. Konstantina Kiouis**, *Washington U. in St. Louis, Olin Business School*
Participant: **Michael J. Mol**, *Copenhagen Business School*
Participant: **Paul Seaborn**, *U. of Virginia - McIntire School of Commerce*

Invitation Only

KEY TO SYMBOLS








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

Teaching in the Rough

Organizer: **Hooria Jazaieri**, *Santa Clara U.*
Organizer: **Lillien M. Ellis**, *U. of Virginia Darden School of Business*
Organizer: **Elizabeth Sheprow**, *Harvard Business School*
Facilitator: **Emily D. Campion**, *U. of Iowa*
Facilitator: **Jennifer L. Eury**, *Pennsylvania State U.*
Facilitator: **Kathy Lund Dean**, *Gustavus Adolphus College & U. of St. Andrews*
Facilitator: **Kumaran Rajaram**, *Nanyang Technological U.*
Facilitator: **Payal N. Sharma**, *U. of Nevada Las Vegas*
Facilitator: **Rachel Hammond**, *Calvin College*
Facilitator: **Tyler Burch**, *Idaho State U.*
Facilitator: **Nydia MacGregor**, *Santa Clara U.*

Cognition is a central concern in organizations, and courses in management (e.g., entrepreneurship, strategy, and organizational behavior) repeatedly deal with topics that involve understanding the cognition of individuals and groups. A challenge for instructors is to find exercises, activities, and methods for teaching in ways that students can better appreciate the challenges of cognition “in the rough” (i.e., situated, in real-time, influenced by organizational politics and time constraints, and emotions among other contextual influences). The purpose of this PDW is to bring together expert instructors to share classroom-tested experiential exercises, activities, and lesson plans for teaching about cognition in the rough. The PDW will proceed in a “round-robin” workshop format, whereby participants will have the opportunity to rotate to three different breakout rooms in which expert instructors provide interactive, 25-minute explanations/demonstrations of their exercise/activity/lesson. Thus, participants will have the opportunity to take home three unique activities or instructional ideas that they can use in their own classes.

KEY TO SYMBOLS

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

SIM-ONE Junior Faculty Consortium AOM 2024

Organizer: **Jason M. Pattit**, *U. of St. Thomas*
Organizer: **Sana (Shih-chi) Chiu**, *U. of Houston*
Organizer: **Christina Bidmon**, *Utrecht U.*
Organizer: **Ju Young Lee**, *Ivey Business School*
Participant: **Juan-Alberto Aragon-Correa**, *U. of Granada*
Participant: **Sophie Catherine Bacq**, *International Institute for Management Development - IMD*
Participant: **Michael L. Barnett**, *Rutgers U.*
Participant: **Jill Ann Brown**, *Bentley U. - College of Business - Management Department*
Participant: **Valentina De Marchi**, *ESADE Business School*
Participant: **Michelle Greenwood**, *Monash U.*
Participant: **Jennifer Griffin**, *Loyola U. Chicago*
Participant: **Nardia Haigh**, *U. of Massachusetts*
Participant: **Olga Hawn**, *U. of North Carolina, Chapel Hill*
Participant: **Kai N. Hockerts**, *Copenhagen Business School*
Participant: **Joern Hoppmann**, *U. of Oldenburg*
Participant: **Sergio Giovanetti Lazzarini**, *Western U.*
Participant: **Andrea Maria Prado**, *INCAE Business School*
Participant: **Steve Sauerwald**, *U. of Houston*
Participant: **Harry J. Van Buren**, *U. of Tennessee, Chattanooga*
Participant: **Sandra A. Waddock**, *Boston College*
Participant: **Heli Wang**, *Singapore Management U.*
Participant: **David Wasieleski**, *Duquesne U.*
Participant: **Jeff York**, *U. of Colorado, Boulder*
Participant: **Anastasiya Zavyalova**, *Rice U.*

The Junior Faculty Consortium (JFC) is an annual event that provides an opportunity for early career faculty members and postdocs that are members of the Social Issues in Management (SIM) division or the Organizations and the Natural Environment (ONE) division to network with senior faculty members and develop their research ideas. The 2024 Annual Meeting's theme "Innovating for the Future" invites us to think about how our research and teaching can help business organizations provide for the well-being of people and the planet. Furthermore, it is an opportunity to orient our attention to the role that organizations from the public, private, and plural sectors can play in shaping policies that address some of the most intractable challenges facing humanity including climate change.

We encourage you to apply early because the event is oversubscribed each year. We also invite deans, department chairs, and other senior or junior faculty members to nominate their colleagues. The application process is the following: - You must be in the first five years of your employment as a faculty member or post-doc. - Your application must include a short CV and an extended abstract of a working paper (not more than 5 pages). - Please also indicate two preferred senior scholars you would like to discuss your research with. We will do our best to respect your choices. - Please send your application to Jason Pattit (jmpattit@stthomas.edu), with a copy to Christina Bidmon (c.m.bidmon@uu.nl) by May 31st, 2024. - We will inform all applicants about the outcome of their application by June 30th, 2024. The organizers for this year's consortium are Jason Pattit (SIM), Sana Chiu (SIM), Christina Bidmon (ONE), and Ju Young Lee (ONE). The lead sponsor this year is the SIM Division. Please email any questions and comments to Jason Pattit (jmpattit@stthomas.edu).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**

Program Session: **304** | Submission: **14608** | Sponsor(s): **(AAM, IM, RM, OMT)**

Scheduled: **Saturday, Aug 10 2024 10:00AM - 12:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Arkansas**

Accessing and Publishing With Chinese Data: Researching Chinese Organizations in Uncertain Times



Organizer: **Winslow Ariel Robertson**, *IESE Business School*
Organizer: **Chenjian Zhang**, *U. of Bath*
Organizer: **Mia Raynard**, *U. of British Columbia*
Organizer: **Wenjie Liu**, *City U. of Hong Kong*
Organizer: **Yan Bai**, *ESADE Business School*
Speaker: **Han Jiang**, *Chinese U. of Hong Kong, Shenzhen*
Speaker: **Mia Raynard**, *U. of British Columbia*
Speaker: **Milo Shaoqing Wang**, *W. P. Carey School of Business, Arizona State U.*
Speaker: **Yanbo Wang**, *HKU*
Speaker: **Lori Qingyuan Yue**, *Columbia Business School*
Speaker: **Meng Zhao**, *Nanyang Business School*
Facilitator: **Yan Bai**, *ESADE Business School*
Facilitator: **Qian Gu**, *Georgia State U.*
Facilitator: **Pursej Heugens**, *Rotterdam School of Management, Erasmus U.*
Facilitator: **Wenjie Liu**, *City U. of Hong Kong*
Facilitator: **Mia Raynard**, *U. of British Columbia*
Facilitator: **Winslow Ariel Robertson**, *IESE Business School*
Facilitator: **Wei Shen**, *Arizona State U.*
Facilitator: **Danqing Wang**, *Hong Kong U. of Science and Technology*
Facilitator: **Chenjian Zhang**, *U. of Bath*
Facilitator: **Weiguo Zhong**, *Peking U.*

This PDW aims to continue extant discussions of practical resolutions to the challenges of Chinese data access and publishing in management journals with China as the research context. Building on the success of last year's PDW which addressed issues of Chinese data access in a context of research uncertainty in China, we have sought feedback from that session to improve our offerings for 2024. This PDW will discuss how research uncertainty around traveling and working in China impacts scholarly work and output then propose potential solutions to these challenges. This PDW will connect participants with scholars who share a common interest in the Chinese context, and the PDW will consist of three parts: (1) an overview of the issues faced by scholars; (2) two panel discussions with leading scholars on overcoming data access challenges, analyzing their respective data, and publishing their findings; and (3) individual roundtable/breakout sessions tailored for interactive discussion between speakers, facilitators, and participants.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Extreme (Events and) Entrepreneurship

Panelist: **Oana Branzei**, *Ivey Business School*
Panelist: **Garry D. Bruton**, *Texas Christian U.*
Panelist: **Melissa S. Cardon**, *U. of Tennessee, Knoxville*
Panelist: **Arielle M. Newman**, *Syracuse U. Whitman School of Management*
Panelist: **Stella Seyb**, *Neeley School of Business - Texas Christian U.*
Panelist: **Ute Stephan**, *King's College London*
Panelist: **Trenton A. Williams**, *BYU Marriott School of Business*
Facilitator: **Ali E. Ahmed**, *Warwick Business School*
Facilitator: **Gabriella Cacciotti**, *Baylor U.*
Facilitator: **Suntae Kim**, *Johns Hopkins Carey Business School*
Facilitator: **Alan D. Meyer**, *U. of Oregon*
Facilitator: **Angelique Slade Shantz**, *U. of Alberta School of Management*
Facilitator: **Christopher Sutter**, *Miami U. Ohio*
Organizer: **Sadek Showkat**, *Loyola U. Chicago*
Organizer: **Natalia Yakushko**, *U. of Tennessee, Knoxville*

The occurrence and recurrence of extreme events such as the wars in Ukraine and Gaza, (domestic) terrorism events and school shootings, forced displacement in Myanmar, Syria, and Africa, and the increasingly intense draughts, wildfires, floods and earthquakes, and the Covid-19 global pandemic, have motivated, and documented, new forms and functions of entrepreneurship. This PDW takes stock of the contributions already made in studying entrepreneurship as a response to different types of extreme events, builds event-centric community of inquiry, and raises poignant questions regarding the theories and methodologies required to study forms and functions of entrepreneurship as they emerge and evolve under extreme conditions. To orient attention from the extreme events themselves to the unique entrepreneurial energy human suffering and thriving unleashes in response, we propose the term "extreme entrepreneurship". Extreme entrepreneurship has the potential to advance theory in four nested ways. First, by systematically integrating insights across different types of extreme events, new typologies of concepts and processes can emerge. Second, these typologies can inform new research programs, by setting up explicit contrasts among concepts or processes. Third, these explicit contrasts can motivate elaborations of established theories and/or extensions of available methodologies. Fourth, new collaboration opportunities can be crafted as entrepreneurship scholars deliberately borrow and build on each other's contexts, approaches, and insights. The PDW combines a rapid review (to leverage the former two goals) with a rapid response format (to catalyze the latter two goals), offering common ground for scholars bracing extreme entrepreneurship.

This workshop introduces the term "extreme entrepreneurship" and will cover the following topics: (1) Systematically integrating insights from different types of extreme events, enabling the emergence of new typologies of concepts and processes; (2) Establishing explicit contrasts among concepts or processes; (3) Extending available methodologies; (4) Crafting new collaboration opportunities as entrepreneurship scholars deliberately borrow and build on each other's contexts, approaches, and insights. The PDW combines a rapid review (to leverage the first two goals with PowerPoint presentations from panelists during the first half) with a rapid response format (to catalyze the last two goals in a roundtable discussion). If you want access to the presentation, please email: sadek.showkat@louisville.edu & nyakushk@vols.utk.edu. No registration required.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Navigating the Unprecedented Workplace Challenges with Compensation Research



Organizer: **Ji Hyun Kim**, *National U. of Singapore*
Organizer: **Hanbo Shim**, *U. of Texas At Arlington*
Panelist: **David B. Balkin**, *U. of Colorado, Boulder*
Panelist: **Peter Bamberger**, *Tel Aviv U.*
Panelist: **Michelle Brown**, *U. of Melbourne*
Panelist: **Felice Klein**, *Boise State U.*
Panelist: **Dorothea Roumpi**, *Pennsylvania State U.*
Panelist: **Samantha A. Conroy**, *Colorado State U.*
Panelist: **John E. Delery**, *U. of Arkansas*
Panelist: **Barry Gerhart**, *U. of Wisconsin, Madison*
Panelist: **Charlie Trevor**, *U. of Wisconsin-Madison*
Panelist: **Michael Sturman**, *Rutgers U.*
Panelist: **Sanghee Park**, *Hanyang U.*
Panelist: **Alan M. Benson**, *U. of Minnesota*
Panelist: **Phil Bryant**, *Columbus State U.*
Panelist: **Tae-Youn Park**, *SKK Business School*
Panelist: **Jirs Meuris**, *U. of Wisconsin-Madison*
Panelist: **Anthony J. Nyberg**, *U. of South Carolina*
Panelist: **Ingo Weller**, *LMU Munich*

Compensation research has provided insights into how organizations can design compensation policies to manage invaluable human resources effectively and thus enhance productivity. However, observing the rapidly changing business environment and organizations confronting unprecedented challenges in attracting, hiring, and motivating their people, compensation scholars started questioning whether we are providing timely and meaningful scientific knowledge to organizations. To address this concern, the proposed PDW suggests three possible approaches to achieve a tighter research and practice relationship, which are each structured under three themes: (1) How can compensation research be integrated with other management topics to offer more comprehensive knowledge and speak to a broader audience? (2) How can we extend the existing theories, or should we come up with completely new theories that are more applicable to contemporary issues? (3) What kind of research methodological paradigm shifts are needed to provide meaningful implications? To better facilitate discussions under each theme, we propose our PDW to consist of (1) the roundtable sessions where the attendees interact directly with the panelists, followed by (2) the panel discussions of three themes.

We highly recommend pre-registration for this PDW due to the limited capacity of our venue (walk-in might be allowed, but not guaranteed). For pre-registration, please visit and submit the form no later than August 2nd, 2024: https://nus.syd1.qualtrics.com/jfe/form/SV_5sxcXetNknb1pli For any questions about the pre-registration or the workshop in general, please contact the PDW organizers- Ji Hyun Kim (jhkim@nus.edu.sg) or Hanbo Shim (hanbo.shim@uta.edu).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **307** | Submission: **10347** | Sponsor(s): **(HR, OB, OMT)**
Scheduled: **Saturday, Aug 10 2024 10:00AM - 12:00PM CT (UTC-5)** at **Swissotel Chicago** in **St Gallen 3**

Empowering Line Managers in the Dynamic Process of HRM Implementation: New Insights & Future Avenues










Organizer: **Anna C. Bos-Nehles**, *U. of Twente*
Organizer: **Aneeqa Suhail**, *Human Resource Studies, Tilburg U.*
Discussant: **Kaifeng Jiang**, *Peking U.*
Speaker: **Jordi Trullen**, *ESADE Business School*
Speaker: **Na Fu**, *Trinity Business School, Trinity College Dublin*
Speaker: **Carol T. Kulik**, *U. of South Australia*
Speaker: **Jongwook Pak**, *U. of Auckland Business School*

Line managers play a crucial role in the implementation of HRM practices as they help shape employee attitudes, behaviors, and, ultimately performance (Trullen, Stirpe, Bonache, & Valverde, 2016). Despite this recognition of their impact, existing literature lacks a comprehensive understanding of the HRM implementation process, particularly the challenges, paradoxes, and strategies faced by line managers to effectively implement HRM practices throughout the implementation process (Kehoe & Han, 2020; Kurdi-Nakra et al., 2022). This professional development workshop is designed to emphasize the critical yet under-addressed role of line managers in HRM implementation in the strategic human resource management (HRM) literature. The PDW convenes scholars to highlight the multifaceted dimensions and factors for effective HRM implementation, emphasizing the role of organizational climate, value-fit, and paradoxes often disregarded in scholarly discourse. Finally, it will bring attention to the overlooked contributions of line managers in day-to-day HRM activities, the challenges encountered by them, and discuss strategies for empowering them for effective HRM implementation.

Dear participants, Since we have a maximum capacity of 25 spots only, please be on time to make sure to participate in the workshop. We are looking forward to meeting you there. Kind regards, Aneeqa Suhail and Anna Bos-Nehles

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **308** | Submission: **14901** | Sponsor(s): **(MC, AFAM)**
Scheduled: **Saturday, Aug 10 2024 9:00AM - 11:00AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Michigan 1A**

How to Navigate Local Dynamics in Management Consulting in Africa and Middle-East.



Session Chair: **Laurent Cappelletti**, *LIRSA-Cnam Paris*
Discussant: **Jean-Michel Plane**, *U. Paul Valery, Montpellier*
Discussant: **Jean Dibondo Kabongo**, *U. of South Florida*
Panelist: **James Calvin**, *Johns Hopkins U.*
Panelist: **Mikael Kabomgoye**, *FACO*
Panelist: **Laura Khachan**, *U. Paul Valery, Montpellier*
Panelist: **Florence Noguera**, *U. Paul Valery, Montpellier*
Panelist: **Muna Merghani**, *Haggar Group*

MC Division hosted a PDW at the 2022 AOM annual meeting in Seattle, focusing on “MC in Emerging Economies”, where presentations spanned topics on Africa, including Nigeria and Sierra Leone, as well as Taiwan. In light of this, we acknowledge this previous PDW and build upon its foundation to go further in the study of MC in African and Middle-East Countries. Thanks to case studies of MC interventions in Senegal, Gabon, Soudan, Rwanda, Ethiopia, Lebanon, Kuwait and Dubai the PDW to highlight their outcomes and to capture the local dynamics to cope with. Thus we could position the PDW as innovative strategies in management consulting adapting to cultural and economic diversity in Africa and the Middle East. This approach would allow to explore new dimensions while respecting past contributions. The key components of the PDW would include: • Cultural sensitivity and adaptation in consulting practices • Economic diversification and its impact on business strategies • Technology and innovation in consulting • Building local consulting capacities • Navigating political and regulatory landscapes

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**

Program Session: **309** | Submission: **15577** | Sponsor(s): **(MED, CM, HR, IM, MOC, OB, ODC, OMT, OSCM, STR)**
Scheduled: **Saturday, Aug 10 2024 10:00AM - 12:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall L**

6th Annual Teaching Bootcamp: A MED Interactive Workshop

Presenter: **Beverly J. DeMarr**, *Ferris State U.*

Presenter: **Claudia J. Ferrante**, *U.S. Air Force Academy*

Presenter: **Alex Bolinger**, *Idaho State U.*

Presenter: **Brett Paul Matherne**, *Mercer U.*

Presenter: **Deborah M. Mullen**, *U. of Tennessee, Chattanooga*

Presenter: **Natalie Schneider**, *U. of Wisconsin, Milwaukee*

Presenter: **Rita J. Shea-Van Fossen**, *Nova Southeastern U.*

Presenter: **Preeti Wadhwa**, *Cal Poly Pomona*

Presenter: **Yang Xu**, *professor*

Presenter: **Suzanne C. De Janasz**, *Seattle U.*

As “the world spins faster, faster, faster...” faculty need to ensure their classes are keeping up with rapid technological change and increasing demands from students, administration, and other stakeholders. This requires continually adapting their teaching methods, often without a great deal of institutional support. This 6th Annual Teaching Bootcamp at AOM addresses these challenges, provides tools and resources to help you effectively and efficiently meet and manage these demands, and “take you to a better place.” This lively, interactive session features a variety of topics related to teaching across all management disciplines, presented by experienced instructors in a roundtable format. In alignment with the conference theme of “Innovating for the Future,” this PDW focuses on innovative course management practices and learning activities to help ensure management education remains purposeful and continues to serve stakeholders by providing the best classroom experience possible to equip students as current/future workers to meet future workforce and societal challenges. We will provide teaching resources to help faculty effectively manage their classes in today’s environment supporting the AOM vision to “inspire and enable a better world through our scholarship and teaching...” We anticipate an interactive and informative session, so come join the fun as we explore teaching fundamentals ranging from course design and mechanics to the use of AI in today’s classroom environment.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **310** | Submission: **12995** | Sponsor(s): **(MED, OB, OMT)**
Scheduled: **Saturday, Aug 10 2024 10:00AM - 11:30AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Randolph 2**

How Can I Get Students to Work Well in Groups When Teaching With Case Studies? The TaBLE Case Method

Organizer: **Sandra Pereira**, *U. of Warwick*

Organizer: **Gemma Irving**, *U. of Queensland*

Organizer: **Sandra Figueira**, *The U. of Queensland*

Organizer: **Lee Charles Jarvis**, *Warwick Business School*

This Professional Development Workshop (PDW) provides a solution to two problems that management educators often struggle with: (1) how to get students to learn in groups, and (2) how to get students to prepare for and discuss case studies in class. Finding an instructional method that embeds group learning in case teaching is especially relevant for scholars who teach courses in organizational behaviour, management and leadership, strategy and innovation, entrepreneurship, organizational theory, and ethics, among many others. In this PDW, participants will be introduced to the Team-Based Learning Engagement (TaBLE) Case Method and engage in a practical and interactive activity to trial for themselves how the method motivates individual preparation and group participation before, during and after class. Facilitators will debrief on the method's pedagogical principles and provide evidence of effectiveness and student feedback. They will also share illustrative examples of how the method has been adapted internationally for teaching different courses in different delivery modes. In roundtable discussions with facilitators, participants will gain practical insights for adapting TaBLE in their own teaching context and enhancing student learning by creating individual accountability for group goals, fostering critical thinking and creative debate, and making links between theory and practice more visible.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



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Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **311** | Submission: **16216** | Sponsor(s): **(NEU, RM, MOC, OB)**
Scheduled: **Saturday, Aug 10 2024 10:00AM - 1:00PM CT (UTC-5)** at **Swissotel Chicago in Vevey 2**

Analysis of Heart Rate Responses for Management Research

Organizer: **George Christopoulos**, *Nanyang Business School, NTU Singapore*

Presenter: **Sebastiano Massaro**, *Surrey Business School*

Presenter: **Kar Fye Alvin Lee**, -

Heart rate (HR) responses have been associated with numerous variables, constructs and factors of central interest to organizational and management research. Key examples include emotions, fatigue, stress, decision-making, sleep quality, as well as more generic outcomes, such as health and well-being. Moreover, recent technological developments have allowed for measuring some aspects of heart-rate fluctuations using wearable devices. However, the design of HR-based experiments and/or field studies, data collection, and data analysis require careful planning, dedicated statistical tools, and cautious interpretation. Building on the successful PDW conducted at the AoM Meeting in 2023, the aim of the present Professional Development Workshop (PDW) is to introduce HR measurements and analyses, with a focus on Heart Rate Variability (HRV)] to the uninitiated management researcher who might wish to know more about and employ this versatile methodology. The PDW will: (i) quickly introduce the physiology of HR and its association with human brain function and behavior; (ii) discuss principles of lab-based HR experiments; (iii) explain the basic principles of analysis and interpretation of actual HR data associated with typical managerial concepts; and, (iv) invite participants (in groups) to discuss their own research questions and designs. This PDW builds on theory, moves to real applications, and ends up with hands-on involvement to motivate participants to use HRV methods in their future research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **312** | Submission: **13234** | Sponsor(s): **(OB)**
Scheduled: **Saturday, Aug 10 2024 10:00AM - 12:00PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich F**

Unlocking the Revise & Resubmit Process

Coordinator: **Amy Bartels**, *U. of Nebraska, Lincoln*
Coordinator: **Richard G. Gardner**, *Brigham Young U.*
Coordinator: **Timothy Kundro**, *U. of North Carolina, Chapel Hill*
Presenter: **Bess Rouse**, *Boston College*
Presenter: **Michael Baer**, *Arizona State U.*
Presenter: **Wendy J. Casper**, *U. of Texas At Arlington*
Presenter: **Elizabeth Eve Umphress**, *U. of Washington*
Panelist: **Elizabeth Margaret Campbell**, *U. of Minnesota*
Panelist: **David Welsh**, *Arizona State U.*

Organized by members of the Making Connections Committee (MCC) on behalf of the OB Division, we seek to help scholars better understand and unlock the Revise and Resubmit process. This PDW will feature insights current and former Editors from top management journals such as Academy of Management Journal, Organizational Behavior and Human Decision Processes, and Journal of Applied Psychology. Such insight will help participants learn how to avoid common pitfalls within the review process, receive advice on how to understand and respond to common requests from the review team, and surface some of the pitfalls and best practices of the process that the Editors want you to know. Next, participants will get the chance to ask questions about the process from a panel of Editors with expertise in both qualitative and quantitative methods. Finally, to bring the experience to life, scholars will get the opportunity to see the Revise and Resubmit process in action as experienced scholars will lead small groups through the process by sharing each step and revision from a paper that was submitted to and eventually published in a top management journal. This PDW is not designed to help participants tackle any specific issues or comments in current R&Rs, but to help them expand their capabilities to successfully approach any R&R through increased understanding and insight of best practices.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **313** | Submission: **20431** | Sponsor(s): **(ODC, OMT, HCM)**
Scheduled: **Saturday, Aug 10 2024 10:00AM - 12:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Salon C**

Seeing the Whole Together: Relational Mapping for Theory, Research and Practice



Participant: **Jody Hoffer Gittel**, *Brandeis U.*

Participant: **John Paul Stephens**, *Case Western Reserve U.*

Participant: **Lauren Hajjar**, *Suffolk U.*

Participant: **Olawale Olaleye**, *Brandeis U.*

Successful change initiatives are rarely accomplished by a single stakeholder. In a world that is facing complex challenges such as wars, pandemics, authoritarianism, social injustice, and climate change, calls for holistic responses are increasing. Change efforts in complex systems rely on relationships at every level, spanning intra and interpersonal, cross-functional, organizational, cross-organizational, and institutional. Seeing the whole is challenging for participants in complex systems, yet doing so is essential for engaging effectively in systems change. To provide participants with the direct experience of expressing, testing, feeling, and reflecting as they engage in coordinating complex systems, relational mapping was developed as a practical embodiment of relational coordination theory. Relational mapping is often used to help diverse participants in complex health and social systems see the current state of coordination and identify opportunities for change. In this workshop, we introduce relational mapping as a method for engaging in theory-driven research and practice. We invite participants to use a case from their own context to develop a relational map. Based on these relational maps, facilitators will guide participants to engage in theorizing and hypothesis development in small groups.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **314** | Submission: **21803** | Sponsor(s): **(STR)**
Scheduled: **Saturday, Aug 10 2024 10:00AM - 10:30AM CT (UTC-5)** at **Sheraton Grand Chicago in Chicago Ballroom VIII**

STR Global Representatives Meeting

Division Chair-Elect: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*
Organizer: **Marie Louise Mors**, *Copenhagen Business School*
Participant: **Sandro Cabral**, *Inspire Institute of Education and Research*
Participant: **Edgar Ramirez Solis**, *ITESM*
Participant: **Martina Pasquini**, *IE Business School*
Participant: **Theresa Idenyi Onaji-Benson**, -
Participant: **Wei Guo**, *China Europe International Business School (CEIBS)*
Participant: **Mariano L.M. Heyden**, *Monash Business School*

Invitation Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**

Program Session: **315** | Submission: **12133** | Sponsor(s): **(STR, TIM, OMT, ENT, MOC)**

Scheduled: **Saturday, Aug 10 2024 10:00AM - 11:30AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom I**

Managerial Foresight: Unraveling the Enigma



Participant: **Felipe Csaszar**, *U. of Michigan*

Participant: **Rahul Kapoor**, *The Wharton School, U. of Pennsylvania*

Participant: **Constance E. Helfat**, *Tuck School of Business at Dartmouth*

Participant: **Pedro Aceves**, *Johns Hopkins U.*

Participant: **Warren Hatch**, *Good Judgment, Inc*

Facilitator: **Daniel Wilde**, *Indiana U. - Kelley School of Business*

While the concept of foresight has long played an implicit role in the strategy field, theoretical challenges and empirical complexities have largely relegated it to an understudied enigma. However, recent theoretical and methodological advancements have empowered management scholars to begin rigorously examining the behavioral nuances of managerial foresight. This PDW aspires to take stock of the current research and identify a future research agenda in terms of questions and methods by assembling a set of leading scholars and practitioners with diverse perspectives and expertise. We anticipate the session will inspire spirited debate and provide needed direction around the existence, limitations, boundaries, measurement, and utility of foresight across individuals, teams, and organizations. The event is poised not only to contribute to the theoretical and empirical foundations of managerial foresight but also foster new connections, collaborations, and the formation of a dynamic community dedicated to advancing our understanding of this pivotal concept.

Come be a valued part of this exciting conversation! You can pre-register for the session here: <https://forms.gle/9UJV5dLi8mVviTE16>

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **316** | Submission: **14709** | Sponsor(s): **(STR, TIM, OMT, ENT, RM)**
Scheduled: **Saturday, Aug 10 2024 10:00AM - 1:00PM CT (UTC-5)** at **Sheraton Grand Chicago in Fountainview Room**

Using Formal Models in Management Research

Panelist: **Andrew Boysen**, *Kenan-Flagler, UNC - Chapel Hill*
Panelist: **Olivier Chatain**, *HEC Paris*
Panelist: **Gwendolyn Kuo-fang Lee**, *U. of Florida*
Panelist: **Jin Li**, *U. of Hong Kong*
Panelist: **Anparasan Mahalingam**, *Syracuse U. Whitman School of Management*
Panelist: **Michael D Ryall**, *Florida Atlantic U.*
Organizer: **Elena Plaksenkova**, *The Ohio State U. Fisher College of Business*
Organizer: **Liyue Yan**, *BI Norwegian Business School*

The purpose of this PDW is to enhance participants' understanding of formal modeling in management research and how the method can be used for theory building and empirical testing, to compare and connect formal modeling with other methods, and to share the best practices for developing, writing, publishing, and reviewing formal model papers. The PDW aims to promote the effective use and consumption of formal modeling to a larger audience, examine the role of formal modeling as a method of management research, provide advice to those interested in this method, facilitate a conversation between experts and learners, and foster a community of researchers. To this end, we invite panelists who have extensive experience in formal modeling as producers, editors, and reviewers, as well as in other research methods. The in-person PDW consists of two parts: a 90-minute panel session and two rounds of roundtables, 40 minutes each.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **317** | Submission: **15333** | Sponsor(s): **(MSR)**
Scheduled: **Saturday, Aug 10 2024 10:15AM - 11:45AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Clark**

Oneness Culture in Action: Building Harmony, Bliss, and Achieving Profit and Efficiency



Presenter: **Pooja Shrivastava**, *U. of Oklahoma*

In today's rapidly evolving global landscape, society is increasingly fragmented by race, class, religion, and ideology. These divisions lead to grouping and conflicts due to restrictive worldviews. When these divisive ideologies invade the workplace, tremendous energy is needed to manage people and create a coherent and symbiotic workplace. Most HR trainings address the differences from outside while emboldening the idea that people are different, failing to establish people as one. Operating from oneness inspires an individual to feel emotionally connected and unified with everything around them, including objects of nature and living beings. The sense of self and others dissolves in oneness, and there is no duality. Oneness is seeing everyone as one being. The sense of oneness brings an inner transformation where the compulsion of getting along is not imposed from outside. At the spiritual plane, all individuals are the same and equal, yet in outer appearances, unique and different. Every individual is looking for love, peace, and social connectedness. Adopting a culture and worldview of oneness unites us as a coherent and symbiotic humanity, both within and outside the organization, distinguishing us from groups and ideologies that are divided and conflicting. A culture of Oneness respects individuals' uniqueness while promoting collaboration, empathy, and accountability toward common goals. This workshop is designed to showcase to business leaders how to build a oneness culture based on fundamental talents of oneness, including the principle of reciprocity, coherent mission, celebrations, empathy, and harnessing spiritual power through breathwork and meditation. This workshop establishes the power of oneness in creating a harmonious and blissful organization and society at large and accelerates efficiency. Individuals and organizations can benefit by fostering a culture of Oneness through policy, innovation, and purpose.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **318** | Submission: **16164** | Sponsor(s): **(MSR, RM)**
Scheduled: **Saturday, Aug 10 2024 10:15AM - 11:45AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Belmont**

Eclectic Research Methods: The Ways to Know, by Doing and Being

Organizer: **Jyoti Bachani**, *Saint Mary's College of California*
Distinguished Speaker: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*
Distinguished Speaker: **Tianyuan Yu**, *Mount Saint Vincent U.*
Distinguished Speaker: **Dharm Prakash Sharma Bhawuk**, *U. of Hawaii at Manoa*
Distinguished Speaker: **Ramya Tarakad Venkateswaran**, *Indian Institute of Management, Calcutta*
Distinguished Speaker: **Susan S. Case**, *Case Western Reserve U.*

Spirituality and religion are vital aspects of billions of people's lives, their societies, cultures, and work. Over the past few decades, pioneering management scholars have inquired into this vital aspect of human life and enterprise. There are a wide variety of methodological approaches that constitute the core foundations, that have remained largely absent from the Academy journals, being published instead in journals of the smaller sub-fields within the Academy, such as the Management, Spirituality and Religion (MSR) journal, the Humanistic Management journal or the journal of Organizational Aesthetics. This panel reports out the work that the panelists have done to argue that our research methods are US or Euro-centric, dominated by the English language and a cause for indigenous languages and cultural ways of knowing-doing-being not allowed. It will build a case for being inclusive, of many different ways of knowing, doing and being. This is an invitation to all who wish to explore beyond the language of text and ontology, epistemology, and axiology.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **319** | Submission: **14796** | Sponsor(s): **(OMT, STR, OB, TIM, RM)**
Scheduled: **Saturday, Aug 10 2024 10:15AM - 2:15PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Crystal Room**

Using Sports Data To Advance Management Theory

Organizer: **Paolo Aversa**, *King's College London*
Organizer: **Dmitry Sharapov**, *Imperial College Business School*
Organizer: **Francesca Hueller**, *ULMS U. of Liverpool*
Panelist: **Christopher I. Rider**, *U. of Michigan, Ross School of Business*
Panelist: **Lorna Anne Downie**, *Vrije U. Amsterdam*
Panelist: **Patrick Hallila**, *Imperial College Business School*
Panelist: **Julien Clement**, *Stanford U.*

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

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



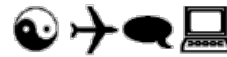
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **320** | Submission: **15623** | Sponsor(s): **(RM, SAP, MED, MOC)**
Scheduled: **Saturday, Aug 10 2024 10:15AM - 12:45PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich E**

Paradox and Its Methodological Underpinning 2.0.: You Can Be Both, Innovative and Rigorous










Organizer: **Eriselda Danaj**, *Macquarie Business School, Macquarie U.*
Organizer: **Angela Greco**, *TU Delft*
Organizer: **Ferran Torres**, *Rotterdam School of Management, Erasmus U.*
Facilitator: **Camille Pradies**, *EDHEC Business School*
Panelist: **Eric Knight**, *Macquarie Business School, Macquarie U.*
Discussant: **Ella Miron-Spektor**, *INSEAD*
Panelist: **Josh Keller**, *UNSW Sydney*
Panelist: **Natalie Slawinski**, *U. of Victoria*
Panelist: **Rebecca Bednarek**, *Victoria Management School*
Facilitator: **Rikke Kristine Nielsen**, *Aalborg U., Department of Communication and Psychology*
Facilitator: **Simone Carmine**, *IESEG School of Management*
Facilitator: **Yan Zhang**, *Peking U.*
Facilitator: **Wendy K. Smith**, *U. of Delaware*

As paradox theory continues to grow exponentially, paradox scholars face increasing pressure to sharpen their methods toolbox and produce high-quality empirical research that strengthens the theory and is relevant to practice. Furthermore, as paradox research becomes more interdisciplinary, there is a higher need for guidance on how to harness the exciting opportunities for innovation, without sacrificing rigor. By offering once again a paradox methods PDW within the RM division, we aim to continue discussing the challenges and opportunities of adopting novel methodological approaches to studying tensions. This second edition of the PDW in addition to its interactive nature will offer more opportunities for brainstorming and engaging with the expert panelists. In the first part, our invited scholars, well-versed in both qualitative and quantitative methods, will generate and disseminate novel insights on various aspects of research methods. During the second part of the PDW, participants will also have the possibility to discuss key methodological issues they face in roundtable discussions and receive feedback on their specific research ideas. By exploring methodological questions around tensions and paradoxes, this PDW appeals to members of the RM division and an ever-expanding audience interested in investigating tensions, contradictions, and paradoxes in organizations.

Contact: Eriselda Danaj, eriselda.danaj@mq.edu.au

KEY TO SYMBOLS

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

Revolutionizing Entrepreneurship in Africa: Integrating Indigenous Knowledge Systems

Organizer: **Jean Dibondo Kabongo**, *U. of South Florida*

Organizer: **Constant D. Beugre**, *Delaware State U.*

Participant: **James Calvin**, *Johns Hopkins U.*

Participant: **dt ogilvie**, *Rochester Institute of Technology*

Participant: **Mzamo P. Mangaliso**, *U. of Massachusetts, Amherst*

Participant: **Henrietta Ngozi Onwuegbuzie**, *Lagos Business School Pan Atlantic U. Nigeria*

As globalization and modernization transform business practices, there is increasing recognition of the immense untapped potential residing within Indigenous Knowledge Systems (IKS), especially within Africa (Beugré, 2023; Breidlid, 2009; Hoppers, 2001; Onwuegbuzie & Mafimisebi, 2021). IKS draw upon centuries of cultural wisdom and environmental stewardship, offering unique approaches and insights into entrepreneurship that often go unexplored by conventional education systems. This workshop seeks to bridge this gap by exploring how IKS can be incorporated into contemporary entrepreneurship education curricula (Kabongo & Okpara, 2010) to enrich it with culturally resonant sustainable business practices that would benefit contemporary entrepreneurship education curricula.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **322** | Submission: **10043** | Sponsor(s): **(CTO, OMT)**
Scheduled: **Saturday, Aug 10 2024 10:30AM - 12:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Wrigleyville**

Organizing for Emerging Digital Technologies: Taking Stock and Moving On



Organizer: **Georg Reischauer**, *WU Vienna & JKU Linz*
Organizer: **Christine Moser**, *Vrije U. Amsterdam*
Organizer: **Ali Aslan Gümüşay**, *LMU Munich*
Distinguished Speaker: **Emmanuelle Vaast**, *McGill U.*
Facilitator: **Saeed Akhlaghpour**, *U. of Queensland*
Facilitator: **Ali Aslan Gümüşay**, *LMU Munich*
Facilitator: **Danielle Logue**, *UNSW Sydney*
Facilitator: **Christine Moser**, *Vrije U. Amsterdam*
Facilitator: **Georg Reischauer**, *WU Vienna & JKU Linz*

Emerging technologies are radically novel and rapidly evolving technologies with profound transformative potential for business and society. The sharp rise of emerging digital technologies (e.g., artificial intelligence, blockchain, quantum computing, 3D printing, smart manufacturing, augmented reality) is challenging insights on how to organize around these technologies on multiple levels, warranting new studies. Organized by the guest editors of a special issue on this very topic in *Information and Organization*, this two-part PDW aims to give an overview of recent advancements on the organization of emerging digital technologies and to provide feedback on working papers dedicated to this topic. Part 1 is open for all. Part 2 requires registration and the submission of a short paper.

Please apply for Part 2 until Monday July 22 2024 by filling out a short form and uploading a short paper (max. 5 pages without references and tables/figures) here: <https://forms.gle/mZ6XPACgRTzhEF5A>

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **323** | Submission: **12072** | Sponsor(s): **(DEI, MOC, OB)**
Scheduled: **Saturday, Aug 10 2024 10:30AM - 12:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Columbian**

How to Be Harassment-Free: Expert Insights & An Allyship (Micro)Training



Facilitator: **Jamie L. Gloor**, *U. of St. Gallen*
Coordinator: **Huong Pham**, *U. of St. Gallen (HSG)*
Session Chair: **Jenny M. Hoobler**, *NOVA School of Business and Economics*
Panelist: **Lilia Cortina**, *U. of Michigan*
Panelist: **Jennifer L. Berdahl**, *U. of British Columbia*
Panelist: **Shannon Rawski**, *Ivey Business School*
Panelist: **Brent John Lyons**, *Schulich School of Business, York U.*

This Professional Development Workshop (PDW) is intended for those who are interested in actively co-creating more respectful, harassment-free work and conference environments. In the spirit of Innovating for the Future, we integrate the newest evidence and interventions (e.g., allyship) in the harassment space to co-create better cultures for our cohorts of today and tomorrow. Our five expert panelists will present various evidence and approaches to stemming harassment and includes those who have published research on the topic and those who have been involved with the topic from a more practical perspective. Each panelist will discuss (sexual) harassment, what they have learned in their research and careers as academics, conference goers, group leaders, bystanders, and/or ethics representatives. Together, we will explore potentially overlooked examples (i.e., what constitutes harassment) and how to be an effective ally (e.g., when we have more privilege). Attendees will have a chance to ask questions, after which they will break out into small, facilitated groups for discussion, reflection, and practice application. Our goal is to help craft more respectful work and conference experiences by raising awareness of the often subtle and ambiguous examples of harassment, practicing how we can all play a role as active allies, and co-creating higher-quality organizational and academy experiences. In this way, we innovate together with cutting-edge insights and more effective action towards a harassment-free future.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **324** | Submission: **12110** | Sponsor(s): **(OB, MOC)**
Scheduled: **Saturday, Aug 10 2024 10:30AM - 12:30PM CT (UTC-5)** at **Swissotel Chicago** in **Montreux 2**








Collectively Putting the Pieces Together: A Positive Relationships at Work Research Hackathon



Organizer: **Melissa Chamberlin**, *Iowa State U.*
Organizer: **Beth Schinoff**, *U. of Delaware*
Organizer: **Lyndon Earl Garrett**, *Boston College*
Organizer: **Jordan Nye**, *U. of Michigan, Ross School of Business*
Discussant: **Emily Dunham Heaphy**, *U. of Massachusetts, Amherst*
Discussant: **Kevin W. Rockmann**, *George Mason U.*

The development of positive relationships at work is important to both employees and organizations. Individuals who maintain positive work relationships tend to experience more positive emotions and have higher job and life satisfaction. Within academia, the study of positive relationships at work is rapidly growing, incorporating new methodologies, theories, and approaches that build upon existing knowledge. However, as new ways of working and relating come to fruition, it is increasingly clear that current management theory is somewhat ill-equipped to help us understand positive relationships at work, especially as conversations surrounding mental health and chronic loneliness come to the fore. The purpose of our proposed PDW is to facilitate the continued growth of positive relationships at work scholarship by engaging in a “hackathon” to collectively develop actionable research questions, designs, and applications that will help advance research and teaching on positive relationships at work. This hackathon will involve the generation of ideas and further development of these ideas through structured sharing. In addition, we intend our PDW to be a forum for continuing to build and cultivate a community of scholars passionate about positive relationships at work.

KEY TO SYMBOLS

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

STR Communications and MEC Committee Meeting

Organizer: **Paolo Aversa**, *King's College London*
Organizer: **Andy Wu**, *Harvard Business School*
Division Chair: **Marie Louise Mors**, *Copenhagen Business School*
Division Chair-Elect: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*
Participant: **Scott G. Johnson**, *Iowa State U.*
Participant: **Yixin Qiu**, *National U. of Ireland Galway*
Participant: **Amirhossein Zohrehvand**, *Leiden U., The Netherlands*
Participant: **Maria Rita Micheli**, *IESEG*
Participant: **Ilaria Orlandi**, *Copenhagen Business School*
Participant: **Paolo Aversa**, *King's College London*
Participant: **Marco Minervini**, *IE Business School*
Participant: **Jingning Ao**, *Morgan State U.*
Participant: **Luigi Mosca**, *Imperial College London*
Participant: **Xueqi Yuan**, *Imperial College Business School*
Participant: **Laura D'Oria**, *Iowa State U.*
Participant: **Aldona Kapacinskaite**, *Department of Management and Technology, Bocconi U.*
Participant: **Dimo P. Ringov**, *ESADE Business School*
Participant: **Tadhg Ryan-Charleton**, *Motu Economic and Public Policy Research*
Participant: **Thomaz Teodorovicz**, *Assistant Professor, Copenhagen Business School*
Participant: **Keith Pennington**, *U. of Connecticut*
Participant: **Carlos Inoue**, *U. of Illinois at Urbana-Champaign*
Participant: **Bukky Akinsanmi Oyedeji**, *London Business School*
Participant: **Sina Khoshokhan**, *U. of Colorado, Boulder*
Participant: **Cameron Miller**, *Syracuse U.*

invitation only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **326** | Submission: **10489** | Sponsor(s): **(STR)**
Scheduled: **Saturday, Aug 10 2024 10:30AM - 2:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom III**

STR Managing Your Dissertation Workshop 2024

Organizer: **Leandro S. Pongeluppe**, *The Wharton School, U. of Pennsylvania*
Organizer: **Nianchen Han**, *Nanyang Business School, NTU Singapore*
Organizer: **Hyoju Jeong**, *Tulane U.*
Organizer: **Silvia Sanasi**, *Free U. of Bozen-Bolzano*
Organizer: **Jungkyu Suh**, *NYU Stern School of Business*
Speaker: **Anita McGahan**, *U. of Toronto*
Speaker: **Aseem Kaul**, *U. of Minnesota*
Panelist: **SHARON BELENZON**, -
Panelist: **Alfredo De Massis**, *Free U. of Bolzano, IMD Business School and Lancaster U.*
Panelist: **Jiao Luo**, *U. of Minnesota*
Panelist: **Jelena Spanjol**, *Ludwig Maximilian U. of Munich (LMU)*
Panelist: **Tony Tong**, *U. of Colorado, Boulder*

This workshop offers practical advice to doctoral students on completing their dissertations and transitioning to their first academic positions. It is anticipated that the workshop will be held in live on-site format. The workshop is open to all doctoral students. Pre-registration will be required. The workshop will be conducted in an informal setting where students will be able to interact with faculty and other students in small groups. The finalists for last year's STR Outstanding Dissertation Award share the coordination of the workshop. The format of the PDW will include presentations and perspectives from last year's finalists and a panel of senior faculty. Attendees will break out into groups to meet with faculty and Q&A will be held after all sessions.

PhD students will be able to apply for a spot through this link: https://docs.google.com/forms/d/e/1FAIpQLSdy7C9GwBle_oXCfi9Y6fnUxLqNc_iJh7fFxtSZ-dLcRGvmdA/viewform?usp=sf_link. The applications judged to be the best by the co-organizers will be granted a spot in the PDW. We plan to limit registrations respecting the capacity of 200 individuals in the same room. Pre-registration is required, details will be shared in the AOM STR Discussion Board.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **327** | Submission: **16361** | Sponsor(s): **(HCM)**
Scheduled: **Saturday, Aug 10 2024 10:45AM - 12:15PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Cuvee Room**








HCM Research Incubator: Research in the Rough

Organizer: **Charlotte Croft**, *U. of Liverpool Management School*
Organizer: **Dori Amelie Cross**, *U. of Minnesota*
Organizer: **Wiljeana Jackson Glover**, *Babson College*
Panelist: **Ariel Avgar**, *ILR at Cornell*
Panelist: **Jane Banaszak-Holl**, *U. of Alabama, Birmingham*
Panelist: **Jacky Swan**, *U. of Warwick*
Panelist: **J'Aime Jennings**, *U. of Alabama at Birmingham*
Panelist: **Aoife McDermott**, *Cardiff U.*
Panelist: **Elizabeth Goodrick**, *Florida Atlantic U.*
Panelist: **Timothy Hoff**, *Northeastern U.*
Panelist: **Timothy Huerta**, *Ohio State U.*
Panelist: **Tal Katz-Navon**, *Arison School of Business, Reichman U., Israel*
Panelist: **Thomas D'Aunno**, *New York U.*
Panelist: **Mattia J. Gilmartin**, *New York U.*
Panelist: **Ann Scheck McAlearney**, *Ohio State U.*
Panelist: **Laura McClelland**, *Virginia Commonwealth U.*
Panelist: **Kathleen Montgomery**, *U. of California, Riverside*
Panelist: **Victoria Parker**, *U. of New Hampshire*
Panelist: **Peter Rivard**, *Suffolk U.*
Panelist: **Patrick Shay**, *Trinity U.*
Panelist: **Sara Singer**, *Stanford U.*
Panelist: **Joshua Ryan Vest**, *Indiana U., Indianapolis*
Panelist: **Timothy J. Vogus**, *Vanderbilt U.*
Panelist: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*
Panelist: **Amit Nigam**, *City, U. of London*
Organizer: **Ren Lovegood**, *UMass Boston College of Management*

The goal of this professional development workshop is to provide a session in which attendees receive constructive feedback and advice on health care management related research projects that are in progress, but not ready for journal submission. Projects may range from early conceptual stages to later stages (i.e. writing a manuscript). Participants will receive feedback, in a collegial setting, from health care management researchers in the field on key issues attendees are facing in their projects. Participants will be matched with two research mentors based on the nature of their research project and the expertise of our esteemed panel. While this workshop is open to researchers at all stages of their career, priority will be given to early-stage participants (i.e. doctoral students and junior scholars). Each participant will discuss their research projects with each of their assigned mentors, rotating in timed increments. This workshop is highly interactive, and uses experiential learning to make a potential impact on the professional success of participants. This workshop is presently designed for an in-person conference.

To participate in this PDW, you must have submitted an application to be a mentee or signed up previously to be a mentor.

KEY TO SYMBOLS

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

OB Research Roundtables Forum   

Organizer: **Stefan Berger**, *U. of Groningen*
Organizer: **Semin Park**, *Penn State Smeal College of Business*
Organizer: **Sophie Pychlau**, *Iowa State U.*
Organizer: **Manuel J. Vaulont**, *Northeastern U.*
Facilitator: **David A. Hofmann**, *U. of North Carolina, Chapel Hill*
Facilitator: **Markus Baer**, *Washington U. in St. Louis*
Facilitator: **Bess Rouse**, *Boston College*
Facilitator: **Jing Zhou**, *Rice U.*
Facilitator: **Joel Koopman**, *Texas A&M U.*
Facilitator: **Nathan Philip Podsakoff**, *U. of Arizona*
Facilitator: **Christopher M. Berry**, *Indiana U. - Kelley School of Business*
Facilitator: **Huiwen Lian**, *Texas A&M U.*
Facilitator: **Christian Troester**, *Kühne Logistics U.*
Facilitator: **Patrick F. McKay**, *East Carolina U.*
Facilitator: **Floor Rink**, *U. of Groningen*
Facilitator: **Margaret Shih**, *U. of California, Los Angeles*
Facilitator: **Neal M. Ashkanasy**, *U. of Queensland*
Facilitator: **Olivia Amanda O'Neill**, *George Mason U.*
Facilitator: **Naomi Beth Rothman**, *Lehigh U.*
Facilitator: **Brianna Barker Caza**, *U. of North Carolina, Greensboro*
Facilitator: **Sherry E. Moss**, *Wake Forest U.*
Facilitator: **Hudson Sessions**, *Arizona State U.*
Facilitator: **Keimei Sugiyama**, *U. of Wisconsin Milwaukee*
Facilitator: **Heather Ciara Vough**, *George Mason U.*
Facilitator: **Carolyn Thi Dang**, *Pennsylvania State U.*
Facilitator: **Sean Martin**, *U. of Virginia*
Facilitator: **Pri Pradhan Shah**, *U. of Minnesota*
Facilitator: **Lauren D'Innocenzo**, *Drexel U.*
Facilitator: **Nikos Dimotakis**, *Oklahoma State U.*
Facilitator: **Terri A Scandura**, *Miami Herbert Business School*
Facilitator: **Fabiola Heike Gerpott**, *WHU Otto Beisheim School of Management*
Facilitator: **Daan Van Knippenberg**, *Rice U.*
Facilitator: **Eean Crawford**, *U. of Iowa*
Facilitator: **Gary P. Latham**, *U. of Toronto*
Facilitator: **Ronald F. Piccolo**, *U. of Central Florida*
Facilitator: **Kyle J. Emich**, *U. of Delaware*
Facilitator: **In-Sue Oh**, *Fox School of Business, Temple U.*
Facilitator: **Lauren Simon**, *U. of Arkansas*
Facilitator: **Amy E. Colbert**, *U. of Iowa*
Facilitator: **Emily Dunham Heaphy**, *U. of Massachusetts, Amherst*
Facilitator: **Jessica R. Methot**, *Rutgers U., School of Management and Labor Relations*
Facilitator: **Raina A. Brands**, *UCL School of Management*
Facilitator: **Martin J. Kilduff**, *UCL School of Management*
Facilitator: **Vijaya Venkataramani**, *U. of Maryland*
Facilitator: **Chris Reina**, *Virginia Commonwealth U.*
Facilitator: **Christopher C. Rosen**, *U. of Arkansas*
Facilitator: **Mikhail Alexander Wolfson**, *U. of Kentucky*
Facilitator: **Anita Williams Woolley**, *Carnegie Mellon U.*
Facilitator: **Bradley L. Kirkman**, *North Carolina State U.*
Facilitator: **M. Travis Maynard**, *Colorado State U.*
Facilitator: **Ramon Rico**, *U. Carlos III de Madrid*
Facilitator: **Martine Haas**, *The Wharton School, U. of Pennsylvania*
Facilitator: **Michaela Kerrissey**, *Harvard U.*
Facilitator: **Hendrik Johan Van De Brake**, *Hendrik van de Brake*
Facilitator: **Paul Bliese**, *Darla Moore School of Business, U. of South Carolina*
Facilitator: **Karen Jansen**, *NC State U.*
Facilitator: **Susan Simkins (formerly Mohammed)**, *Pennsylvania State U.*
Facilitator: **Mark C Bolino**, *U. of Oklahoma*
Facilitator: **Ethan Burris**, *U. of Texas at Austin*
Facilitator: **Insiya Hussain**, *U. of Texas at Austin*
Facilitator: **Subrahmaniam Tangirala**, *U. of Maryland*
Facilitator: **Marcus Butts**, *Southern Methodist U.*
Facilitator: **Laura McAndrews Little**, *U. of Georgia*
Facilitator: **Lieke Laura Ten Brummelhuis**, *Simon Fraser U.*

This PDW was created specifically for members of the Organizational Behavior (OB) Division to expand their network of scholars interested in similar research areas. We designed the forum to provide members a platform to meet leading scholars in specific OB research topic areas, get to know other members of the Division, and discuss research ideas. The PDW will include three rounds of small-group discussions moderated by accomplished scholars who serve as experts in a particular topical area. As a participant in the forum, members can self-select into three research themes of their choice—one choice for each 20-minute round of discussions. Research themes span a wide range of OB topics, including contextual aspects of work (e.g., culture & climate); creativity & innovation; daily behaviors at work; dark side of OB; diversity; emotions, affect, & attitudes; future of work (e.g., gig work, multiple job holding); identity & identification; justice/fairness, trust, & ethics; leadership (behavior & characteristics; relational); modern team arrangements (e.g., multiple team membership, dynamic participation); motivation & engagement; personality & individual differences; relationships at work (e.g., friendship, loneliness, communities); social networks; stress, well-being, & mindfulness; teams (composition; states & processes); time & temporal dynamics; voice, proactivity, & OCBs; work-life interface. We anticipate in-depth research discussions and the facilitation of many meaningful connections among the participants and members of the OB Division.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **329** | Submission: **19971** | Sponsor(s): **(OMT, OB, STR, CM, MOC)**
Scheduled: **Saturday, Aug 10 2024 10:45AM - 2:15PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Regent Room**

Trust Between Individuals and Organizations

Organizer: **Oliver S. Schilke**, *U. of Arizona*
Organizer: **Bart De Jong**, *Durham U. Business School*
Panelist: **Rachel Lea Campagna**, *U. of New Hampshire*
Panelist: **Emma Levine**, *U. Of Chicago*
Panelist: **Michael G. Pratt**, *Boston College*
Facilitator: **Jonathan Lee**, *U. of Minnesota Duluth*
Facilitator: **Rosalind Searle**, *Centre for Trust, Peace and Social Relations, Coventry U.*
Facilitator: **Xiaotong (Janey) Zheng**, *Durham U. Business School*

Trust is a fundamental characteristic of organizational relationships and one of the most frequently studied concepts in management research today. This annual PDW is aimed at advancing research on trust by serving as a platform for scholars to discuss critical issues, engage in dialogue, and help further research-in-progress. The workshop consists of three segments: (1) The first segment starts off with a panel discussion, in which leading scholars share their thought-provoking ideas on this year's focal topic of "trust & emotions"; (2) For the second segment, attendees break into roundtables to discuss various relevant issues in current trust research. Each table will start out with a particular topic but may move on to other issues as the discussion unfolds. Topics may include (but are not limited to): trust & emotions, trust asymmetries, trust violation and recovery, trust in teams, trust in interorganizational relationships, trust across levels of analysis, trust in networks, trust dynamics, and trust and contracts; (3) The third segment consists of a paper development workshop, in which the facilitators provide in-depth feedback on work-in-progress trust research previously submitted by workshop participants. These papers should be in an advanced developmental stage, targeted at a scholarly management journal, and no more than 40 double-spaced pages in length.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **330** | Submission: **18680** | Sponsor(s): **(CMS, RM, OMT)**
Scheduled: **Saturday, Aug 10 2024 11:00AM - 12:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
Ambassador Room

Innovating Research: Doing Methods Differently

Organizer: **Alexandra Bristow**, *The Open U. Business School*
Organizer: **Marco Distinto**, *The Open U. Business School*
Organizer: **Mariana Paludi**, *U. Tecnica Federico Santa Maria*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*

This PDW will be of interest to anyone already doing or wanting to do research methods differently from established norms and conventions. We will draw on and further develop the long-standing Critical Management Studies (CMS) tradition and expertise in questioning dominant expectations and proposing innovative alternatives. This includes proposals for doing research differently that are currently gaining momentum within CMS as part of the movement to reimagine academic praxis. Such proposals have a broad appeal and relevance to management researchers beyond as well as within CMS, and this PDW aims to attract participants from across AOM Divisions in the spirit of openness, dialogue, and forging new cross-divisional connections. The PDW will be structured in three parts. Firstly, the PDW will open with a series of brief talks from established and emerging expert researchers, sharing insights into doing methods differently. Secondly, roundtable discussions will provide participants with an opportunity to share their experiences, questions, and concerns about doing research methods differently with each other and with the PDW organisers and facilitators. Thirdly, we will come together again for a plenary debrief, sharing key insights from each roundtable. The overall aim of the PDW will be to provide participants with support, encouragement, knowledge, and inspiration, developing their overall capacity for research innovation through peer dialogue and learning.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **331** | Submission: **22967** | Sponsor(s): **(CTO)**
Scheduled: **Saturday, Aug 10 2024 11:00AM - 12:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Grant Park**

Paper Development Workshop

Organizer: **Marco Marabelli**, *Bentley U.*

This session is for AOM submissions rejected (papers only) or working papers either under review at a journal or close to submission. We will give the precedence to rejected AOM submissions. We aim to keep the workshop small, therefore only few authors will be invited to participate.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**

Program Session: **332** | Submission: **12158** | Sponsor(s): **(ENT, TIM, CTO)**

Scheduled: **Saturday, Aug 10 2024 11:00AM - 1:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Gold Coast**

Framing Novelty: New Perspectives on Language and Communication in Entrepreneurship and Innovation



Organizer: **Donato Cutolo**, *IE Business School*

Organizer: **Simone Ferriani**, *U. of Bologna*

Organizer: **Gino Cattani**, *New York U.*

Organizer: **Denise Falchetti**, *George Washington U.*

Panelist: **Greg Fisher**, *Indiana U.*

Panelist: **Aaron Anglin**, *Texas Christian U.*

Panelist: **Christi Lockwood**, *U. of Virginia - McIntire School of Commerce*

Panelist: **Stephan Davys Manning**, *U. of Sussex*

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

Running for the second consecutive year, this PDW seeks to foster interdisciplinary dialogue among scholars exploring the transformative power of language in entrepreneurship and innovation research. This year, the workshop will focus on the structural properties of language and the expectations of different audiences to advance our understanding of how language can help entrepreneurs rally key audiences' support around their novel ideas, products, or projects. In the first half of the PDW, we have put together five panelists with diverse backgrounds, genders, nationalities, and research focus who have conducted theoretical and/or empirical work on how language can shape understanding and perception, thereby influencing entrepreneurial success. After the Q&A session, in the second half of the PDW, we provide registered participants with the opportunity to gain high-quality feedback from the organizers and panelists. In this way, the participants will have the opportunity to address their questions about specific issues encountered when writing/publishing their papers, exchange novel theoretical and methodological ideas, and start novel conversations that go beyond the current assumptions in the literature.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **333** | Submission: **12134** | Sponsor(s): **(HCM)**
Scheduled: **Saturday, Aug 10 2024 11:00AM - 12:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Royal Room**

Faculty Soft Skills and Online Learning: Why Do We Care?

Participant: **Ashleigh Allgood**, *U. of Alabama, Birmingham*

Participant: **Kristin Burton**, *Purdue U. Northwest*

Organizer: **Shivani Gupta**, *U. of Houston - ClearLake*

Organizer: **Michele Heath**, *Cleveland State U.*

Participant: **Gregory N. Orewa**, *U. of Texas At San Antonio*

Given that online learning continues to increase in popularity, this PDW will focus on providing the Emerging Scholars Consortium participants an overview of why faculty soft skills are important. Soft skills are personality traits that help you build interpersonal relationships effectively. Faculty are regularly faced with difficult situations that require a certain level of compassion, critical thinking, problem-solving, and conflict-resolution skills. This PDW would focus on personal qualities and traits that impact how one engages with students in online classes. Our PDW will provide an opportunity to discuss the challenges, experiences, and tips for developing soft skills.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented









Selected as a Best Paper

Role of AI in Indian Business and Governance

Session Chair: **Vijay Edward Pereira**, *NEOMA Business School*
Speaker: **Yama Temouri**, *Khalifa U., Abu Dhabi, UAE*
Speaker: **Arup Varma**, *Loyola U. Chicago*
Speaker: **Abdul-Nasser El-Kassar**, *Lebanese American U.*
Speaker: **Pawan S. Budhwar**, *Aston U.*
Speaker: **Shlomo Yedidia Tarba**, *U. of Birmingham, UK*
Speaker: **Amir Shoham**, *Fox School of Business, Temple U.*
Speaker: **Ramakrishnan Raman**, *Symbiosis international (Deemed U.)*
Speaker: **Abhishek Behl**, *Keele Business School, Keele U., U.K*
Speaker: **Daicy Vaz**, *NEOMA Business School*

India has always been at the forefront when it comes to developing software technologies or extending IT support. The country positions itself at advanced stages of adopting AI in businesses and governance (Business Standard, 2023). Moreover, to keep up with the market needs, AI courses have also been introduced at school and university levels to train new graduates with AI skills (Nasscom, 2023). Use of robust AI technologies and cloud services have made India resilient towards crises. Day-to-day transactions, small and medium business have also completely transitioned onto digital platforms for ease. The Indian government strongly supports AI initiatives and funds several startups each year (Inc42, 2023). Although India has made significant progress in terms of digital transformation, little is known about how the country makes this happen. This PDW will throw light on how India has been adopting AI for resilience and agility.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Meeting**

Program Session: **335** | Submission: **21735** | Sponsor(s): **(MBR)**

Scheduled: **Saturday, Aug 10 2024 11:00AM - 12:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Crystal A**

Preparing Job Seekers to Showcase Their Ability to Contribute to the Greater Social Good

Presenter: **Angela K. Miles**, *North Carolina Central U.*

Presenter: **Jennifer Bowers**, *Florida A&M U.*

Coordinator: **Wendy A. Kramer**, *Academy of Management*

During this session, The AOM Career Services Committee will provide job seekers with the tools and strategies to guidelines established by AACSB which are necessary to effectively showcase their skills and competencies in relation to a positive societal impact.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **336** | Submission: **20092** | Sponsor(s): **(OMT, MOC, STR)**
Scheduled: **Saturday, Aug 10 2024 11:00AM - 2:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
International Ballroom

Making Sense of Corporate Purpose: Charting New Conversations and Perspectives



Organizer: **Ricardo Gabriel Flores**, *U. of Victoria*
Organizer: **Luca Manelli**, *Politecnico di Milano*
Organizer: **David Chandler**, *U. of Colorado Denver*
Panelist: **Matthew Kraatz**, *U. of Illinois*
Panelist: **Juan Almandoz**, *IESE Business School*
Panelist: **Marya Besharov**, *Oxford U., Saïd Business School*
Panelist: **Claudine Madras Gartenberg**, *The Wharton School, U. of Pennsylvania*
Panelist: **David Chandler**, *U. of Colorado Denver*
Panelist: **Rodolphe Durand**, *HEC Paris*

This workshop seeks to use the momentum generated by a recent special issue on corporate purpose (Ocasio, Kraatz, & Chandler, 2023) to spur new ideas around this concept and phenomenon. In particular, the goal is to explore ideas at the intersection of two interrelated analytical perspectives on corporate purpose: inside-out (io), the meaningful, value-laden reason for being of a specific corporation, and outside-in (oi), the externally-imposed expectations bestowed upon corporations by society and stakeholders (Almandoz, 2023). Despite the widespread use and leveraging of corporate purpose among practitioners, the body of conceptual and empirical research to understand this phenomenon remains emerging at best. In response, the proposed PDW assumes the inherent tensions between the io/oi perspectives as a starting point for discussion. Then, it seeks to build on it to provide fresh new theoretical insights that can form the foundation for impactful research on corporate purpose at the intersection of organization theory and strategy. To do this, most of this PDW will be dedicated to roundtable sessions where junior scholars and doctoral students will present their emerging research on purpose and have the chance to receive feedback from eminent scholars in the field.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **337** | Submission: **16351** | Sponsor(s): **(OMT, RM, SIM, OB)**
Scheduled: **Saturday, Aug 10 2024 11:00AM - 1:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
Chancellor Room

Methodological Pluralism in the Study of Rankings: RD, Experiments, Simulations, Qualitative Methods



Organizer: **Wooseok Jung**, *HEC Paris*
Organizer: **Amanda Sharkey**, *U. of Notre Dame*
Panelist: **Ben William Lewis**, *Brigham Young U.*
Panelist: **Giada Di Stefano**, *Bocconi U.*
Panelist: **Tristan L. Botelho**, *Yale School of Management*
Panelist: **David Tan**, *Johns Hopkins U.*
Panelist: **Rieneke Slager**, *U. of Groningen*

Third-party evaluations -- such as rankings, awards, and aggregated consumer reviews -- have grown in influence over the last decades. Understanding these sources of environmental influence is not only practically important for managers but also crucial for scholars in areas such as stakeholder theory and the social evaluations literature. This workshop responds to the increasing interest in ranking studies and contributes to future research by exploring diverse methodological approaches. Recent explorations have drawn from a wide range of methods, providing valuable empirical and theoretical insights. Quantitative research has employed experimental and quasi-experimental designs to separate the effects of third-party evaluation systems from unobservable factors, while qualitative studies have revealed a nuanced processual understanding of responses from ranked entities. The workshop features a panel of five scholars sharing their experiences in conducting cutting-edge empirical research in third-party evaluation systems. These scholars will discuss the application of regression discontinuity designs, field experimental approaches, online and lab experiments, simulation methods, and qualitative approaches. They will also offer guidance on effectively positioning research for reviewers and publication. Through these discussions, the workshop aims to enhance participants' understanding of these empirical approaches and their optimal application in producing high-quality research on third-party evaluations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **338** | Submission: **21745** | Sponsor(s): **(PUBS)**
Scheduled: **Saturday, Aug 10 2024 11:00AM - 12:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Stetson Suite F**

AMD Editors Business Meeting

Presenter: **C. Chet Miller**, *U. of Houston*

By Invitation Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **339** | Submission: **21746** | Sponsor(s): **(PUBS)**
Scheduled: **Saturday, Aug 10 2024 11:00AM - 12:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Stetson Suite G**

AMLE Editors Business Meeting

Presenter: **Dirk Lindebaum**, *Grenoble Ecole de Management*

By Invitation Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **341** | Submission: **16527** | Sponsor(s): **(OSCM, CMS, OB, RM)**
Scheduled: **Saturday, Aug 10 2024 11:15AM - 12:45PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall MN**

Unlocking Insights: The Power of Replications in Behavioral Experiments



Organizer: **Stephanie Eckerd**, *U. of Tennessee*
Organizer: **Llord Brooks**, *U. of South Florida*
Organizer: **Iana Shaheen**, *U. of Arkansas*
Organizer: **Craig R. Carter**, *W. P. Carey School of Business, Arizona State U.*
Panelist: **Rogelio Oliva**, *Texas A&M U.*
Panelist: **Edward McClain Wellman**, *Arizona State U.*
Panelist: **Tingting Yan**, *Texas Tech U.*

This PDW focuses on advancing research in Operations and Supply Chain Management (OSCM) by exploring the critical theme of replicating behavioral experiments. The primary goal is to equip attendees with advanced methodological skills for replicating experiments rooted in different foundations, including experimental economics and social psychology. The objectives encompass enhancing critical thinking skills, facilitating networking opportunities, enriching teaching resources, inspiring research funding initiatives, and contributing to the OSCM field's development. Attendees will gain valuable insights into addressing the challenges and opportunities associated with replication studies in OSCM research. The PDW aims to empower OSCM researchers to conduct robust and impactful replication studies, ensuring the reliability and validity of research findings. It provides a platform for doctoral students and faculty to engage in meaningful discussions and network with experts in the field, fostering a culture of rigorous research practices and knowledge exchange.

KEY TO SYMBOLS

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








Environmental Sustainability and International Business Research: Opportunities and Challenges



Organizer: **Haitao Yu**, *U. of Macau*
Organizer: **Simone Carmine**, *IESEG School of Management*
Discussant: **Ruth V. Aguilera**, *Northeastern U.*
Discussant: **Jonathan P. Doh**, *Villanova U.*
Discussant: **Valentina De Marchi**, *ESADE Business School*
Participant: **Chang Hoon Oh**, *U. of Kansas*
Participant: **Maoliang Bu**, *Nanjing U.*
Participant: **Panikos G. Georgallis**, *U. of Amsterdam*
Participant: **Kerrigan Marie Machado Unter**, *U. of St. Gallen*

In this PDW, we intend to discuss how international business (IB) literature can advance its understanding of environmental sustainability by discussing the main questions IB should put at the center of its sustainability research. Current IB literature is moving toward a better understanding of how multinational enterprises (MNEs) can effectively deal with and contribute to solving the current environmental crisis. However, we argue that more research is needed to address the key challenges posed by climate and sustainability issues in IB context. Thus, we propose in this PDW to discuss how IB scholars can investigate and theorize on environmental sustainability. To discuss the possible direction to support IB in deeply engaging with environmental sustainability, we invited editors of leading IB Journals and researchers in the field to enlighten possible general and issue-related developments in the field. They have conducted numerous research projects, the outcomes of which have been published in top-tier peer-reviewed journals and have significantly contributed to the advancement of the IB and sustainability field.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**

Program Session: **343** | Submission: **10360** | Sponsor(s): **(IM, STR, TIM)**

Scheduled: **Saturday, Aug 10 2024 11:30AM - 1:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Michigan 3**

Platform and Ecosystem Strategy in a Global Context

Coordinator: **Liang Chen**, *Singapore Management U.*

Moderator: **Min Jung Kim**, *U. of Illinois at Urbana-Champaign*

Moderator: **Noman Ahmed Shaheer Siddiqui**, *U. of Sydney Business School*

Panelist: **Sali Li**, *U. of South Carolina*

Panelist: **Satish Nambisan**, *Weatherhead School of Management, Case Western Reserve U.*







Panelist: **Pinar Ozcan**, *Oxford U., Saïd Business School*


Panelist: **Fernando Suarez**, *Northeastern U.*

Panelist: **Shaker A. Zahra**, *U. of Minnesota*

The landscape of the global economy has undergone significant transformation in recent years due to the advent of innovative digital technologies, digital platforms, and their associated ecosystems. There is a pressing need to reevaluate and potentially adapt IB theories to better align with these emerging realities. Meanwhile, platforms and ecosystems have grown into a prominent topic in strategy research and also of significant interest to technology innovation scholars. While the platform literature revolves around the technological and organizational principles, less do we know about how the (institutional, geographic, cultural) context shapes platform and ecosystem strategy and their performance. The primary objective of this PDW is to explore the broader implications of digital platforms and ecosystems in the context of global business, and vice versa. It examines how theoretical perspectives, concepts, and ideas related to digital technology can be integrated into existing IB theories to render them more reflective of the contemporary global business environment, while seeking to strengthen the platform/ecosystem inquiries in accounting for the contextual influences that were traditionally assumed away in such research. The PDW not only offers a forum for cross-fertilizing IB and platform/strategy research but also provides concrete feedback on the relevant papers authored by division members.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **344** | Submission: **14773** | Sponsor(s): **(SIM, ONE, CMS)**
Scheduled: **Saturday, Aug 10 2024 11:30AM - 1:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Salon 1**

From Metrics to Meaning: Navigating the Depths of Impact Assessment

Organizer: **Felizia Sophie Von Schweinitz**, *U. of Hamburg*
Organizer: **Emma Van Den Terrell**, *U. of Mannheim*
Organizer: **Amy Vogel**, *Ludwig Maximilian U. of Munich*
Organizer: **Laura Marie Edinger-Schons**, *U. of Hamburg*
Organizer: **Ali Aslan Gümüşay**, *LMU Munich*
Panelist: **Florian Berg**, *Massachusetts Institute of Technology*
Panelist: **Karim Harji**, *Oxford U., Saïd Business School*
Panelist: **Nien-he Hsieh**, *Harvard U.*
Panelist: **Juliane Reinecke**, *Oxford U., Saïd Business School*
Panelist: **Andreas Rickert**, *Phineo gAG*
Panelist: **Judith Stroehle**, *U. of St. Gallen, Switzerland*

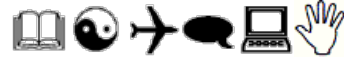
Could the assessment of business impact on society and the planet pave the way for a business paradigm that prioritizes social and environmental considerations, fostering genuine transformation? This constitutes the core aspiration and claim of impact measurement and valuation (IMV). This Professional Development Workshop (PDW) not only familiarizes participants with the fundamental facets of IMV and meaningful approaches for measurement and assessment, but also scrutinizes its ethics, politics, and standardization. In response to IMV proponents' calls to internalize and monetize corporate impacts, leading experts will engage in a debate around IMV, discussing conceptual issues of impact (I), current measurement approaches and challenges of measurement (M), and potentials and merits of valuation (V). In the latter part of the workshop, attendees will engage with these experts in an open-dialogue format to explore alternative narratives of change that extend beyond mere measurement. The objective of this PDW is to subject IMV to thorough examination and conceive of novel approaches that either complement or supplant organizations' inclination for management through quantification.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **345** | Submission: **12351** | Sponsor(s): **(TIM, STR, OMT, RM)**
Scheduled: **Saturday, Aug 10 2024 11:30AM - 2:00PM CT (UTC-5)** at **Sheraton Grand Chicago in Erie**








Advances in Patent Research: New Data, Measures, and Methods



Organizer: **Lucy Xiaolu Wang**, *Assistant Professor at UMass Amherst*
Organizer: **Thomas Schaper**, *ZEW—Leibniz Centre for European Economic Research*
Presenter: **Matt Marx**, *Cornell U.*
Presenter: **Paola Criscuolo**, *Imperial College London*
Presenter: **Tony Tong**, *U. of Colorado, Boulder*
Discussant: **Andrew Toole**, *USPTO*
Discussant: **Jeffrey Furman**, *Boston U.*

This workshop focuses on the empirical analysis of patent data, emphasizing the use of patents both as a measure of knowledge and innovation, and as an institutional phenomenon worthy of research in its own right. The goals of the PDW are twofold. First, it will provide an introduction to patent data for management scholars new to the field, including a discussion of data sources, data limitations, and methods for effectively analyzing patent data. Second, it will provide examples of in-depth analyses using patent research. The panelists will engage in discussions with the audience to address the current state of patent research and future directions for research.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **346** | Submission: **21142** | Sponsor(s): **(MED, MC)**
Scheduled: **Saturday, Aug 10 2024 11:45AM - 12:45PM CT (UTC-5)** at **Hyatt Regency Chicago in Randolph 3**

AI's Kryptonite?: Using Student Cases to Teach Critical Thinking, Theory, and Essential Skills

Participant: **C. Ken Weidner**, *Saint Joseph's U.*
Participant: **Elena Lvina**, *Saint Joseph's U.*

This workshop will be of interest to attendees who want to design and facilitate learning experiences for their students that are highly resistant to manipulation through artificial intelligence (AI), a part of “the future that has already happened” (Drucker, 1997) Because AI tools are ubiquitous, more than ever, our students at all levels will need to develop the judgment and skills to evaluate situations and evidence and make sound and principled. We have found that teaching with cases written by students based on their own experience is an effective way to center learning on critical thinking and essential interpersonal skills while learning course content in a range of subjects and levels of students, from undergraduate to executive programs. Student-written cases provide compelling content for problem-based learning. Student-written cases are unique, often unstructured situations that require unique solutions. The “right” answer cannot be retrieved by a machine; instead, the “best” answer must come from a group of people in real-time, working to understand the presenting issues and addressing the most important underlying issues. The use of student-written cases calls upon students to do for themselves what AI cannot (as yet) do for them: critical skills including working in groups, applying course subject matter, critical thinking, problem identification, problem-solving, presentation, facilitation, and engaging in reflection. This workshop will address faculty interests and concerns about teaching with student cases — “AI's Kryptonite” — and provide resources to build faculty confidence in their exploration or application of student-written cases.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**

Program Session: **347** | Submission: **20548** | Sponsor(s): **(AFAM, MED)**

Scheduled: **Saturday, Aug 10 2024 12:00PM - 1:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Bucktown**

Writer's Workshop for Special Issue of Journal of Management Education on "Management Education in Africa"



Organizer: **April L. Wright**, *Warwick Business School*

Organizer: **Sandra Pereira**, *U. of Warwick*

Organizer: **Samuel Aryee**, *U. of Surrey*

Organizer: **Mira Slavova**, *Warwick Business School*

This PDW is being facilitated by the editors of the Special Issue of the Journal of Management Education devoted to the topic of 'Management Education in Africa'. The aim of the PDW is to support participants in developing and writing submissions for the Special Issue that engage, explore, and problematise issues related to management education in Africa. During the session, participants will receive targeted guidance, feedback and mentoring from the editors on project ideas and potential submissions for the Special Issue. Submissions can include: (1) research articles reporting quantitative and/or qualitative empirical studies conducted in the African educational context; (2) theoretical and conceptual articles that build new theories or critique existing ones about contemporary issues in African management education; (3) essays including first-person narrative accounts about lived experiences of teaching and learning in Africa; (4) instructional innovations that describe and evaluate teaching and learning approaches that have proven to be effective in the context of African educational systems and business schools; and (5) articles that describe, analyse and evaluate teaching or curricular change initiatives in African business schools. This session is also designed to help participants create collaboration opportunities among scholars from Africa, the diaspora and Western nations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **348** | Submission: **13914** | Sponsor(s): **(DEI, CMS, SIM, ODC)**
Scheduled: **Saturday, Aug 10 2024 12:00PM - 1:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Comiskey**

Addressing Impact: A Practical Path Forward for DEI Scholarship Amid Volatility



Organizer: **Courtney Hart**, *U. of Texas At Arlington*
Organizer: **Samantha E. Erskine**, *UMass Boston College of Management*
Organizer: **Catrina Palmer Johnson**, *Kent State U.*
Organizer: **Cynthia E. Devers**, *Virginia Tech*
Coordinator: **Marla White**, *Virginia Tech*
Coordinator: **Naomi Samuel**, *Fuqua School of Business, Duke U.*
Coordinator: **LaStarr Hollie**, *UMass Amherst*
Coordinator: **Azure Cook**, *U. of Massachusetts Boston*
Panelist: **Eddy S. Ng**, *Queen's U.*
Panelist: **Enrica Nicole Ruggs**, *U. of Houston*
Panelist: **Laura Morgan Roberts**, *U. of Virginia Darden School of Business*
Panelist: **Claudy Jules**, *McKinsey & Company*
Panelist: **Bernardo M. Ferdman**, *Ferdman Consulting*
Discussant: **Erica Littlejohn**, *U. of Kentucky*

This exploratory PDW challenges faculty, students, and practitioners to consider and address the meaning of impact in the diversity, equity, and inclusion (DEI) space. Amid perpetually volatile environments, such as the dismantling of DEI offices and the targeting of scholars by political actors, we offer an arena to discuss how to confront these issues. The 2024 All-Academy Theme, Innovating for the Future: Policy, Purpose, and Organizations, encourages the academy to examine the interplay of innovation, policy, and purpose. Divisive events in higher education – including the ending of Affirmative Action, the rollback of DEI offices, and the dismissal of high-ranking, barrier breaking university presidents amongst other social issues – this PDW is germane to addressing the aforementioned interplay. By engaging faculty, students, and practitioner-scholars in interactive and collaborative discussions, the workshop will explore the impact of DEI on three levels: (1) department, (2) college, and (3) government and corporate. At the department level, we aim to discuss how to craft high-impact DEI research, specifically in the meso and macro settings, including field research. At the college level, we address strategies to identify grants and conduct cross-disciplinary research. Lastly, at the government and corporate level, we discuss the criticality of bridging the communication gaps between scholars and practitioners. This PDW will include an interactive panel, followed by roundtable discussions with critical reflection on these issues and their role in scholarship and practice. Finally, participants will be given the opportunity to continue the discussion and strategize around DEI in a series of post-PDW workshops.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **349** | Submission: **20136** | Sponsor(s): **(ENT, STR, SAP)**
Scheduled: **Saturday, Aug 10 2024 12:00PM - 1:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall H**

Teaching About Markets and Free Enterprise

Session Chair: **John Parnell**, *U. of North Alabama*

Session Chair: **Siri Ann Terjesen**, *Florida Atlantic U.*

Presenter: **Sebastian Vaduva**, *Emanuel U. of Oradea*

Presenter: **Amanda Brickman Elam**, *Babson College*

Presenter: **Peter G. Klein**, *Baylor U.*

Presenter: **Mark D. Packard**, *Florida Atlantic U.*

Presenter: **Michael Louis Troilo**, *U. of Tulsa*

This workshop will explore teaching practices associated with free-market thinking and market-based management. Free markets promote competition, innovation, private ownership of productive enterprises, and limited government intervention. Each presenter in this workshop will share an exercise, case vignette, or another classroom approach grounded in a market orientation, emphasizing eliciting class interactions and discussions. Pre-registered participants will receive an electronic packet of selected readings in the months before AOM to aid in preparation for the event. Participants who do not register are also welcome.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **350** | Submission: **10096** | Sponsor(s): **(HCM)**
Scheduled: **Saturday, Aug 10 2024 12:00PM - 1:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **State Room**

Deciphering the Relationships of Co-Creation: Author, Reviewer, and Editor Roles in Peer Reviews



Participant: **Charleata Battle**, *California State U., Los Angeles*
Participant: **Geoffrey Silvera**, *U. of Alabama at Birmingham*
Participant: **Scott L. Newbert**, *City U. of New York, Baruch College*
Participant: **Andrew A. Hanna**, *U. of Nebraska, Lincoln*
Participant: **Timothy Huerta**, *Ohio State U.*

Early academic careerists are expected to swiftly build national scholarly reputations through the co-creation of academic literature published in top ranked peer-reviewed journals (McGrail et al., 2006). Although many new scholars have demonstrated mastery in numerous subject matters, some have limited academic acumen and understanding of the peer-review publication process. (Miller and Van de Ven, 2015) noted the peer review process involves inviting expert scholars in the field to assist in evaluating the quality and appropriateness of journal submissions. Decades of engaged scholarly debate have still insufficiently deciphered peculiar editor, reviewer, and author perspectives within the peer review processes their roles in the co-creation of new academic literature. Scholarly research is a life-long process whereby senior scholars play an invaluable role in modeling the tone of the peer review process for junior scholars (McMullen and Newbert, 2023). The challenge within publishing is to get published in places that are likely to be noticed (Kritchevsky, 2018). Academic institutions have historically indoctrinated the concept of 'public or perish' as the dominant credo in academia (Niles, et al., 2020) without providing early career scholars with interventions aimed to increase academic publication rates among new scholars. (McGrail et al., 2006) found only a small percentage of academics actively participated in the publishing process although some higher education institutions have launched creative interventions like writing coaches, writing courses, and engaged scholarship support groups to increase publication outputs.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **351** | Submission: **16240** | Sponsor(s): **(MH, OMT, TIM, STR, RM)**
Scheduled: **Saturday, Aug 10 2024 12:00PM - 2:30PM CT (UTC-5)** at **Swissotel Chicago in Alpine I**

Developing Theory From Historical Research

Organizer: **Rohin Borpujari**, *U. College London*
Organizer: **Thomas J. Roulet**, *U. of Cambridge*
Panelist: **Andrew Nelson**, *U. of Oregon*
Panelist: **Paolo Aversa**, *King's College London*
Panelist: **Roy R. Suddaby**, *U. of Victoria*
Panelist: **Daniel Wadhvani**, *U. of Southern California*

This PDW is aimed at stimulating an interactive and developmental exchange between scholars engaged in theory-building research using historical data, who are aiming to publish in prominent management journals. The workshop will feature a panel of experts with a track record of publishing historical work in premier outlets. The goal of the workshop will be to help scholars learn how to develop and publish management theory from historical research. To this end, the core question that this PDW aims to unpack is – how do you build timeless theory from the study of time-bound historical cases? In the first half of the workshop, the panelists will lead exchanges around topics such as which research questions may be best suited to historical research and potential for theoretical contributions; how to identify rich data sources and deploy historical research methods; how to balance the needs for contextualization vs. generalization, and boundary conditions in their theorizing. In the second half of the workshop, shortlisted participants will have the opportunity to engage in quick “pitches” of their research project to one of the expert facilitators, with a view to receiving developmental feedback.

KEY TO SYMBOLS

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

AI is Innovation: Now Educators Need to Focus on the Human-ness



Coordinator: **Isabel Rimanoczy**, *PRME Working Group on the Sustainability Mindset*
Coordinator: **Ekaterina A. Ivanova**, *HSE U. Graduate School of Business*
Presenter: **James A F Stoner**, *MSR*
Presenter: **James Weichert**, -
Presenter: **Pia Manalastas**, *De La Salle U., Manila, Philippines*
Presenter: **Alexander Tetteh Kwasi Nuer**, *U. of Cape Coast, Ghana*
Presenter: **Amelia Naim**, *Sekolah Tinggi Manajemen IPMI (IPMI International Business School)*
Presenter: **Mehdi Majidi**, *Libra Alliance (libraaalliance.org)*
Presenter: **Beate Klingenberg**, *FOM Hochschule fuer Oekonomie & Management*
Presenter: **Keren Naa Abeka Arthur**, *U. of Cape Coast*
Presenter: **Aurora Díaz Soloaga**, *Almaty Management U.*
Presenter: **Ayako Hsin Ling Huang**, *Maharishi International U.*

Artificial Intelligence is not new. It has been part of our technological progress for many years. Yet it was not until November 2022 that it became ubiquitous to educators and the public in general. Over the past year, developments multiplied and new features were seen almost weekly, making visible our incapacity to anticipate the impacts of this technology, not even by their most savvy creators themselves. Educators have been discussing and improvising ways to incorporate Chat GPT and other AI applications into their classrooms and experimenting with ways of dealing with this new challenge. At the Global Deans Forum in Denmark organized by the accreditation institution AACSB in September 2023, AI was one of the two main themes. Business speakers shared the competencies they would like schools to develop to face the AI revolution, while educational institutions shared how they were trying to address the challenge. But there was a second main theme, and it was Purpose. This is the focus of this PDW: AI represents a technological tsunami that is hard to anticipate. So, we want invite the audience to shift the attention to an aspect little explored in management education: our human-ness, and how we are developing it. This interactive PDW is organized as a Gallery Walk, where colleagues from 9 different countries will share stories with participants of how they are developing students' 'human-ness'. Then we will invite all participants to reflect and share how they are (or could) intentionally develop human-ness in their own contexts.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **353** | Submission: **12769** | Sponsor(s): **(MSR, OB)**
Scheduled: **Saturday, Aug 10 2024 12:00PM - 1:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Wrigleyville**

Union of the Known-Unknown Realm of Existence for Enhancing a Future of Innovation

Participant: **Sharda Nandram**, *Nyenrode Business U.*







Participant: **Puneet Bindlish**, *Vrije U. Amsterdam*


Participant: **Julia Storberg-Walker**, *George Washington U.*

Participant: **Louis W. Fry**, *Texas A&M U. Central Texas*

Our innovative endeavors are steered by a holistic understanding of existence, uniting the knowledge to be known, the knowable aspect, and the knower. Envisioning a future of innovation propels us with an unwavering focus on the pursuit of the unknown. Nonaka's (1994) exploration of knowledge creation (4 types of knowledge conversion) and Polanyi's tacit-knowing (1958, 1969, 1983) sets the foundation for comprehending innovative practices. Lam (2000) delves into ontological and epistemological dimensions, catalyzing innovation. Beyond this, spirituality emerges as a bridge between the known and unknown (Nandram, 2022; Nandram & Bindlish, 2023), inspiring employees, leaders, and entrepreneurs toward future innovation. Our PDW proposal, influenced by Laszlo et al.'s synthesis of science and spirituality (2021), Storberg-Walker's quantum research (2021), being-centered leadership theory (TBCL) (Fry & Kriger, 2009; Allen & Fry, 2023), and Nandram et al.'s exploration of spirituality in the interconnected concepts of One, Zero, and Infinity (2023), explores the transformative potential of spirituality for global challenges. Emphasizing a paradigmatic-level shift, our proposal integrates Fry (2008) and Storberg-Walker's call for holistic understanding, combining analytical knowledge with non-rational experiences. Building on Storberg-Walker (2022), our PDW urges MSR researchers to critically reflect on diverse ways of knowing and enhancing transformative research practices through action-oriented approaches. Incorporating Allen and Fry's (2023) leadership framework, our PDW integrates TBCL's five ontological levels, framing leadership as a spiritual journey, aligning it with our K-continuum of Knowledge to present a comprehensive framework that enriches our understanding of how spirituality shapes actions, knowledge acquisition, devotion, and meditation within organizations to enhance a future of innovation.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **354** | Submission: **13814** | Sponsor(s): **(ONE, OMT)**
Scheduled: **Saturday, Aug 10 2024 12:00PM - 4:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Salon A**

Institutional Leadership and Policy Innovations for Purpose-driven Business: The Case of “B Corps”



Organizer: **Leonardo Boni**, *Politecnico di Milano School of Management*

Organizer: **Emily Landry**, *Washington and Lee U.*

Organizer: **Martina Pasquini**, *IE Business School*

Organizer: **Garima Sharma**, *American U., Kogod School of Business*

Panelist: **Ke Cao**, *Wilfrid Laurier U.*

Panelist: **Magali Fia**, *U. of Bologna-Yunus Social Business Centre*

Facilitator: **Gorgi Krlev**, *ESCP Business School*

Panelist: **Todd Schifeling**, *Fox School of Business, Temple U.*

Facilitator: **Kunyuan Qiao**, *Georgetown U.*

The evolution of business paradigms has witnessed a significant shift towards ethical, social, and environmental responsibility. From a Corporate Social Responsibility (CSR) approach, organizations started shifting their attention to the importance of “purpose” (George et al 2023). The unprecedented rise of the B Corp movement stands as a testament to this transformation, emphasizing a commitment to higher standards of corporate purpose, accountability, and transparency. Unique to the B movement is a multilayered approach for purpose-driven businesses: (1) the B Corp certification, (2) benefit corporation legislation, and (3) collective action in the form of social movement activity. This PDW focuses on the first two dimensions: the certification assessment and policy innovation of the new legal benefit corporation framework, which are mutually reinforcing. This PDW will deepen discussions about the role of institutional leadership and policy innovations for purpose-driven assessment schemes by highlighting the field of B Corps and the role of B Lab. B Lab oversees the B Corp certification assessment and led innovative policy work that resulted in a legal benefit corporation framework, which has been adopted by most states in the U.S. and several countries at their national level. B Lab’s leadership has allowed formation and support for over 8000 purpose-driven certified B Corp organizations and even more legal benefit corporations. We see B Lab’s institution-building efforts as a fruitful field for new discussions about how to ensure integrity of sustainability measurements. The workshop is divided into two parts. Part 1 is an open discussion. Part 2 is a paper development session requiring registration.

The first session of this PDW is open to everyone. The second session is a paper development session which is by invitation only. For details about submitting a paper for consideration in the second session, please see www.BAcademics.org under Events. The organizing committee will provide further details on the engagement for the second session through newsletters, social networks, and personal contacts in the following weeks.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**

Program Session: **355** | Submission: **21747** | Sponsor(s): **(PUBS)**

Scheduled: **Saturday, Aug 10 2024 12:00PM - 1:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Stetson Suite BC**

AMP Incoming Editors Business Meeting

Presenter: **Michael L. Barnett**, *Rutgers U.*

By Invitation Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Alchemy of Qualitative Research: Letters From the Field, To the Field



Organizer: **Eliana Crosina**, Babson College
Organizer: **Tiffany Dawn Johnson**, Georgia Institute of Technology
Organizer: **Kam Phung**, Simon Fraser U.
Organizer: **Alexandra Rheinhardt**, U. of Connecticut
Organizer: **Anna Elise Roberts**, U. of Bath
Organizer: **Sarah Wittman**, George Mason U.
Panelist: **Kimberly D. Elsbach**, U. of California, Davis
Panelist: **Spencer Harrison**, INSEAD
Panelist: **Elaine Cahalan Hollensbe**, U. of Cincinnati
Panelist: **John Paul Stephens**, Case Western Reserve U.
Facilitator: **Barnini Bhattacharyya**, Ivey Business School
Facilitator: **Christi Lockwood**, U. of Virginia - McIntire School of Commerce
Facilitator: **Trenton A. Williams**, BYU Marriott School of Business

This Professional Development Workshop (PDW) aims to extend the 2023 AOM PDW, “The Alchemy of Qualitative Research: Crafts and Routines.” This PDW brought together junior and senior scholars to discuss their personal research practices and attracted more than 100 participants. For this year’s PDW, we invited four senior scholars, all experts in qualitative research, to serve as panelists (in addition to eight early and mid-career scholars as PDW facilitators). As the title of the proposed PDW suggests, panelists’ comments will include insights from letters that each wrote ahead of the PDW about their hopes for and advice for future qualitative scholars. In addition, participants will have the opportunity to share a planned or ongoing qualitative study and to gain personalized feedback. We envision that by July 1st, participants will submit a two-page summary of an upcoming or current qualitative research project to aomqualalchemy@gmail.com. These two-page summaries should include an abstract of their project and a statement that outlines their most pressing challenges. During the PDW, each participant will receive comments and feedback on their work from early to late-career qualitative researchers as well as from the organizers of this PDW. To promote rich discussion and feedback, the panel portion will be open to all attendees, but the personalized feedback portion will be limited to 40 participants (determined on a first-come, first-served basis).

Those who are interested in participating in the workshop component of the PDW should submit a 2-page summary of an upcoming or current qualitative research project to aomqualalchemy@gmail.com by July 1. This personalized feedback portion will be limited to 40 participants (determined on a first-come, first-served basis).

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **357** | Submission: **18102** | Sponsor(s): **(STR, OMT, TIM)**
Scheduled: **Saturday, Aug 10 2024 12:00PM - 3:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Ontario**

Linking Computational Models and Experiments in Behavioral Strategy Research



Organizer: **Dong-Nghi PHAM**, *U. Ramon Llull, ESADE Business School*

Organizer: **Mads Kock Pedersen**, *Aarhus U.*

Panelist: **Daniel Levinthal**, *U. of Pennsylvania*

Panelist: **Marlo Raveendran**, *U. of California, Riverside*

Panelist: **Scott Cohn Ganz**, *Georgetown MSB*

Panelist: **Oliver Baumann**, *U. of Southern Denmark*

Panelist: **Thorbjørn Knudsen**, *Frankfurt School of Finance & Management gGMBH*

Behavioral strategy has critical influences in the management literature. To investigate the behavioral aspects of strategic decision-making, two approaches are gaining increasing attention: computational models and experiments. Computational models enable developing theories about the behavior of complex systems of heterogeneous interacting agents across various structural contexts (e.g. organizations). Experiments test these theories empirically and sometimes reveal unexpected findings that inspire new theoretical insights. Therefore, both are powerful complementary tools for studying how distributed actions aggregate into strategic outcomes. In this workshop, we offer participants an opportunity to interact with prominent scholars who work on bridging computational models and experiment methods to advance behavioral strategy research, as well as hands-on training with modeling during an interactive session. The panel will discuss the role of models and experiments in behavioral strategy, address how to implement and bridge computational models and experiments, and outline the most exciting and challenging future applications. The interactive session will practice a model of mutual learning in organizations and discuss the links to experimental designs.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **358** | Submission: **17383** | Sponsor(s): **(STR, TIM, ENT)**
Scheduled: **Saturday, Aug 10 2024 12:00PM - 2:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Chicago Ballroom X**

Generative AI: Competitive Landscape and Innovation Strategy

Organizer: **Jaeho Kim**, *The Wharton School, U. of Pennsylvania*

Speaker: **Ron Adner**, *Dartmouth College*

Speaker: **Prithwiraj Choudhury**, *Harvard U.*

Speaker: **Gary Dushnitsky**, *London Business School*

Speaker: **Charles Eric Eesley**, *Stanford MS&E*

Speaker: **Michael G Jacobides**, *London Business School*

Speaker: **Riitta Katila**, *Stanford U.*

Speaker: **Do Yoon Kim**, *Boston College*

Speaker: **Frank T. Rothaermel**, *Georgia Tech*

Recent management studies in Artificial Intelligence (AI) have predominantly focused on organizational adoption and implementation of AI, leaving a noticeable gap in understanding how AI firms compete and innovate. This gap becomes even more critical with the emergence of Generative AI (Gen AI) and its profound impact on various industries. The purpose of this PDW is to address this gap by delving into the competitive landscape of Gen AI firms and exploring technology strategies in the era of Gen AI, drawing broader attention to how Gen AI is reshaping the nature of competitive strategy, including its impact on industry attractiveness, competitive advantage and its sources, and the boundaries of the firm. With a panel of leading scholars in AI, technology innovation, and competitive strategies, the PDW seeks to pave a new research direction. The speakers will contribute to three dedicated discussion tracks, introducing their research or sharing theoretical insights to stimulate promising research questions. The session will conclude with roundtable discussions between speakers and attendees, providing attendees with the opportunity to exchange thoughts, receive valuable feedback, and explore novel research ideas.

Participation in this session does not require prior registration or application. However, please note that seating is limited by the room's capacity and will be allocated on a first-come, first-served basis.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

First-Class Ideas for the First Class: Premium Activities to Promote Learning



Organizer: **Jennifer Lynn Schultz**, *Minnesota State U., Mankato*

Organizer: **Debra R. Comer**, *Hofstra U.*

Presenter: **Carla Flores**, *Ball State U.*

Presenter: **Janet A. Lenaghan**, *Hofstra U.*

Presenter: **Jeffrey A. Mello**, *Hofstra U.*

Presenter: **Joseph Westlin**, *Minnesota State U., Mankato*

Presenter: **Michele Heath**, *Cleveland State U.*

Presenter: **Ronda M. Smith**, *Florida Tech*

Presenter: **Sarah Wright**, *U. of Canterbury*

Presenter: **Shontarius D. Aikens**, *Concordia College*

Presenter: **Sunyoung Park**, *Louisiana State U.*

Presenter: **Tim O. Peterson**, *TOPerformance, LLC*

Presenter: **Vance Johnson Lewis**, *Oklahoma City U.*

“You have only one chance to make a first impression.” The first class session of the term is an opportunity for faculty members to discuss the topics the course will cover and demonstrate their teaching style, philosophy, and expectations—to give students a sense of how the course will play out (a realistic course preview; see Wanous, 1973). Unsurprisingly, first impressions can affect not only relationships, but ideas (Kahneman, 2011). New semesters mark new beginnings. The first class can be an opportunity for faculty to thoughtfully reinvent themselves, rekindle their enthusiasm for teaching, and proactively reduce academic stagnation. This professional development workshop (PDW) will provide a variety of activities that instructors can use to clarify course content and objectives while engaging students. Presenters represent a variety of institutions (teaching- and research- oriented, private and public, small and large, etc.) and academic areas (human resources, organization behavior, leadership, strategy, and management). In an open-space format, presenters will share their original proven first-class, first class activities along with supplemental teaching materials. This interactive workshop will allow attendees to self-select activities that they can use immediately in their own classes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **360** | Submission: **13221** | Sponsor(s): **(MOC, OB)**
Scheduled: **Saturday, Aug 10 2024 12:15PM - 2:15PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom I**

Research Impact: What It Is, Why It Matters, and How You Can Increase Your Impact Potential



Moderator: **Ileana Stigliani**, *Imperial College Business School*
Panelist: **Kevin G. Corley**, *Imperial College London*
Panelist: **Berrin Erdogan**, *Portland State U.*
Panelist: **Alicia A. Grandey**, *Pennsylvania State U.*
Panelist: **Eva Boxenbaum**, *Copenhagen Business School*
Panelist: **Glenn Hoetker**, *Melbourne Business School, U. of Melbourne*

Scholars traditionally have thought of research impact in terms of classic academic impact via several publications, level of citations, influence on the thinking and theorizing of academic peers, and literature. Nevertheless, we are now increasingly being tasked with demonstrating the impact of our research on the professional and the practice community. This poses an interesting challenge for us, scholars, as well as the schools and universities we work for, to adapt or retrofit the idea of research impact into the way we operate. Whereas research is one of the core activities of academic institutions, only recently, the very same institutions have been incorporating the word “impact” into their mission statements or extensively discussing it as part of their research strategy. Yet, questions remain about what we should understand through impactful research. More importantly, management and organizational scholars have been mostly absent from these conversations. Meaningful discussions that pay attention to sensemaking (i.e., exploring the current elements, themes, and meanings constituting different elements of impactful research) and sensebreaking (i.e., discussing, disrupting, critiquing, and refreshing what impactful research can mean to scholars) are more needed than ever. Several important questions arise as we try to adapt to new pressures juggling multiple responsibilities in this rapidly changing world. A panel of four scholars who have meaningful experience in producing impactful research is brought together. Each panelist will bring a new perspective to our discussion. The final part of this PDW is devoted to the panelists working together with participants to find ways to increase their potential for impactful research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Diamonds in the Rough (DIR)

Session Chair: **Cristiano L O Guarana**, *Indiana U. - Kelley School of Business*
Session Chair: **Brittany Lambert**, *Indiana U. - Kelley School of Business*
Organizer: **Gabriela Cuconato**, *Case Western Reserve U.*
Distinguished Speaker: **Susan J. Ashford**, *U. of Michigan*
Panelist: **Sim B. Sitkin**, *Duke U.*
Panelist: **Erik Gonzalez-Mule**, *Indiana U.*
Panelist: **Naomi Beth Rothman**, *Lehigh U.*
Panelist: **Nathan Pettit**, *New York U.*
Facilitator: **Caroline A. Bartel**, *U. of Texas at Austin*
Facilitator: **Henrik M. Bresman**, *INSEAD*
Facilitator: **Shelley Brickson**, *U. of Illinois at Chicago*
Facilitator: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*
Facilitator: **Arran Caza**, *UNC Greensboro*
Facilitator: **Michael Christian**, *U. of North Carolina, Chapel Hill*
Facilitator: **Amy E. Colbert**, *U. of Iowa*
Facilitator: **Ashley Elizabeth Hardin**, *Washington U. in St. Louis*
Facilitator: **Oscar Holmes**, *Rutgers U.*
Facilitator: **Andrew Pierce Knight**, *Washington U. in St. Louis*
Facilitator: **Sally Maitlis**, *U. of Oxford*
Facilitator: **Tanya Menon**, *Ohio State U.*
Facilitator: **Alex Michael Murray**, *U. of Oregon*
Facilitator: **Samir Nurmohamed**, *The Wharton School, U. of Pennsylvania*
Facilitator: **Elad Netanel Sherf**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Facilitator: **Kristin Smith-Crowe**, *Boston U.*
Facilitator: **Jamie Seoyeon Song**, *ESMT European School of Management and Technology*
Facilitator: **Maxim Sytch**, *Ross School of Business, U. of Michigan*
Facilitator: **Phillip S. Thompson**, *Virginia Tech*
Facilitator: **Timothy J. Vogus**, *Vanderbilt U.*
Facilitator: **Giselle Elaine Antoine**, *Washington U. in St. Louis, Olin Business School*

Are you looking to refine your research identity or develop your career plans? If so, Diamonds in the Rough (DIR) is for you! For the last 12 years, DIR has offered career guidance for junior scholars (doctoral candidates, postdocs, assistant professors) across a wide variety of theoretical perspectives and methodologies. DIR strives to meet junior scholar's needs for professional development in a warm, welcoming, and inclusive environment. The PDW contains two components. 1) Asynchronous Feedback Sessions (registration required): Registrants will be paired with an influential scholar and 2-3 other registrants for a friendly chat and personalized feedback on their individual portfolios. These personalized sessions will be arranged at various times at the convenience of the facilitating scholar and their designated registrants. Participants who complete this session receive an MOC division "Bright Diamonds" certificate. 2) Live Synchronous Session (open to all): This live session features presentations, panel discussions, and networking opportunities for facilitators and participants. Come to be treated to stories about how prominent scholars forged their paths, advice on how to best navigate your own, and networking opportunities with colleagues with similar goals. Please visit <https://moc.aom.org/intherough/dir> for the most up to date details about DIR. To register, please complete our brief survey (click here) and submit your CV and a one-page overview of your research identity for feedback. MOC prides itself in being a 'bridging division' and we consider DIR the ultimate 'bridging PDW' - we're excited to help you "think it through".

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **362** | Submission: **19658** | Sponsor(s): **(OMT, TIM, CTO)**
Scheduled: **Saturday, Aug 10 2024 12:15PM - 2:15PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Gold Room**

Generative AI in the Workplace: Implications for Work, Occupations, and Inequality



Organizer: **Luca Vendraminelli**, *Stanford*
Organizer: **Arvind Karunakaran**, *Stanford U.*
Presenter: **Katherine C. Kellogg**, *MIT*
Presenter: **Paul Leonardi**, *UC Santa Barbara*
Participant: **Fares Ahmad**, *U. of California Santa Barbara*
Presenter: **Hyunjin Kim**, *INSEAD*

This Professional Development Workshop (PDW) seeks to explore the multifaceted impact of Generative AI (GenAI) on work, occupations, and inequality by highlighting cutting-edge empirical and conceptual work on this topic and facilitating a dialogue with audiences. GenAI poses significant challenges for managers and occupational groups in redefining job roles and responsibilities and integrating GenAI into their existing workflows. This PDW brings together experts engaged in qualitative (e.g., ethnography) and quantitative research (e.g., field experiments) to discuss the implications of the changes that GenAI is producing in the workplace. A central focus of this discussion is the paradox of AI augmentation: while AI can increase productivity and offer new opportunities to managers and employees, it may also change the task structure of jobs and occupations, with the potential to exacerbate workplace inequalities. Through research presentations, interactive panel discussions, and roundtable breakouts, we seek to advance scholarship in this important area of research while simultaneously building community.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **363** | Submission: **14730** | Sponsor(s): **(OMT, TIM, SAP)**
Scheduled: **Saturday, Aug 10 2024 12:15PM - 2:15PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Royal Room**

Creative Minds and Organizations in the Artificial Intelligence Age



Organizer: **Stefano Magistretti**, *Politecnico di Milano*

Organizer: **George Kuk**, *Nottingham Trent U.*

Organizer: **Ileana Stigliani**, *Imperial College Business School*

Panelist: **Elizabeth Long Lingo**, *Worcester Polytechnic Institute*

Panelist: **Moran Lazar**, *Tel Aviv U.*

Panelist: **Jacqueline Lane**, *Harvard U.*

Panelist: **Sebastian Fixson**, *Babson College*

Studies of creative processes often focus on the core activities and competencies of creative individuals. However, within organizational settings, there are instances where actions taken by individuals lack logical coherence, deviating from established goals and strategic targets. Individuals engage in seemingly purposeless and spontaneous activities, such as play, serendipity, experimentation, and design, which can produce new combinations of ideas, activities, or routines that fulfill a need to create. Despite the significance of these unplanned creative works, there exists a notable gap in research when it comes to their relationship with digital technologies. While researchers in management and organizational studies have embraced the discourse on digital technologies and their implications for work and organizational processes, a notable gap in research persists regarding the influence of digital technologies, such as AI, platforms, and big data, on the unplanned creative processes. This interdisciplinary PDW aims to bridge these gaps by exploring the impact of unplanned and purposeless activities, specifically within the domain of digital technologies, including AI and Generative AI. Through an innovative blend of panel presentations and roundtable discussions, complemented by interactive activities and case studies, participants will gain fresh insights into the intersection of creativity and digital technologies, aiming to inspire future research agendas and foster an enduring community of interest in this emerging field.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovating in Data-Based Reality: New Perspectives on Data as a Research Object



Organizer: **Aleksi Aaltonen**, *Fox School of Business, Temple U.*

Organizer: **Marta Stelmaszak**, *U. of Massachusetts Amherst*

Speaker: **Sirkka Jarvenpaa**, *U. of Texas at Austin*

Speaker: **Jannis Kallinikos**, *Luiss U.*

Speaker: **Dorothy Leidner**, *U. of Virginia*

Speaker: **Natalia Levina**, *New York U.*

Speaker: **Jan Recker**, *U. of Hamburg*

Data are key cognitive resources and unique semiotic artifacts that permeate organizational settings and the socioeconomic life today. Recent literature debunks the idea that data are simply 'raw facts' that fuel analytics and algorithmic systems—but what's next? In this professional development workshop, we put forward the idea that data themselves should be an object of research and innovation, rather than just an accessory to digital innovation. We aim to push the boundaries of research on digital data and their role in contemporary innovation and organizing from different, complementary and sometimes competing, perspectives. We asked five expert speakers to introduce their own, diverse approaches to data as a research object and a key ingredient of innovation: How to study data in a thoroughly datafied environment? How can data innovation and innovation by and through data be theorized? What are the methods and kinds of evidence one should look for? What kind of knowledge can be useful for managers and policy makers to explore and exploit opportunities to innovate and organize with data? The experts will variously acknowledge or theorize, for instance, the characteristics of data artifacts, data-related practices, issues with data quality and governance, or the broader organizational configurations that emerge around them. After the experts' introductory remarks, participants will break into smaller groups with each expert to discuss in-depth the perspectives, methods, and directions for the growing research interest in data. Finally, we will consolidate a collective understanding of data research that can help answering important questions in the age when innovation is increasingly based on data.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **365** | Submission: **15380** | Sponsor(s): **(ENT)**
Scheduled: **Saturday, Aug 10 2024 12:30PM - 2:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Haymarket**

Bridging the Rigor-Relevance Gap – The Role of the Practitioner-Scholar



Session Chair: **Kenneth A. Grant**, *Ted Rogers School of Management, Toronto Metropolitan U.*

Panelist: **Lincoln Brown**, *Southwestern Oklahoma State U.*

Panelist: **Marcos Hashimoto**, *Bradley U.*

Panelist: **Norris F. Krueger**, *QREC/Kyushu U.*

Panelist: **Maribeth C. Kuzmeski**, -

Panelist: **John Martin Mueller**, *None*

Panelist: **Paul Sanchez Ruiz**, *Iowa State U.*

This Professional Development Workshop will help entrepreneurship practitioner-scholars build on their industry and entrepreneurial ecosystem community experience to contribute to bridging the rigor-relevance divide. It will provide guidance on how to draw on the academic work of others to better inform the practitioner community – within and beyond the classroom – working with entrepreneurship ecosystem players. It supports the overall theme of this year’s conference by considering how we can influence policies and ecosystem entities, as well as addressing how to apply in practice the specific Entrepreneurship Division research questions. Participants will first hear about, and then investigate through roundtable discussion, how they can identify ways to be the bridge to help individuals and organizations under how entrepreneurship research can help them be more innovative and successful. This workshop will also guide them in ways to better navigate the entrepreneurship academic body of knowledge.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**

Program Session: **366** | Submission: **17540** | Sponsor(s): **(ENT, OMT, DEI, SIM, AAM, IAM, AFAM, INDAM)**
Scheduled: **Saturday, Aug 10 2024 12:30PM - 2:00PM CT (UTC-5)** at **Hyatt Regency Chicago in Water Tower**

Race and Entrepreneurship

Organizer: **Alexander Lewis**, *UTSA*

Panelist: **Juanita Kimiyo Forrester**, *Mercer U.*

Panelist: **Andrea Marie Hodge**, *Florida State U.*

Panelist: **Diana Maria Hechavarría**, *Texas Tech U.*

Participant: **Jeffrey M. Pollack**, *NC State U.*

Participant: **Brett Gilbert**, *American U.*

Participant: **Garry D. Bruton**, *Texas Christian U.*

In this professional development workshop (PDW), we explore the topic of entrepreneurship and race, with particular although not exclusive attention to underrepresented racial minorities (URM), racial and ethnic groups with a disproportionately low presence in positions of power and status. This PDW will introduce the audience to an important yet distressingly neglected area of research and provide the audience an opportunity to discuss pre-submitted extended abstracts with editors from top entrepreneurship journals. Our ultimate goal for this PDW is to encourage a broad research agenda on race and entrepreneurship that captures both the structural qualities of marginalization and the agentic qualities of entrepreneurship.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented

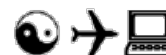


Diversity-oriented



Selected as a Best Paper

Making the Most of It: Being Successful in a Post-Doc and Beyond



Organizer: **Min Young Lee**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Organizer: **Laura Maria Giurge**, *The London School of Economics and Political Science (LSE)*
Organizer: **Dana Harari**, *Technion - Israel Institute of Technology*
Distinguished Speaker: **Jeffrey Loewenstein**, *U. of Illinois at Urbana-Champaign*
Distinguished Speaker: **Julia Lee Cunningham**, *U. of Michigan*
Panelist: **Salvatore J. Affinito**, *New York U.*
Panelist: **Felix Danbold**, *UCL School of Management*
Panelist: **Elinor Flynn**, *London Business School*
Panelist: **Stéphane Francioli**, *The Wharton School, U. of Pennsylvania*
Panelist: **Zoe Jonassen**, *U. of St. Gallen*
Panelist: **Karren Kimberly Knowlton**, *U. of Texas at Dallas - Jindal School of Management*
Panelist: **Lindsay Elizabeth Larson**, *Florida International U.*
Panelist: **Florencio F. Portocarrero**, *London School of Economics and Political Science*

Following the growing interest and success of this professional development workshop (PDW) at the 2023 Academy of Management (AOM) Annual Meeting, which was attended by over 70 participants, we continue the series with a new group of panelists to share their experiences in post-doc positions. Post-doc positions can be critical yet under-discussed career opportunities for academics in management. This is surprising as an increasing number of successful management scholars are starting their careers in post-doc positions. This PDW aims to inform doctoral students about such positions and facilitate community building and networking among current and previous post-docs. Specifically, this session is intended to increase awareness of post-doc training and provide informal career advice from a diverse set of academic scholars on how to be successful during and after a post-doc position for those considering or currently undertaking these interim appointments. To this end, our PDW will address three main questions: (1) What are the long-term career benefits of post-doc positions? (2) What does it mean to be successful as a post-doc, including being productive and becoming well-positioned to find an academic job? and (3) How can doctoral students secure post-doc positions? Our interdisciplinary panel reflects a range of institutions, geographic regions, career stages, and research backgrounds. By bringing diverse perspectives, we hope to enrich the current conversation on post-doc positions as springboards toward faculty roles and empower attendees to make informed decisions while pursuing or continuing their academic careers.

KEY TO SYMBOLS

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

Publishing in HBR, SMR, CMR, PSJ, & I by IMD to Impact Real-World Innovation.



Organizer: **Brad Winn**, *Utah State U.*
Organizer: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Organizer: **Melanie Prengler**, *U. of Virginia, Darden School of Business*
Presenter: **Ania Wieckowski**, *Executive Editor at Harvard Business Review*
Presenter: **Elizabeth Heichler**, *MIT Sloan Management Review*
Presenter: **Kora Gonzalez**, -
Presenter: **David Reimer**, *HR People + Strategy*
Presenter: **Delia Christina Fischer**, *169332*
Presenter: **Ethan Scott Bernstein**, *Harvard Business School*

The world is changing in unprecedented ways and managers are yearning for new ideas to help them thrive and innovate in these challenging times. Tammy Madsen, this year's program chair, has stated, "In today's world, the intricacies of effectively leading and managing an organization demand a fresh perspective. And who better to continue to lead the charge than management scholars. We are uniquely positioned to question the status quo..." In addition to making a difference within their scholarly communities, many academics want to impact managers in companies. All too often important academic insights are published in academic journals, but are not easily accessible to "real world" professionals. It is increasingly important to consider new ways of providing managers greater access to our research findings. This PDW focuses on how researchers can have a greater impact on practice by publishing in journals that are circulated beyond the Academy. Senior editors representing "bridging" journals will share insights on how to publish in venues that impact both academics and practitioners. In addition, researchers will share ideas for how they have translated their academic work for these journals. Researchers and editors will lead a highly interactive session, which includes audience dialogue and roundtables.

KEY TO SYMBOLS

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

Session Type: **Meeting**

Program Session: **369** | Submission: **21748** | Sponsor(s): **(PUBS)**

Scheduled: **Saturday, Aug 10 2024 12:30PM - 2:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **New Orleans**

Developing and Publishing Research in Management Learning and Education

Presenter: **Dirk Lindebaum**, *Grenoble Ecole de Management*

Presenter: **Martyna Sliwa**, *Durham U. Business School*

Presenter: **Ajnesh Prasad**, *EGADE Business School*

Presenter: **Melanie Ann Robinson**, *HEC Montreal*

Presenter: **Jennifer Leigh**, *Nazareth U.*

Presenter: **Paul Hibbert**, *Warwick Business School*

Research in Management Learning and Education has gained increased prominence within the Academy as external stakeholders demand evidence of student learning, accreditors require institutions to show evidence of impact and recent crises have set numerous practical challenges and theoretical puzzles. In this session, a panel Editors and Associate Editors from leading Management Learning and Education publications (i.e., Academy of Management Learning and Education, Journal of Management Education, Management Learning and BJM: Management Knowledge and Education) will discuss and provide advice on how to design and conduct novel, impactful, and meaningful research in management learning and education. The goals are to obtain a better understanding of core characteristics and quality criteria of good research in our field and knowledge of opportunities for developing publications. More specifically, we want to provide current and prospective authors with a supportive, encouraging and interactive platform where they might share their ideas for designing and conducting management learning and education research projects and gain initial feedback and direction from experienced editors. All are welcome to attend.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Ask the Experts: Qualitative Research

Organizer: **Sanjay Jain**, *California State U., Northridge*

Organizer: **Raza A Mir**, *William Paterson U.*

Organizer: **Thomas Greckhamer**, *Louisiana State U.*

Distinguished Speaker: **Roy R. Suddaby**, *U. of Victoria*

Panelist: **Matt Beane**, *U. of California, Santa Barbara*

Panelist: **Sara R. S. T. A. Elias**, *U. of Victoria*

Panelist: **Suntae Kim**, *Johns Hopkins Carey Business School*

Panelist: **Innan Sasaki**, *Warwick Business School*

In this workshop, we will use the metaphor of cooking to describe the act of qualitative research. The metaphor is apt on several counts. First, like the labor of cooking, qualitative research is often "feminized" in the management academy. Unlike the more valorized research methods that use quantitative data, qualitative methods are often consigned to the periphery of academic research (though this is rapidly changing!). Second, quite like cooking, qualitative research requires a lot of thought, initial preparation, improvisation, and waiting for diverse elements to mix. Also, just like a meal, the acceptance and appreciation of qualitative research often depends on the style in which it is presented. In the proposed session, we will have six participants, discussing various types and aspects of qualitative research. The methodologies they will cover include ethnography, grounded theory, process analysis, case studies and qualitative comparative analysis. Moreover, they will provide insights on pre-fieldwork aspects of the qualitative research process including philosophical conundrums associated with inquiry ("Preparing the ingredients"), as well as the actual act of fieldwork ("Lighting the fire"). Time will also be set aside to discuss the act of data analysis, and making sense of qualitative data ("Simmer and stew"), as well as the publication of papers based on qualitative research ("Setting the table"). The workshop also attempts to relate to the theme of the 2024 meetings, by discussing how qualitative research can be deployed to understand "innovating for the future".

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **371** | Submission: **18750** | Sponsor(s): **(SIM, ONE)**
Scheduled: **Saturday, Aug 10 2024 12:30PM - 2:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Belmont**

Innovation & Social Impact of Academia - Contributing to the SDGs

Organizer: **Adrian Zicari**, *ESSEC Business School*
Facilitator: **DARREN Thomas BAKER**, *U. College Dublin*
Participant: **Mário Aquino Alves**, *FGVEAESP*
Participant: **Armand Bam**, *U. of Stellenbosch Business School*
Participant: **Steven Kilroy**, *Trinity Business School, Trinity College Dublin*
Participant: **Elsbeth Murray**, -
Participant: **Tommaso Ramus**, *ESSEC Business School*

As this Decade of Action to achieve the Sustainability Development Goals (SDGs) unfolds, this workshop provides an occasion for reflecting on our collective contribution as scholars. Being the SDGs targets both ambitious and urgent, we need to consider new ways, new ideas, new inspirations. This is innovation in the broadest sense, including technologies when necessary, but moreover addressing “policy, purpose and organizations”, as the conference theme well reminds us. In sum, we aim to make meaningful connections among: • our research: what we research, its “so what”, its impact • our pedagogy: to whom we teach, what we teach, how we teach • our citizenship We look for an inspiring conversation about what we should do to contribute to society from our current roles of scholars, and in some cases concomitantly, business school leaders. This workshop is the natural continuation of a fruitful conversation began last year during the Boston conference at the PDW “Social Impact of Academia”, organized by the same group of colleagues. All of them are affiliated to schools in the Council on Business & Society (CoBS), a global alliance of eleven business schools in five continents, dedicated to increase the social impact of academia both in research and in pedagogy. This workshop intends to expand this ongoing conversation to the larger community of scholars at the AoM. Session attendees will briefly present their reflections about innovations related to their research, their pedagogy, and their different engagements in their respective business schools. Then, in roundtable discussions, session participants will discuss their experiences of impact. Organizers will strive to gently challenge, propose, and motivate participants to think out of the box. This PDW will conclude with a graphic representation to illustrate the potential paths for innovatives initiatives in pedagogy, actionable research, and school leadership. The organizers will gladly share contact information among attendees and engage themselves in providing follow up for further discussions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **372** | Submission: **20863** | Sponsor(s): **(AAM)**
Scheduled: **Saturday, Aug 10 2024 1:00PM - 2:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Jackson Park**

Making the Cut: Charting a Veteran's Path to Corporate Life



Panelist: **Pushpendra Priyadarshi**, *Indian Institute of Management, Lucknow*

Panelist: **Sanjay Kumar Singh**, *U. of Dundee, UK*

Panelist: **Abdul-Nasser El-Kassar**, *Lebanese American U.*

Panelist: **James Duggan**, *Cork U. Business School*

Panelist: **Surya Prakash Pati**, *Indian Institute of Management, Kozhikode*

From an HRD perspective, it is imperative that we recognize and improve the experience of veterans with health concerns stemming from their service. At the same time, we also cannot afford to ignore the transition experiences and adjustment challenges faced by those veterans who do not have these health issues. Although transitioning from the military to a civilian workplace can be challenging, veterans of the armed forces can offer a wealth of valuable skills to the employing organization. This Professional Development Workshop (PDW) intends to discuss what can employing organization do to help in the smooth transition of veterans to the corporate work life and at the same time explore critical research agendas.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **373** | Submission: **19682** | Sponsor(s): **(CMS, OMT)**
Scheduled: **Saturday, Aug 10 2024 1:00PM - 2:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
Ambassador Room

Decolonizing Field Research in a Neoliberal Economy



Organizer: **Tathagata Bhowmik**, *Weatherhead School of Management, Case Western Reserve U.*

Organizer: **Ram Mahalingam**, *U. of Michigan, Ann Arbor*

Organizer: **Vijayta Doshi**, *Indian Institute of Management, Udaipur*

Organizer: **Pankhuri Agarwal**, *School of Management, U. of Bath*

Organizer: **Akhil S G**, *Weatherhead School of Management, Case Western Reserve U.*

Organizer: **Poonam Barhoi**, *Institute of Management Technology Ghaziabad, India*

This PDW aims to generate and sustain interest in a community of scholars, educators, and practitioners engaging in management research and teaching that focuses on the explicit and implicit effects of a neoliberal economy on social groups and organizations, in employing an intersectional approach to field research. Unlike research methods that emphasize detachment, distance, and objectivity from the phenomenon of interest, this workshop aims to generate dialogue on employing embodied experiences and demographic characteristics of the researcher like gender, social class, race, nationality, age, etc., as critical windows to generate research questions, engaging wholly and systematically within the natural context of the phenomenon of interest during data collection, decolonizing prior research and sources of information through deconstruction, addressing the logistical challenges that researchers might face during fieldwork in remote areas, and acknowledging the social, economic, and political dynamics every phenomenon of interest possesses in a neoliberal economy and intertwining those to generate an intersectional approach to fieldwork. This topic aligns with the Research, Teaching, and Diversity Orientation of the 2024 AOM Meeting along with the theme of the Meeting.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **374** | Submission: **21665** | Sponsor(s): **(ENT)**
Scheduled: **Saturday, Aug 10 2024 1:00PM - 4:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Skyway 260**

ENT Late-Career Consortium

Coordinator: **Christina Theodoraki**, *CERGAM, IAE Aix Graduate School of Management, Aix-Marseille U., France*

Organizer: **Matthew Allen**, *Manchester Metropolitan U. Business School*

Organizer: **Jerome Katz**, *Saint Louis U.*

The Late Career Consortium focuses on the discussion of career and life questions of faculty members that finished their doctoral education 15 or more years ago. The aim of this session is to help scholars in any discipline explore possibilities available for later career faculty members, manage the new demands of this career stage and identify ways to continue to grow professionally later in one's career. The consortium will start with an opening presentation by an eminent career/life stage scholar and then distinguished panelists will offer insights about a wide variety of specific topics and address questions from attendees. The consortium is open to all AOM attendees and will run for 90 minutes. It includes extensive Q&A and discussion among panelists and attendees. Live!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **375** | Submission: **10070** | Sponsor(s): **(HCM, OB, OMT, TIM)**
Scheduled: **Saturday, Aug 10 2024 1:00PM - 2:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Cuvee Room**

How Artificial Intelligence Will Change Teaching and Students



Organizer: **Timothy Hoff**, *Northeastern U.*

Panelist: **Timothy Hoff**, *Northeastern U.*

Panelist: **Patrick Shay**, *Trinity U.*

Panelist: **Kristine Ria Hearld**, *U. of Alabama at Birmingham*

Panelist: **Peter F. Martelli**, *Suffolk U.*

The proposed Professional Development Workshop focuses on identifying specific ways in which AI stands to revolutionize how we teach and how students learn. This PDW will address the early impact of AI on both teaching and students. The aims are to: (a) identify the range of possible student expectations both now and moving into the future related to how courses should be structured, taught, and learning assessed using AI; (b) link student expectations around AI in the classroom to specific pedagogical changes instructors of health care management and management will have to consider and implement; and (c) critique the various challenges which may arise in the evolution of course pedagogy in response to student AI expectations. At a general level, and in pursuing these aims, the PDW will explore how greater incorporation of AI into teaching will impact the overall classroom experience in health management and management courses. The PDW workshop consists of a panel of four individuals who will speak to the above aims. They will discuss specific ways they are beginning to use AI in coursework, what they see now in terms of student expectations for AI usage in both graduate and undergraduate courses and engage in prediction as to how such expectations may continue to evolve. They will cite key opportunities and challenges in using AI in ways that also meet student expectations. The remainder of the session will engage audience members in dialogue to further add to the ways instructors are now using AI, solidify our understanding of student expectations for using AI, and link that usage and its continued development to the needs and preferences of students.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **376** | Submission: **11746** | Sponsor(s): **(HR)**
Scheduled: **Saturday, Aug 10 2024 1:00PM - 2:30PM CT (UTC-5)** at **Swissotel Chicago** in **Élevé River View 1**

Getting to Full Professor: A PDW for Mid-Career HR Scholars

Organizer: **Rebecca Hewett**, *Rotterdam School of Management, Erasmus U.*

Organizer: **Rebecca Rheinhardt Kehoe**, *Cornell U.*

Panelist: **John E. Delery**, *U. of Arkansas*

Panelist: **Deanne N. Den Hartog**, *U. of Amsterdam*

Panelist: **Ingrid Fulmer**, *U. of Illinois at Urbana-Champaign*

Panelist: **Jianmin Sun**, *School of Labor and Human Resources, Renmin U. of China*

This PDW provides opportunities for scholars at the Associate Professor (or equivalent) level to learn from senior scholars (who have “been there”), and from each other (who are “going there”) about navigating the path to Full Professor. A panel of senior scholars will share their insights on the journey to full professorship, including strategies for overcoming challenges and determining how to best allocate one’s time and effort among the many opportunities that arise in the mid-career phase. Following a panel discussion, the panelists will join participants in roundtable discussions, which will provide opportunities for participants to ask questions, share experiences, and develop connections with one another. In addition to providing an opportunity to discuss focused questions about the journey to Full Professorship, a key aim of this PDW will be to identify how the HR Division can better support members at this career stage. Pre-registration will be invited in spring/summer 2024.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented

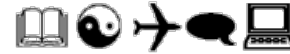


Diversity-oriented



Selected as a Best Paper

Resource Constraints of Non-Profit Social Organizations – A Comparison of India and the West



Session Chair: **Nandakumar Mankavil Kovil Veettil**, *Indian Institute of Management, Kozhikode*

Panelist: **Ashish Malik**, *Ashish Malik, Professor, Queen's U. of Belfast, UK*

Panelist: **Amandeep Dhir**, *U. of Agder, Norway*

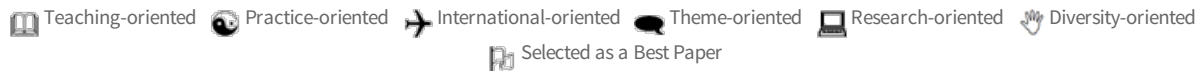
Panelist: **Shivinder Nijjer**, *Chitkara Business School, Chitkara U.*

Panelist: **Swetketu Patnaik**, *Anglia Ruskin U.*

Panelist: **Vijay Edward Pereira**, *NEOMA Business School*

Non-profit social organizations (NPSO) are generally small and medium-sized firms that include organizations delivering services, such as daycare centers for adults and children, rehabilitation and training services, and elderly and outpatient care services (Felicio, Goncalves, & Gonvalves, 2013). They generally rely on government grants and donations to provide the services. However, governments worldwide have reduced the provisions of grants to social organizations due to reasons like COVID-19 and weaker economic growth. Consequently, the NPSOs stretch their existing resources to address their challenges. They also identify additional resources that are cost-effective and combine them with their existing resources to fulfill their objectives. This process of creative resource acquisition, consistent with the principles of the bricolage (Baker & Nelson, 2005), has helped NPSOs achieve product, process, and business model innovations. Even in resource-constrained environments, many NPSOs have performed well through effective business model configurations. The NPSOs in India and Western countries have adopted strategies appropriate to their contexts, enabling them to overcome the resource challenges. In this professional development workshop (PDW), we examine the strategies adopted by NPSOs in India, Australia, and the UK and draw insights by synthesizing them. The topic discussed in our PDW will interest the Indian Academy of Management (INDAM) and Social Issues in Management (SIM) division of the Academy of Management. In addition, this topic will be of interest to the Management, Education, and Development (MED) division since the discussion presented could help develop pedagogical approaches for teaching social issues in management.

KEY TO SYMBOLS



Examining Psychological Safety And Interaction Safety Constructs And Measurement Tools



Presenter: **Jennifer Seyler**, *Benedictine U.*

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

Presenter: **Tara Whittle**, *The Kaleel Jamison Consulting Group, Inc*

ODC aims to improve an organization's effectiveness and capacity (Worley and Feyerherm, 2003). Previous research indicates that psychological safety (PS) can enable this process (Mogard, et.al, 2023). A PS organizational climate can also aid successful implementation and practices of Institution Diversity, Equity, and Inclusion (DEI) programs (Roper, 2003). Edmondson, a proponent of PS, has focused predominantly at the team level; her well-validated 7-item PS scale is widely popular (Adair, 2022). PS has also been viewed from the organizational (Schein and Bennis, 1965) and individual levels (Kahn, 2017). Hackman (2002) has suggested that teams exist within the context of a larger organization, and PS should also be considered at the organizational analysis level. Interaction safety (IS), a construct defined by Katz & Miller (2008), is when individuals throughout the organization feel they need each other, are open/willing to engage, strive to do their best together, which, in turn, improves organization performance. Katz and Miller (2008) express IS as an organizational level construct of the overall feeling of safety in an organization. We believe the IS construct can be a viable PS measure to extend the PS team construct to the organizational level (Schein and Bennis; 1965; Hackmann, 2002). This PDW explores and shares whether IS shows convergent/discriminant validity with PS. If convergent, it could elevate assessment of PS to the organization level. The PDW aims to: translate the Miller/Katz IS measurement to a scale and test for validity/reliability test convergent/discriminant validity between Edmondson's PS construct/scale and Miller & Katz IS construct/scale

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**

Program Session: **379** | Submission: **12768** | Sponsor(s): **(MED, IM)**

Scheduled: **Saturday, Aug 10 2024 1:00PM - 2:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall MN**

Internationally Collaborating for the Future



Organizer: **Charles Wankel**, *St. John's U., New York*
Organizer: **Olivia Hernandez-Pozas**, *Tecnologico de Monterrey*
Organizer: **Augustin Suessmair**, *U. of Lueneburg*
Organizer: **Agata Stanusch**, *Canadian U.-Dubai*
Organizer: **Miguel R. Olivas-Lujan**, *PennWest U.*
Presenter: **Sujana Adapa**, *professor*
Presenter: **Anna Af Hällström**, *Chalmers U. of Technology*
Presenter: **Nadir Ali**, *De Montfort U.*
Presenter: **Philip C. Anderson**, *INSEAD*
Presenter: **Johanna Anzengruber**, *Upper Austria U. of A.S*
Presenter: **Duysal Askun Celik**, *Istanbul Topkapi U.*
Presenter: **Oguz N. Baburoglu**, *Sabanci U.*
Presenter: **Rico Baldegger**, *HEG School of Management Fribourg / HES-SO//U. of Applied Sciences Wes*
Presenter: **Tania Casado**, *U. of São Paulo*
Presenter: **Christine Chou**, *National Dong Hwa U.*
Presenter: **Grace Dagher**, *Adnan Kassar School of Business, Lebanese American U., Beirut, Lebanon*
Presenter: **Guillermo Antonio Dávila**, *U. de Lima*
Presenter: **Mario Fernando**, *U. of Wollongong*
Presenter: **Liviu Florea**, *Washburn U.*
Presenter: **MARIS GALLIS**, *Riga Technical U.*
Presenter: **Cristina Marie Giannantonio**, *Chapman U.*
Presenter: **Celile Itir Gogus**, *Bilkent U.*
Presenter: **Amy Jane Griffiths**, *Chapman U.*
Presenter: **Raymund Habaradas**, *De La Salle U., Manila, Philippines*
Presenter: **Indria Handoko**, *U. Prasetiya Mulya*
Presenter: **Olivia Hernandez-Pozas**, *Tecnologico de Monterrey*
Presenter: **David Horan**, *Trinity Business School, Trinity College Dublin*
Presenter: **Amy Hurley-Hanson**, *Chapman U.*
Presenter: **Ayangeadoo Alphonsus Hur-yagba**, *Dept. of Business Admin, Faculty of Management Sciences, U. of Abuja*
Presenter: **Hamid H. Kazeroony**, *Walden U.*
Presenter: **Constantine Kontoghiorghes**, *Cyprus U. of Technology*
Presenter: **Pavel Kral**, *Prague U. of Economics and Business*
Presenter: **Enyonam Kudonoo**, *Ashesi U.*
Presenter: **Irina Liuberte**, *ISM U. of Management and Economics*
Presenter: **Chris Long**, *St. John's U., New York*
Presenter: **Pia Manalastas**, *De La Salle U., Manila, Philippines*
Presenter: **Marjorie L McInerney**, *Marshall U.*
Presenter: **Czeslaw Mesjasz**, *Cracow U. of Economics*
Presenter: **Anna Mina**, *U. of Rome Lumsa*
Presenter: **Karen Moustafa Leonard**, *U. of Arkansas, Little Rock*
Presenter: **Neli Muntean**, *Technical U. of Moldova*
Presenter: **Karen Murdock**, *The U. of the West Indies*
Presenter: **Ana Nestorovic**, *WU Vienna, U. for Economy and Business'*
Presenter: **Khanh Hoang Nguyen**, *12768*
Presenter: **Nikolina Nikolova**, *U. of National and World Economy*
Presenter: **Kohei Nishikawa**, *Center for Education in General Studies at Konan U.*
Presenter: **Chris Ogbechie**, *Pan-African U.*
Presenter: **Ilya Okhmatovskiy**, *Nova SBE, U. Nova de Lisboa*
Presenter: **Miguel R. Olivas-Lujan**, *PennWest U.*
Presenter: **Hee Jin Park**, *Yonsei U.*
Presenter: **Ivan Radevic**, *U. of Montenegro, Faculty of Economics Podgorica*
Presenter: **Radha Rani Sharma**, *New Delhi Institute of Management (NDIM)*
Presenter: **Romana Rauter**, *U. of Graz, Austria*
Presenter: **Jacob Dahl Rendtorff**, *Roskilde U.*
Presenter: **Emmanuelle Reuter**, *U. of Neuchatel*
Presenter: **Elina Riivari**, *U. of Jyväskylä*
Presenter: **Prashant Salwan**, *Professor Indian Institute of Management Indore*
Presenter: **Markus Schuller**, *International U. of Monaco*
Presenter: **Sharon Segrest**, *U. of South Florida*
Presenter: **Lin Shi**, *Macau U. of Science and Technology*
Presenter: **Agata Stanusch**, *Canadian U.-Dubai*
Presenter: **Abraham Stefanidis**, *St. John's U., New York*
Presenter: **Augustin Suessmair**, *U. of Lueneburg*
Presenter: **Vas Taras**, *U. of North Carolina, Greensboro*
Presenter: **Leonardo Nelmi Trevisan**, *Pontificia U. Católica de São Paulo*
Presenter: **Sebastian Vaduva**, *Emanuel U. of Oradea*
Presenter: **Erika Vaiginieni**, *Vilnius U.*
Presenter: **Charles Wankel**, *St. John's U., New York*
Presenter: **Caren Weinberg**, *Ruppin Academic Center*
Presenter: **Ralf Wilden**, *Macquarie Business School, Macquarie U.*
Presenter: **Andrew Yu**, *U. of Melbourne*
Presenter: **Ahmed Zahlan**, *Africa Business School, Mohammed VI Polytechnic U., Benguerir, Morocco*
Presenter: **Maria Teresa Beamond**, *RMIT U., Australia*
Presenter: **Anett Hermann**, -

The Internationally Collaborating for the Future PDW is intended to enable colleagues from 41 nations to come to understand and create opportunities for international teaching and research collaborations through sharing experiences and best practices. The inclusion of colleagues from institutions in countries of widely differing economic situations is a notable feature. Bringing together scholars and academics from nations that have been underrepresented in cross-country partnerships with those from well-funded and experienced institutions will enhance the way our discipline of Management is taught. A number of presenters in our session will be pitching collaborative projects directly aligned with the theme of this year's conference: "Innovating for the Future--Policy, Purpose, and Organizations." The workshop will encompass collaborations among teachers, their students, and educational institutions and will work to locate and develop new ways and methods of collaboration among them in a situation of increasing access to information technology in developing nations. It is hoped that these exchanges will lead to enduring future partnering among the presenters that will be productive and successful both in teaching as well as research endeavors.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Elephant in the room: A PDW on Enhancing Scientific Rigor in Organizational Behavior Research



Organizer: **Katelyn Zipay**, *Purdue U.*
Organizer: **Gilad Chen**, *U. of Maryland*
Moderator: **Katelyn Zipay**, *Purdue U.*
Moderator: **Gilad Chen**, *U. of Maryland*
Distinguished Speaker: **Peter Bamberger**, *Tel Aviv U.*
Distinguished Speaker: **Nancy Rothbard**, *U. of Pennsylvania*
Distinguished Speaker: **Maria Kraimer**, *U. at Buffalo*
Distinguished Speaker: **Steve W J Kozlowski**, *U. of South Florida*
Distinguished Speaker: **Allison S. Gabriel**, *Purdue U., West Lafayette*
Distinguished Speaker: **John Mathieu**, *U. of Connecticut*
Distinguished Speaker: **Rellie Rachel Derfler**, *U. of Maryland*
Distinguished Speaker: **Ella Miron-Spektor**, *INSEAD*
Host: **Jessica Beth Rodell**, *U. of Georgia*
Host: **Jason Colquitt**, *U. of Notre Dame*
Host: **Juliana Schroeder**, *U. of California, Berkeley*
Host: **Christine Beckman**, *U. of Southern California*
Host: **Andrew Carton**, *The Wharton School, U. of Pennsylvania*
Host: **John R. Hollenbeck**, *Michigan State U.*
Host: **Elizabeth George**, *Cambridge Judge Business School*
Host: **Keith Norman Leavitt**, *Oregon State U.*
Host: **Laura McAndrews Little**, *U. of Georgia*
Host: **David Mayer**, *U. of Michigan*
Host: **Floor Rink**, *U. of Groningen*
Host: **Zhen Zhang**, *Southern Methodist U.*
Host: **Bradley L. Kirkman**, *North Carolina State U.*
Host: **Laszlo Tihanyi**, *Rice U.*
Host: **Marie S. Mitchell**, *U. of North Carolina, Chapel Hill*
Host: **John Kammeyer-Mueller**, *U. of Minnesota*
Host: **Jessica R. Methot**, *Rutgers U., School of Management and Labor Relations*
Host: **Stephen Hyrum Courtright**, *U. of Iowa*
Host: **Klodiana Lanaj**, *U. of Florida*
Host: **David Welsh**, *Arizona State U.*
Host: **Edward McClain Wellman**, *Arizona State U.*
Host: **Michael Baer**, *Arizona State U.*
Host: **Justin M. Berg**, *U. of Michigan, Ross School of Business*
Host: **Crystal I Chien Farh**, *U. of Washington, Michael G. Foster School of Business*
Host: **Eric Anicich**, *U. of Southern California*
Host: **Le Zhou**, *Texas A&M U.*
Host: **Sean Martin**, *U. of Virginia*

In light of recent challenges surrounding the state of scientific rigor and transparency in OB research, the need for a PDW tailored to address these issues has never been more crucial. This workshop will offer a springboard for conversation around these issues with the goal of providing clarity and insight on the roles of professional organizations, journals, and author teams in ensuring rigor and transparency, and in generating strategies and best practices to uphold scientific rigor in the field. The workshop will include two 2-hour sessions. The first session will focus on the role of field leaders in maintaining and improving the quality of OB research. It will begin with a distinguished panel of recent and current journal editors—who also held relevant leadership positions in AOM and APA—sharing insights on the actions professional bodies can take to promote and enforce scientific rigor. This panel will be followed by a Q&A and roundtable discussion. The second two-hour session will delve into the experiences of researchers in navigating these issues when collaborating with others. This panel will include established scholars at various career stages to explore topics such as managing coauthor responsibilities and strategies to maximize transparency. This panel will also be followed by a Q&A and roundtable discussion. We hope this PDW empowers researchers to bolster the scientific rigor of their work and foster an environment of accountability and trust within their research teams.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **381** | Submission: **17274** | Sponsor(s): **(OB, RM)**
Scheduled: **Saturday, Aug 10 2024 1:00PM - 2:30PM CT (UTC-5)** at **Swissotel Chicago in St Gallen 1**

Improving Leadership Research Around the Globe: A Mentoring Session



Organizer: **Marie Dasborough**, *U. of Miami*
Participant: **Mayowa Babalola**, *U. of Western Australia*
Participant: **George Banks**, *UNC Charlotte*
Participant: **Nicolas Bastardoz**, *KU Leuven*
Participant: **Michael S. Cole**, *Texas Christian U.*
Participant: **Olga Epitropaki**, *Durham U.*
Participant: **Fabiola Heike Gerpott**, *WHU Otto Beisheim School of Management*
Participant: **Janaki Gooty**, *U. of North Carolina, Charlotte*
Participant: **Ryan Gottfredson**, *California State U., Fullerton*
Participant: **Xu Huang**, *Hong Kong Baptist U.*
Participant: **Ronit Kark**, *Bar Ilan U.*
Participant: **Jochen I. Menges**, *U. of Zurich*
Participant: **Yuanmei Qu**, *Rowan U.*
Participant: **Ronald E. Riggio**, *Claremont McKenna College*
Participant: **Terri A Scandura**, *Miami Herbert Business School*
Participant: **Mary Sully De Luque**, *Arizona State U.*
Participant: **Mary Uhl-Bien**, *Texas Christian U.*
Participant: **Dina Van Dijk**, *Ben Gurion U. of the Negev*
Participant: **Frankie Jason Weinberg**, *Loyola U. New Orleans*
Participant: **Angelina Zubac**, *AIM Business School, Australian Institute of Management*

This inclusive PDW will provide students and junior faculty from diverse backgrounds the opportunity to discuss their leadership research in a collegial setting with prominent leadership scholars. The junior scholars are required to submit brief research proposals prior to the conference, and will be matched with a more senior scholar with similar research interests (not from their home university). At tables organized by themes, the senior scholars will then discuss these proposals with the 1-3 junior scholars they are matched with, providing insights and suggestions for future research directions. A general networking session with all participants will follow, whereby current and former editors of top leadership journals will discuss how to transform the proposals into publishable journal articles. The focus will be on developing theoretical foundations and designing high quality empirical studies. This is a great opportunity for the junior scholars to develop their ideas, and it may even lead to future academic collaborations. This PDW has been held every year since 2008 and it has resulted in the development of numerous ongoing mentoring relationships between scholars from around the globe.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **382** | Submission: **16935** | Sponsor(s): **(OB, STR, OMT, MOC, AFAM, NEU, CAR, ODC, CM, CTO, OSCM, MSR, ENT, RM, HR, IAM)**
Scheduled: **Saturday, Aug 10 2024 1:00PM - 3:00PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich D**

Organization Science: Building an Inclusive Journal Community

Organizer: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*
Organizer: **Cindy Muir-Zapata**, *U. of Notre Dame*

This interactive PDW is designed for scholars aiming to engage with Organization Science as authors, reviewers, and potential editorial review board members. Our desire is to help deepen scholars' understanding of Organization Science and how to engage with our community as an author or reviewer, particularly scholars who might not otherwise have knowledge or experience with the journal or direct access to its editorial team. Through a mix of interactive presentations, roundtable discussions, and panels, we will share and discuss best practices for engaging with Organization Science. Specifically, current Organization Science editors will offer a series of short presentations on different topics relevant to publishing in and reviewing for the journal. Following the presentations, we will facilitate more intimate small-group discussions among editors, editorial board members, and the audience through roundtable discussions on different aspects of the publication process at Organization Science. We will close with a panel of editors and editorial board members to ensure the audience has full access to ask any and all questions they might have about the current state and future of Organization Science.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **383** | Submission: **12408** | Sponsor(s): **(ODC, MC, SIM, SAP)**
Scheduled: **Saturday, Aug 10 2024 1:00PM - 3:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Salon C**

Action Research Lab: Foundations for Innovating for the Future Submitted By:



Facilitator: **David Coghlan**, *U. of Dublin, Trinity College*

Action research has a long tradition of engaging organizational and management scholars and practitioners in enabling change in organizations. It has been at the forefront in building collaborative and enacting approaches to respond to the VUCA (volatile, unpredictable, complex and ambiguous) challenges of our world. One of the premises of this PDW is that action research can play an important role in innovating for the future in addressing how we can develop new actionable knowledge for organizational and societal change. It does so by taking collaborative inquiry and action as an important site of knowing. This PDW is directed to doctoral students, faculty and practitioners who undertake action research out of a desire to address 'red and hot' organizational/management challenges. Participants will be invited to focus on their own action research experiences, ambitions and questions, as a starting point of an exploration of action research principles, design choices and potentials for knowledge creation. They will leave with an increased awareness of how to undertake and/or supervise action research as a mode of impactful research while increasing understanding of how to conduct inquiry in a collaborative and egalitarian way.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **384** | Submission: **21749** | Sponsor(s): **(PUBS)**
Scheduled: **Saturday, Aug 10 2024 1:00PM - 2:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Stetson Suite F**

AMJ Editors Business Meeting

Presenter: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*

By Invitation Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Polynomial Regression Analysis with Response Surface Methodology in Organizational Science



Organizer: **Chou-Yu Tsai**, *Binghamton U.-State U. of New York*

Organizer: **Yongheng Yao**, *Wilfrid Laurier U.*

Organizer: **Minyoung Cheong**, *Kyung Hee U.*

Presenter: **Rong Su**, *Tippie College of Business, U. of Iowa*

Presenter: **Yih-teen Lee**, *IESE Business School*

Presenter: **Chunghyun Oh**, *Binghamton U.-State U. of New York*

Presenter: **Jinhee Moon**, *Binghamton U.-State U. of New York*

Presenter: **Sheng-Bin Wang**, *National Sun Yat-Sen U.*

Panelist: **Jeffrey R. Edwards**, *U. of North Carolina*

Panelist: **Amy L. Kristof-Brown**, *U. of Iowa*

Panelist: **Lisa Schurer Lambert**, *Oklahoma State U.*

Since its introduction by Edwards and colleagues, polynomial regression analysis (PRA) combined with response surface methodology (RSM) has become a valuable research tool for investigating and exploring topics related to congruence, agreement, alignment, and similarity frameworks within organizational science. Over the past three decades, due to the inherent complexity of organizational settings, PRA and RSM have been utilized in various ways and often in conjunction with other complementary research methods. In this proposed PDW, we aim to introduce the origins of this method, address inconsistencies, and discuss its implications when combined with other research methods and designs. We hope to improve comprehension and utilization of PRA with RSM, address inconsistencies, and advocate for its effectiveness and reliability in theory testing and development across diverse research topics and domains within organizational science.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **386** | Submission: **10291** | Sponsor(s): **(SAP, OMT)**
Scheduled: **Saturday, Aug 10 2024 1:00PM - 2:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
Embassy Room

Responsible Digital Organizations: Leveraging Technologies for Inclusive & Greener Organizations



Organizer: **Stefanie Habersang**, *Leuphana U. Lüneburg*

Organizer: **Georg Reischauer**, *WU Vienna & JKU Linz*

Speaker: **Vern Glaser**, *U. of Alberta*

Speaker: **Julia Hautz**, *U. of Innsbruck*

Speaker: **Eric Knight**, *Macquarie Business School, Macquarie U.*

Speaker: **Attila Márton**, *Copenhagen Business School - Denmark*

Speaker: **Hannah Trittin**, *Leuphana U. Lüneburg*

In recent years, we have witnessed a rise in scholarship on digital organizations, firms whose strategy and structures are underpinned by digital technologies. At the same time, scholars have advanced our understanding of how to leverage digital technologies to make organizations more sustainable. As these conversations have progressed in isolation, our understanding of responsible digital organizations is limited. To bridge these highly relevant lines of inquiries, this PDW aims to (1) give an overview of perspectives and recent advances on responsible digital organizations and (2) nurture research on how organizations can strategically leverage digital technologies to become more inclusive and greener. Participants will gain a multidisciplinary understanding of conversations on responsible digital organizations and its challenges.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **387** | Submission: **21615** | Sponsor(s): **(TIM)**
Scheduled: **Saturday, Aug 10 2024 1:00PM - 4:00PM CT (UTC-5)** at **Offsite** in **Offsite Venue**

TIM Leadership Social - Closed Event

Participant: **Susan K. Cohen**, *U. of Pittsburgh*
Participant: **Valentina Tartari**, *Stockholm School of Economics*
Participant: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Participant: **Elena Novelli**, *Bayes Business School*
Participant: **Maria Roche**, *Harvard Business School*
Participant: **Raffaele Conti**, *ESSEC Business School*
Participant: **Paul Huenermund**, *Copenhagen Business School*
Participant: **Daniel Erian Armanios**, *Oxford U., Saïd Business School*
Participant: **Abhishek Nagaraj**, *UC Berkeley & NBER*
Participant: **Hyunjin Kim**, *INSEAD*
Participant: **Nilanjana Dutt**, *Bocconi U.*
Participant: **Denisa Mindruta**, *HEC Paris*
Participant: **Aldona Kapacinskaite**, *Department of Management and Technology, Bocconi U.*
Participant: **Llewellyn D W Thomas**, *IESE Business School*
Participant: **Susanne Beck**, *Warwick Business School*

This a closed social event is for members of the TIM Executive Committee

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **388** | Submission: **21104** | Sponsor(s): **(HCM, OB, MOC)**
Scheduled: **Saturday, Aug 10 2024 1:15PM - 2:15PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in State Room**

Helping the Helpers: A Multidisciplinary Approach to the Mental Health of Healthcare Workers



Organizer: **Erica M. Johnson**, *U. of Alabama, Birmingham*

Organizer: **Michele Heath**, *Cleveland State U.*

Organizer: **Tracy Hopkins Porter**, *Cleveland State U.*

Moderator: **Ekonkar Kaur**, *U. of Washington, Seattle*

Panelist: **Marie-Carmelle Elie**, *U. of Alabama, Birmingham*

Panelist: **David A. Rogers**, *UAB Medicine*

Panelist: **Whitney Turner**, *U. of Alabama, Birmingham*

Burnout, compassion fatigue, secondary traumatic stress, and vicarious trauma are disproportionately prevalent within the healthcare industry, damaging employee mental health and resulting in organizational consequences. Though COVID-19 illuminated the impact of psychological health on healthcare workers, the effects of workplace well-being interventions are still limited in practice and understudied within management research. In turn, the psychological well-being of healthcare workers is critical in maintaining patient care and organizational performance. This professional development workshop (PDW) addresses the practice and research gap on mental health among healthcare workers by exploring best practice individual and organizational level interventions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**

Program Session: **389** | Submission: **15508** | Sponsor(s): **(OSCM, OB, RM)**

Scheduled: **Saturday, Aug 10 2024 1:15PM - 3:15PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Michigan 1B**

Human-Centric Operations and Supply Chain Management Research – How to do Research and Get Published



Organizer: **Matthias Klumpp**, *Politecnico di Milano*

Organizer: **Marco Mandolfo**, *Politecnico di Milano School of Management*

Organizer: **Michela Guida**, *Politecnico di Milano School of Management*

Presenter: **Elliot Bendoly**, *Ohio State U.*

Presenter: **Beth Davis-Sramek**, -

Human-centric operations and supply chain management has gained traction and attention connected to concepts like Industry 5.0. This approach is based on neuroscience methods and insights about human physiology, psychology and behavior with the objective to improve well-being and performance. This is especially relevant in future human-technology interaction settings and therefore an upcoming field in OSCM research. Yet, methods and especially empirical research insights are not common knowledge and should be discussed in the AoM OSCM PDW, including connected issues like how to get published with such an innovative research approach.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Careers in the Rough: Paper Development Workshop

Organizer: **Caitlin M. Porter**, *U. of Memphis*
Organizer: **Janine Bosak**, *Dublin City U.*
Organizer: **Rebecca M. Paluch**, *Sauder School of Business, U. of British Columbia*
Organizer: **Jeffrey Yip**, *Simon Fraser U.*
Facilitator: **Jos Akkermans**, *Vrije U. Amsterdam*
Facilitator: **Maike Andresen**, *U. of Bamberg*
Facilitator: **Yehuda Baruch**, *Southampton Business School, U. of Southampton*
Facilitator: **Gayle M. Baugh**, *S. Gayle*
Facilitator: **Gina Dokko**, *U. of California, Davis*
Facilitator: **Kimberly A. Eddleston**, *Northeastern U.*
Facilitator: **Mel Fugate**, *Mississippi State U.*
Facilitator: **Andreas Hirschi**, *U. of Bern, Work and Organisational Psychology*
Facilitator: **Danna Greenberg**, *Babson College*
Facilitator: **Jamie Jocelyn Ladge**, *Boston College*
Facilitator: **Wolfgang Mayrhofer**, *WU Vienna*
Facilitator: **Erin Marie Reid**, *McMaster U.*
Facilitator: **Julia Richardson**, *Curtin U.*
Facilitator: **Maury Peiperl**, *George Mason U.*
Facilitator: **Bert Schreurs**, *Vrije U. Brussel*
Facilitator: **Sherry E. Sullivan**, *Bowling Green State U.*

Careers in the Rough is a workshop that offers junior scholars an opportunity to receive feedback from leading careers scholars on their careers-related research manuscripts. Prior to the PDW, participants are asked to provide a manuscript that is close to submission for a refereed journal and a 250-word description of a dilemma, question, or concern they would like to address in the PDW. Based on the manuscript topic, we will create mentoring groups, consisting of two junior and two senior scholars, who are then tasked with reviewing the junior scholars' manuscripts and providing constructive feedback, with the intention of facilitating junior scholars' progress towards publishing high-quality careers scholarship. During the two-hour long PDW, mentoring groups will meet to discuss their feedback on the manuscripts, devoting about 50 minutes to each paper. We have recruited 16 accomplished careers scholars with experience publishing high-impact research to serve as mentors for this session. This session offers junior scholars opportunities to receive feedback on their research and to discuss core principles and practices of publishing careers research. Participants will gain insights into the publication process and network with prominent careers scholars, who serve as review board members and journal editors. As such, this session fosters the development of the next generation of careers scholars.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **391** | Submission: **17086** | Sponsor(s): **(CAR, MED)**
Scheduled: **Saturday, Aug 10 2024 1:30PM - 3:30PM CT (UTC-5)** at **Swissotel Chicago** in **Monte Rosa**

From Mental Health to Physical Health to Quiet Quitting in Academia

Organizer: **Nicole C. Young**, *Franklin & Marshall College*
Organizer: **Tiffany Maldonado**, *Sam Houston State U.*

The COVID pandemic forced many academics to shift their research and teaching unexpectedly. The pandemic also exposed issues of faculty burnout, mental health, fatigue, and lack of work life balance. Initial institutional responses to these aforementioned issues was met with concern. However, the initial concern has faded while the issues remain, and in some cases, has compounded. This PDW will allow participants to explore how unaddressed mental health challenges can manifest into physical health challenges, ultimately resulting in negative workplace outcomes, such as quiet quitting. Participants will be asked to consider actual strategies to change aspects of their research, teaching, and service, which may result in more positive physical and mental health outcomes. This PDW contributes to the conference theme “Innovating for the Future”, because the current expectations of academic work are no longer aligned with the diverse faculty who occupy, and will continue to occupy, this space in the future. We anticipate an open exchange of ideas and community building related to self-care and managing feelings of overwork.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **392** | Submission: **17783** | Sponsor(s): **(CM)**
Scheduled: **Saturday, Aug 10 2024 1:30PM - 5:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Acapulco**

Conflict Management Division Junior Faculty Consortium



Organizer: **Huisi Jessica Li**, *U. of Washington*
Organizer: **Emma Y. Zhao**, *U. of Virginia*
Panelist: **Sarah S M Townsend**, *U. of Southern California*
Panelist: **Gavin J. Kilduff**, *New York U.*
Panelist: **Andrew Hafenbrack**, *U. of Washington*
Panelist: **Michael S. North**, *New York U.*
Panelist: **Siyu Yu**, *U. of Michigan*
Panelist: **Brian J. Lucas**, *Cornell U.*
Panelist: **Sa-kiera Hudson**, *Haas School of Business, UC Berkeley*
Panelist: **Sarah Doyle**, *U. of Arizona*
Organizer: **Danielle Van Jaarsveld**, *Sauder School of Business, U. of British Columbia*
Panelist: **Leigh Anne Liu**, *Georgia State U.*
Panelist: **Xiao-Ping Chen**, *U. of Washington*

This Conflict Management Division junior faculty consortium is designed for early career scholars interested in navigating various career paths in the global academic markets. Specifically, we will focus on three main topics important for launching and sustaining successful academic careers: (1) branding oneself with research identities, (2) productivity tips from fellow early-career scholars, and (3) strategies for getting tenure and promotion. The PDW will be led by a mix of early, mid-career, and senior scholars, each offering their unique perspective. The format will include short presentations and Q&A.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**

Program Session: **393** | Submission: **13123** | Sponsor(s): **(MED, MC, OB, STR, SAP)**

Scheduled: **Saturday, Aug 10 2024 1:30PM - 3:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall I**

Developing Teaching Ideas Into Impactful Intellectual Contributions



Presenter: **Kathleen J. Barnes**, *Salem State U.*

Presenter: **Jennifer Leigh**, *Nazareth U.*

Presenter: **Vicky Anne Lester**, *The Case Centre*

Presenter: **Gordon Bruce Schmidt**, *U. of Louisiana Monroe*

Presenter: **Rita J. Shea-Van Fossen**, *Nova Southeastern U.*

Presenter: **Michael Ablasmeir**, *McGraw-Hill/Irwin*

Most management academics have been trained to do rigorous research in their chosen field, but few receive any guidance about how to translate that research into learning activities or create impactful intellectual contributions from their classroom activities. This professional development workshop is intended for authors, experienced or new to the management education and learning discipline, who are interested in developing their teaching and/or learning technique(s) into management education and learning academic conference presentations, publishable case studies, peer reviewed journal publications, social outreach and other intellectual contributions. This workshop brings together experienced management education teaching-scholars, teaching and learning journal editors, and publishers in a collegial environment that will allow participants to learn about and discuss ideas on converting research into classroom activities and the scholarship of teaching and learning, as well as build participants' networks and resources in this area of scholarship.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **394** | Submission: **12684** | Sponsor(s): **(OB, SIM, CM, HR, MOC)**
Scheduled: **Saturday, Aug 10 2024 1:30PM - 4:00PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich C**

The Annual Behavioral Ethics Pecha Kucha Springboard and Networking Session










Organizer: **Niki Den Nieuwenboer**, *U. of Kansas*
Organizer: **Marie S. Mitchell**, *U. of North Carolina, Chapel Hill*
Organizer: **Linda K Trevino**, *Pennsylvania State U.*
Presenter: **Taya R. Cohen**, *Carnegie Mellon U. - Tepper School of Business*
Presenter: **Amelia Compagni**, *Bocconi U.*
Presenter: **Angelica Leigh**, *Fuqua School of Business, Duke U.*
Presenter: **Elizabeth McClean**, *Cornell SC Johnson College of Business*
Presenter: **McKenzie Preston**, *NYU Stern*
Presenter: **Aneeta Rattan**, *London Business School*
Presenter: **Madeleine Stefanie Rauch**, *Cambridge Judge Business School*
Presenter: **Edward McClain Wellman**, *Arizona State U.*
Participant: **Ryan Fehr**, *U. of Washington, Seattle*
Participant: **Keith Norman Leavitt**, *Oregon State U.*
Participant: **Elizabeth Wolfe Morrison**, *New York U.*
Participant: **Kristin Smith-Crowe**, *Boston U.*
Participant: **Ann Tenbrunsel**, *U. of Notre Dame*
Participant: **David Welsh**, *Arizona State U.*
Participant: **Scott Wiltermuth**, *USC*

Behavioral business ethics research has thus far focused primarily on understanding the causes and consequences of (un)ethical behavior within organizations. But as ensuring ethical behavior and the ethical treatment of others is becoming increasingly important to organizations, research has also started to explore how to talk to and engage with each other on contentious, ethics-related topics. With the goal of developing and generating future scholarship, this PDW showcases frontiers in behavioral ethics research. With that in mind, the theme of this year's behavioral ethics PDW is "Traversing Difficult Conversations." In the first part of the PDW, scholars who are conducting research on how discuss challenging issues will offer eight timed, 5-minute, Pecha Kucha presentations on their areas of expertise. Topics will include honest conversations, ethical responses to challenging situations, difficult conversations related to race and diversity, equity and inclusion (DEI), the role of idea content in speaking up, moral framing and leaders' support for DEI issues, difficult conversations related to disability accommodations, difficult conversations with research subjects, and the challenges of ethical voice. These presentations will be followed by plenary discussion, after which we will host a networking reception where attendees can foster connections and engage in conversations with experts on these and other behavioral ethics topics.

Everyone interested is welcome to attend the first 1.5 hours of the PDW, but for attendance during the second, networking, part of the PDW we ask that you register at the below link. Registration is on a first-come first-served basis and once we hit 120 registrants, we will start waitlisting people. We will confirm your registration status starting mid July. Email niki@ku.edu for any questions. Please register at the following link:
https://kusurvey.ca1.qualtrics.com/jfe/form/SV_cNjVzbg8gY6aYwC

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **395** | Submission: **17132** | Sponsor(s): **(DEI, OB, ODC)**
Scheduled: **Saturday, Aug 10 2024 1:45PM - 3:15PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Comiskey**

Success Factors for Field Interventions in Diversity, Equity, and Inclusion Research



Host: **Rowan Moelijker**, *Rotterdam School of Management, Erasmus U.*
Moderator: **Joy Bredehorst**, *U. of Cologne*
Moderator: **Ruba Ezzeddine**, -
Moderator: **Patrick Vestner**, *U. of Cologne*
Speaker: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*
Panelist: **Claudia Buengeler**, *Kiel U.*
Panelist: **Meir Shemla**, *Erasmus U. Rotterdam*
Panelist: **Sebastian Harrer**, *Professional*
Panelist: **Hannes Leroy**, *Erasmus Research Institute of Management*

Field interventions offer significant opportunities for scholars and organizations alike, as they represent the “gold standard” of research designs, providing a rigorous tool to establish cause-effect relations, which can be translated into evidence-based tools for organizations. Yet, researchers are often reluctant to engage in field interventions. One reason for this is their complexity, as researchers must navigate the task of synchronizing organizational objectives with methodological rigor and the necessity to make a theoretical contribution. Providing an overview of key methodological, theoretical, and practical success factors to conduct and publish DEI field interventions can advance innovation in DEI research and make it more appealing to researchers. This PDW is designed to facilitate an exchange of best practices and cutting-edge methods among DEI field intervention experts and interested scholars. Our goal is to provide participants with essential tools and inspiration for impactful and innovative DEI research. The program includes a keynote presentation, a moderated panel discussion, and interactive roundtables. Participants will benefit from practical expert advice on DEI research and engage in discussions with both DEI field intervention experts and peers. This interaction aims to enhance their understanding of effectively designing and executing DEI field interventions, with an eye towards achieving high impact and securing publication in top management journals. The PDW welcomes all interested participants.

KEY TO SYMBOLS

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








Session Type: **PDW Workshop**
Program Session: **396** | Submission: **20298** | Sponsor(s): **(MSR)**
Scheduled: **Saturday, Aug 10 2024 1:45PM - 3:15PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Kansas City**

Mentoring with a Spiritual Angle

Organizer: **Kevin David Frick**, *Johns Hopkins Carey Business School*
Presenter: **Payal Kumar**, *Indian school of hospitality*
Presenter: **Joan F. Marques**, *Woodbury U.*

Mentoring is critical throughout the Academy of Management for scholars at various stages of their careers. Mentoring can sometimes occur in the form of an extended relationship and other times can occur in the form of “mentoring moments.” Some mentoring relationships are purposefully and voluntarily matched and others are developed organically. When relationships are not organically developed with the intention of a long-term relationship there is value in using a lens of spirituality to consider how to make the most use of the relationships to create value for both the mentor and the mentee. Spirituality is important for reminding the participants in a mentoring relationship that there is a larger whole of an individual’s existence and of a relationship and its place in the professional and personal development of both members into which each interaction fits. Mismatches in mentoring relationships in the Academy can occur for a variety of reasons: scholars come from different divisions of universities with different incentives for promotion and tenure, or demographic characteristics are not always perfectly matched, and core values are not always perfectly matched. Those who can give themselves the time to consider the spiritual, connected, and interconnected nature of mentoring moments and long-term relationships will find it easier to identify the value of mentoring moments and will find it easier to overcome conflicts that might arise or perceived mismatches in mentoring relationships.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **397** | Submission: **15122** | Sponsor(s): **(MSR, CTO)**
Scheduled: **Saturday, Aug 10 2024 1:45PM - 3:15PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Addison**

Advancing Spirituality Through Consumeristic Society, Marketing, and DEI Lens



Participant: **Siddhartha Satish Saxena**, *Heriot Watt U.*

Participant: **Laura Lynn Jansen**, -

Participant: **Deepa Chaudhary**, *Other*

Spirituality and religion have attracted increasing interest in the field of management and social sciences. Alongside scholarly and practitioner dimensions of the growing body of work in MSR, the meaningfulness and impact, emerging from the link to other disciplines and lens, magnifies the scope of consideration of this field. The amalgamation of spirituality along with consumeristic society, marketing, and diversity, equity and inclusion (DEI), transcend the disciplinary boundaries. While approaching the contemporary context of spirituality, it is imperative to be cognizant of these lesser-discussed associated elements that impact individual and collective spirituality. With this objective, this PDW will bring to participants' awareness the broader picture of disciplines sharing common interests, probe them for ideas and personal involvement, and plan concrete changes enabling to transform members at the individual and collective level. A developed consciousness may lead to a greater sense of responsibility (Maheshwari, 2023). The outcome will focus on enhancing consciousness about spirituality by taking into account multiple lenses and integrating the learnings into research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**

Program Session: **398** | Submission: **10494** | Sponsor(s): **(STR, TIM, OMT, ENT, RM)**

Scheduled: **Saturday, Aug 10 2024 1:45PM - 3:45PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Wrigleyville**

Studying Technology Without Patent Data? Pushing the Frontiers Using the BuiltWith Database



Organizer: **Bryan Kaiser Stroube**, *London Business School*

Organizer: **Stephen Michael Impink**, *HEC Paris*

Panelist: **Natalie Jane Burford**, *IESE Business School*

Panelist: **Rembrand Michael Koning**, *Harvard Business School*

Panelist: **Maria Roche**, *Harvard Business School*

Panelist: **Harshvardhan Ketkar**, *Bocconi U.*

The purpose of this PDW is to inform scholars who seek to advance our understanding of strategy, technology management and entrepreneurship. It will build on the successful 2023 version of the PDW and focus on a novel technology profiling database - the BuiltWith database - which forms the basis of exciting new research, including works recently published in *Management Science* and the *Strategic Management Journal* (Burford, Shipilov and Furr, 2022; Koning, Hasan and Chatterji, 2022). Specifically, the BuiltWith database tracks technology adoption and usage for internet-based companies and thus sheds light on the critical technology, strategy and organizational choices of both large and small firms. The PDW will bring together scholars who have successfully utilized the database and are familiar with its advantages and shortcomings. Our key motivation with this PDW is to help set viable foundations for academic work using these data. By analogy, the introduction of the NBER Patent Database (Hall, Jaffe and Trajtenberg, 2001) led to volumes of works in economics, entrepreneurship and strategy. It marked a significant period of knowledge creation. At the same time, subsequent work revealed the opportunity for greater coordination or “standards of use and interpretation” to avoid the shortcomings and mis-interpretation of these data (Alcácer and Gittelman, 2006). Accordingly, our PDW will equip participants with technical insight on how to manipulate and augment the database and the key fields therein. The PDW will be structured as follows. First, it will open with remarks from an expert panel on how the database is being used to inform contemporary research questions. Each panellist will also underscore key limitations, or ‘red flags,’ that scholars should heed if we are to facilitate careful use of the data. Second, we will proceed with input from attendees who will have the opportunity to share their research projects with the audience as well as questions about the data. Finally, we will convene roundtable discussions to explore these issues in detail and identify fertile areas to advance future work.

Do you have an early-stage project or working paper that uses BuiltWith data? We’d love to hear about it at the PDW! Please email Bryan Stroube (bstroube@london.edu) with a few slides describing your research question, how you’re using BuiltWith, and any questions you might have for the panel/audience.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Understanding and Building Stronger Supply Chain Research in Africa



Coordinator: **Ade Oyedijo**, *Baylor U.*

Coordinator: **Sherwat Elwan Ibrahim**, *American U. in Cairo*

Coordinator: **Samuel Wamba**, *TBS Business School Information, Operations and Management Sciences*

Academic and practitioner articles on supply chain issues have proliferated in the literature since the late 1980s. In many academic journals, the discourse on operations and supply chain management (OSCM) and logistics research has mainly focused on issues related to North America, Europe and certain developing countries in Asia. However, supply chain management and logistics issues have received little attention in Africa (Oyedijo et al., 2022). Therefore, it is likely that this uneven distribution of international research data representation has a negative impact on the current state of knowledge and understanding of various phenomena within logistics and supply chain management (Svensson et al., 2008). Africa is poised to become a major player in the global supply chain (World Economic Forum, 2023a), given its growing importance as a manufacturing hub for high-tech industries and a key link in global supply chains (UNCTAD, 2023). It is surprising that many studies have not focused on Africa, given that Africa has higher growth prospects and greater potential to influence global trade and the economy than other developed continents. With so many global supply chains starting and ending in Africa, it is therefore imperative to recognise the continent's critical role. The PDW builds on Africa's potential emergence as a global supply chain powerhouse, where many African economies can become major participants in the global value chain, and explores how SCM research could enable this. Through this PDW, we aim to continue the ongoing discussions by scholars (e.g., Ibrahim et al., 2021; Oyedijo et al., 2021; Oyedijo, 2022) and various stakeholders (e.g., UNCTAD, 2023; World Economic Forum, 2023; Maersk, 2023) on advancing SCM research in Africa. Participants will work with scholars from different disciplines in open roundtables to develop interdisciplinary and multi-methodological ways to address the many challenges associated with SCM in Africa. The PDW will conclude with a future research-oriented discussion with all participants, based on the results generated in the parallel roundtable discussions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Bridging the Practitioner-Researcher-Gap for Effective Collaboration in Career Research



Organizer: **Madeleine Haenggli**, *U. Carlos III of Madrid*
Session Chair: **Madeleine Haenggli**, *U. Carlos III of Madrid*
Organizer: **Domingo Valero**, *Lucerne U. of Applied Sciences and Arts*
Session Chair: **Domingo Valero**, *Lucerne U. of Applied Sciences and Arts*
Panelist: **Ans De Vos**, *U. of Antwerp/Antwerp Management School*
Panelist: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*
Panelist: **Simone Kauffeld**, *Technische U. Braunschweig*
Panelist: **Emma Parry**, *Cranfield U.*
Panelist: **Ramon Rico**, *U. Carlos III de Madrid*

“There’s nothing so practical as a good theory.” – Lewin (1951, p. 169) ”There’s nothing so theoretical as good practice.” – Ployhart & Bartunek (2019, p. 493)
Aligned with the AoM conference theme, Innovating for the Future: Policy, Purpose, and Organization, this PDW tackles a pivotal dimension of innovation by actively bridging the gap between theory and practice to drive tangible real-world impact and drive innovation in our field. Despite being vital partners, researchers and practitioners often find themselves lost in translation – a challenge that frequently hampers the potential of collaboration. Central to this challenge is a disparity in goal alignment, originating from a fundamental divergence in the evaluative frameworks of research (differentiating between truth from non-truth) and practice (differentiating financial gain from non-gain) (Kieser & Leiner, 2009). This misalignment raises questions about the practical relevance of research findings and the effective involvement of career counselors, HR professionals, and organizational changemakers in advancing professional practice in their fields. However, the rewards and impact that may result from cooperation between research and practice are substantial, promising far more mutual benefits than the initial disparities might suggest (Bartunek & Rynes, 2014). In this PDW, we unravel the challenges and explore strategies to connect research and practice; we discover how collaborations can be not only fruitful but also powerful agents of meaningful transformation. By engaging in discussions and interactions, the PDW aims to raise awareness of the practitioner-researcher gap and provide actionable ideas for fostering successful collaboration.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **401** | Submission: **17212** | Sponsor(s): **(ENT, SIM, OMT)**
Scheduled: **Saturday, Aug 10 2024 2:00PM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Michigan 3**

Exploring Theoretical Perspectives in Research on Community-Based Enterprise and Entrepreneurship



Organizer: **Jennifer Brenton**, *U. of Michigan*
Organizer: **Bruna Brito**, *Gustavson School of Business, U. of Victoria*
Organizer: **Pedram Pourasgari**, -
Panelist: **Natalie Slawinski**, *U. of Victoria*
Panelist: **Sara B. Soderstrom**, *U. of Michigan*
Panelist: **Christina Julia Hertel**, *GSEM - U. of Geneva*
Panelist: **Suhaib Riaz**, *Telfer School of Management, U. of Ottawa*
Panelist: **Israr Qureshi**, *Australian National U.*
Moderator: **Oana Branzei**, *Ivey Business School*
Moderator: **G. T. Lumpkin**, *U. of Tennessee, Knoxville*
Facilitator: **Laura Albareda**, *LUT Business School*
Facilitator: **Shirley-Ann T. Augustin-Behravesh**, *Thunderbird School of Global Management at ASU*
Facilitator: **Sara R. S. T. A. Elias**, *U. of Victoria*
Facilitator: **Rebecca Franklin**, *New Mexico State U.*

Grand challenges, while global in nature, manifest and are experienced in local communities. This reality has given rise to a stream of research on the role of local contexts and community-based enterprises (CBEs) in addressing grand challenges. While this research field is growing, there remains an opportunity to further explore how existing and emerging theoretical perspectives can advance our understanding of how CBEs work in and with communities to address challenges and build local resiliency. This PDW aims to expand on a PDW we organized last year titled “Community-Based Organizing and Entrepreneurship to Address Grand Challenges,” which took stock of extant research on CBEs as vehicles for tackling grand challenges. We seek to expand last year’s conversation by examining how established and emerging entrepreneurship and organization theories can be harnessed to push the field forward. To build on the success of last year’s session, we plan to incorporate two panel discussions of prominent scholars, one that examines existing theoretical lenses and the other emergent perspectives, to further our understanding of community-based enterprise and entrepreneurship. These panels will be followed by roundtable discussions around future areas of research within CBE scholarship. Through these conversations, this PDW seeks to advance organization theory and research in entrepreneurship and social issues in management.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**

Program Session: **402** | Submission: **10322** | Sponsor(s): **(IM, AAM, AFAM, IAM, INDAM, HR, OB, OMT)**
Scheduled: **Saturday, Aug 10 2024 2:00PM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Michigan 1A**

IM Division Paper Development Consortium 2024

Session Chair: **Daphne W. Yiu**, *Singapore Management U.*

Session Chair: **Pei Sun**, *Alliance Manchester Business School, U. of Manchester*

Panelist: **Jonathan P. Doh**, *Villanova U.*

Panelist: **Kenneth Guang-Lih Huang**, *National U. of Singapore*

Panelist: **Dana B. Minbaeva**, *King's College London*

Panelist: **Sun Hyun Park**, *Seoul National U.*

Panelist: **Gurneeta Vasudeva**, *U. of Minnesota*

Panelist: **Tammar B. Zilber**, *Hebrew U. of Jerusalem*

This is the 10th year when the IM Division has been organizing the Paper Development Consortium (PDC) at the AOM Annual Meeting. As one of the three consortia organized by the IM Division, this PDC aims to provide junior scholars with developmental and constructive feedback from a panel of seasoned and current editors at top tier management and international management journals on crafting and publishing international management research. This PDC starts with a panel discussion of crafting and publishing research with both local relevance and “global” impact, followed by a roundtable session in which each participant will receive paper feedbacks from designated panel members and other participants.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **403** | Submission: **14624** | Sponsor(s): **(IM, MED)**
Scheduled: **Saturday, Aug 10 2024 2:00PM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Gold Coast**

Teaching International Business (IB) in an AI World

Session Chair: **Andreas P.J. Schotter**, *Ivey Business School*

Presenter: **Charles Dhanaraj**, *Daniels College of Business, Department of Management*

Presenter: **Vas Taras**, *U. of North Carolina, Greensboro*

Presenter: **Ricarda B. Bouncken**, *U. of Bayreuth*

In recent years, Artificial Intelligence (AI) has begun revolutionizing various aspects of international business and trade, introducing significant benefits and triggering disruptions to traditional multinational enterprise structures and practices. AI already affects trade data analysis, supply chain optimization, trade facilitation, market intelligence, and beyond. While in fields like Information Systems, Management Science, Operations Management, and (very tentatively) Strategy, AI has received increasing interest in research and teaching, it remains a lacuna in International Business. In this PDW, we identify IB critical topics and emerging teaching materials, including cases and readings from our field or other relevant fields. We also develop a practical pedagogic pathway for incorporating and further developing AI in IB teaching. We seek to answer the question: How should we teach AI in IB courses today? Through this, we will understand (A) how the traditional Model of the MNE and its various forms is already / will be affected by AI and what this means for IB teachings; (B) identify existing cases, readings, and practitioner materials from IB and other fields that we can contextualize to IB; (C) We will look at crossover points, where multi-disciplinary, new innovative approaches may be feasible or even badly needed. Ultimately, PDW participants will walk away with a practical guide for incorporating AI into their IB teachings.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **404** | Submission: **20162** | Sponsor(s): **(IM, ONE, STR, SIM)**
Scheduled: **Saturday, Aug 10 2024 2:00PM - 3:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Wrigley**

Environmental Sustainability: Hot Topic or Hot Air?



Panelist: **Alvaro Cuervo-Cazurra**, *Northeastern U.*

Panelist: **Olga Hawn**, *U. of North Carolina, Chapel Hill*

Panelist: **Shon R. Hiatt**, *U. of Southern California*

Panelist: **Narae Lee**, *Korea Advanced Institute of Science and Technology (KAIST)*

Panelist: **Jasjit Singh**, *INSEAD*

Environmental sustainability has emerged as a significant topic capturing considerable managerial as well as scholarly attention. However, there is still a large debate over whether companies are doing much about it beyond pacifying stakeholder pressures and complying with sustainability rankings. This is part of a broader debate on who is responsible for the current state; is it primarily advanced economies and their firms? Or is the energy sector predominantly accountable? Questions surrounding the equitable distribution of responsibility for pollution reduction further intensify the ongoing debate. In this panel, we aim to delve into critical questions that define this ongoing discourse on corporate environmental sustainability strategy and performance. We propose hosting a TED talk-style discussion in which the panelists will present crucial arguments on the role of environmental sustainability on firms' strategy and behavior and try to elucidate which arguments are the basis of a hot topic that will have a real impact and which ideas are hot air and likely to be less relevant for the future research. The panelists will take extreme positions and provide concise arguments on the topic to generate a long discussion with the audience. This presentation style will help identify environmental sustainability issues that are relevant to firms and academics and better understand the role of the context on firms' sustainability strategies.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **405** | Submission: **21787** | Sponsor(s): **(NEU)**
Scheduled: **Saturday, Aug 10 2024 2:00PM - 4:00PM CT (UTC-5)** at **Swissotel Chicago in Arosa**

NEU Executive Committee Meeting

Participant: **Constant D. Beugre**, *Delaware State U.*
Participant: **Yair Berson**, *McMaster U.*
Participant: **Jemima Frimpong**, *New York U. (NYU), Abu Dhabi*
Participant: **David A. Waldman**, *Arizona State U.*
Participant: **Sebastiano Massaro**, *Surrey Business School*
Participant: **Danni Wang**, *Rutgers Business School*
Participant: **Laura Parks-Leduc**, *James Madison U.*
Participant: **Pierre Balthazard**, *Fairleigh Dickinson U.*
Participant: **George Christopoulos**, *Nanyang Business School, NTU Singapore*
Participant: **Nir Milstein**, *Bar Ilan U.*
Participant: **Richard E. Boyatzis**, *Case Western Reserve U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



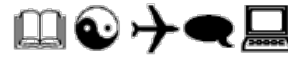
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **406** | Submission: **17046** | Sponsor(s): **(ODC, MC, OB)**
Scheduled: **Saturday, Aug 10 2024 2:00PM - 4:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Salon G**

Unlocking Growth: How Purpose-Driven Leaders Demonstrate the Behaviors Needed for Innovation



Participant: **Shola Ajiboye**, *Case Western Reserve U.*

Participant: **Robert Glenn Hughs**, *Center for Values-Driven Leadership, Benedictine U.*

Participant: **Michael R. Manning**, *Benedictine U.*

Participant: **Patty Ann Lindstrom**, *Benedictine U.*

Bringing focus to purpose sets a challenge for all businesses in terms of promoting common good, linking purpose to larger values that promote the well-being of society and individuals within and outside of business (Hollensbe et al., 2014). Delivering value by serving society to support organizational purpose can also inspire innovation and energy directed toward achieving that focus or purpose alongside a financial return (Hollensbe et al., 2014). How innovation serves a larger purpose; therefore, how and where organizations choose to invest determines the value of their investment. Innovation requires an environment that supports human interactions and processes to achieve the desired outcome. Within their research and practicing environments these scholars have observed how purpose can enhance relationships between people and teams, teams to goals, and goals to organizational intent. The purpose of this workshop is to engage in a highly interactive program that examines the research underlying the history of purpose in the workplace, its influence on individuals and teams and how it can increase an organization's ability to affect change and influence innovative environments. These exercises build upon a recent empirical model built, assist in fostering cultures which allow employees to feel more connected to their work, their organization and society. A recently developed model (attached) and set of tools will be used as a framework to lead activities.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **407** | Submission: **13791** | Sponsor(s): **(OMT)**
Scheduled: **Saturday, Aug 10 2024 2:00PM - 4:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
Chancellor Room

OMT Navigating the First Years of the PhD

Organizer: **Forrest Briscoe**, *Cornell U.*
Participant: **Emily S. Block**, *U. of Alberta*
Participant: **Eva Boxenbaum**, *Copenhagen Business School*
Participant: **Emilio J. Castilla**, *MIT Sloan School of Management*
Participant: **Shelby Gai**, *Michigan State U.*
Participant: **Joel Gehman**, *George Washington U.*
Participant: **Massimo Maoret**, *IESE Business School*
Participant: **Shubha Patvardhan**, *Indian Institute of Management, Bangalore*
Participant: **Wendy K. Smith**, *U. of Delaware*
Participant: **Kevin Woojin Lee**, *U. of British Columbia*

This interactive workshop is for PhD students in their first or second year of study. As a participant, you will explore with experienced scholars how OMT scholarship and the OMT Division can help you turn research ideas into robust and impactful academic knowledge. Participants will also make new connections to a diverse range of OMT community members--including senior, junior, and new members--through interactions both during the event and afterward. Early-stage PhD students are eligible to participate. To apply, have your PhD supervisor or PhD program coordinator submit a nomination letter. Contact OMT's Division Chair, Forrest Briscoe, at fbriscoe@psu.edu, for further instructions.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**

Program Session: **408** | Submission: **17397** | Sponsor(s): **(STR, ENT, OMT, TIM)**

Scheduled: **Saturday, Aug 10 2024 2:00PM - 3:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Michigan B**

New Venture Resource Mobilization: Reflections and Opportunities for Future Research



Organizer: **Suho Han**, *Syracuse U.*

Organizer: **Alex Michael Murray**, *U. of Oregon*

Organizer: **Andy Wu**, *Harvard Business School*

Participant: **Melissa Graebner**, *U. of Illinois at Urbana-Champaign*

Participant: **Susan L. Cohen**, *U. of Georgia*

Participant: **Benjamin L. Hallen**, *U. of Washington, Seattle*

Participant: **Yong Li**, *U. of Nevada, Las Vegas*

Participant: **Balagopal Vissa**, *INSEAD*

To exploit opportunities and become successful, new ventures must mobilize several critical resources such as financial, human, and social capital. Research on new venture resource mobilization has gained increasing interest among strategy scholars, as it speaks to fundamental themes of firm performance and heterogeneity. The topic has also appealed to scholars across entrepreneurship, organizational theory, and organizational behavior. While the literature has made progress in understanding how entrepreneurs and new ventures gain crucial resources, several recent papers also highlight existing limitations and unexplored questions that hamper its progress (e.g., Clough et al., 2019; Dushnitsky & Matusik, 2019; Hallen et al., 2020). In this workshop, we provide an interactive forum to address current limitations and collectively find ways to advance the literature. To facilitate this aim, we bring together a panel of thought leaders with a track record of publishing research on new venture resource mobilization from diverse theoretical backgrounds, contexts, and methodologies. Through a panel session, audience Q&A, and intimate breakout roundtables, this PDW seeks to stimulate new research directions while promoting a community of scholars interested in this exciting domain.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **409** | Submission: **17899** | Sponsor(s): **(STR, TIM)**
Scheduled: **Saturday, Aug 10 2024 2:00PM - 5:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Superior B**

Reject and Resubmit on the Research on Ecosystems and Platforms



Organizer: **Shiva Agarwal**, *U. of Texas at Austin*
Organizer: **Cameron Miller**, *Syracuse U.*
Panelist: **Carmelo Cennamo**, *Copenhagen Business School*
Panelist: **Rahul Kapoor**, *The Wharton School, U. of Pennsylvania*
Panelist: **Gurmeeta Vasudeva**, *U. of Minnesota*
Panelist: **Yue Maggie Zhou**, *U. of Michigan*
Facilitator: **Elena Plaksenkova**, *The Ohio State U. Fisher College of Business*
Facilitator: **Sruthi Monica Thatchenkery**, *Vanderbilt U.*

Ecosystems and Platforms play an increasingly important role in the value proposition for many firms. It represents a vibrant and important research stream for management scholars. Given the explosion of research on ecosystems and platforms, it is time to discuss what makes these research topics different and how to approach the unique challenges they pose, which remain unclear to many interested scholars to publish papers in leading management journals successfully. As part of this Professional Development Workshop, we have assembled a panel of editors at various leading management journals to discuss these challenges and provide directions around how to avoid some of the common pitfalls. In addition, we will also run a workshop where a team of junior scholars who have successfully published on the topic can provide more targeted feedback on a set of solicited working papers.

KEY TO SYMBOLS

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

Generative AI for Algorithmic Problem Identification And Selection In Science and Innovation



Organizer: **Susanne Beck**, *Warwick Business School*
Organizer: **Jochem T. Hummel**, *Warwick Business School*
Organizer: **Marion Kristin Poetz**, *Copenhagen Business School*
Organizer: **Henry Sauermann**, *ESMT European School of Management and Technology*
Organizer: **Christoph Grimpe**, *Copenhagen Business School*
Facilitator: **Markus Baer**, *Washington U. in St. Louis*
Facilitator: **Carolin Haeussler**, *U. of Passau*
Facilitator: **Ola Henfridsson**, *U. of Miami*
Facilitator: **Hyunjin Kim**, *INSEAD*
Facilitator: **Frank T. Piller**, *RWTH Aachen U.*
Facilitator: **Dashun Wang**, *Northwestern Kellogg School of Management*

Identifying and selecting novel and relevant problems are pivotal initial steps in science and innovation projects. These initial choices not only shape the subsequent stages of the processes but also significantly influence the ultimate impact of the projects. Although management scholars have generated substantial knowledge on the nature of problem identification and on effective organizational mechanisms, many challenges remain. In this PDW, we plan to explore new opportunities but also challenges that may arise from using generative Artificial Intelligence (gen AI) for problem identification and selection. Among others, gen AI may facilitate inter- and transdisciplinary knowledge integration, address (but also introduce) biases, and help with the prediction of scientific and societal impact. We hope to achieve three main goals: First, PDW participants gain inspirational insights from cutting-edge “perspective talks” by six expert scholars working in relevant areas. Second, participants can self-select into roundtables moderated by the scholarly experts and the PDW organizers to deepen the discussion and generate their own project ideas. Each roundtable focuses thematically on the expertise of the host. Third, we challenge participants to gain first-hand experience with gen AI and problem identification and selection by including a small intervention, which will lead participants to think critically about the role of AI in this important stage in research and innovation. Roundtable discussions will provide the foundation for a plenary debrief at the end of the session. We particularly invite scholars from diverse backgrounds (e.g., different regions and disciplines).

Please pre-register for this PDW by August 2 using the following link: https://docs.google.com/forms/d/e/1FAIpQLScyCpKTGISIOF-B7A0G_JWEAq1ZULkXE0m_foRhZasNl721UQ/viewform?usp=sf_link Spaces will be allocated on a first-come, first-served basis and we also welcome unregistered participants on the day of the PDW in case space is left. If you have any inquiries, please contact Susanne Beck (susanne.beck@wbs.ac.uk).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **411** | Submission: **11753** | Sponsor(s): **(HCM)**
Scheduled: **Saturday, Aug 10 2024 2:15PM - 3:15PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Curvee Room**

AI as a Catalyst for Collaborative Value Creation in Teaching and Research



Participant: **Jean Gordon**, *U. of North Carolina, Wilmington*
Participant: **Eric Richardson**, *U. of North Carolina, Wilmington*
Participant: **Reid Oetjen**, *U. of Central Florida*
Participant: **Dawn Oetjen**, *U. of Central Florida*

The rapidly evolving landscape of healthcare management demands innovative solutions, making artificial intelligence (AI) an indispensable tool for education and research. Recognizing this, a specialized workshop has been designed specifically for healthcare administration and management faculty. This Professional Development Workshop (PDW) focuses on the pivotal role of AI in generating value through collaborative and interdisciplinary approaches in teaching and research. As a critical professional development opportunity, this workshop is dedicated to educators striving to lead in an AI-centric academic and professional world. The PDW is crafted to address the dynamic needs of education and research, equipping faculty members with the expertise to seamlessly integrate AI into their practices. The workshop promises an engaging and informative experience with several key learning objectives. Participants will explore and discuss innovative AI applications within healthcare management education and research. They will learn to identify and share these applications, enhancing collective knowledge and fostering innovation. The workshop will guide participants in developing AI-enhanced research clusters. Through mind-mapping techniques, participants will learn to establish interdisciplinary research groups within their institutions to tackle complex healthcare issues with AI-driven solutions. Finally, a significant focus will be on integrating AI into curriculum development. Participants will gain practical experience using AI tools to analyze educational data and apply these insights to curriculum enhancement. This aspect of the workshop ensures that healthcare management education aligns with the industry's evolving demands, preparing students for the future challenges of the healthcare sector.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Innovations in Teaching Teamwork: AI & Advanced Technology

Session Chair: **Ilya Gokhman**, *Georgia Institute of Technology*
Presenter: **Ethan Scott Bernstein**, *Harvard Business School*
Presenter: **Roman Briker**, *Maastricht U.*
Presenter: **Mark A. Clark**, *American U.*
Session Chair: **Leslie A. DeChurch**, *Northwestern U.*
Discussant: **Diego Gomez-Zara**, *U. of Notre Dame*
Presenter: **Pranav Gupta**, *U. of Illinois at Urbana-Champaign*
Session Chair: **Lindsay Elizabeth Larson**, *Florida International U.*
Discussant: **M. Travis Maynard**, *Colorado State U.*
Discussant: **Thomas Alexander O'Neill**, *U. of Calgary*
Presenter: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*
Discussant: **Patricia Satterstrom**, *New York U.*
Discussant: **Jan B. Schmutz**, *U. of Zurich*
Presenter: **Anna-Sophie Ulfert**, *Eindhoven U. of Technology*
Presenter: **Anita Williams Woolley**, *Carnegie Mellon U.*
Discussant: **Stephen J. Zaccaro**, *George Mason U.*

The Innovations in Teaching Teamwork PDW is a practical, highly interactive workshop designed for faculty and students who are interested in learning more about cutting-edge tools and techniques for teaching others how to effectively lead teams. The 2024 session represents the fifth iteration of this popular workshop, and this year's session will focus on AI and other advanced technology. Experts at the intersection of technology and teamwork will share how they 1) teach about the role of AI and advanced technology in teamwork, and 2) incorporate AI and technology to support teaching about teamwork. The session will consist of three parts. In each part, presenters will share how they incorporate AI and advanced technology into their teaching, audience members will have a chance to ask questions of the presenters, and roundtable discussants will facilitate small group discussions on how the tools and insights from the panelists can be incorporated into attendees' future teaching. It is the intent of this session to facilitate a collective learning experience where panelists, discussants, and attendees gain practical strategies on how to effectively implement the use of AI and other advanced technology to further student understanding of the future of teaming and the workplace.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **413** | Submission: **16909** | Sponsor(s): **(OMT, CM, CMS, DEI, MOC, OB, SIM)**
Scheduled: **Saturday, Aug 10 2024 2:15PM - 4:15PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Rouge Room**

Stigmatization and Belonging: Exploring the Dis/Associating Facets of Organizational Stigma



Organizer: **Wesley Helms**, *Brock U.*
Organizer: **Jordyn Hrenyk**, *Beedie School of Business Simon Fraser U.*
Organizer: **Karen Diane Walker Patterson**, *U. of New Mexico*
Organizer: **Kam Phung**, *Simon Fraser U.*
Facilitator: **Grace Augustine**, *School of Management, U. of Bath*
Facilitator: **Cynthia E. Devers**, *Virginia Tech*
Facilitator: **Christian E. Hampel**, *Imperial College Business School*
Facilitator: **Olga Khessina**, *U. of Illinois at Urbana-Champaign*
Speaker: **Glen E. Kreiner**, *U. of Utah, David Eccles School of Business*
Facilitator: **Kisha Lashley**, *U. of Virginia*
Facilitator: **Evelyn Rita Micelotta**, *Telfer School of Management, U. of Ottawa*
Facilitator: **Yuri Mishina**, *Imperial College London*
Facilitator: **Gerardo Okhuysen**, *U. of California, Irvine*
Facilitator: **Alessandro Piazza**, *Rice U.*
Facilitator: **Thomas J. Roulet**, *U. of Cambridge*
Facilitator: **Trish Ruebottom**, *DeGroot School of Business, McMaster U.*
Facilitator: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*
Facilitator: **Marvin Washington**, *U. of Alberta*
Facilitator: **Rongrong Zhang**, *The Chinese U. of Hong Kong, Shenzhen*

We are excited to offer another edition of our highly-anticipated and lively AOM Professional Development Workshop (PDW) on organizational stigma and stigmatization to enhance our understanding of stigma's role in influencing organizations, identities, fields, and societies, and to support emerging and established researchers in developing their work. The PDW will be comprised of three components: a keynote address, an open discussion by experts, and a series of facilitated research development roundtables. First, we are excited to welcome Dr. Glen Kreiner, renowned scholar of identity, stigma, and dirty work, as our keynote, who will offer insights and reflections that can inform research on stigma and related, yet understudied, concepts of marginalization, inclusion, and belonging. Next, experts will have an open discussion to galvanize our collective attention, and the field, towards future promising areas of research related to concepts often associated with stigma such as un/belonging, boundaries, borders, and marginalization. Finally, we will facilitate research development roundtables, each of which will be facilitated by two established stigma scholars who will lead a focused discussion regarding the challenges and opportunities that participants are facing in their work and support participants in developing their projects. Each roundtable will be focused on particular thematic challenges related to (i) theory, (ii) methods, (iii) data, or (iii) contributions. The keynote and discussion are open to all attendees, but roundtables will only be open to those that pre-register and submit a 1-2 page abstract and research challenge statement to aomstigma@gmail.com by July 1st, 2024.

All AOM attendees are welcome to join the keynote presentation and discussion portion of this PDW, but to participate in the facilitated paper development roundtables, participants must pre-register for the session and must submit a 1-2 page project abstract/research challenge statement to aomstigma@gmail.com by July 1st, 2024.

KEY TO SYMBOLS

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








Session Type: **PDW Workshop**
Program Session: **414** | Submission: **17152** | Sponsor(s): **(CTO, TIM)**
Scheduled: **Saturday, Aug 10 2024 2:30PM - 4:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom IV**

AI in the Wild

Organizer: **Hila Lifshitz-Assaf**, *Warwick Business School*
Presenter: **Allison Woodruff**, *Google*
Presenter: **Melissa Valentine**, *Stanford U.*
Presenter: **Michael Barrett**, *U. of Cambridge*
Organizer: **Steven Randazzo**, *Warwick Business School*
Presenter: **Joe Nandhakumar**, *Warwick Business School*
Presenter: **Yiran Xu**, *U. of Warwick*
Discussant: **Sebastian Raisch**, *GSEM - U. of Geneva*

Artificial intelligence (AI) has become a vital and accelerating force across knowledge industries (industries such as law, journalism, software development, drug development and consulting). Its ever-evolving capabilities enable it to not only assist but actively contribute to and even exceed human performance in many fields. AI technologies are transforming the nature of work by generating knowledge, automating processes, enhancing capabilities, and fostering creative outputs. As AI redefines the boundaries of what is achievable, there is a widespread optimism about its potential to revolutionize work processes. However, the real-world impact of AI will hinge on the interaction between practitioners and the AI tools, technologies, and information systems they use. Understanding how AI functions and is utilized in real-world scenarios is crucial. This Professional Development Workshop (PDW) aims to delve into AI's application in various work environments and professional domains. We will explore AI's development and usage through empirical presentations, group discussions, and dialogues with experienced scholars, offering an insightful, realistic perspective on the challenges and prospects of implementing AI in practical settings.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **415** | Submission: **19109** | Sponsor(s): **(DEI, OB, HR)**
Scheduled: **Saturday, Aug 10 2024 2:30PM - 4:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Randolph 3**








Teaching Diversity, Equity, Inclusion, and Belonging

Organizer: **Modupe Akinola**, *Columbia U.*
Organizer: **Tianna Barnes**, *Dartmouth College, Tuck School of Business*
Organizer: **Zoe Kinias**, *Ivey Business School*
Organizer: **Michael Norton**, *Harvard U.*
Organizer: **Christopher Petsko**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Organizer: **Ayana N. Younge**, *U. of Virginia, Darden School of Business*
Presenter: **Rebecca Ponce de Leon**, *Columbia Business School*
Presenter: **Erika V. Hall**, *Emory U., Goizueta Bus Sch*
Presenter: **Jane Risen**, *U. of Chicago Booth School of business*
Panelist: **Adam Waytz**, *Northwestern Kellogg School of Management*
Panelist: **Nicholas A. Pearce**, *Northwestern U.*

Delving into conversations around diversity, equity, inclusion, and belonging (DEIB) can be challenging. For those involved, these conversations often require patience, flexibility, and perspective-taking. This is especially true for those who facilitate these conversations in the classroom. Serving as an instructor for topics that focus on DEIB presents an array of experiences and opportunities, some rewarding and some challenging, that are unfamiliar to novice DEIB instructors. The purpose of this PDW is to continue the success of our initial 2022 PDW at the Academy of Management Meeting by preparing faculty members of all levels and demographic backgrounds to manage and facilitate classroom discussions related to DEIB. This includes direction on how to introduce sensitive topics, how to engage with students, how to handle difficult questions, and critically, how to implement new DEIB exercises in the classroom. This PDW utilizes an array of session formats (i.e., teaching demonstrations, panels, and roundtable discussions) and involves faculty who have extensive experience leading DEIB courses. We see this PDW as an opportunity to broaden our mindsets and approaches to teaching DEIB by continuing to innovate in the classroom and as a scholar.

To register for this session, please complete the following form <https://forms.gle/tupewKMuMtvYHqcFA> by July 22nd. Space is limited.

KEY TO SYMBOLS

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

Session Type: **Meeting**

Program Session: **416** | Submission: **21689** | Sponsor(s): **(GOV)**

Scheduled: **Saturday, Aug 10 2024 2:30PM - 3:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom**

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Forum for Leaders of the Academy's Affiliated & Associated Societies

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*

Organizer: **Kelly N. Mitchell**, *Academy of Management*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Training Leaders and Employees for Hybrid and Virtual Work: Interactive and Experiential Activities



Organizer: **N. Sharon Hill**, *George Washington U.*
Organizer: **Ellen Ernst Kossek**, *Purdue U.*
Presenter: **N. Sharon Hill**, *George Washington U.*
Presenter: **Ellen Ernst Kossek**, *Purdue U.*
Presenter: **Tatiana Andreeva**, *Maynooth U.*
Presenter: **Amy Breidenthal**, *Agnes Scott College*

Despite the growth in virtual and hybrid work arrangements, studies consistently show that most organizations fail to adequately train, develop, and socialize managers, leaders, and employees in this new way of working. This PDW aims to help Academy of Management members meet this critical need by sharing evidence-based, interactive, and experiential activities for teaching others how to lead and function effectively in virtual and hybrid work settings. The PDW includes activities specifically designed to teach this topic as well as activities from other domains adapted to address virtual and hybrid work. The activities target audiences at different levels: individual employees, team leaders, line managers, and senior managers. The audience will benefit from the insights and lessons from the presenters, who have extensive experience using active learning approaches to teach this topic in classes and workshops in multiple countries. In the first part of the PDW, the audience will participate in a full demonstration of a teaching activity. In the second part, the presenters will describe how to conduct three additional activities and share their teaching materials and other tips. The workshop participants will leave with everything required to teach the activities in their classes and workshops. There will also be opportunities for them to ask questions, discuss different ways to apply these activities in training interventions, and share their insights about other interactive and experiential activities for training and developing the virtual and hybrid workforce.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **418** | Submission: **13833** | Sponsor(s): **(OMT)**
Scheduled: **Saturday, Aug 10 2024 8:00AM - 9:30AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Crystal Room**

Navigating the Mid-Career Stage: Career Advancement and Impact in the OMT Field

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

Organizer: **Jade Lo**, *Drexel U.*

Organizer: **Sarah M. G. Otner**, *SPRU U. of Sussex UK*

Panelist: **Christine Beckman**, *U. of Southern California*

Panelist: **Forrest Briscoe**, *Cornell U.*

Panelist: **Eero Vaara**, *U. of Oxford*

Panelist: **Charlene E. Zietsma**, *U. of Michigan*

Panelist: **Joep Cornelissen**, *Erasmus U. Rotterdam*

We propose a Professional Development Workshop (PDW) for to address the developmental gap faced by mid-career academics in the Organization and Management Theory (OMT) Division. This workshop, a pilot initiative, targets OMT faculty grappling with the complexities of post-tenure life, including expanded administrative duties, mentorship roles, and heightened research expectations. The 90-minute PDW comprises an introduction, panel discussions with four esteemed OMT scholars, and interactive roundtable sessions, focusing on career development, leadership, balancing multiple roles, and research evolution. This format provides a dynamic environment for mid-career faculty to gain practical insights, forge peer connections, and learn strategies for navigating this demanding phase. The workshop also plans to incorporate the OMT café for extended discussions and community building, reinforcing a culture of continuous learning within the OMT Division.

We have limited spaces available for this PDW. Conference attendees interested in participating should complete the pre-registration form by June 30, 2024, to secure their spot: <https://forms.gle/bXwGwraGYpA6YZ5LA>. If you have any questions, please contact the organizers, Eunice Rhee (rhee@seattleu.edu), Jade Lo (yl663@drexel.edu) or Sarah Otner (s.otner@kingston.ac.uk).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **419** | Submission: **21750** | Sponsor(s): **(PUBS)**
Scheduled: **Sunday, Aug 11 2024 9:30AM - 10:30AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Michigan Boardroom**

ANNALS Editors Business Meeting and Awards

Presenter: **Matthew A. Cronin**, *George Mason U.*

Presenter: **Elizabeth George**, *Cambridge Judge Business School*

By Invitation Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **420** | Submission: **14250** | Sponsor(s): **(SAP, OMT)**
Scheduled: **Saturday, Aug 10 2024 2:30PM - 4:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Crystal Room**

Researching Future-Making Empirically

Organizer: **Stefano Magistretti**, *Politecnico di Milano*

Organizer: **Silvia Sanasi**, *Free U. of Bozen-Bolzano*

Organizer: **Nico Klenner**, *Australian National U.*

Panelist: **Dimo P. Dimov**, *U. of Bath*

Panelist: **Alice Comi**, *Tongji U.*

Panelist: **Nelson Phillips**, *U. of California, Santa Barbara*

Panelist: **Emanuela Rondi**, *U. degli Studi di Bergamo*

Panelist: **Jelena Spanjol**, *Ludwig Maximilian U. of Munich (LMU)*

Panelist: **Jennifer Whyte**, *U. Of Sydney*

Recent studies are devoting increasing attention to future-making practices as the methods that organizations can employ to make the future amenable, and the way they can translate it into new ventures, products, or services. However, little is known about how future-making can be empirically studied. Several conceptual, theoretical, and opinion pieces have been published over the last few years. The PDW aims to share renowned scholars' views on why researching future-making empirically is important and impactful and how such future-oriented research can rigorously be conducted. The PDW will thereby focus on sharing practices for studying, and researching future-making empirically, adopting a participatory approach that alternates speaker presentations and moments of discussion and reflection. The topic's cross disciplinarity will also enable the involvement of scholars and practitioners working in different areas, from design, innovation, strategic management, ethics, and future studies.

PDW participants can submit a one-pager of the research they would like to discuss (e.g., research design, model visualization, tables) at the following link https://polimi.eu.qualtrics.com/jfe/form/SV_6r2l8tnPASIXExw Participants who submitted a one-pager will be assigned to a table moderated by one of the convenors for discussion. Participants with no submission are also welcome to join the table as audience or bringing their one-pager directly at the table for discussion.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **421** | Submission: **16674** | Sponsor(s): **(SIM, OMT)**
Scheduled: **Saturday, Aug 10 2024 2:30PM - 4:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Salon F**

Do Social Media Harm Democracy? And if so, Who Should Care and Why?



Organizer: **Hannah Trittin**, *Leuphana U. Lüneburg*

Organizer: **Andreas Georg Scherer**, *U. of Zurich*

Speaker: **Cristina Neesham**, *Newcastle U.*

Organizer: **Itziar Castelló**, *Bayes Business School (formerly Cass), City, U. of London*

Speaker: **Michael Andreas Etter**, *King's College London*

Speaker: **Donato Cutolo**, *IE Business School*

Speaker: **Annabelle Gawer**, *U. of Surrey*

In recent years, social media platforms and their services have led to emergent phenomena that are detrimental to collective decision-making and societal stability, including the proliferation of fake news, disinformation, social division and polarization, that threaten democratic societies. However, the conversation on how to fight the risk of social media is inconclusive and there is a variety of potential answers to or remedies of social media's threat to democracy. Bringing together highly relevant lines of inquiry from management and organization studies, business and society research, and data and platform governance research, this PDW aims to a) allow for the provision of an overview of the scholarly debate on social media platforms and their social impact; and b) a debate as to which actors and what solutions are available to strengthen the resilience of democracies and to safeguard them against the detrimental effects of social media.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **422** | Submission: **15182** | Sponsor(s): **(SIM, ONE, MED)**
Scheduled: **Saturday, Aug 10 2024 2:30PM - 4:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Salon B**

Integrating SDGs Into Management Courses, Curricula and Programs



Participant: **Neil M. Boyd**, *Bucknell U.*

Participant: **Udayan Dhar**, *Bucknell U.*

Participant: **Andre Martinuzzi**, *WU Vienna U. of Economics and Business, Institute for Managing Sustainability*

Participant: **Angelo Spörk**, *WU Vienna U. of Economics and Business*

Management education that is focused on the United Nations Sustainable Development Goals (SDGs) has certainly increased in the past decade, and recent AACSB standards toward social impact will likely accelerate this trend. This PDW offers an opportunity to learn about designing courses, curricula and programs with SDG content, and provides a platform for transforming your pedagogy to align with social and environmental goals. The session will begin with a brief presentation by scholars who have significant experience in implementing SDGs in their universities and classes, and will then turn to a guided open dialogue with audience participants on the current state and future direction of SDG integration in management education. We will also discuss some techniques and structures for doing so that have proven effective. Our multidisciplinary and international team of organizers and facilitators will cover a broad diversity of SDG related and perspectives. We encourage attendees to participate and share what is happening at their universities so we can all benefit in learning how to integrate the SDGs into management courses, curricula and programs.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **423** | Submission: **13475** | Sponsor(s): **(CM)**
Scheduled: **Saturday, Aug 10 2024 3:00PM - 4:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall G**

Town Hall: State of the Conflict Management Division



Organizer: **Ming-Hong Tsai**, *Singapore Management U.*
Organizer: **Laura Rees**, *Oregon State U.*
Organizer: **Michael Gross**, *Colorado State U.*
Organizer: **Deborah A. Cai**, *Temple U., Klein College of Media and Communication*
Panelist: **Pri Pradhan Shah**, *U. of Minnesota*
Panelist: **Deborah A. Cai**, *Temple U., Klein College of Media and Communication*
Panelist: **Jana L. Raver**, *Queen's U.*
Panelist: **Yekaterina Bezrukova**, *U. at Buffalo, The State U. of New York*
Panelist: **Peter H. Kim**, *U. of Southern California*
Panelist: **Matthew A. Cronin**, *George Mason U.*
Panelist: **Mara Olekalns**, *U. of Melbourne*
Panelist: **Michael Gross**, *Colorado State U.*

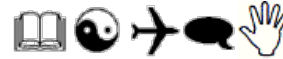
To facilitate discussion on the mandate of the Conflict Management (CM) division and to inform AOM members of how their research, teaching, and practice can be relevant to the CM division, we plan to hold a panel discussion where the panelists discuss the CM division's scope and role in relation to other divisions.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **424** | Submission: **21083** | Sponsor(s): **(CMS, MED)**
Scheduled: **Saturday, Aug 10 2024 3:00PM - 5:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
Embassy Room

Innovating the Future (of Management Teaching): Psychoanalytic Perspectives on Anxiety and Defense



Coordinator: **Carrie M. Duncan**, *Center for Psychosocial Organization Studies*

Participant: **Sara R. S. T. A. Elias**, *U. of Victoria*








Participant: **Nathan Gerard**, *California State U., Long Beach*

Participant: **Eda Ulus**, *U. of the West of Scotland*

Participant: **Seth Allcorn**, *Columbia, Missouri*

This interactive workshop, which is based upon a very successful and well-attended PDW in 2022, uses psychoanalysis to disrupt the assumptions embedded in contemporary modes of teaching and learning. We will explore the potential of psychoanalysis to further our understanding of the realities of education, both now and in the future. Insights from psychoanalysis include the importance of paying attention to unconscious anxieties, fantasies, and psychological defenses. Applying these insights to learning spaces, and their concomitant stresses and anxieties, provides critical scholars and educators with concepts useful for understanding the psychosocial (collective) defenses that arise in response to anxiety-inducing social, cultural, and institutional pressures. The unconscious permeates a range of phenomena across educational systems: individual (student, teacher), interpersonal (teaching dyad), group (classroom), organization (institutional), and social (discourses of pedagogy, politics). Psychosocial defenses often serve to create undiscussable and collusive resistance to the work of learning, essentially erecting a form of willful ignorance to avoid the anxieties of not knowing. We contend that psychoanalytic thinking can make such dynamics knowable and discussable. Further, that psychoanalytic thinking provides both teachers and students with useful strategies for managing the anxieties associated with (un)learning what we think we know about providing, or obtaining, management education. This PDW may benefit researchers and scholars who, regardless of career stage, wish to explore and engage with the potential of psychoanalytic thinking for deepening their understanding of the complexities of teaching and learning, and in doing so deepen their potential to innovate for the future.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **425** | Submission: **11776** | Sponsor(s): **(CMS, MED, MH, SIM)**
Scheduled: **Saturday, Aug 10 2024 3:00PM - 4:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
Ambassador Room

Writing, Teaching and Publishing Critical Cases

Organizer: **Todd Bridgman**, *Victoria U. of Wellington*
Organizer: **Nicholous Mark Deal**, *Mount Saint Vincent U.*
Organizer: **Vicky Anne Lester**, *The Case Centre*
Organizer: **Elina Riivari**, *U. of Jyväskylä*
Organizer: **Fernanda Filgueiras Sauerbronn**, *U. Federal do Rio de Janeiro - UFRJ*
Organizer: **Ellen Shaffner**, *Mount Saint Vincent U.*

One of the most enduring features in business education is the case method of teaching, which originated at Harvard Business School a century ago. The HBS case method reflects a conviction that business education is first and foremost a training in decision making on practical business problems. However, it is seen by critics as contributing to a narrow, instrumental, managerial perspective on business, which fails to respond to calls for a more responsible management education. In response to these criticisms, a genre of 'critical cases' has emerged and flourished. Critical case writing and teaching promotes a reflexive practice which assists students in challenging taken for granted logics of business and management. This workshop is an opportunity for those interested in writing, teaching, and publishing critical cases to reflect on and develop their professional practice.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**

Program Session: **426** | Submission: **10197** | Sponsor(s): **(ENT, STR, TIM, OMT, SIM)**

Scheduled: **Saturday, Aug 10 2024 3:00PM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall L**

Artificial Intelligence as a Field of Dreams

Participant: **Gary Dushnitsky**, *London Business School*

Participant: **Kathleen Eisenhardt**, *Stanford U.*

Participant: **Georg von Krogh**, *ETH Zürich*

Participant: **Yong Li**, *U. of Nevada, Las Vegas*

Participant: **Hila Lifshitz-Assaf**, *Warwick Business School*

Participant: **Linhui Wu**, *U. of Minnesota Carlson School of Management*

Participant: **Jue Wang**, *Penn State U.*

Participant: **Shaker A. Zahra**, *U. of Minnesota*

Artificial intelligence is expected to transform businesses and societies in ways that we have never seen before. This paper development workshop is intended to examine how this enabling technology will reshape some of the fundamental issues in research, such as creation, discovery, exploitation, and funding of entrepreneurial opportunities, as well as strategic decision making, innovation, value creation and capture, management and organization, and social entrepreneurship. The session will also provide a platform to explore novel research opportunities that emerge from cross-fertilization of multiple fields.

KEY TO SYMBOLS



Teaching-oriented



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Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **427** | Submission: **16553** | Sponsor(s): **(HCM)**
Scheduled: **Saturday, Aug 10 2024 3:00PM - 4:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Diplomat Room**

Research Grant Development: An Overview of Process and Funding Agencies



Facilitator: **Daniel M. Walker**, *Ohio State U.*

Facilitator: **Leeann Comfort**, *Agency for Healthcare Research and Quality*

Facilitator: **Joanna Veazey Brooks**, *U. of Kansas Medical Center*

Facilitator: **Joshua Ryan Vest**, *Indiana U., Indianapolis*

Facilitator: **Gary J Young**, *Northeastern U.*

Panelist: **Ann Scheck McAlearney**, *Ohio State U.*

Panelist: **Justin Kane Benzer**, *U. of Texas at Austin, Dell Medical School*

Universities are placing greater emphasis on extramural research funding at the same time that securing funding is becoming increasingly competitive. Funding agencies are traditionally often more focused on basic (T0), pre-clinical (T1), or translational (T2-T4) research as opposed to management research. These challenges require health care management researchers to develop rigorous research proposals that are targeted to specific funding agencies and funding calls. The goal of this Professional Development Workshop (PDW) will be to provide information about how to develop and write a grant to a federal (i.e., National Institutes of Health [NIH], Agency for Healthcare Research and Quality [AHRQ]) or foundation (i.e., Robert Wood Johnson Foundation [RWJF]) funding agency. Using successful grant writers as well as insiders from funding agencies as facilitators, we will first provide an overview of strategies for success in obtaining external funding for organizational research. Among the topics to be discussed are writing research proposals that get funded, uncovering the mystique of the grant funding process, and finding the appropriate funding venue for your research. Next, we will breakout in a 'hot topics' style session with discussion of different aspects of securing funding covered at different tables within the session. Scholars of all career stages are welcome to attend this interactive PDW, which is designed as an in-person session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **428** | Submission: **19760** | Sponsor(s): **(HCM, OB)**
Scheduled: **Saturday, Aug 10 2024 3:00PM - 4:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in State Room**

Interdisciplinary Insights: Shaping the Future of Interprofessional Team Research in Healthcare



Organizer: **Tera Webb**, *U. of Alabama, Birmingham*
Facilitator: **Anthony C. Hood**, *First Horizon Bank*
Presenter: **Monique Alexandria Alvarez Domingo**, *Louisiana State U.*
Presenter: **Michelle Brown**, -
Facilitator: **Nancy Borkowski**, *U. of Alabama, Birmingham*

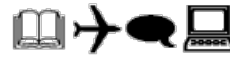
This PDW is specially designed for students and faculty poised to explore interprofessional team research in healthcare. Focused on the critical area of interprofessional teams, this workshop is pivotal for enhancing patient care quality and healthcare system efficiency. It offers an engaging introduction to the multifaceted dynamics of diverse healthcare professionals working collaboratively for comprehensive patient care. Participants will immerse in foundational knowledge and innovative thinking, unlocking new perspectives in the study of these teams. Participants will be introduced to the multidisciplinary nature of team research, drawing from fields such as organizational behavior, psychology, and health services research. Interactive elements throughout the session ensure an engaging, hands-on approach to learning. So, whether you are a student taking your first steps in academic research or a faculty member looking to expand your research repertoire, "Interdisciplinary Insights" offers a supportive and informative environment to begin your exploration.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **429** | Submission: **21837** | Sponsor(s): **(IAM)**
Scheduled: **Saturday, Aug 10 2024 3:00PM - 5:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Sheffield**

Innovating for the Future: Igniting Sustainable Innovation & Ethical Entrepreneurship in Iberoamerica



Organizer: **Maritza Espina**, *Sustainability, Ethics, & Entrepreneurship Society*
Organizer: **Maribel Guerrero**, *Global Center for Technology Transfer, Arizona State U.*
Organizer: **Erica Helena Salvaj**, *U. del Desarrollo*
Organizer: **Luis Antonio Perez-Batres**, *Missouri State U.*

In the vibrant tapestry of Iberoamerican cultures, where diverse traditions blend with modern innovations, this session is dedicated to unveiling cutting-edge research and transformative ideas at the intersection of Sustainability, Ethics, and Entrepreneurship, with a focus on the unique challenges and opportunities within the Iberoamerican context. As the world strides towards a sustainable future, this session aims to foster a dynamic exchange of radical, controversial, and groundbreaking projects that question established dogmas and offer novel insights into the sustainable development of businesses in the region. We will discuss opportunities for collaboration and future research initiatives. Join us to contribute to a vibrant community eager to drive sustainable and ethical business transformations in Iberoamerica and beyond.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **430** | Submission: **20613** | Sponsor(s): **(INDAM, OB)**
Scheduled: **Saturday, Aug 10 2024 3:00PM - 6:00PM CT (UTC-5)** at **Swissotel Chicago** in **Matterhorn**

Developing Meaningful Research Partnerships

Organizer: **Tanvi H. Kothari**, *San Jose State U.*

Organizer: **Aarti Ramaswami**, *ESSEC Business School*

Organizer: **Nagaraj Sivasubramaniam**, *Duquesne U.*

This PDW seeks to fulfill the mission of the Indian Academy of Management to build a supportive community of scholars focused on India-centric research. In line with this year's Academy theme of innovating for the future, we endeavor to expand research opportunities to connect and explore new ideas salient in the Indian context. In addition, this PDW is designed to serve the specific goal of building research capabilities within India. The PDW is targeted at researchers and scholars who are beginning to develop a research stream, and scholars elsewhere seeking to conduct research in India. The partnerships formed during this PDW will hopefully translate to more impactful and higher quality research engagement and scholarly output.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **431** | Submission: **15278** | Sponsor(s): **(MC)**
Scheduled: **Saturday, Aug 10 2024 3:00PM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Stetson Suite BC**

Consulting for Lightning-Speed Innovation: How to Release Improvisational Skills



Organizer: **Raphael DE VITTORIS**, *Clermont Auvergne U.*
Organizer: **Pierre El Haddad**, *INSEEC Grande Ecole*

Crises are so frequent they are becoming the new normal. Crises have deleterious effects, but they also provide room for innovation thus aligning with this year's AOM conference theme. When under duress, innovation needs to happen at lightning speed, thus shortening the time lapse between planning and executing to nil. Specific improvisational skills, knowledge, tools, and structures are needed. The present PDW looks at this aspect from the lens of the scholar and the practitioner.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Seeing Anew: Studying Organization During Social Transformation

Organizer: **Gerald F. Davis**, *U. of Michigan*
Organizer: **Daniel Wadhvani**, *U. of Southern California*
Presenter: **Christina Lubinski**, *Copenhagen Business School*
Presenter: **Stephen Cummings**, *Victoria U. of Wellington*
Participant: **Andrew Hargadon**, *U. of California, Davis*
Participant: **Lena Olaison**, *Copenhagen Business School*

Current transformations in capitalism, such as digitization and climate change, pose fundamental challenges to the categories of observation that have been used in studying management and business: firm, employee, industry, market, performance (Davis and DeWitt, 2022; Bansal and Desjarine, 2014). How might management scholars study business in a moment when such basic building blocks of managerial research are contested? This PDW draws on history to help participants develop creative ways to observe and study transformations in business today. During the first part of the PDW, the panelists present a series of commentaries on history as both an approach for thinking about transformations and a set of methods for studying them. We highlight that transformation involves not just change or evolution but the need to see the world in a fresh light (Lubinski et al, 2024) and we point to specific historical examples of socioeconomic transformation and how they unfolded. We also discuss the value of specific methods (Wadhvani and Sorensen, 2023; Hargadon and Wadhvani, 2023) for studying transformations over time and consider their application to transformations in business today. During the second part, participants will have the opportunity to creatively apply these ideas in breakout groups devoted to five specific categories under contestation and transformation today: work, firm, industry, market, and performance.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **433** | Submission: **21682** | Sponsor(s): **(MOC)**
Scheduled: **Saturday, Aug 10 2024 3:00PM - 4:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Fountainview Room**

MOC Connecting

Organizer: **Shawn Xiaoshi Quan**, *U. of Washington*
Organizer: **Sophie Elizabeth Jané**, *Umeå School of Business, Economics, and Statistics*
Division Chair: **Beth Ann Livingston**, *U. of Iowa*
Professional Development Workshop Chair: **Hana Johnson**, *Washington State U.*
Participant: **Julia DiBenigno**, *Yale School of Management*
Participant: **Spencer Harrison**, *INSEAD*
Participant: **Jamie Jocelyn Ladge**, *Boston College*
Participant: **Vanessa Conzon**, *Boston College*
Participant: **Moran Anisman Razin**, *U. of Limerick*
Participant: **Tobias Dennerlein**, *Purdue U.*
Participant: **Audrey Holm**, *HEC Paris*
Participant: **Luke Hedden**, *U. of Miami*
Participant: **Marla White**, *Virginia Tech*
Participant: **Venkat Kuppuswamy**, *Northeastern U.*
Participant: **Timothy Kundro**, *U. of North Carolina, Chapel Hill*

Connecting is a social event that encourages interaction and discussion between scholars with similar interests. During this fun and interactive session, participants will rotate to two different tables to discuss topics of interest. We have an amazing group of scholars at each table that will facilitate discussion on each topic. We would love to connect with you-We will have the following themes of tables this year: (a) Leadership, courage and empowerment, (b) Profession and occupations, (c) Discrimination and Diversity, and (d) Ethics and morality -Join us to connect with other people from our field!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

So What? Overcoming the Feedback Report Obstruction: Tips, Tricks, and Tools



Organizer: **Jeremy D. Meuser**, *Purdue U. Northwest*
Organizer: **Jarvis Smallfield**, *Central Michigan U.*
Panelist: **Joel B. Carnevale**, *Syracuse U.*
Facilitator: **Amy Bartels**, *U. of Nebraska, Lincoln*

Organized as a collaboration between the Making Connections Committee (MCC) on behalf of the OB Division and the Network of Leadership Scholars, this PDW helps participants learn about the communication of the practical implications of research as relevant to feedback reports. In this PDW, we provide advice on how to create high quality, relevant feedback reports efficiently. The practical implications of our work are important for many reasons, yet there is little to no training in PhD programs on how to communicate science to non- scientists. The focus is, understandably, teaching non-scientists to be, think, write, talk, act, and present like scientists. In doing so, we often forget how to talk and write like a “normal person.” These two domains of our experience are separated by a five-year intense and stressful chasm of life. Simply, many OB scholars have not practiced the crucial skill of communicating the value of our work outside of the echo chamber of academia. In this PDW, our purpose is to help participants learn how to:

- 1) Communicate the value of research agendas and the skills that the research team brings to organizations in an effort to “pitch” research partnerships.
- 2) Present research results (including the statistics and analyses helpful to various audiences) and practical implications to multiple stakeholders.
- 3) Create a feedback report/presentation rapidly using a variety of tools that we will overview during the session and the value of doing so.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **435** | Submission: **11860** | Sponsor(s): **(OB)**
Scheduled: **Saturday, Aug 10 2024 3:00PM - 5:00PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich B**

The Art of Writing and Publishing for Non-Native English Scholars



Organizer: **Jeewon Cho**, *Oregon State U.*
Organizer: **C. Ashley Fulmer**, *Georgia State U.*
Organizer: **Bard Kuvaas**, *BI Norwegian Business School*
Organizer: **I-Heng Wu**, *U. of South Alabama*
Panelist: **Ivona Hideg**, *Saïd Business School U. of Oxford*
Panelist: **Chak Fu Lam**, *City U. of Hong Kong*
Panelist: **Chad Benjamin Murphy**, *Oregon State U.*
Panelist: **Chidiebere Ogbonnaya**, *King's College London*
Panelist: **Jing Zhu**, *Nanyang Business School, Nanyang Technological U., Singapore*

Academic performance is judged in part on one's level of linguistic competence in English. As a consequence, scholars who wish to succeed on the academic field must be able to write in English not only fluently but also eloquently. This places non-native English scholars in a disadvantageous position. The goals of this professional development workshop (PDW) are therefore to have a discussion regarding the various challenges that non-native English scholars face when writing and publishing in English and to share concrete tips on improving academic writing in English. We bring together a panel of experienced and well-published management scholars who approach the theme from diverse perspectives. In the first segment of the PDW, our six panelists will share their experiences and insights into the art of writing, publishing, and collaborating as non-native English scholars and with them. In the second part of the PDW, we will continue with a practice-oriented roundtable discussion, delving into the issues presented in the first segment of the workshop. We will conclude the PDW with a session-wide Q&A and a summary of lessons learned.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **436** | Submission: **22982** | Sponsor(s): **(ODC)**
Scheduled: **Saturday, Aug 10 2024 3:00PM - 4:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Los Angeles**

Doctorial Consortium Break Out Room

Program Chair: **Michael Jarrett**, *INSEAD*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **437** | Submission: **20659** | Sponsor(s): **(OMT, MOC, OB, TIM, CTO)**
Scheduled: **Saturday, Aug 10 2024 3:00PM - 4:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Regent Room**

Algo, AI and I: Exploring Identities in Algorithms and How AI Reshapes Who We Are at Work



Participant: **Corentin Curchod**, *U. of Edinburgh*

Participant: **Samer Faraj**, *McGill U.*

Participant: **Sarah Lebovitz**, *U. of Virginia*

Participant: **Michael G. Pratt**, *Boston College*

This workshop discusses the implications of algorithmic work on occupational identity. It argues that algorithms and AI are changing the nature of work interactions and that this is disrupting the traditional way in which workers build their sense of self at work. It explores the impact of (intelligent) algorithms on occupational identities, particularly in the context of digital work where algorithms increasingly structure, command, and define what workers do. It argues that occupational identities are not simply defined by interactions with humans, but also by interactions with algorithms. This is because algorithms are becoming increasingly embedded in work processes, and workers are doing their work through algorithms as well as interacting with them directly. The PDW invites to explore new perspectives on occupational identity 'in' algorithmic work, where algorithms are seen as a new work structure that changes workers' relationship with their work and how they build their occupational self. The workshop suggests that researchers need to develop a new approach to studying identities in algorithms, one that takes into account the intra-active nature of the relationship between algorithms and workers. It gathers a panel of four scholars who are working on different aspects of algorithmic work and identity: Corentin Curchod, Samer Faraj, Sarah Lebovitz and Michael Pratt.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **438** | Submission: **13797** | Sponsor(s): **(ONE, OMT, SIM, TIM)**
Scheduled: **Saturday, Aug 10 2024 3:00PM - 4:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Lakeview**








Governing for a Sustainable Future: Exploring the Interactions Between the Public and Private Sector



Organizer: **Sylvia Grewatsch**, *Brock U.*
Organizer: **Miriam Feuls**, *Copenhagen Business School*
Organizer: **Sunny Mosangzi Xu**, *Copenhagen Business School*
Organizer: **Natalia Mityushina**, *Brock U.*
Panelist: **Domenico Dentoni**, *Montpellier Business School*
Panelist: **Raghu Garud**, *Pennsylvania State U.*
Panelist: **Aoife Marie Brophy**, *U. of Oxford*
Panelist: **Johanna Mair**, *Hertie School of Governance*
Panelist: **Madeleine Stefanie Rauch**, *Cambridge Judge Business School*

Today, the world confronts numerous grand challenges that pose a threat to a sustainable future for both people and the planet. Addressing these challenges necessitates collective actions and collaborative solutions forged through public-private interactions. The literature on organizational research and innovation has delved into diverse forms of public-private interactions, exploring their collaborations and outcomes. Nevertheless, numerous questions concerning the governance of these interactions for sustainable futures remain open and warrant academic attention. Through organizing this Paper Development Workshop (PDW), our aim is to delve deeper into the intricate dynamics of public-private collaboration in tackling grand challenges and advancing sustainable futures. As an outcome, we seek to identify key areas for future research, create research recommendations for scholars, and develop a call for action to motivate more studies in this critical domain.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **439** | Submission: **10183** | Sponsor(s): **(PNP)**
Scheduled: **Saturday, Aug 10 2024 3:00PM - 4:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Royal Room**

Future of Public and Nonprofit Research: Editor Panel of PNP Journals



Organizer: **Obed Pasha**, *U. of North Carolina, Chapel Hill*
Participant: **Kayla Schwoerer**, *U. at Albany, SUNY*
Participant: **Gary Schwarz**, *Queen Mary U. of London*
Participant: **Meghna Sabharwal**, *U. of Texas at Dallas*
Participant: **Hongtao Yi**, *Public Administration Review*
Participant: **Jaclyn Piatak**, *U. of North Carolina, Charlotte*
Participant: **Elizabeth Searing**, *U. of Texas at Dallas*
Participant: **John M. Bryson**, *U. of Minnesota Twin Cities*

The Public and Nonprofit Division's Editor Panel offers an opportunity for members and other conference attendees to learn about potential outlets for their work. The Editor Panel offers journal editors the opportunity to provide an overview of their journals to the audience which is followed by a discussion. This year we will discuss the future trends in public and nonprofit research. We will consider these trends and hear from the editors about their vision of their respective journals. This panel provides conference attendees with the opportunity to learn about public and nonprofit management journals and ask questions about the peer review and publication process. Participation in this PDW is open to all conference attendees.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **440** | Submission: **21751** | Sponsor(s): **(PUBS)**
Scheduled: **Saturday, Aug 10 2024 3:00PM - 4:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Toronto**

AMD Shark Tank PDW

Presenter: **C. Chet Miller**, *U. of Houston*

While in Chicago for the AOM Annual Meeting, participate in the highly regarded “AMD Shark Tank.” Like the reality TV show, participants will “pitch” their paper ideas to a panel of leading management scholars who will then, along with the audience, be asked to vote for the most promising papers. If you are interested in being “on the show,” submit an extended abstract of your proposed paper (up to four double-spaced pages for the abstract). From the pool of submissions, the AMD editor team will select finalists to serve as contestants. Each contestant will be given 5 to 6 minutes (no more than 4 power point slides) to summarize the study during the live session (i.e., make the pitch). Esteemed panelists will then be given a few minutes to give quick, constructive, and perhaps humorous feedback for each paper. Submit your extended abstracts by 8 July 2024 via <https://form.jotform.com/AOMForms/amd-paper-workshop-at-aom>.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Navigating Qualitative Dissertations: Advice from the Experts

Organizer: **Nathan Tong**, *ESSCA School of Management*
Organizer: **Robert Monnot**, *U. of Utah, David Eccles School of Business*
Organizer: **Martina Pizzinato**, *UCL School of Management*
Organizer: **Jennifer Wiseman**, *U. of Utah, David Eccles School of Business*
Facilitator: **Rodrigo Canales**, *Boston U.*
Facilitator: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*
Facilitator: **Daisy Eusun Chung**, *City, U. of London*
Facilitator: **Kevin G. Corley**, *Imperial College London*
Facilitator: **Gail T. Fairhurst**, *U. of Cincinnati*
Facilitator: **Aimee L. Hamilton**, *U. of Denver*
Facilitator: **Ashley Elizabeth Hardin**, *Washington U. in St. Louis*
Facilitator: **Elaine Cahalan Hollensbe**, *U. of Cincinnati*
Facilitator: **Shalini Khazanchi**, *Rochester Institute of Technology*
Facilitator: **Chad Benjamin Murphy**, *Oregon State U.*
Facilitator: **Carrie Oelberger**, *U. of Minnesota*
Facilitator: **Tommaso Ramus**, *ESSEC Business School*
Facilitator: **Trish Reay**, *U. of Alberta*
Facilitator: **Kira Franziska Schabram**, *U. of Washington*
Facilitator: **Mathew Laurence Sheep**, *Florida Gulf Coast U.*
Facilitator: **Scott Sonenshein**, *Rice U.*
Facilitator: **Lee Watkiss**, *Ivey Business School*

AOM 2024 will be the eleventh year this PDW has been offered. Over the years, this PDW has been guided by the recognition that the dissertation stage in one's doctoral program is a critical time in the development of a qualitative scholar's research capabilities and scholarly identity. This is especially true because qualitative research has no "boilerplate" (Pratt, 2009). Doctoral students who have chosen to use or incorporate qualitative methods into their dissertations require tailored developmental attention. In this PDW, students at all phases of the dissertation process—proposal, data collection, analysis, and defense—will receive general advice and personalized feedback while developing relationships with more senior scholars. Our objective is to connect students with faculty facilitators to receive support on their research, as well as career advice, as they approach the final step in their doctoral studies. Faculty facilitators are drawn from the vibrant community of qualitative management scholars. Facilitators have published qualitative research in top-tier journals and have experience managing careers as qualitative researchers. Students will be matched with facilitators based on qualitative methodology, research topic, and/or level of analysis. In addition to practical guidance on research methods, students will also have the opportunity to meet with qualitative scholars to expand their networks.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **442** | Submission: **12410** | Sponsor(s): **(SIM)**
Scheduled: **Saturday, Aug 10 2024 3:00PM - 5:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Clark**

Speed Networking with the SIM Division

Organizer: **Sarah Stephen**, *U. of Liverpool Management School*
Organizer: **Susana Esper**, *IESEG School of Management*

Networking can be daunting. It may feel tempting to avoid a room filled with strangers in favour of seeking out more comfortable conversations with those you know. But wait! – What if that room is filled with established and future SIM thought-leaders, who are passionate about the same kinds of scholarly topics, research methods, teaching innovations, and impact? How about a space dedicated to warm introductions, energetic idea-sharing, and the spirit of community? What if you could plan on lively facilitated opportunities to meet extraordinary global colleagues, discuss existing research, and consider developing new projects? Spoiler alert: you can!! SIM Speed Networking is exactly that space with exactly those people and exactly these opportunities! This annual event, in collaboration with the SIM Division's Research Committee, aims to facilitate connections among scholars interested in topical issues linking business and society, professional development, and impactful research incubation. All are welcome.

KEY TO SYMBOLS

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

Minds at Work: The Past, Present and Future of Cognitive Representations in Management and Strategy



Organizer: **Hui Sun**, *Frankfurt School of Finance & Management*

Organizer: **Douglas Hannah**, *Boston U.*

Panelist: **Felipe Csaszar**, *U. of Michigan*

Panelist: **Chris B. Bingham**, *U. of North Carolina, Chapel Hill*

Discussant: **Timothy Ott**, *U. of North Carolina, Chapel Hill*

Panelist: **Violina Rindova**, *U. of California-Irvine*

Panelist: **Teppo Felin**, *Utah State U.*

Discussant: **Yuliya Snihur**, *IESE Business School*

Panelist: **Jeffrey Loewenstein**, *U. of Illinois at Urbana-Champaign*

Discussant: **Chiara Spina**, *INSEAD*

Cognitive representations are central to management and strategy, and over the past five decades the field has curated an extensive list of constructs that describe cognitive representations at the individual, group, organization, and industry level. Yet, the relationships between these constructs, and the differences in their formulations, definitions, and impact, is often obscure. This “proliferation without consolidation” limits our collective understanding of a critical phenomenon. The aim of this professional development workshop is to convene scholars working at the intersection of cognition and organizational management, strategy, and entrepreneurship. In the first part of the workshop, a panel of senior scholars will discuss the state of the field, including key constructs, differences between them, impacts, and inconsistencies in their definitions and underlying assumptions. Their aim overall will be to consolidate existing theory on cognitive representations, as well as identify promising areas for future research. In the second half of the program, the panelists will be joined by additional five roundtable discussion leaders, who will lead individual participatory discussions with PDW participants on ongoing work and proposed projects. Overall, the objective of this workshop is to acknowledge and consolidate existing progress made through a cognitive perspective, as well as to prepare the ground and seed community for future research in this area.

The PDW consists of two parts: Part 1 Panel presentation and panel discussion (no registration required) and Part 2 Roundtable discussion (register with the link below). If you are interested in participating in the Part 2 roundtable discussion and receiving feedback on a research project related to managerial cognition, please submit a one-page summary of your research project using the link below. All applicants will be notified of the decision by late July. If you have any questions, please contact mindsatworkPDW@gmail.com. Submission Deadline: July 1, 2024, Anywhere on Earth. Link: <https://forms.gle/NxTBvVDVwT8azThq6>

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Scaling and Scalability: Building an Integrated Research Agenda

Panelist: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*
Panelist: **Tobias Kretschmer**, *LMU Munich*
Panelist: **Benjamin L. Hallen**, *U. of Washington, Seattle*
Panelist: **Esther Tippmann**, *U. of Galway*
Discussant: **Constance E. Helfat**, *Tuck School of Business at Dartmouth*
Discussant: **Erkko Autio**, *Imperial College Business School*
Organizer: **Gianluigi Giustiziero**, *IE Business School*
Organizer: **Tobias Kretschmer**, *LMU Munich*
Organizer: **Jingya You**, *U. of Illinois at Urbana-Champaign*

Recent years have witnessed rapidly growing interest in the topic of scaling within management scholarship. Existing research has explored the phenomenon of scaling from different perspectives, such as high growth rates, organizational scaling, digital scaling, and global scaling. Along with the emergence of various streams of scaling research, different definitions of the concepts of ‘scaling’, ‘scalable’, and ‘scalability’ have been advanced and operationalized. This PDW aims to integrate these emerging conversations and provide an overview of this field that is especially valuable to junior scholars. The PDW will be structured with four panelists drawing on their research to present important perspectives on scaling, followed by a commentary discussion by two experts in the field. In addition, we will engage with audience members through various activities, including polls, a Q&A session, and breakout discussions. By assembling a group of scholars undertaking cutting-edge scaling research, we hope to advance our understanding of the scaling phenomenon, provide junior scholars with an overview of the topic, and facilitate discussions to generate new ideas for future research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Harnessing Large Language Models (LLMs) for Management Research



Organizer: **Navid Asgari**, *Fordham U.*
Organizer: **Harshvardhan Ketkar**, *Bocconi U.*
Organizer: **Deepak Nayak**, *The Ohio State U. Fisher College of Business*
Panelist: **Balazs Kovacs**, *Yale School of Management*
Panelist: **Shinjinee Chattopadhyay**, *U. of Illinois*
Panelist: **Amir Goldberg**, *Stanford U.*
Panelist: **Navid Asgari**, *Fordham U.*
Panelist: **Mario Daniele Amore**, *HEC Paris*
Discussant: **Ehsan Valavi**, *Massachusetts Institute of Technology*
Discussant: **Ralph A. Heidl**, *U. of Oregon*
Discussant: **Harshvardhan Ketkar**, *Bocconi U.*
Discussant: **Deepak Nayak**, *The Ohio State U. Fisher College of Business*
Discussant: **Mario Daniele Amore**, *HEC Paris*
Discussant: **Balazs Kovacs**, *Yale School of Management*
Discussant: **Amir Goldberg**, *Stanford U.*
Discussant: **Shinjinee Chattopadhyay**, *U. of Illinois*

LLMs have captured widespread attention. Despite the hype about their disruptive impact across industries, it is undeniable that these models possess an extraordinary capability to grasp the intricacies of human language and cognition. Consequently, recent explorations tried to elucidate LLM's interactions with human subjects. However, our PDW's perspective extends beyond this—we contend that LLMs can serve not only as subjects of examination but also as powerful research tools, substantially benefiting management scholars in two fundamental ways: Amplifying Research Productivity: LLMs can significantly enhance researchers' productivity in their existing, familiar research endeavors. Unlocking New Insights: LLMs have the potential to unearth novel insights from vast troves of textual data, broadening the horizons of research possibilities. The proposed PDW comprises three segments: 1st Segment: Five speakers will discuss how they harness LLMs for their research pursuits, offering valuable insights into their practical applications. Each speaker will have 16 minutes to discuss 1) why they turned to LLMs—rather than other tools—and how they help them in their research; 2) what the risks and challenges of using LLMs for research are. 2nd Segment: Next, eight scholars who actively use LLMs will lead discussion groups. Each participant will join a group to discuss their manuscript or ideas with other members and the assigned scholar. 3rd Segment: The PDW will conclude with volunteers from each table highlighting the discussed ideas and research opportunities to the audience. The PDW aspires to motivate and help management scholars benefit from LLMs' opportunities while highlighting their pitfalls.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



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Research-oriented



Diversity-oriented



Selected as a Best Paper

The Empirical Research on Organizational Search: Current Approaches and the Path Forward



Organizer: **Sukhun Kang**, *UC Santa Barbara*
Organizer: **Cha Li**, *U. of Texas at Austin*
Panelist: **Stefano Brusoni**, *ETH Zürich*
Panelist: **Abhishek Nagaraj**, *UC Berkeley & NBER*
Panelist: **Melissa Schilling**, *New York U.*
Panelist: **Hart E. Posen**, *Dartmouth College, Tuck School of Business*
Presenter: **Helge JD Klapper**, *Purdue U.*
Presenter: **Madeline King Kneeland**, *Babson College*
Presenter: **Matteo Tranchero**, *Haas School of Business, UC Berkeley*

The topic of organizational search has received extensive attention from strategy and management scholars, evolving into a prominent field of research over recent decades. While significant progress has been made, there remain important areas where our understanding of organizational search can be enhanced. These underexplored areas hold considerable promise for future research, especially given the emergence of new data sources and empirical methodologies. In this PDW, we aim to reflect on the empirical opportunities enabled by new data sources and empirical methodologies, bringing together a group of leading scholars on organizational search. Overall, the goal of this PDW is to provide a platform where scholars can share recent advancements in empirical opportunities and provide useful insights into how next-generation scholars may employ these opportunities to make theoretical advancement in organizational search. This two-and-a-half-hour PDW will follow a four-part format. In the first part, four leading scholars (Stefano Brusoni, Abhishek Nagaraj, Melissa Schilling, and Hart Posen) will share high-level insights and editorial perspectives on the empirical research of organizational search. The second part will showcase some working papers from emerging junior faculty (Helge Klapper, Madeline Kneeland, and Matteo Tranchero) who study organizational search. The third part will consist of a semi-structured panel discussion among the presenters. The last part will contain roundtable discussions that enable further interactions between the participants and the presenters. Prospective participants will apply to the PDW by submitting a brief description of a research idea to be explored with the discussants and other participants.

Participation is open to all for the panelist presentations, but pre-registration is required for the round table discussion. To participate in the round table discussion, please fill in this form by Monday, July 1, 2024: <https://forms.gle/84FVgpUW6WPmCIT98>. Acceptance notifications will be sent by mid-July. If you have any questions, please contact Sukhun Kang (sukhunkang@ucsb.edu) or Cha Li (cha.li@mcombs.utexas.edu).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **447** | Submission: **17148** | Sponsor(s): **(STR, TIM, OMT, ENT)**
Scheduled: **Saturday, Aug 10 2024 3:00PM - 6:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom V**

Private Equity and Alternative Ownership/Governance: Research Opportunities for Strategy Scholars



Organizer: **Paul Nary**, *The Wharton School, U. of Pennsylvania*
Organizer: **Vikas A. Aggarwal**, *INSEAD*
Panelist: **Gautam Ahuja**, *Cornell U.*
Panelist: **Francesco Castellaneta**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*
Panelist: **Claudine Madras Gartenberg**, *The Wharton School, U. of Pennsylvania*
Panelist: **Rosa Kim**, *Oklahoma State U.*
Panelist: **Harbir Singh**, *U. of Pennsylvania*
Panelist: **Margarethe F Wiersema**, *U. of California, Irvine*
Panelist: **Todd Zenger**, *U. of Utah, David Eccles School of Business*

Building off the success of the inaugural PDW on this topic during the AOM 2023 in Boston, this PDW will bring together a community of scholars interested in issues of strategy and organizations to better understand forms of ownership and governance under the umbrella of private equity and private capital. These forms represent either alternatives or challenges to public corporate ownership. While many of the prominent scholars studying this topic have been from the finance discipline, we feel that: (1) a strategy and organizations lens would be of unique value in understanding alternative ownership and governance forms as phenomena; (2) the emergence and continuing evolution of various ownership and governance forms such as PE, VC, SPACs, etc., bear important implications for firm strategies and outcomes; and (3) using these contexts for research can help us more deeply understand key questions related to corporate scope, firm capabilities, corporate governance, alliances, ecosystems, and so on. In our view, there can and should be significantly more work on these topics in the mainstream strategy, organizations, and management journals. This PDW will serve as a “primer” for scholars interested in using this industry as a context for strategy research. We will have a panel of both senior and junior scholars who can speak to potential research directions and current work in this area, and will include a set of roundtable discussions for scholars interested in doing research in this domain. The ultimate goal is to continue to develop a vibrant research community oriented around these issues following the highly successful inaugural session of this PDW at AOM 2023 in Boston.

Pre-registration is not required, but strongly suggested, especially if you intend to participate in the roundtable discussions of your relevant research in process. To pre-register, please email us at aompepdw@gmail.com and include your affiliation and research topic of interest.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Leveling Up Your Experiential Learning Methods

Organizer: **Jennifer Leigh**, *Nazareth U.*
Organizer: **Sarah Wright**, *U. of Canterbury*
Organizer: **Jean M. Forray**, *Seneca Consortium*
Presenter: **Kathy Lund Dean**, *Gustavus Adolphus College & U. of St. Andrews*
Facilitator: **Alex Bolinger**, *Idaho State U.*
Facilitator: **James Wesley Cooper**, *U. of Illinois at Chicago*
Facilitator: **Jean M. Forray**, *Seneca Consortium*
Facilitator: **Marjaana Gunkel**, *Free U. of Bozen-Bolzano*
Facilitator: **Elysabeth Leigh**, *Elysabeth Leigh*
Facilitator: **Jennifer Leigh**, *Nazareth U.*
Facilitator: **Laurie L. Levesque**, *Suffolk U.*
Facilitator: **Kathy Lund Dean**, *Gustavus Adolphus College & U. of St. Andrews*
Facilitator: **Sarah Wright**, *U. of Canterbury*
Facilitator: **Ricardo Gabriel Flores**, *U. of Victoria*
Facilitator: **Antonina A. Bauman**, *Baker School of Business, The Citadel*

This session offers participants an opportunity to enhance their repertoire of experiential learning (EL) methods that may be appropriate for all types of management courses, and is designed for management educators at all career stages. Beginning with introductions and brief overviews of each of the methods provided for roundtable discussion, we introduce considerations of assessment in experiential learning so that each roundtable may integrate these elements into their discussion. We then break out into groups facilitated by method experts who engage participants in a discussion of their experiential learning method in terms of its considerations for use, relevant elements of implementation, and other issues as raised by participants. We conclude with a discussion of insights and next steps. The PDW offers a comprehensive exploration of 8 experiential learning methods, addressing the theme of "Innovating for the Future." Participants can expect to leave with an expanded view of experiential learning methods, tips and takeaways from discussions with peers, and an enriched network of experts representing multiple experiential learning approaches.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **449** | Submission: **17739** | Sponsor(s): **(MED, ONE, ODC, SIM)**
Scheduled: **Saturday, Aug 10 2024 3:15PM - 4:15PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Randolph 2**

Creating Business School Education for Sustainability in One Year “for Free”

Participant: **Linda Irwin**, *SeeComm Group*

Participant: **John Lindholm**, -

Participant: **Kenneth Sagendorf**, *Regis U.*

Participant: **James A F Stoner**, *MSR*

Participant: **James Weichert**, -

Participant: **Anindo Bhattacharjee**, *Woxsen U., Hyderabad, India*

This workshop brings together colleagues who are using bold, innovative, inexpensive, and speedy approaches to transform business education to meet the sustainability challenges of the 21st Century. The PDW will create shared learning on current projects and partnerships for future initiatives by building on recent accomplishments and commitments of all participants. In small breakout groups, audience members and speakers will share their experiences changing research, curricula, and positive activism on campuses around the world. Those campuses are pivoting away from teaching and supporting business-as-usual mindsets and practices toward investing their resources into creating a sustainable/flourishing/regenerating world. Contributors to the workshop include colleagues working in many schools and particularly with Woxsen University in Hyderabad, Telangana, India. Woxsen is collaborating with other business schools in transforming its entire business school to be fully aligned with the need for a sustainable, poverty-alleviating, world. It is doing so publicly and transparently in one year (from July 2023 to July 2024) with essentially no extra financial resources. It is demonstrating that any business school can do the same in just one year -- or faster -- “for free.” Come to the session to be inspired by bold new transformations in business education.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented

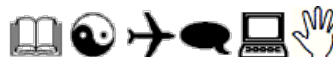


Diversity-oriented



Selected as a Best Paper

From the Minivan to an Empty Nest: Navigating Parenthood in Academia



Organizer: **Patrick Flynn**, *North Carolina State U.*
Organizer: **Christina Hymer**, *U. of Tennessee, Knoxville*
Discussant: **Laura McAndrews Little**, *U. of Georgia*
Discussant: **Marcus Butts**, *Southern Methodist U.*
Discussant: **Kenneth G. Brown**, *U. of Iowa*
Discussant: **Theresa M. Glomb**, *U. of Minnesota*
Discussant: **Kristen Michelle Shockley**, *Auburn U.*
Facilitator: **Nitya Chawla**, *U. of Minnesota, Twin Cities*
Facilitator: **Ning Li**, *School of Economics and Management Tsinghua U.*
Facilitator: **Brianna Barker Caza**, *U. of North Carolina, Greensboro*
Facilitator: **Brad Harris**, *HEC Paris*
Facilitator: **Jamie Jocelyn Ladge**, *Boston College*
Facilitator: **Christopher O.L.H. Porter**, *Virginia Tech*
Facilitator: **Kristie Rogers**, *Marquette U.*
Facilitator: **Timothy P. Munyon**, *U. of Tennessee, Knoxville*
Facilitator: **Beth Schinoff**, *U. of Delaware*
Facilitator: **Anna Katherine Ward**, *Virginia Tech*
Facilitator: **Donald Joseph Schepker**, *U. of South Carolina*
Facilitator: **Yseult Freeney**, *Dublin City U.*
Facilitator: **Jonas W. B. Lang**, *U. of Exeter*
Facilitator: **Alyson Meister**, *IMD Business School*
Facilitator: **Sherry M. B. Thatcher**, *U. of Tennessee, Knoxville*
Facilitator: **Mikhail Alexander Wolfson**, *U. of Kentucky*
Facilitator: **Judith A Clair**, *Boston College*
Facilitator: **Susan Zhu**, *U. of Kentucky*
Facilitator: **Michele Williams**, *U. of Iowa*
Facilitator: **Haoying Xu**, *Stevens Institute of Technology*

Over the past several decades, practitioners and scholars alike have paid substantial attention towards the work/life interface. In particular, navigating parenthood and academia presents unique challenges for organizational researchers, such as navigating children's schooling choices amid job market options, making major family decisions during the tenure clock, and balancing parenting demands amid non-traditional work hours and high role demands. The goal of the proposed professional development workshop (PDW) is to expose challenges associated with being a parent-academic, provide a forum for parents (or hope to be parents) within academia to connect, and generate fruitful suggestions for navigating these challenges over different phases of scholars' parenthood and academia journeys. This proposed PDW invites prominent scholars in the field to share their experiences of parenthood within academia, as well as draw upon relevant literature in this space. Following the discussants' comments, participants will be invited to participate in breakout table sessions with the discussants and other invited facilitators. The purpose of the breakout sessions will be for participants to share and generate collective guidance for navigating the challenges of parenthood and academia. This PDW aims to bring light towards the challenges associated with navigating parenthood in academia, as well as the development of collective guidance for addressing them.

KEY TO SYMBOLS

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

CAR Division Research Roundtable & Networking Forum

Organizer: **Caitlin M. Porter**, *U. of Memphis*
Organizer: **Katja Dlouhy**, *U. of Mannheim*
Organizer: **Gavin Joseph Williamson**, *U. of Tennessee, Knoxville*
Facilitator: **Maike Andresen**, *U. of Bamberg*
Facilitator: **David Baldrige**, *Oregon State U.*
Facilitator: **Matthew James Bidwell**, *U. of Pennsylvania*
Facilitator: **Jon P. Briscoe**, *Northern Illinois U.*
Facilitator: **Wendy J. Casper**, *U. of Texas At Arlington*
Facilitator: **Ans De Vos**, *U. of Antwerp/ Antwerp Management School*
Facilitator: **Gina Dokko**, *U. of California, Davis*
Facilitator: **Ryan Duffy**, *U. of Florida*
Facilitator: **Berrin Erdogan**, *Portland State U.*
Facilitator: **Gudela Grote**, *ETH Zürich*
Facilitator: **Jordan Nielsen**, *Purdue U.*
Facilitator: **Sharon Parker**, *Centre for Transformative Work Design / Curtin U.*
Facilitator: **Scott Seibert**, *U. at Buffalo School of Management*
Facilitator: **Kristen Michelle Shockley**, *Auburn U.*
Facilitator: **Keimei Sugiyama**, *U. of Wisconsin Milwaukee*
Facilitator: **Sherry E. Sullivan**, *Bowling Green State U.*
Facilitator: **Connie Wanberg**, *U. of Minnesota*
Facilitator: **Jeffrey Yip**, *Simon Fraser U.*

The purpose of this professional development workshop is to provide a forum where careers scholars can participate in research discussions with other scholars who study similar topics, facilitating potential research collaborations amongst researchers. Attendees will have the opportunity to participate in two 40-minute roundtable discussions moderated by 2-3 accomplished Careers scholars. We encourage attendees to come with research ideas that they can discuss. We have chosen eight themes that reflect contemporary topics in careers research: (1) Future of Careers, (2) Career Success and Well-being, (3) Career Interventions & Mentoring, (4) Career Transitions, (5) Career Choice, (6) Entrepreneurial Careers, (7) Diversity Issues in Careers, and (8) Culture and International Careers. This PDW serves as a platform for careers scholars to build connections with each other, which may also lead to future research collaborations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **452** | Submission: **12370** | Sponsor(s): **(MSR, MC)**
Scheduled: **Saturday, Aug 10 2024 3:30PM - 5:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Miami**

Preserving the Dignity of the Identity of Others



Coordinator: **Eric Gautier Laurent**, *IRG, U. Gustave Eiffel, U. Paris-Est Créteil, F-77454 Marne-la-Vallée*

Speaker: **Patrick Mathieu**, *Patrick Mathieu Singularity*

Speaker: **Richard Jackson Major**, *Institut de Gestion Sociale Paris*

Session Chair: **Catherine Voynnet Fourboul**, *U. Paris Pantheon Assas*

Participant: **Hayoung Park**, *U. Paris-Panthéon-Assas*

Unethical behavior in business, resulting in loss of dignity for employees and teams, increasingly calls for higher levels of consciousness, reflection and action. Furthermore, to satisfy the search for lasting solutions to our society's current problems, we see growing interest in alternative philosophies and ethical systems (Marques, 2012). From this standpoint, this workshop, developing since 2020, seeks to discover and explore a model of singular consciousness (Gautier, Voynnet-Fourboul, 2019) that provides the means to decrypt one's singularity scenario (Mathieu & Monneyron, 2015). After modeling the leadership of a world-renowned entrepreneur in the 2021 PDW, examine the element of consciousness from a Buddhist perspective in the 2022 PDW, this 2024 edition seeks to deepen the spiritual component of individuals' singularity process dealing with discrimination and the refusal of otherness, by using Mandela's model (2008). This workshop can be useful for students, teachers, researchers and practitioners who are considering a transdisciplinary approach to human well-being in personal and professional environments.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



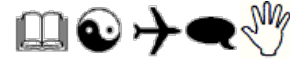
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **453** | Submission: **21231** | Sponsor(s): **(MSR, MH)**
Scheduled: **Saturday, Aug 10 2024 3:30PM - 5:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Lincolnshire 1**

Leveraging Dr. King's Christian Love Spirituality for Peaceful Conflict Resolution: Prospects



Session Chair: **R Ray Gehani**, *Kent State U.*

Participant: **Scott Myers**, *Good Place Myers Industries*

Participant: **Nishant Gehani**, *Rodan Energy*

Participant: **Harley Tipton**, *Kent State U.*

Just like his mentor Mahatma Gandhi, Nobel Peace Prize winner Dr. Martin Luther King Jr., as he underscored to all of us in his renowned "I Have a Dream" speech in front of President Lincoln in Washington D.C., that he believed deeply in using peaceful persuasion for a better future for his small children (Carson, 1998). Till his last rushed breath, Dr. King remained steadfast to his two convictions: (A) Christian love spirituality, and (B) Mahatma Gandhi's Satyagraha practices. He discovered that the Christian doctrine of love, presented in conjunction with Gandhi's nonviolent way, offers millions of African Americans their most spiritually potent force to gain their freedom. This was not easy (we agree). Soon after the bombing of his home, Dr. King delivered a sermon at his Dexter church: "It's Hard to be Christian" (Jackson, 2008: 115). He cautioned his supporters that Christian faith was costly by definition - demanding dangerous and costly altruism. Though, towards the end of his shortened under 40 life, seeing the sky-rocketing popularity of his rival African American leader Malcolm X, Dr. King may have started developing some doubts regarding the pace of his peaceful outcomes. The diverse presenters of our timely and innovative PDW will help explore collectively with our more diverse AOM participants, these ideas along with some potential prospects and pitfalls of Dr. King's dual innovative peace-based strategy for our children's and grand-children's better future.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**

Program Session: **454** | Submission: **16788** | Sponsor(s): **(OSCM)**

Scheduled: **Saturday, Aug 10 2024 3:30PM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Michigan 1B**

Emerging Quantitative and Qualitative Research Approaches for Empirical OSCM Research



Organizer: **Tingting Yan**, *Texas Tech U.*

Organizer: **Andreas Wieland**, *Copenhagen Business School*

Organizer: **Wendy Tate**, *U. of Tennessee*

Panelist: **Vikram Bhakoo**, *U. of Melbourne*

Panelist: **Sangho Chae**, *Warwick Business School*

Panelist: **Elena Giovannoni**, *Birmingham Business School, U. of Birmingham, UK*

Panelist: **Alexandra Brintrup**, *x*

This symposium focuses on expanding the quantitative and qualitative research landscape in supply chain management (SCM). Echoing the call for methodological diversity, it will discuss the potential of emerging research methods, both quantitative (e.g., agent-based modeling, secondary data analysis, experiments, machine learning) and qualitative approaches (e.g., interpretive research, narrative research, and ethnography) for empirical OSCM research. Based on underutilized or improperly executed approaches in OSCM research, a panel and round-table discussion of these approaches offer fresh insights into complex phenomena and foster innovative development of forward-looking theories. The key goal of this workshop is to help OSCM scholars master innovative research methods for making theoretical contributions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **455** | Submission: **12636** | Sponsor(s): **(TIM, STR)**
Scheduled: **Saturday, Aug 10 2024 3:45PM - 6:45PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom**

Interdisciplinary Conversations on Platforms and Ecosystems: Perspectives on Adaptation



Organizer: **Xiaowei Zhang**, *Tilburg U.*
Organizer: **Christina Kyprianou**, *IE Business School*
Presenter: **Shiva Agarwal**, *U. of Texas at Austin*
Presenter: **Yuliya Snihur**, *IESE Business School*
Presenter: **Elizabeth J. Altman**, *U. of Massachusetts Lowell*
Presenter: **Donato Cutolo**, *IE Business School*
Presenter: **Grace Gu**, *U. of Southern California - Marshall School of Business*
Presenter: **Chiara Farronato**, *Harvard Business School*
Discussant: **Llewellyn D W Thomas**, *IESE Business School*
Discussant: **Jens Schmidt**, *Aalto U., Department of Industrial Engineering and Management*

Running for the third consecutive year, this PDW aims to foster an interdisciplinary exchange of knowledge and ideas on platforms and ecosystems. This year, the workshop focuses on topics related to adaptation within platforms and ecosystems by considering adaptation from the perspectives of both more and less powerful actors. Specifically, we encourage exploration of the reasons, methods, timing, and implications of structural, procedural, resource, capability, and leadership changes by both powerful actors (e.g., platform owners and sponsors, keystone ecosystem actors) as well as less powerful ones (e.g., complementors, consumers). These conversations aim to contribute to a richer and more comprehensive understanding of the antecedents, processes, and outcomes of platform and ecosystem adaptation; inspire new ideas; and encourage collaboration among scholars from different disciplines and theoretical traditions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **456** | Submission: **11939** | Sponsor(s): **(OMT, STR, MH, ENT)**
Scheduled: **Saturday, Aug 10 2024 4:00PM - 7:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Gold Room**

How History Affects Management and Organizations

Organizer: **Kunyuan Qiao**, *Georgetown U.*
Organizer: **Christopher Marquis**, *Cambridge Judge Business School*
Organizer: **Roy R. Suddaby**, *U. of Victoria*
Organizer: **Trevor Lyle Israelsen**, *Penn State Smeal College of Business*
Panelist: **Tal Simons**, *Erasmus U. Rotterdam*
Panelist: **Vibha Gaba**, *INSEAD*
Panelist: **Brian Silverman**, *U. of Toronto*
Panelist: **Gino Cattani**, *New York U.*
Panelist: **Christof Brandtner**, *EM Lyon Business School*
Panelist: **David A. Kirsch**, *U. of Maryland*

Management studies is rapidly gaining historical consciousness. Leading management journals—including the Academy of Management Review, Strategic Management Journal, Journal of International Business Studies, Journal of Management Studies, Organization Studies, Strategic Entrepreneurship Journal, Family Business Review and Academy of Management Perspectives—have recently devoted special issues to encourage researcher to explain the historical situatedness of management and organizations. Despite the significant advances, the insights, potential and contributions of historical research remain scattered across diverse research streams. To further shed light on this growing area of scholarship, we bring together a combination of panel presentations by distinguished scholars with significant work on this topic and interactive round table discussions with workshop participants to explore the breadth and depth of historical research conducted in management and organizations studies. The proposed workshop is built on the success of last two years' PDWs and will likely continue this series. It is of interest to researchers working in the areas of organization and management theory, strategic management, entrepreneurship, international management, and management history.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **457** | Submission: **13505** | Sponsor(s): **(STR)**
Scheduled: **Saturday, Aug 10 2024 4:00PM - 5:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Mayfair**








STR Junior Faculty Paper Development Workshop

Organizer: **Elie J. Sung**, *HEC Paris*
Organizer: **Pavel Ivanov Zhelyazkov**, *Hong Kong U. of Science and Technology*
Organizer: **Maria Roche**, *Harvard Business School*
Organizer: **Wesley Wu-Yi Koo**, *Johns Hopkins Carey Business School*
Panelist: **Juan Alcacer**, *Harvard U.*
Panelist: **Mario Daniele Amore**, *HEC Paris*
Panelist: **Michael A. Bikard**, *INSEAD*
Panelist: **Prithwiraj Choudhury**, *Harvard U.*
Panelist: **Waverly W. Ding**, *U. of Maryland*
Panelist: **Sendil Ethiraj**, *London Business School*
Panelist: **Martin Ganco**, *Wisconsin School of Business*
Panelist: **Sam Garg**, *HKUST Business School*
Panelist: **Abhinav Gupta**, *U. of Washington, Seattle*
Panelist: **Elena Kulchina**, *North Carolina State U.*
Panelist: **Jiatao Li**, *Hong Kong U. of Science and Technology*
Panelist: **Chengwei Liu**, *Imperial College London*
Panelist: **Mahka Moeen**, *U. of Wisconsin*
Panelist: **David Gaddis Ross**, *U. of Florida*
Panelist: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Panelist: **Eric Y.-F. Zhao**, *U. of Oxford*
Panelist: **Rosemarie Ziedonis**, *Boston U.*
Panelist: **Yue Maggie Zhou**, *U. of Michigan*
Panelist: **Olivier Chatain**, *HEC Paris*

Now in its 13th year, the STR Junior Faculty Paper Development Workshop aims to provide junior scholars with the opportunity to receive developmental feedback on their current research projects from a panel of distinguished scholars. With expertise in a diverse range of topics and methods, the panelists will discuss junior scholars' papers and give advice on how to improve. The workshop is particularly suitable for junior faculty who are struggling with their papers, e.g., a paper that has been rejected or received contradictory reviews. In the process of paper discussions, senior scholars will also have an opportunity to share their best practices in research.

To apply, please complete the registration form (<https://forms.gle/NFV6PAizbJD4i9>). Our deadline is June 1st, 2024; however, we encourage you to apply early. Note that accepted participants will be informed before the end of June. Only accepted participants can attend the session.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **458** | Submission: **14443** | Sponsor(s): **(HCM)**
Scheduled: **Saturday, Aug 10 2024 4:15PM - 5:15PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Cuvee Room**

Research Grant Development: Insights into the U.S. Federal Grant Application Review Process



Facilitator: **Joanna Veazey Brooks**, *U. of Kansas Medical Center*
Facilitator: **Leeann Comfort**, *Agency for Healthcare Research and Quality*
Facilitator: **Joshua Ryan Vest**, *Indiana U., Indianapolis*
Facilitator: **Daniel M. Walker**, *Ohio State U.*
Facilitator: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*
Facilitator: **Gary J Young**, *Northeastern U.*
Panelist: **Jennifer Hefner**, *Ohio State U.*
Panelist: **Olena Mazurenko**, *Indiana U.*

Securing external funding is becoming an increasingly important aspect of academic appointments, even as funding opportunities are becoming more competitive. Understanding how to navigate the application process can provide a critical advantage to grant applicants in this challenging landscape. Federal agencies including the National Institutes of Health (NIH) and the Agency for Healthcare Research and Quality (AHRQ) are among the major funding bodies for many U.S. based Health Care Management (HCM) researchers. Understanding how grant applications are reviewed in these agencies can help researchers better prepare for the peer review process and craft applications that are more competitive. This session will provide participants with an insider view of the peer review process through a mock study section, complementing the expert insights from the Research Grant Development: An Overview of Process and Funding Agencies PDW. Peer reviewers with experience serving on Federal study sections will demystify the review process by demonstrating how grant applications are read, discussed, and scored. These reviewers will also provide their insights and guidance during discussions with participants. Keywords: health care management, funding, grants, NIH, AHRQ, peer review

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **459** | Submission: **21788** | Sponsor(s): **(NEU)**
Scheduled: **Saturday, Aug 10 2024 4:15PM - 5:15PM CT (UTC-5)** at **Swissotel Chicago in Arosa**

NEU Business Meeting

Participant: **Constant D. Beugre**, *Delaware State U.*
Participant: **Yair Berson**, *McMaster U.*
Participant: **Jemima Frimpong**, *New York U. (NYU), Abu Dhabi*
Participant: **David A. Waldman**, *Arizona State U.*
Participant: **Sebastiano Massaro**, *Surrey Business School*
Participant: **Danni Wang**, *Rutgers Business School*
Participant: **Laura Parks-Leduc**, *James Madison U.*
Participant: **Richard E. Boyatzis**, *Case Western Reserve U.*
Participant: **Pierre Balthazard**, *Fairleigh Dickinson U.*
Participant: **George Christopoulos**, *Nanyang Business School, NTU Singapore*
Participant: **Nir Milstein**, *Bar Ilan U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**

Program Session: **460** | Submission: **14197** | Sponsor(s): **(OMT, MOC, RM, CMS, OB, SAP, ENT)**

Scheduled: **Saturday, Aug 10 2024 4:15PM - 7:15PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Regal Room**

How to Theorize in and Through Extreme Contexts Research

Organizer: **Derin Kent**, *Warwick Business School*
Organizer: **April L. Wright**, *Warwick Business School*
Presenter: **Samantha Cooms**, *The U. of Queensland*
Presenter: **Graham Dwyer**, *Swinburne U. of Technology*
Presenter: **Stephanie Nzekwu**, *Warwick Business School*
Presenter: **Nina Granqvist**, *Aalto U.*
Presenter: **Wesley Helms**, *Brock U.*
Presenter: **Paul Hibbert**, *Warwick Business School*
Presenter: **Gemma Irving**, *U. of Queensland*
Presenter: **Sandra Pereira**, *U. of Warwick*
Presenter: **Madeleine Stefanie Rauch**, *Cambridge Judge Business School*
Facilitator: **John Matthew Amis**, *U. of Edinburgh*
Facilitator: **Jose Alexandre Bento Da Silva**, *Warwick Business School*
Facilitator: **Daniel Beunza Ibanez**, *Bayes Business School*
Facilitator: **Sharlene Michelle Leroy-Dyer**, *D. of Gender and Diversity in Organizations*
Facilitator: **Sam C. MacAulay**, *U. of Queensland*
Facilitator: **Samira Nazar**, *Australian National U.*

This interactive PDW provides participants with a practical framework for developing theory from empirical research in extreme contexts, which are organizational settings where potential adverse events and harm arise from risks, emergencies, and disruptions. The PDW is designed for scholars whose primary interest is extreme contexts as well those considering doing research in this area for the first time or as a one-off project. Participants will be introduced to a comprehensive and dynamic framework for theorizing in and from extreme contexts research, which comprises four distinctive modes of engagement: (1) Adventuresome Inquiry; (2) Instrumental Scholarship; (3) Ideological Improvement; and (4) Reflexive Labor. To give participants a taste of each mode of engagement and how different modes can be combined, a group of early career scholars, mid-career researchers, and senior academics will share examples from their own research in extreme contexts, including mixed martial arts, emergency departments, storm chasers, war-torn areas, bushfires, women entrepreneurs in Afghanistan, and the pandemic. Scholars will also offer Indigenous and African perspectives on extreme contexts. In roundtable discussions with facilitators, participants will gain practical insights for adapting the four modes of engagement in their own empirical research for more generative theorizing.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Ethical Data Governance in Design, Practice, and Education

Participant: **Elizabeth Davidson**, *Shidler College of Business, the U. of Hawaii at Manoa*

Participant: **Jeffrey V. Nickerson**, *Stevens Institute of Technology*

Participant: **Jennifer Chandler**, *Cal. State Fullerton*

Participant: **Ina Sebastian**, *MIT Sloan School of Management*

Participant: **Lauri Kristian Wessel**, *European Uni Viadrina, Frankfurt (Oder)*

Growing stockpiles of digital data, arising from ubiquitous digitalization and consumerization of IT, present untold opportunities for innovation and societal benefit. However, these data also pose substantial risks to privacy, autonomy, equity, and social inclusion. Balancing these issues calls for ethical approaches to data governance within and across organizations to maximize societal benefits while mitigating negative outcomes. Yet achieving such balance presents formidable organizational and technical challenges. Responding to the conference theme, *Innovating for the Future: Policy, Purpose, and Organizations*, in the context of digital data management and governance, this PDW addresses the relationships between policy, purpose, innovation and value in the creation and uses of digital data resources and examines approaches to embed effective ethical governance approaches into data management technologies, sociotechnical platforms, and organizational practices. The PDW also explores policy, processes and practices to respond to societal regulation of digital data resources intended to ensure privacy, autonomy and equity while also facilitating the innovative potential and value of data resources. The objective of the PDW is to highlight practical actions that management scholars and practitioners can take to “bake” ethical data management and governance into organizational (and interorganizational) technologies, practices and strategies. The workshop format will engage participants actively with issues and techniques to address challenges.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented

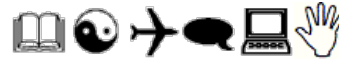


Diversity-oriented



Selected as a Best Paper

Innovations in Leadership Development for Human Flourishing



Organizer: **Elena P. Antonacopoulou**, *GNOSIS Institute*
Distinguished Speaker: **Wolfgang H. Guettel**, *TU Wien*
Distinguished Speaker: **Tony Wall**, *Liverpool Business School, Liverpool John Moores U.*
Distinguished Speaker: **Maribel Blasco**, *Copenhagen Business School*
Distinguished Speaker: **Annemette Kjaergaard**, *Copenhagen Business School*
Distinguished Speaker: **Emanuela Girei**, *Liverpool Business School, Liverpool John Moores U.*
Distinguished Speaker: **Abiola Olukemi Ogunyemi**, *Lagos Business School Pan Atlantic U. Nigeria*
Distinguished Speaker: **Father Joseph CC**, *Christ U., India*
Distinguished Speaker: **Kerwin Savio Nigli**, *Christ U., India*
Distinguished Speaker: **Vidyt Lata Dhir**, *S.P. Jain Institute of Management and Research*
Distinguished Speaker: **Madhura Gondhalekar**, *S. P. Jain Institute of Management and Research*
Distinguished Speaker: **Michael Andreas Pirson**, *Fordham U.*
Distinguished Speaker: **Brian Wellinghoff**, *Director Strategy Impr Culture, Barry-Wehmiller*
Facilitator: **Richard John Badham**, *Macquarie U.*
Facilitator: **Regina F. Bento**, *U. of Baltimore*
Facilitator: **Artavia Michelle Edwards**, -
Facilitator: **Veronica Fernandez**, *Professor at Faculty of Education and Psychology U. Francisco de Vitoria*
Facilitator: **Jose Godinez**, *U. of Massachusetts, Lowell*
Facilitator: **Beverley Hawkins**, *U. of Exeter Business School*
Facilitator: **Noémie Le Pertel**, *Founder/CEO Institute for Global Flourishing*
Facilitator: **Par Martensson**, *Stockholm School of Economics*
Facilitator: **Dirk C. Moosmayer**, *Kedge Business School*
Facilitator: **Andrew Nevin**, *Center for BrainHealth, U. of Texas at Dallas*
Facilitator: **Clare Rigg**, *Lancaster U. Management School*
Facilitator: **James L. Ritchie-Dunham**, *The U. of Texas at Austin*
Facilitator: **Sarah Robinson**, *U. of Glasgow*
Facilitator: **Laurence Romani**, *Stockholm School of Economics*
Facilitator: **Matt Statler**, *New York U.*
Facilitator: **Kathleen Ann Stephenson**, *Vrije U. Amsterdam, School of Business and Economics*
Facilitator: **Steven S. Taylor**, *Worcester Polytechnic Institute*
Facilitator: **Charles Wankel**, *St. John's U., New York*
Facilitator: **Kent Williams**, *Rowe School of Business, Dalhousie U.*
Facilitator: **Robert Phillip Wright**, *Hong Kong Polytechnic U.*

Calls for advancing a Responsible Management Learning agenda (Laasch et al., 2020) and frameworks of curriculum development that promote responsibility, sustainability and ethics are mobilizing interesting responses in redesigning and not merely rethinking executive education and leadership development (Guttel, 2021; Moldoveanu & Narayanda, 2022). Leadership development reflects a healthy balance of diachronic and synchronic elements in terms of learning practices ranging from innovations in experimental approaches (Birkenshaw & Gudka, 2022); art-based (Antonacopoulou and Taylor 2019a; 2019b); coaching and mindfulness (Badham & King, 2019); responsibility and conscience (Miska & Mendenhall, 2018) alongside established methods like action learning (Revens, 1982); collaborative and appreciative inquiry (Shani and Coghlan, 2021) to name but a few. This PDW builds on the success of last year's launch of the series of AOM PDWs and other international fora intended to mobilize the momentum and respond to the creative systems changes called for this 'decade of action' (UN, 2021) and the priority of responsible leadership to take centre stage (WEF, 2021) in addressing United Nation Sustainable Development Goals (UNSDGs). We recognise that the achievement of the SDGs through innovations in management education requires creative and pluralistic approaches that embrace both a Global North and Global South perspectives, taking into consideration differences in the challenges of sustainability and the on-going geopolitical inequalities in resources and power. This PDW creates space to contribute to the ongoing problematisations and provocations whilst also showcasing emerging promising practices in management education and leadership development for radical change in the SDGs at different levels – through the way we (1) design and deliver management education, (2) co-create and use technology for transformation, (3) listen and engage students themselves in leadership and transformation, (4) challenge business school structures and cultures, (5) train and prepare those who teach in business schools to deal with the SDGs, and (6) organise and transform shared societal structures to accelerate the achievement of the SDGs. We promote therefore, a grander ambition for the innovations called for and the scope this provides for Business Schools to realize their impact in shaping a better world. We frame this as advancing a human flourishing agenda, which is anticipated to mark the makings of the 5th Industrial Revolution (Antonacopoulou, 2024) which has already catalysed a significant momentum in academic, practitioner and policy fora (Las Heras et al., 2023; VanderWeele, 2017). Business Schools need to develop a learning leadership capacity building orientation that works for the individual learners, that supports directly the leadership across levels (individual, team, organization) and propels impact that is marked by choices based on practical judgements that elevate decisions made as a direct response to grand challenges of our time.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **463** | Submission: **10292** | Sponsor(s): **(MH)**
Scheduled: **Saturday, Aug 10 2024 4:30PM - 6:00PM CT (UTC-5)** at **Swissotel Chicago** in **Grindelwald**

Management History Executive Meeting

Program Chair: **Matteo Cristofaro**, *U. of Rome TorVergata*

A gathering of the executives of the Management History Division.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Social Event**
Program Session: **464** | Submission: **21680** | Sponsor(s): **(MOC)**
Scheduled: **Saturday, Aug 10 2024 4:30PM - 7:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Chicago Ballroom VI**

MOC Social

Division Chair: **Beth Ann Livingston**, *U. of Iowa*
Program Chair: **Burak Oc**, *Lee Kong Chian School of Business, Singapore Management U.*
Professional Development Workshop Chair: **Hana Johnson**, *Washington State U.*
Participant: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*

Come catch up with longtime friends and meet new ones at the MOC Social reception. We hope to see you there!

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **465** | Submission: **21776** | Sponsor(s): **(PUBS)**
Scheduled: **Saturday, Aug 10 2024 4:30PM - 6:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Comiskey**

Becoming an AOM Editor or Reviewer: A Networking Opportunity

Organizer: **Peter Bamberger**, *Tel Aviv U.*

Organizer: **Susan Zaid**, *Academy of Management*

All are welcome to network with AOM journal editors and members from the AOM Committee on Portfolio Content (CPC) to learn more about how to become an AOM Editor, Associate Editor or Reviewer for an AOM journal. Join representatives from each AOM journal and the CPC at round table and informal discussions to answer your questions about how to become involved with these important volunteer positions. Light refreshments will be available.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **466** | Submission: **13503** | Sponsor(s): **(OMT, OB, HR, TIM)**
Scheduled: **Saturday, Aug 10 2024 4:45PM - 7:45PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Royal Room**

Publishing Organizational Network Research: Developing Ideas & Draft Papers for Publication



Organizer: **Stefano Tasselli**, *U. of Exeter Business School*
Organizer: **Daniel S. Halgin**, *U. of Kentucky*
Organizer: **Cécile Emery**, *U. of Exeter Business School*
Discussant: **Stephen P. Borgatti**, *U. of Kentucky*
Discussant: **Kristin Cullen-Lester**, *U. of Mississippi*
Discussant: **Alexandra Gerbasi**, *U. of Exeter Business School*
Discussant: **Eric Quintane**, *ESMT Berlin*
Discussant: **Giuseppe Labianca**, *U. of Massachusetts, Amherst*
Discussant: **Songqi Liu**, *National Science Foundation*
Discussant: **Ajay Mehra**, *U. of Kentucky*
Discussant: **Francesca Pallotti**, *U. of Exeter Business School*
Discussant: **Le Zhou**, *TexasA&MU*.

This workshop aims to provide participants (in particular junior faculty and PhD students) with an understanding of how to publish organizational network studies in management journals. The study of networks within and between organizations is a growing field of research with its own unique opportunities and challenges. It is unusual in that it has theoretical relevance at the individual, team, organizational, and industry level; and can be integrated with a broad range of management theories. Therefore, it has broad applicability across the members of many of the academies divisions and interest groups. The opportunity to apply an organizational network framework across a broad range of topics also provides challenges. For example, understanding what research questions are relevant for a broad management audience is not always obvious. Network analysis has seen new statistical methods that provide opportunities and challenges, such as how to convey these new models to a wider management audience. This workshop, originally designed by the LINKS Center for Social Network Analysis of the University of Kentucky and the University of Exeter Centre for Social Networks, sees the unique opportunity to bring together 15 leading academics who have published in a wide range of top management journals. The format of the workshop includes a panel session and small roundtable discussions where individual papers from participants (submitted prior to the workshop) will be discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **467** | Submission: **12843** | Sponsor(s): **(OMT, OB, STR, RM, MOC, ENT, CM, CTO, HR, TIM, MC)**
Scheduled: **Saturday, Aug 10 2024 4:45PM - 7:15PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Regent Room**

Introduction to Social Network Analysis

Organizer: **Prasad Balkundi**, *U. at Buffalo, The State U. of New York*
Organizer: **Daniel S. Halgin**, *U. of Kentucky*
Presenter: **Raina A. Brands**, *UCL School of Management*
Presenter: **Richard DeJordy**, *Rochester Institute of Technology*
Presenter: **Yong Kim**, *Texas A&M U.*
Presenter: **Evelyn Ying Zhang**, *Nanyang Business School, NTU Singapore*

Social network analysis is a field of study that focuses on social relations among a set of actors—people, teams, and organizations. Network researchers have developed a set of distinctive theoretical perspectives and methodological techniques for data collection, statistical analysis, and visual representation. This PDW's goals are to: • Introduce members of the Academy of Management to social network theory and analysis • Discuss micro, meso, and macro management research based in social network theory • Introduce participants to UCINET and other social network analysis tools • Guide participants on how to learn more about social network analysis and how to apply in their research

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **468** | Submission: **15551** | Sponsor(s): **(OMT, TIM, MH)**
Scheduled: **Saturday, Aug 10 2024 4:45PM - 6:45PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
Ambassador Room

Temporality and Technology: Temporal Dynamics of Technology Emergence and Development










Organizer: **Nina Granqvist**, *Aalto U.*
Organizer: **Mia Chang-Zunino**, *ESCP Business School*
Discussant: **Henri Schildt**, *Aalto U. School of Business*
Panelist: **Shahzad Ansari**, *U. of Cambridge*
Panelist: **Raghu Garud**, *Pennsylvania State U.*
Panelist: **Stine Grodal**, *Northeastern U.*
Panelist: **Violina Rindova**, *U. of California-Irvine*

This PDW brings together prominent scholars and ongoing empirical research projects in the emerging literature on the role of temporality in technology emergence and development. Traditionally, the literature on technology emergence and development has treated time as a continuous and unidimensional construct, as a backdrop on the X-axis. Lately, scholars have begun to challenge these assumptions and explore the multiple ways in which temporality—defined as socially construed understandings of time—shape technologies. The objective of this PDW is to foster conversations and support research in this emerging area. The PDW begins by featuring four keynote presentations from panelists who have been trailblazing this topic to gain insight into this emerging trend in the literature. Led by the panelists, the workshop takes an inventory of what has been accomplished so far and maps out unanswered questions and future research directions. The latter part of the workshop is designed to help researchers refine their emerging empirical projects on this topic, and fine-tune their research designs. Our 20 pre-selected participants will then break into five roundtables, each lead by one of the PDW experts. Within these interactive roundtables, participants will pitch their research designs to the roundtable chair and collect expert feedback.

The PDW is structured to two parts: Part 1 is dedicated for the panelists' presentations followed by audience Q&A, and is open to all conference attendants. Part 2 is a paper development workshop. Participation here is limited to 20 pre-selected participants who present their research design or idea to the experts. If you wish to join the developmental session, please submit a 1-2 page summary of your project to Mia Chang-Zunino (mchang@escp.eu) by Jun 21, 2024. We will select the participants based on the quality of their research ideas and their potential to contribute to the emerging literature.

KEY TO SYMBOLS








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

CAR Meet the Editors' Panel Discussion

Organizer: **Janine Bosak**, *Dublin City U.*
Organizer: **Annabelle Hofer**, *U. of Cologne*
Organizer: **Sherry E. Sullivan**, *Bowling Green State U.*
Organizer: **Eric J. Michel**, *Northern Illinois U.*
Organizer: **Christina Li**, *U. of Oklahoma*
Panelist: **Jonas W. B. Lang**, *U. of Exeter*
Panelist: **Daniel Spurk**, *U. of Bern*
Panelist: **Beatrice Van Der Heijden**, *Radboud U. Nijmegen*
Panelist: **Alexander Newman**, *Melbourne Business School, U. of Melbourne*
Panelist: **Jennifer A. Harrison**, *EM Normandie Business School, Métis Lab, France*

Publishing in leading internationally renowned careers and psychology journals is a primary means by which our research work in the field of careers is disseminated as new knowledge to scholarly 'conversations'. Publishing in these leading internationally renowned journals is also critically important to career success in academia. Yet careers scholars may still find it challenging to decide whether to target a classic 'careers' journal such as for example the Journal of Vocational Behavior or to target psychology journals such as for example the Journal of Applied Psychology to best place their career-focused papers. Awareness of how these journals vary in their positioning, review processes and appetite for careers research are important subjects for careers scholars making tough choices about where to submit their work. The goal of this PDW is therefore (a) for the panellists to share information regarding the publishing of careers research in leading internationally renowned journals from the careers and psychology field (here, Journal of Applied Psychology, Journal of Vocational Behavior, European Journal of Work and Organizational Psychology, Applied Psychology: An International Review, Career Development International); and (b) for participants to have their burning questions answered. The panel will consist of two editors-in-chief, and three associate editors. Each editor will provide a short overview of their journal (e.g., vision, scope, characteristics of an 'ideal' paper, review process), followed by Q&A to engage the audience. This format will allow participants to ask the editors more targeted questions, while in a comfortable and psychological safe environment.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **470** | Submission: **21662** | Sponsor(s): **(ENT)**
Scheduled: **Saturday, Aug 10 2024 5:00PM - 7:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall MN**

Meet the ENT Division: New Member Meeting Point

Coordinator: **Vishal K. Gupta**, *U. of Alabama*

Organizer: **Wadid Mohamed Lamine**, *Telfer School of Management, U. of Ottawa*

Are you new to the ENT Division? Do you want to meet the new members of the ENT Division? Come join us for the New Member Meeting Point at this year's AoM in social.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **471** | Submission: **12109** | Sponsor(s): **(MC)**
Scheduled: **Saturday, Aug 10 2024 5:00PM - 6:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Water Tower**

MCD 2024 Business Meeting

Organizer: **Jeremy Salmeron**, *ISEOR&iaelyon (France)*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **472** | Submission: **21626** | Sponsor(s): **(OSCM)**
Scheduled: **Saturday, Aug 10 2024 5:15PM - 6:45PM CT (UTC-5)** at **Hyatt Regency Chicago** in **New Orleans**

Journal of Supply Chain Management (JSCM) Award Presentation

Journal of Supply Chain Management (JSCM) Award Presentation

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **473** | Submission: **23010** | Sponsor(s): **(SPO)**
Scheduled: **Saturday, Aug 10 2024 5:15PM - 8:15PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Chicago Ballroom IX**

Management & Organization Review 20th Anniversary Ceremony and IACMR Reception

Organizer: **Lerong He**, *State U. of New York at Geneseo*

Please join us to celebrate Management & Organization Review's 20th Anniversary. Meet old and new friends and learn about exciting events organized by IACMR, including its 2025 Conference in Xi'An China.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **474** | Submission: **13614** | Sponsor(s): **(MED, DEI)**
Scheduled: **Saturday, Aug 10 2024 5:30PM - 6:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Horner**

The New Landscape of Teaching Diversity, Equity, and Inclusion in 2024



Participant: **Joy E. Beatty**, *Eastern Michigan U.*
Participant: **Susan S. Case**, *Case Western Reserve U.*
Participant: **Lindsay Dhanani**, *Rutgers U., School of Management and Labor Relations*
Participant: **Rebecca M. Paluch**, *Sauder School of Business, U. of British Columbia*
Participant: **Dana McDaniel Sumpter**, *Pepperdine Graziadio Business School*
Presenter: **Alison M. Dachner**, *John Carroll U.*

The diversity, equity, and inclusion (DEI) space remains lively in 2024, with an expanding set of stakeholders focused on competing agendas on diversity education at the college level. Political attention has heightened, with state proposals regulating permissible DEI topics and cutting DEI campus funding. Amid this, our university context necessitates faculty to develop inclusive strategies to discuss DEI with students that is aligned with the state's political reality. Business students must acquire competency in working with and leading diverse teams as a vital business skill. Building off of last year's well-attended and successful professional development workshop (PDW), this workshop aims to share best practices for DEI classroom discussions, addressing both central challenges and opportunities that exist in today's climate. Participants will hear from a panel of experts on teaching DEI and participate in small group discussions to help them craft their narrative rationale and personal approach for teaching DEI-related topics. Experienced and new faculty are welcome.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **475** | Submission: **21695** | Sponsor(s): **(OB)**
Scheduled: **Saturday, Aug 10 2024 5:30PM - 7:30PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich D**

Organizational Behavior Division Business Meeting, Awards Ceremony, and Social

Organizer: **Helena Cooper-Thomas**, *Auckland U. of Technology (AUT)*

Organizer: **Rebecca J. Bennett**, *U. of Central Florida*

Organizer: **Elizabeth George**, *Cambridge Judge Business School*

Organizer: **Bradley L. Kirkman**, *North Carolina State U.*

Organizer: **Gilad Chen**, *U. of Maryland*

Organizer: **Keith Norman Leavitt**, *Oregon State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **476** | Submission: **12583** | Sponsor(s): **(OMT)**
Scheduled: **Saturday, Aug 10 2024 5:30PM - 7:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
Chancellor Room

OMT Cultural Events

Organizer: **Shelby Gai**, *Michigan State U.*

Organizer: **Ilaria Orlandi**, *Copenhagen Business School*

Welcome to OMT's first ever cultural game night, where the world becomes your game board and diversity is your winning strategy! We invite members of the OMT community to come together to celebrate the richness of cultures from around the globe. Bring games from your culture as well as explore games from other cultures. From card games to trivia, mahjong tiles to cards, we hope you will join us for this opportunity to engage in a unique experience and the chance to learn something new.

Sponsors: Shelby Gai; Ilaria Orlandi

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**

Program Session: **477** | Submission: **21656** | Sponsor(s): **(CMS)**

Scheduled: **Saturday, Aug 10 2024 6:00PM - 8:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in State Room**

CMS Social

Organizer: **Mariana Paludi**, *U. Tecnica Federico Santa Maria*
Organizer: **Penelope Muzanhamo**, *U. College Dublin, Smurfit*
Organizer: **Alexandra Bristow**, *The Open U. Business School*
Organizer: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Organizer: **Richard Longman**, *The Open U., United Kingdom*
Organizer: **Caroline Clarke**, *CMS*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Organizer: **Marcus Vinícius Peinado Gomes**, *Cardiff Business School, Cardiff U.*
Organizer: **Kristin Samantha Williams**, *Acadia U.*
Organizer: **Liela A. Jamjoom**, *U. of Business and Technology*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Arturo E. Osorio**, *Rutgers U.*
Organizer: **Vijayta Doshi**, *Indian Institute of Management, Udaipur*
Organizer: **Elina Riivari**, *U. of Jyväskylä*
Organizer: **Fabio Prado Saldanha**, *U. de l'Ontario français*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **478** | Submission: **21693** | Sponsor(s): **(CTO)**
Scheduled: **Saturday, Aug 10 2024 6:00PM - 8:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom III**

CTO Poster Reception

Participant: **Susan Winter**, *U. of Maryland*

PhD Students from the CTO Doctoral Consortium will present posters of their work. Reception will include light snacks and drinks.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **479** | Submission: **21835** | Sponsor(s): **(IAM)**
Scheduled: **Saturday, Aug 10 2024 6:00PM - 7:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in River North**

IAM Business Meeting

Organizer: **Monica Franco-Santos**, *Cranfield School of Management*

Business meeting for the Iberoamerican Academy of Management

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **480** | Submission: **21789** | Sponsor(s): **(NEU)**
Scheduled: **Saturday, Aug 10 2024 6:00PM - 7:30PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich F**

NEU Social Event

Participant: **Constant D. Beugre**, *Delaware State U.*
Participant: **Yair Berson**, *McMaster U.*
Participant: **Jemima Frimpong**, *New York U. (NYU), Abu Dhabi*
Participant: **David A. Waldman**, *Arizona State U.*
Participant: **Sebastiano Massaro**, *Surrey Business School*
Participant: **Danni Wang**, *Rutgers Business School*
Participant: **Laura Parks-Leduc**, *James Madison U.*
Participant: **Richard E. Boyatzis**, *Case Western Reserve U.*
Participant: **Pierre Balthazard**, *Fairleigh Dickinson U.*
Participant: **George Christopoulos**, *Nanyang Business School, NTU Singapore*
Participant: **Nir Milstein**, *Bar Ilan U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **481** | Submission: **21721** | Sponsor(s): **(RM)**
Scheduled: **Saturday, Aug 10 2024 6:00PM - 8:00PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich E**

Research Methods Division-CARMA Doctoral Student/Faculty Consortium

Organizer: **Larry J. Williams**, *Texas Tech U.*

Professional Development Workshop Chair: **Michael C. Withers**, *Texas A&M U.*

Program Chair: **Jason Huang**, *Michigan State U.*

Join us for the Research Methods Division Consortium/PDW social hour sponsored by the Consortium for the Advancement of Research Methods and Analysis (CARMA).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **482** | Submission: **21796** | Sponsor(s): **(STR)**
Scheduled: **Saturday, Aug 10 2024 6:00PM - 8:00PM CT (UTC-5)** at **Offsite** in **Offsite Venue**

STR Doctoral and Dissertation Consortia Dinner

Organizer: **Isin Guler**, *U. of North Carolina, Chapel Hill*

This event is by invitation only for the participants of the STR doctoral and dissertation consortia.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **483** | Submission: **21830** | Sponsor(s): **(HCM)**
Scheduled: **Saturday, Aug 10 2024 6:30PM - 8:30PM CT (UTC-5)** at **Offsite** in **Siena Tavern**

HCM PDW Social

Organizer: **Geoffrey Silvera**, *U. of Alabama at Birmingham*

Professional Development Workshop Chair: **Amber Stephenson**, *The David D. Reh School of Business, Clarkson U.*

Program Chair: **Deirdre McCaughey**, *U. of Calgary*

Division Chair: **Cheryl Rathert**, *Saint Louis U.*

Division Chair-Elect: **Nicholas Edwardson**, *U. of New Mexico*

This session will be held offsite at Siena Tavern, 51 W Kinzie St, Chicago, IL 60654. Please contact HCM Membership Chair, Geoffrey Silvera at gsilvera@uab.edu for more information.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **484** | Submission: **12104** | Sponsor(s): **(MC)**
Scheduled: **Saturday, Aug 10 2024 6:30PM - 9:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Plaza Ballroom B**

MCD Social Hour

Organizer: **Jeremy Salmeron**, *ISEOR&iaelyon (France)*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Social Event**
Program Session: **485** | Submission: **21836** | Sponsor(s): **(IAM)**
Scheduled: **Saturday, Aug 10 2024 7:00PM - 9:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile** in **Belmont**

IAM Social

Organizer: **Monica Franco-Santos**, *Cranfield School of Management*

Iberoamerican Academy of Management Social: Connect, network, and celebrate with fellow academics. The Iberoamerican Academy of Management Social Event is a wonderful opportunity for networking and fun for members of our community. It gives the opportunity to meet other members and find out more about our association. This year the event is sponsored by EGADE Business School, Tecnológico de Monterrey.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **486** | Submission: **21673** | Sponsor(s): **(CAR)**
Scheduled: **Saturday, Aug 10 2024 8:00PM - 10:00PM CT (UTC-5)** at **Offsite** in **Flight Club**

Careers Division Social

Organizer: **Jennifer Tosti-Kharas**, *Babson College*

Organizer: **Alison M. Dachner**, *John Carroll U.*

Organizer: **Daniel Spurr**, *U. of Bern*

Come mix and mingle to celebrate the Careers Division! This is a social event for meeting, reconnecting, and networking with Careers Division's members and friends. The session will be held offsite. For questions, contact Jennifer Tost-Kharas at jtostikharas@babson.edu.

Flight Club Chicago 111 W. Wacker Dr. Chicago, IL 60601

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **487** | Submission: **12411** | Sponsor(s): **(ENT)**
Scheduled: **Saturday, Aug 10 2024 7:30PM - 11:30PM CT (UTC-5)** at **Offsite** in **Field Museum**

Entrepreneurship Division Social Event

Organizer: **Christina Theodoraki**, *CERGAM, IAE Aix Graduate School of Management, Aix-Marseille U., France*
Organizer: **Susan L. Young**, *Kennesaw State U.*

The Entrepreneurship Division Social Event is a wonderful opportunity for networking and fun for members of the Entrepreneurship Division. Registration is open to members of ENT Division only. Limit of 1 ticket per person. Space is limited to 350. Register by deadline to attend.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **488** | Submission: **22434** | Sponsor(s): **(OB)**
Scheduled: **Saturday, Aug 10 2024 7:30PM - 9:00PM CT (UTC-5)** at **Swissotel Chicago** in **Monte Rosa**

OB Division Executive Committee Meeting

Organizer: **Elizabeth George**, *Cambridge Judge Business School*

By Invitation Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **489** | Submission: **16765** | Sponsor(s): **(MED)**
Scheduled: **Saturday, Aug 10 2024 8:00PM - 11:00PM CT (UTC-5)** at **Offsite** in **Tanta Chicago**

MED and MOBTS Joint Social Evening Event

Participant: **Christine Rivers**, *U. of Surrey*

Participant: **Arran Caza**, *UNC Greensboro*

Participant: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*

Participant: **Margaret E. Heffernan**, *RMIT U. + MED PDW Chair-elect*

Participant: **Gerard Beenen**, *California State U., Fullerton*

Join us for an evening of networking and celebration at Tanta Chicago. <https://www.tantachicago.com/>

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Session Type: **Meeting**
Program Session: **490** | Submission: **21958** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 11 2024 12:00AM - 11:59PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Fountainview Foyer**

AOM Networking Hub - Sheraton

AOM Networking Hubs are in each of the main hotels and will be open all day. They offer seating and charging stations, allowing attendees to take a break, recharge their devices, pick up their attendee badges, or meet with colleagues. Additionally, the Networking Hubs will host morning coffee breaks from 7:30 AM to 9:00 AM. If you're staying at one of the following hotels where meeting sessions are held —Swissôtel Hotel, Sheraton Grand, Fairmont, Marriott Downtown, or Hyatt Regency—you can save time by picking up your badge at the AOM Self Check-In Kiosk before your first session.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **491** | Submission: **21918** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 11 2024 12:00AM - 11:59PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile** in **Chicago Ballroom Foyer**

AOM Networking Hub - Marriott

AOM Networking Hubs are in each of the main hotels and will be open all day. They offer seating and charging stations, allowing attendees to take a break, recharge their devices, pick up their attendee badges, or meet with colleagues. Additionally, the Networking Hubs will host morning coffee breaks from 7:30 AM to 9:00 AM. If you're staying at one of the following hotels where meeting sessions are held —Swissôtel Hotel, Sheraton Grand, Fairmont, Marriott Downtown, or Hyatt Regency—you can save time by picking up your badge at the AOM Self Check-In Kiosk before your first session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **492** | Submission: **21908** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 11 2024 12:00AM - 11:59PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich Foyer**

AOM Networking Hub - Swissôtel

AOM Networking Hubs are in each of the main hotels and will be open all day. They offer seating and charging stations, allowing attendees to take a break, recharge their devices, pick up their attendee badges, or meet with colleagues. Additionally, the Networking Hubs will host morning coffee breaks from 7:30 AM to 9:00 AM. If you're staying at one of the following hotels where meeting sessions are held —Swissôtel Hotel, Sheraton Grand, Fairmont, Marriott Downtown, or Hyatt Regency—you can save time by picking up your badge at the AOM Self Check-In Kiosk before your first session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Session Type: **Meeting**
Program Session: **493** | Submission: **21928** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 11 2024 12:00AM - 11:59PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **2nd Floor Pre-Function Area**

AOM Networking Hub - Fairmont

AOM Networking Hubs are in each of the main hotels and will be open all day. They offer seating and charging stations, allowing attendees to take a break, recharge their devices, pick up their attendee badges, or meet with colleagues. Additionally, the Networking Hubs will host morning coffee breaks from 7:30 AM to 9:00 AM. If you're staying at one of the following hotels where meeting sessions are held —Swissôtel Hotel, Sheraton Grand, Fairmont, Marriott Downtown, or Hyatt Regency—you can save time by picking up your badge at the AOM Self Check-In Kiosk before your first session.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **494** | Submission: **22673** | Sponsor(s): **(MSR)**
Scheduled: **Sunday, Aug 11 2024 7:00AM - 8:00AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Grace**

Morning Meditation

Organizer: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **495** | Submission: **21633** | Sponsor(s): **(OSCM)**
Scheduled: **Sunday, Aug 11 2024 7:00AM - 8:00AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Atrium East Lobby**

OSCM Division Morning Run

OSCM Division Morning Run

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **496** | Submission: **21732** | Sponsor(s): **(SAP)**
Scheduled: **Sunday, Aug 11 2024 7:30AM - 9:00AM CT (UTC-5)** at **Offsite** in **Corner Bakery**

SAP IG - Breakfast

Organizer: **Christian Bruck**, *WU Vienna U. of Economics and Business*

Organizer: **Omid Omidvar**, *Warwick Business School*

Organizer: **Madalina Pop**, *Aarhus BSS, Aarhus U.*

Get ready for a morning of networking and knowledge-sharing at this year's Interest Group Breakfast! Since our SAP community keeps growing, you are specially invited to join your peers for this exclusive event that promises a perfect start into another conference day, with insightful conversations, and, of course, a free cup of coffee for all attendees! This year, we again cordially invite valued members of the Global Citizen Program to join us during our special social networking event.








Event Details:

- Day & Time: Sunday, 11th August 2024, 7:30 AM - 9:00 AM
- Location: Corner Bakery, London House Chicago (1st Floor, Curio Collection by Hilton), ENTRANCE ON WACKER DRIVE, 360 N Michigan Ave, Chicago, IL 60601

Event Highlights:

- Networking with senior scholars: Engage in meaningful conversations and build connections with esteemed senior scholars in your field of interest.
- Welcoming newcomers and reconnecting with old-timers: Extend a warm welcome to newcomers while reconnecting with colleagues you've known for years. It's a great chance to foster new relationships and strengthen existing ones.
- Enjoying a free coffee: Have breakfast together enjoying a free cup of coffee in the company of your fellow academics.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **497** | Submission: **23009** | Sponsor(s): **(SPO)**
Scheduled: **Sunday, Aug 11 2024 7:30AM - 9:30AM CT (UTC-5)** at **Sheraton Grand Chicago in Chicago Ballroom VIII & IX**

2024 Gathering of POS Scholars at AOM Presented by the Center for Positive Organizations

Organizer: **Kelsey Walz**, *Center for Positive Organizations*

This breakfast experience organized by the Center for Positive Organizations gathers together the community of scholars applying the concepts and theories in the field of Positive Organizational Scholarship (POS) in their research. Please, join us for the POS gathering to build community, connect with research collaborators, learn about new developments in the field, and generate energy about the possibilities created by using the POS lens.
<https://positiveorgs.bus.umich.edu/events/2024-gathering-of-pos-scholars-at-aom/>

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **498** | Submission: **21806** | Sponsor(s): **(STR)**
Scheduled: **Sunday, Aug 11 2024 7:30AM - 8:30AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Chicago Ballroom VI**

STR 2024 Career Awards Breakfast Social

Organizer: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **499** | Submission: **23063** | Sponsor(s): **(SVC)**
Scheduled: **Sunday, Aug 11 2024 7:30AM - 5:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Ballroom**
Registration Area South

Information Booth

The Information Booth, will be available Friday 7:00am-5:30pm , Saturday- Monday from 7:30am-5:30pm and Tuesday 7:30am-4:30pm. The booth will be staffed with personnel who can assist you with navigating the Conference Program, finding your sessions and providing basic local information. A lost & found is also located at the Information Booth.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **500** | Submission: **21841** | Sponsor(s): **(SVC)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 8:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Mother's Nursing Room - Lobby Level 3**

Mother's Nursing Room

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **501** | Submission: **21953** | Sponsor(s): **(SVC)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 8:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Park Office**

Speaker Ready Room (Sheraton)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **502** | Submission: **22986** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Ballroom**

Conference Exhibits

Visit this year's Exhibit Hall to explore all of the latest products and services from our Annual Meeting exhibitors. The Exhibit Hall offers opportunities for networking, raffle prizes, coffee breaks, technology centers and an opening reception on Friday night. Look for a complimentary drink ticket on your conference name badge paper.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **503** | Submission: **23068** | Sponsor(s): **(SVC)**

Scheduled: **Sunday, Aug 11 2024 8:00AM - 8:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Suite 1**

Speaker Ready Room (Hyatt)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **504** | Submission: **21846** | Sponsor(s): **(SVC)**

Scheduled: **Sunday, Aug 11 2024 8:00AM - 8:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **North Storage Room**

Mother's Nursing Room

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **505** | Submission: **21851** | Sponsor(s): **(SVC)**

Scheduled: **Sunday, Aug 11 2024 8:00AM - 8:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Women's Restroom**

Mother's Nursing Room

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Session Type: **Meeting**
Program Session: **506** | Submission: **21892** | Sponsor(s): **(SVC)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 8:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **McHenry**

Speaker Ready Room (Marriott)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **507** | Submission: **21872** | Sponsor(s): **(SVC)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 8:00PM CT (UTC-5)** at **Swissotel Chicago** in **Gstaad**

Speaker Ready Room (Swissôtel)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Session Type: **Meeting**
Program Session: **508** | Submission: **21938** | Sponsor(s): **(SVC)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 6:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Imperial Parlor**

Speaker Ready Room (Fairmont)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS

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








Session Type: **Caucus**
Program Session: **509** | Submission: **12441** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 9:30AM CT (UTC-5)** at **Swissotel Chicago** in **Arosa**

Researching Neurodiversity and Work

Organizer: **Lauren Simon**, *U. of Arkansas*
Organizer: **Maira Elize Ezerins**, *U. of Arkansas, Fayetteville*
Moderator: **Elizabeth Follmer**, *U. of Washington, Bothell*
Facilitator: **Hala Annabi**, *OCIS*
Facilitator: **Debra R. Comer**, *Hofstra U.*
Facilitator: **Nancy Doyle**, *Birkbeck U. of London*
Facilitator: **Nikki Drader**, *U. of North Texas*
Facilitator: **Cristina Marie Giannantonio**, *Chapman U.*
Facilitator: **Amy Hurley-Hanson**, *Chapman U.*
Facilitator: **Andrew Millin**, *Florida International U.*
Facilitator: **Jennifer R. Spoor**, *La Trobe U.*
Facilitator: **Michal T. Tomczak**, *Gdansk U. of Technology, Faculty of Management and Economics*
Facilitator: **Timothy J. Vogus**, *Vanderbilt U.*
Facilitator: **Liu-Qin Yang**, *Portland State U.*

This caucus will assemble scholars of workplace neurodiversity with the goals of developing novel research ideas, illuminating the research process, and facilitating collaborations. Discussions will explore the content (OB, HR, Strategy and Entrepreneurship) and process (neuroinclusive design, international and interdisciplinary collaborations, and translating research into practice) of neurodiversity research.

KEY TO SYMBOLS

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








Board Structures and Innovation

Organizer: **Jamil Kreugel**, *Old Dominion U.*
Organizer: **Anil Nair**, *Old Dominion U.*
Organizer: **Martin C. Goossen**, *Old Dominion U.*
Organizer: **Elko Klijn**, *Old Dominion U.*
Speaker: **Gautam Ahuja**, *Cornell U.*
Speaker: **Shivaram Devarakonda**, *Tilburg U.*
Speaker: **Ajai Singh Gaur**, *Rutgers U.*
Speaker: **Justin J.P. Jansen**, *Erasmus U. Rotterdam*
Speaker: **Srikanth Paruchuri**, *Texas A&M U.*
Speaker: **Karen Schnatterly**, *Virginia Tech*
Speaker: **Till Talaulicar**, *U. of Erfurt*

Fitting with the “Innovating for the Future” theme of the conference, the goal of this caucus is to share, develop, and discuss emergent ideas examining the effects of board structure, composition, and dynamics on corporate innovation strategies and outcomes. By bringing together experts from corporate governance and innovation, it is our intention to create cross-fertilization between both research fields and develop a future research agenda.

The board of directors is at the apex of making strategic decisions, setting long-term objectives, and advising and monitoring management during strategy implementation (Fama & Jensen, 1983; Forbes & Milliken, 1999; Hillman & Dalziel, 2003). Building upon that premise, a large body of research has demonstrated how the structure, dynamics, and functions of boards affect corporate development activities, such as marketing strategies and financial restructuring (e.g., Baysinger & Hoskisson, 1990; Bowman & Singh, 1993; Finkelstein, Hambrick & Cannella, 2009; Pugliese et al., 2009). Yet, there has been surprisingly limited research on how boards of directors affect firm innovation strategies. This is remarkable given the recent studies that have shown how CEOs and top management teams have strong influences on firm innovation outcomes (Boone et al., 2019; Kiss et al., 2020; Kurzhals, Graf-Vlachy & König, 2020; Singh et al., 2021). Extending research in this area is also timely given the increasing diversity in innovation strategies that firms can adopt, including open innovation policies, platform strategies, and corporate venturing (Kretschmer et al., 2022; Masucci, Brusoni & Cennamo, 2020; Waldkirch, Kammerlander & Wiedeler, 2021). Given this lack of cross-fertilization between these two research fields in strategic management, we believe there are plenty of opportunities for future research. On the one hand, boards are increasingly involved in steering and controlling firm innovation strategies. For example, the appointment of chief technology and/or chief digital officers as well as the formation of board technology committees indicate the importance of innovation for directors (Clark et al., 2020; Firk et al., 2021; Kunisch, Menz & Langan, 2022). On the other hand, firm innovation strategies have become progressively integrated with overall corporate and business strategies. For instance, firms can intentionally use acquisitions as a matter of obtaining breakthrough technologies or commercialize the outcomes of their R&D activities (Ahuja & Katila, 2001; Bhussar et al., 2022; Vinokurova & Kapoor, 2020). Firms can also pursue innovation through joint product development or out-licensing through various forms of partnerships (Klueter, Moreira & Ofoedu, 2023; Oxley, 1997; Oxley & Sampson, 2014). Interestingly, both acquisitions as well as partnerships have their own unique governance challenges that corporate boards, technological committees or chief technology officers need to deal with. This caucus intends to bring together academic experts in corporate governance as well as key scholars in R&D and innovation. Corporate governance scholars have long specialized in the role of board structure, composition, functions and board dynamics. Research in innovation has long focused on different aspects of firm innovation. By bringing together scholars from both fields we intend to establish a future research agenda. Each of the speakers will build upon their prior work and insights on the topic and give their perspective on the intersection of boards and innovation. By providing the audience with the opportunity to question these specialists, the caucus aims to create fertile ground for interaction and collaboration on this theme of research among all attendants.

KEY TO SYMBOLS

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

Session Type: **Caucus**
Program Session: **511** | Submission: **10242** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 9:30AM CT (UTC-5)** at **Swissotel Chicago** in **Verbier**

Hybrid Work Arrangements








Organizer: **Karin Sanders**, *UNSW Business School, Australia*

Organizer: **Andrew Dhaenens**, *UNSW Sydney*

Organizer: **Huadong Yang**, *U. of Liverpool*

The impacts of the COVID-19 pandemic continue to challenge traditional work arrangements. Researchers worldwide are studying hybrid work arrangements concerning the various needs and preferences of working in organizations. This caucus aims to openly discuss research relating to hybrid and flexible work arrangements and explore future ways of collaboration.

KEY TO SYMBOLS

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








Reimagining Creative and Knowledge Work in the Age of Generative AI



Organizer: **Shiyan Zhang**, *Lancaster U. Management School*
Organizer: **Deborah Mateja**, *U. of Mannheim, Business School*
Organizer: **George Kuk**, *Nottingham Trent U.*
Presenter: **Jeffrey V. Nickerson**, *Stevens Institute of Technology*
Presenter: **Youngjin Yoo**, *Case Western Reserve U.*
Presenter: **Marleen Huysman**, *KIN Center for Digital Innovation, Vrije U. Amsterdam*
Presenter: **Ingrid Erickson**, *Syracuse U. School of Information*
Presenter: **Moran Lazar**, *Tel Aviv U.*

In an era shaped by the transformative influence of generative AI, this interdisciplinary workshop aims to explore the coevolution of human ingenuity and technological advancement. Designed for scholars across diverse fields such as information systems, organizational behavior, strategy, and technology and innovation management, this workshop seeks to unpack the impacts of generative AI on the creative processes and practices of knowledge work. The objectives encompass fostering creativity by transcending traditional knowledge boundaries, synthesizing a deeper understanding of generative AI's potential in sculpting present and future knowledge work landscapes. Hereby, we seek to cultivate critical discourse around advanced toolsets for designing and navigating AI-integrated work environments and building a network of multidisciplinary thought leaders for rich dialogue and potential research collaborations focused on the multi-layered implications of generative AI in creative and knowledge work. Through an innovative blend of panel presentations and roundtable discussions, complemented by interactive activities, case studies, and demonstrations, the workshop offers a dynamic exploration of the interconnected components of the creative and knowledge work ecosystem including task and workflow design, where human ingenuity converges with generative AI capabilities, serving as a catalyst to reimagine the future of creative and knowledge work.

KEY TO SYMBOLS

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

Gender and Social Roles

Session Moderator: **Anna Gorska**, *Kozminski U.*

DEI: **Gender Dynamics in Hackathons: Uncovering Gender Differences in Motivation, Anxiety and Confidence**

Author: **Anna Gorska**, *Kozminski U.*
Author: **Maciej Rys**, *U. of Information Technology and Management*
Author: **Pawel Korzynski**, *Kozminski U. / Harvard U. / INSEAD*

This study investigates gender differences in motivation, anxiety, and confidence in hackathon environments. We explore whether intrinsic and extrinsic motivations mediate the relationship between gender and these psychological states. Data collected from participants at HackYeah 2023 reveal that female participants do not experience higher anxiety levels but have slightly lower confidence compared to males. Contrary to our hypotheses, neither intrinsic nor extrinsic motivation significantly mediates the relationship between gender and anxiety. However, extrinsic motivation partially mediates the relationship between gender and confidence. These findings challenge existing assumptions about gender dynamics in competitive tech settings and suggest the need for nuanced strategies to enhance female participation and confidence. The study's limitations and implications for future research and hackathon organization are discussed, emphasizing the importance of motivational factors in addressing gender disparities in hackathons.

DEI: **A Gender-Sensitive Framework for Understanding and Addressing Work-Related Intimate Partner Violence**

Author: **Laura Anne Kauzlarich**, *Northwest Missouri State U.*
Author: **Michelle Greenwood**, *Monash U.*

Intimate partner violence (IPV) is a long-standing and serious social issue that inherently impacts and is impacted by work and workplaces. Work-related intimate partner violence (WIPV) is a pattern of IPV that both directly and indirectly undermines its victim/survivors' employment, work and careers, yet scant attention has been paid in management studies to workplace responses and responsibilities regarding this form of violence. Hence, we conduct a systematic review and conceptual analysis of 111 WIPV-focused papers utilizing three well-established feminist lenses to ascertain and conceptualize what we know and do not know about the WIPV domain and, more importantly, to outline an agenda for what we should know from a gendered perspective about WIPV. We develop a gender-sensitive, multilevel framework by which we investigate and challenge the WIPV research agenda from individual, interactionist, and structural viewpoints including the interaction between those perspectives. A key purpose of this paper is to expand the notion of WIPV beyond the current focus on micro-level employment issues to include meso-level organizational issues and macro-level societal issues. A second and connected purpose is to draw attention to the need to ask big questions related to workplaces and to highlight the pivotal role of human resource management (HRM) in fostering ethical and socially sustainable workplaces. Thus, we advance the much-needed debate about WIPV, provide a template for how gender can be conceptualized in HRM and workplace research, and challenge the ethical boundaries for organizational involvement in areas traditionally deemed as private or societal.

DEI: **Money as Achievement on Person-Job Fit**

Author: **Sharmeen Merchant**, *U. of Cincinnati*
Author: **Sodiq Babatunde**, *U. of Cincinnati*
Author: **Laurens Bujold Steed**, *U. of Cincinnati*
Author: **Joseph Charles Rode**, *Miami U. Ohio*








Traditional gender-driven social roles continue to prevail despite the growing number of dual-income earning couples. While there is a vast and growing body of work considering the effects of such evolving social dynamics on females, understanding of male perceptions is nascent. Along those lines, drawing from interdependence theory, we investigate the joint effects of dual-income earning partners' considerations of money as a form of achievement on the male partner's person-job fit. Our findings support three hypotheses: Male's person-job fit increases as the focal male's and partner female's perceptions of money as achievement becomes more congruent; male's person-job fit increases as congruence is obtained at higher levels (opposed to lower levels); and male's person-job fit is lowest when congruence is obtained at moderate levels. Notably, as expected, these congruence/incongruence effects are not present when evaluating a female's person-job fit. Theoretical and practical implications specific to dual-income earners' interdependence, gender roles, and dyadic perspectives on money-related attitudes are discussed.

DEI: **Behavioral Patterns of Family-Supportive Supervision: A Latent Profile Analysis**

Author: **Amanda C. Sargent**, *Bentley U.*
Author: **Victoria Daniel**, *York U., Toronto*

Family-supportive supervision ("FSS") is viewed by scholars as a best practice in organizations and has been linked to several important individual and organizational outcomes. However, this past research has been fraught with issues that have challenged the utility of these findings. As such, Daniel, Sargent, and Shanock (2023) introduced a new conceptual framework of FSS that suggests supervisors' enactment of specific helping and hindering behaviors are the critical component of FSS, and they further assert that these behavioral patterns are more important to employees' evaluations of FSS than any one behavior in isolation. Building on this work, the current investigation explored whether distinct profiles of family-relevant supervisor behavior are experienced by employees, and if so, how these profiles might differentially predict FSS evaluations. Taking a person-centered approach, we used latent profile analysis with data collected in two waves from 257 U.S. workers representing various occupations and industries. Our findings reveal four distinct profiles of supervisor family-relevant behavior patterns (bolstering, obliging, erratic, and impairing) that indeed predict different levels of FSS evaluations. We discuss implications for theory and practice.

KEY TO SYMBOLS

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

Disability Inclusion Practices

Session Moderator: **Anica Zeyen**, *Royal Holloway, U. of London*

DEI: Changing the Script: A Documentary-Based Masterclass in Activism  

Author: **Anica Zeyen**, *Royal Holloway, U. of London*

This documentary-based intervention empowers business school students to confront and change the scripts that systematically disadvantage people living, working, and innovating at different intersectionalities with disability. Based on a 24-month rapid research project, and complemented by published findings and podcasts featuring first-person public advocates, this intervention has already been implemented in business schools on four continents. We share our motivation, step-by-step approach, and impact.

DEI: Journey to Disability Inclusion: Past, Present, and Future- Johari Window Framework as a Solution 

Author: **Neha Kumari**, *Department of Management Studies, Indian Institute of Technology Roorkee*

Author: **Usha Lenka**, *Professor, Management Studies, Indian Institute of Technology Roorkee*

The study's objective is to find out the phases of disability inclusion in the workplace and how to apply Johari Window as a solution for disability inclusion in the workplace. The authors conducted a comprehensive review to investigate how, from the 1960s to the present, views of disability have changed along with theoretical frameworks. After completing an initial search, a thorough screening method was used to identify papers that matched the study's aims and then subject to detailed analysis. This study explores the fascinating history of disability inclusion in the workplace. In five transformational phases, this study reveals significant changes in theory and perception. Explore the cultural dynamics, human and organizational factors, and legal environment that affect accessibility, how interventions may promote an inclusive culture, from cutting-edge training programs to custom accommodations and the disability, diversity, equality and inclusion. The study also delves into the Johari Window, which provides a useful tool for recognizing and eliminating prejudices and preconceived beliefs about the inclusion of people with disabilities. Individuals may cooperate to foster an environment of acceptance and understanding by adopting this information. This study offers a novel viewpoint on disability inclusion in the workplace by outlining its development across four stages and providing insightful information on how society's perspectives are shifting. The use of the Johari window framework further enhances this study's novelty and distinctiveness.

DEI: Untangling Espoused Theories and Theories-in-Use on Employers' Attitudes to Disability Inclusion  

Author: **Fahad Alammari**, *Alfaisal U.*

Author: **Nourah Alfayez**, *Alfaisal U.*

This qualitative research aims to explore the general attitudes of managers toward the inclusion of disabled people. We interviewed 14 employers who dealt with employees with disabilities to gain insight into attitudes toward including people with disabilities in the workplace. Using Grounded Theory as a study approach, the findings revealed a paradox between the views managers state they adhere to (espoused theories) and the views inferred from their actual explanations (theories-in-use) toward the inclusion of people with disabilities. Suggesting alignment with Argyris and Schön's (1974) theory of action framework, the study proposes a need for an organizational shift from single-loop learning to double-loop organizational learning. This study serves as a reflective and evaluative model to understand this dynamic, raise awareness about this dissonance, and contribute to developing more inclusive workplace policies and practices.

DEI: Task Conflict and Inclusion of Employees Without Disabilities in Disability-Inclusive Workplace

Author: **Yu Yang**, *Central U. of Finance and Economics, Beijing, China*

Author: **Xiji Zhu**, *School of Business Administration, Hitotsubashi U.*

Author: **Yang Bai**, *Guanghua School of Management, Peking U.*

This study explores the dynamics of workplace social inclusion for employees without disabilities in disability-inclusive environments. Recognizing the critical role these employees play in fostering an inclusive workplace, the research seeks to uncover the factors that influence their level of social inclusion. Applying the affective events theory, the study examines the emotional responses of employees without disabilities to work events, particularly task conflict, and how these responses affect their levels of social inclusion. We hypothesize that contempt—a negative emotion specifically arising from task conflict—may mediate the relationship between task conflict and social inclusion difficulties among employees without disabilities. Additionally, the research investigates the moderating role of perceived social support, theorizing that it may buffer the negative impacts of task conflict. Our hypotheses are tested and supported by an empirical study of 290 employees without disabilities working in disability-inclusive workplaces. The study aims to contribute to the literature on disability-inclusive workplaces by providing insights into the experiences of employees without disabilities, the emotional underpinnings of their workplace interactions, and the significance of organizational social support in mitigating adverse affective responses.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Disability and Workplace Flexibility

Session Moderator: **Qiongjing Hu**, *Zhejiang U.*

DEI: Perfectly Accommodated or Trapped? Exploring Loneliness of People with Disabilities Working Remotely   

Author: **Qiongjing Hu**, *Zhejiang U.*

Author: **Yuting Chen**, *School of management, Zhejiang U.*

Author: **Xiji Zhu**, *School of Business Administration, Hitotsubashi U.*

Author: **David Baldrige**, *Oregon State U.*

Author: **Qianyuan Xiao**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Xiaoyun Xie**, *Zhejiang U.*

This study aims to explore the dynamics of workplace loneliness among people with disabilities (PWD) who work remotely, examine its impact on their work and life, and identify leadership behaviors that can mitigate loneliness. Through qualitative interviews with 84 individuals—75 employees with disabilities working remotely and 9 leaders who supervise PWD in remote work—we examine the experience of workplace loneliness and its implications. Utilizing repeated coding and literature retrospectives, we develop a theoretical model of the emergence, consequences and solutions of workplace loneliness for PWD working remotely. Our findings indicate that three factors in remote work context (external contact, communication quality and work independence) and two disability attributes (disability onset and severity) interact to impact the extent of loneliness. We also identify four types of leadership behaviors which can help lessen workplace loneliness (supportive communication, cooperative work design, inclusive treatment, and team intimacy development) and compare gender and age differences with regard to leader behaviors' effectiveness. Our research contributes to the disability literature by underscoring the inclusion of PWD in remote work contexts and emphasizing the often-overlooked role of leadership.

DEI: Navigating Careers as a Person with Disability  

Author: **Christoph Breier**, *U. of St. Gallen (HSG)*

Persons with disabilities (PWD) often face considerable barriers regarding their workplace inclusion on the one hand but may also receive support fostering their inclusion. This becomes especially crucial when regarding the career ambitions. Interviews with 21 employees with disabilities across three Swiss companies revealed a multitudes of career paths. Each comes with its own distinct role of disability type, onset, and agency. Three distinct career patterns emerge from the analysis: Stepping back, reinvention, and a 'model' career. They all come with internal differentiations based on the context in which they are embedded. A key finding is that disability can have both a transformative and or disruptive impact on people's careers.

DEI: Unlocking Opportunities in Closing Disability Employment Gaps 

Author: **Guanyi Song**, *Rotterdam School of Management, Erasmus U.*

Recognizing the disadvantages that the disabled population face within the labor market and the dynamic interaction between individual efforts and the web of institutional arrangements, this paper directs its focus toward understanding how a combination of measures and interventions contribute to the inclusion of differently abled individuals into workforce. Through a two-stage mixed-methods approach, we first employ an experimental audit study to examine the opportunity gap between disclosed and non-disclosed disabilities and assess the influence of enhanced individual competencies on hiring evaluations. Subsequently, utilizing fsQCA, we explore how regulatory interventions, including Reasonable Accommodation Provision, EEO Survey, and EEO Statement, combined with individual competences, work to narrow this gap. Our findings unveil that while enhanced competencies, particularly in vocational skills, do contribute positively to evaluations, their impact is not overly pronounced. This paper provides a configurative perspective on how the integration of individual, organizational, and institutional interventions collectively shapes employment opportunities for differently-abled individuals, highlighting avenues for future research in disability inclusion.







DEI: Investigating the Effects of Workplace Flexibility on Justice for People with Disabilities


Author: **Nicola Glumann**, *U. of St. Gallen*

Author: **Magdalena Schertler**, *U. of St. Gallen*

Recent years were characterized by meaningful changes in the working conditions for many employees. Specifically, access to flexibility reached a new high during the COVID-19 pandemic, spurring research endeavors on the consequences of these changes. This study contributes to these efforts by exploring the effects of reactive and proactive workplace flexibility on perceived overall justice in employees with and without disabilities. Building on the Conservation of Resources (COR) theory, we hypothesized that access to flexibility increased employees' perceived justice over time and expected a more pronounced positive effect for employees with disabilities. We tested these hypotheses in a representative sample of N = 3695 employees in Germany, including N = 488 employees with disabilities and N = 3207 employees without disabilities. We could investigate the within-person effect over time by utilizing longitudinal data collected at three measurements over one year and employing random-intercept cross-lagged panel models (RI-CLPM). According to our results, no significant effect of reactive workplace flexibility on perceived justice was found in either group. While employees without disabilities also showed no effect of proactive workplace flexibility on perceived overall justice, a positive effect of proactive workplace flexibility in employees with disabilities emerged. Our findings show a nuanced picture of the effects of different types of workplace flexibility, providing important theoretical and practical implications.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Research on the Experience of Latinx/Hispanic Workers in the U.S.



Session Chair: **Monica C. Gavino**, *San Jose State U.*
Organizer: **Carlos B. Gonzalez**, *Cal Poly Pomona*
Organizer: **Carolina Gomez**, *Florida International U.*
Discussant: **Bernardo M. Ferdman**, *Ferdman Consulting*
Presenter: **Lorena Solis**, *U. of Connecticut*
Presenter: **Jorge A. Gonzalez**, *U. of Texas Rio Grande Valley*
Presenter: **Patricia Guerrero**, *U. of Texas At Arlington*
Presenter: **Jimena Ramirez Marin**, *IESEG School of Management (LEM-CNRS 9221)*
Presenter: **Patricia G. Martinez**, *Loyola Marymount U.*

There are now more than 60.9 million Latinx-identified individuals in the U.S., making up more than 18.5% of the population, and trending to be approximately 30% by 2050. Yet this demographic trend is not necessarily top of mind in scholarship on management, organizations, and work. Latinx people in the U.S. are already making important contributions to American society; whether in agriculture—laboring in fields picking fruits and vegetables, as essential workers in healthcare, as entrepreneurs, as educators, as STEM or business professionals, and in the boardroom. This reality calls for greater urgency in generating research and scholarship to meet the moment and contribute to understanding this important demographic and cultural group; and as importantly to influence forward-thinking initiatives, shaping workplaces that not only attract Latinx talent but also cater to their unique needs and priorities, ultimately fostering a more innovative and diverse work environment for the future. Our aim in this symposium is to continue to generate scholarship that will assist organizations to develop strategies for attracting, engaging, and retaining Latinx people, in ways that contribute to equality, diversity, and inclusion. It will also provide evidence and perspectives to help Latinx individuals with strategies for navigating structural barriers in organizations, attaining career success, and thriving in the process. This area of inquiry focuses on issues such as the intersectionality of multiple Latinx identities to help identify barriers Latinx people face in employment and to locate ways to mitigate, remove, or overcome these barriers. It addresses areas of vitality, resilience, and possibility, even in the face of obstacles; as well as ways in which Latinx people are sustaining and developing cultural expression and identity at work and supporting collective ways of fostering more inclusion and equity in organizations and society.

Latina Workers: Identifying Individual and Work Factors that Influence their Well-being

Author: **Lorena Solis**, *U. of Connecticut*
Author: **Charles Robert Venator-Santiago**, -

Organizational Embeddedness among Latinx Employees: The Role of Diversity Context

Author: **Jorge A. Gonzalez**, *U. of Texas Rio Grande Valley*

Exploring the Impact of Intersectionality on Employee Preferences for W/L Balance and Compensation

Author: **Patricia Guerrero**, *U. of Texas At Arlington*

Not about the Money: Honor Concerns and the Importance of Negotiation Issues.

Author: **Jimena Ramirez Marin**, *IESEG School of Management (LEM-CNRS 9221)*

Ethnic identity as a lens for studying affinity groups: Latinx/Hispanic Business Associations

Author: **Patricia G. Martinez**, *Loyola Marymount U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Race Matters: Unpacking the Influence of Racial Identity on Negotiation Outcomes



Organizer: **Kathy Vo**, Kellogg School of Management, Northwestern U.
Organizer: **Gabrielle Rose Lopiano**, Vanderbilt U.
Presenter: **David P. Daniels**, NUS Business School
Presenter: **Edward Chang**, Harvard Business School
Presenter: **Jackson Lu**, MIT Sloan School of Management
Participant: **Tosen Nwadei**, U. of Toronto, Rotman School of Management

This symposium features four papers that explore the role of race in negotiations. The studies utilize diverse methodologies and data sets to demonstrate gaps in negotiation propensity and outcomes, both between and within racial groups; the nuanced underlying mechanisms through which these gaps manifest, such as through differential employer assessment across racial groups; and initial evidence for strategies that may mitigate racial disparities in negotiation experiences. The goals of this symposium are to highlight ongoing research in the under-studied area of race and negotiations, and advance diversity and negotiations scholarship by illuminating the ways in which racial identity influences multiple stages of the negotiation process.

Racial Discrimination in Online Job Negotiations

Author: **David P. Daniels**, NUS Business School

The Influence of Race and Sexual Orientation on Negotiation Outcomes For Men

Author: **Edward Chang**, Harvard Business School

Asians Don't Ask? Relational Concerns, Negotiation Propensity, and Starting Salaries

Author: **Jackson Lu**, MIT Sloan School of Management

Fit in or Stand Out? The Effectiveness of Race-Based Impression Management in Salary Negotiations

Author: **Kathy Vo**, Kellogg School of Management, Northwestern U.
Author: **Gabrielle Rose Lopiano**, Vanderbilt U.
Author: **Tosen Nwadei**, U. of Toronto, Rotman School of Management

KEY TO SYMBOLS

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

Fostering Equity and Inclusion in Distributed Work: New Directions in Hybrid & Remote Work Research



Organizer: **Devin Kilpatrick**, *U. of Michigan, Ross School of Business*
Presenter: **Leroy Gonsalves**, *Boston U. Questrom School of Business*
Presenter: **Sumita Raghuram**, *San Jose State U.*
Presenter: **Prithwiraj Choudhury**, *Harvard U.*
Presenter: **Thao Phan Hanh Nguyen**, *Cornell U.*
Presenter: **Devin Kilpatrick**, *U. of Michigan, Ross School of Business*
Discussant: **Pamela Hinds**, *Stanford U.*
Organizer: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*

Distributed work arrangements - including hybrid and remote work - offer workers around the world choice in their work location, which should ostensibly promote equity and inclusion. However, numerous challenges may arise for equity and inclusion as organizations and their employees navigate the narratives, structures, and implications of distributed work choices. In this symposium, we seek to separate narrative from fact around the current trends in distributed work and to understand exactly how hybrid and remote work can be navigated to maintain (and ideally foster) equity and inclusion in organizations. The five papers in this symposium collectively explore the emergence of prevailing narratives around remote and hybrid work, challenge existing narratives that remote and hybrid work are a “double-edged sword” for women and minorities, and seek to understand how, when, and why hybrid work can be the “best of both worlds” for diverse teams. Our discussant, Dr. Pamela Hinds, a leading scholar in the study of distributed work, will close our symposium by synthesizing the presented papers and facilitating a discussion with the audience regarding the future directions for this important topic. Through this symposium, we aim to generate new insights about how scholars can continue to study and improve the research on equity and inclusion within distributed work arrangements.

How Journalists Amplified a Work Disengagement Narrative Justifying Remote Work Retrenchment

Author: **Leroy Gonsalves**, *Boston U. Questrom School of Business*
Author: **Charles Chu**, *Boston U. Questrom School of Business*

Remote Work and Employee Performance and Promotability: Is There A Gender Gap?

Author: **Sumita Raghuram**, *San Jose State U.*
Author: **N. Sharon Hill**, *George Washington U.*

Offsite At Office: How Temporary Colocation Shapes Communication in a Fully Remote Organization

Author: **Victora Sevchenko**, *INSEAD*
Author: **Charles Ayoubi**, *Harvard Business School*
Author: **Sujin Jang**, *INSEAD*
Author: **Prithwiraj Choudhury**, *Harvard U.*

How Dimensions of Hybrid Teamwork Influence Team Empowerment

Author: **Thao Phan Hanh Nguyen**, *Cornell U.*
Author: **Bradford S. Bell**, *Cornell U.*

The ABCs of Successful Hybrid Work Teams: Affective, Behavioral, and Cognitive Concordance

Author: **Devin Kilpatrick**, *U. of Michigan, Ross School of Business*
Author: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*
Author: **Sherry M. B. Thatcher**, *U. of Tennessee, Knoxville*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Mentoring and Coaching

Session Moderator: **Seth Butler**, *U. of north carolina wilmington*

ENT: **Entrepreneurial Mentoring: How Do Mentors and New Ventures Choose Each Other?** 

Author: **Ayna Yusubova**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*

While the mentor-new venture relationship involves a range of beneficial exchanges between a dyadic pair and is highly dependent on the quality of the relationship, very little is known about the nuances of mentor-mentee relationships and the specific characteristics crucial for initiating a productive mentoring relationship. Drawing on Social Exchange Theory, this study explores the mutual perspectives of both mentors and new ventures to investigate how the evaluation of particular characteristics may influence the initiation of mentoring relationships. Conducting an in-depth analysis of 18 mentors and 20 new ventures from ten Business Incubators and Accelerators, the results show that mentors' criteria for initiating mentoring relationships include two subcategories of individual characteristics: "Experiential" and deep-level "Personality," along with one characteristic related to "Venture Business Aspects". Similarly, the study identifies two subcategories of individual characteristics highlighted by new ventures to initiate mentoring relationships with mentors: "Experiential" and deep-level "Personal Values". This article offers insights for BIA managers, mentors, and new ventures to improve mentoring relationships.

ENT: **A Good Mentor is Hard to Find: A Systematic Literature Review of Entrepreneurial Mentorship**  

Author: **Seth Butler**, *U. of north carolina wilmington*

Twenty eight percent of entrepreneurs have mentors. Mentorship is a key component of entrepreneurship education, entrepreneurial support organizations like accelerators and incubators, investment relationships, and more. Despite the practice's importance and widespread nature, the literature on entrepreneurial mentorship is disparate and siloed. In order to better equip researchers to conduct more impactful research in entrepreneurship and empower entrepreneurship program managers to innovate their programs for the future, I conducted a systematic literature review of entrepreneurial mentorship research. After a comprehensive search that returned 4140 articles, an exclusion process resulted in a final set of 160 articles on the phenomenon. I provide a thorough discussion of the existing literature; describe key research streams and theoretical approaches; and problematize existing research and suggest avenues for future inquiry. Key practical and academic questions for the future include motivations for entrepreneurs and mentors, fit in mentorship relationships, and the dark side of entrepreneurial mentorship.

ENT: **How to Make Entrepreneurship More Inclusive? Allyship as the Missing Perspective**  

Author: **Vera Eger**, *Center for Digital Technology and Management (CDTM)*
Author: **Hana Milanov**, *TUM School of Management, Technical U. of Munich*
Author: **Rachida Justo**, *IE Business School*








With the growing scholarly interest in diversity and inclusion in entrepreneurship, we have learned a lot about biases and obstacles surrounding disadvantaged entrepreneurs. In doing so, however, we appear to have overlooked the potential of allyship as a promising mechanism to foster diversity in entrepreneurship. Allyship – defined as behaviors with which advantaged social group members uplift disadvantaged peers – has proven beneficial in a number of ways across a range of contexts, from academia to large organizations. To set the research agenda for allyship in entrepreneurship, we first review extant work within the management literature and outline core findings about why allies act, how they act, and how these actions are perceived. Then, we extract key insights from the management literature to conceptualize research suggestions for allyship in the entrepreneurship context. Our work contributes by introducing allyship as an overlooked but promising perspective to foster diversity and inclusion in entrepreneurship.

ENT: **Coaching Entrepreneurial Success the Dynamic Impact of Self-Efficacy, Coachability and Venture Phase**  

Author: **Cintya Gajardo-Vejar**, *PhD Candidate at U. of Massachusetts Lowell*

Entrepreneurial coaching has become an essential resource for entrepreneurs looking to improve the success of their businesses. An experienced coach has been shown to be helpful for entrepreneurs however, we know little about how the entrepreneurs' personal characteristics influence entrepreneurial coaching or whether the impact of those characteristics varies across the organization's life cycle. Moreover, questions remain regarding how the interpersonal dynamics between the coach and entrepreneur impact relational outcomes. Therefore, this study examines the impact of an entrepreneur's self-efficacy on relationship outcomes and whether that impact is conditional on the entrepreneur's coachability as well as the life cycle of the venture. This study finds that the achievement of relational outcomes are more positive for entrepreneurs that have been leading their businesses for more than three years. For early entrepreneurs, a high level of self-efficacy may be useful for obtaining the entrepreneurial outcomes of the relationship even when their level of coachability is low. On the other hand, when early entrepreneurs have a low level of self-efficacy, their level of coachability has no influence in the achievement of the entrepreneurial outcomes. This study provides theoretical and practical implications and proposes directions for future research.

KEY TO SYMBOLS

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

Institutions, Industries, and Networks

Session Moderator: **Shu Deng**, *U. of Texas at Dallas*

ENT: **Market Intermediary and Entrepreneurial Opportunities in Creative Industries**

Author: **Shu Deng**, *U. of Texas at Dallas*
Author: **Haemin Dennis Park**, *U. of Texas at Dallas*
Author: **Anmol Madan**, *U. of Texas at Dallas*

Market intermediaries mitigate frictions, facilitating market participation and thickening the market. However, a thicker market may lead to greater information proliferation and causes evaluation difficulties for the buyers, particularly in markets rife with uncertainties in valuing ideas with a high degree of heterogeneity. Using the launch of IMDbPro as a natural experiment, we examine how the intermediary platform in the film industry affects the transaction of film distribution rights. We find that the launch of a market intermediary leads to a higher likelihood of transactions between independent filmmakers and distributors. Furthermore, films produced by more experienced production teams and more conventional films benefit more from the new opportunities. Our findings highlight the boundary effects of intermediaries in markets featuring high uncertainties.

ENT: **Are Desirable Futures Possible Without Bureaucratic Work? On the Tedious of Everyday Entrepreneurship**

Author: **Claire Champenois**, *Audencia Nantes School of Management*
Author: **Michel Devigne**, *Institut Mines Telecom Atlantique*
Author: **Stratos E. Ramoglou**, *U. of Southampton*

What does it take for entrepreneurs to succeed in the entrepreneurial arena – particularly when their entrepreneurial deeds are driven by growth aspirations? We revisit Max Weber’s insights into the determining role of bureaucratic work to recalibrate entrepreneurship theory towards more holistic understandings of the entrepreneurial phenomenon, that place front and center the often tedious – yet entirely necessary – processes necessary for the realization of entrepreneurial dreams. Key theoretical kernels of Weberian thought drive our theorization of the existence of two phases of bureaucratization – the Weberian moment and the Weberian momentum – that we concomitantly scrutinize and refine via a qualitative study. This paper has implications for 1) the construct of “entrepreneurial work” at the core of the actualization perspective of entrepreneurship, 2) the “after the startup” turn in recent literature, 3) the problematization of the concept of creativity in entrepreneurial processes, as well as 4) the boundaries of entrepreneurial agency as conditioned by employees in processes of co-actualizing desirable futures.

ENT: **Exploring The Emergence of Platform Firms**

Author: **Kenan Guler**, *Rochester Institute of Technology*
Author: **David McIntyre**, *Providence College*
Author: **John S. Chen**, *Baylor U.*
Author: **Richard DeMartino**, *Rochester Institute of Technology*








Many new organizations adopt a platform business model that facilitates transactions among various parties. While the impacts of these platform firms on traditional business environments are visible in many industries, relatively little attention has been paid to their entrepreneurial origins. Analyzing 70 interviews with platform entrepreneurs, managers, and venture capitalists, we develop a grounded theoretical framework that extends existing perspectives in entrepreneurship and digital platforms and applies them to the context of entrepreneurial platforms. Our research suggests that platform firms emerge over three phases, with an initial emphasis on a marketplace or a core technology, while some may iterate between these two. Implications for entrepreneurial decision-making and the emergence of platform firms are discussed.

ENT: **Network Dynamics and Coopetition: Unraveling the Varied Impact of Indirect Ties**

Author: **Lei Zhang**, *U. of South Florida*

Previous research shows inconsistent findings about the effect of indirect ties and common third parties. This paper conducts a more fine-grained analysis of indirect ties using venture capital investment data. Adopting a coopetition framework, this paper argues that the impact of indirect ties differs depending on whether common third parties are themselves included in the same partnerships and both internal network dynamics and external environment may moderate the effect of indirect ties. We found general support to our argument. This paper makes important contribution to the network formation literature and venture capital syndication research by revealing the varied effect of indirect ties.

KEY TO SYMBOLS

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



Session Moderator: **Md Imtiaz Mostafiz**, *U. of Leicester, Leicester, UK*

ENT: **Cognitive Flexibility, Entrepreneurial Imaginativeness and Opportunity Recognition** 

Author: **Md Imtiaz Mostafiz**, *U. of Leicester, Leicester, UK*
Author: **SAMUEL ADOMAKO**, *Birmingham Business School*
Author: **Mujtaba Ahsan**, *San Diego State U.*
Author: **Mark Mallon**, *Florida Atlantic U.*
Author: **Birton Cowden**, *Kennesaw State U.*

Although previous research in entrepreneurship highlights the cognitive hurdles associated with opportunity recognition, there is a dearth of empirical investigations into the cognitive attributes that may distinguish entrepreneurs in entrepreneurial ventures. This study contributes to the evolving body of research by pinpointing cognitive flexibility as a significant trait in addressing the challenges of opportunity recognition. Using data collected from entrepreneurs in Bangladesh (n=189) and India (n=242), we propose that cognitive flexibility operates through entrepreneurial imaginativeness. Our findings indicate that entrepreneurs with higher cognitive flexibility are associated with greater imaginativeness. Consequently, entrepreneurial imaginativeness correlates with higher levels of opportunity recognition. Our findings also suggest that entrepreneurs' emotional regulation is a critical moderating factor affecting the indirect effect of cognitive flexibility on opportunity recognition. This research advances the cognitive foundations of opportunity recognition.

ENT: **A Meta-Analysis About the Correlation Between Entrepreneurial Passion and Entrepreneurs' Behavior** 

Author: **Lorena Stelzer**, *PhD at Paderborn U.*

Academic research on entrepreneurial passion is much more complex than the extant literature or popular press portray. Although research on entrepreneurial passion has progressed, much remains unexplored about entrepreneurs' behavior. Why do entrepreneurs behave differently, even though they all pursue the same objectives? This study examines the relationship between entrepreneurial passion and the individual entrepreneurs' behavior. Based on academic research and theory of planned behavior, the social cognitive theory and self-regulation theory, it is assumed that entrepreneurial passion is positively related to entrepreneurs' behavior. I employ three-level meta-analytic techniques using random effects modelling summarizing 37 studies, 78 effect sizes and a total sample size of 12,525. The measurement for entrepreneurial passion must follow Cardon et al. (2013). The results show a significant positive link between entrepreneurial passion and entrepreneurial behavior and for all specific types (creative activity, entrepreneurial alertness, entrepreneurial persistence, innovative action, and entrepreneurial self-efficacy). Consequently, the findings not only contribute to the advancement of theory and provide a roadmap for future inquiry on entrepreneurial passion but also offer novel managerial and organizational purpose driven solutions which are necessary due to the social change across the globe like political unrest, economic volatility, inequality or rapid technological change.

ENT: **Founder's Affective Commitment and New Venture Performance: The Role of Innovative Ambidexterity** 

Author: **Galina Shirokova**, *National Research U. Higher School of Economics, St. Petersburg*
Author: **Tatiana Anisimova**, *School of Business and Economics, Linnaeus U.*
Author: **Jan Weiss**, *Montpellier Business School*
Author: **Joshua Victor White**, *U. of Dayton*








Prior studies have found that the affective commitment of firm leaders may yield superior firm performance, but existing research has yet to uncover the paths through which this relationship materializes. Using a sample of 7,319 new ventures from 23 countries, we demonstrate that founder's affective commitment relates to new venture performance through innovative ambidexterity. Contrary to expectations, our moderation analysis reveals that performance-based culture weakens the relationship between innovative ambidexterity and venture performance. Implications for theory and practice are provided.

ENT: **Emotional Culture of Hope as a Driver of Entrepreneurial Social Action in Warzones**

Author: **Tatiana Egorova**, *Stockholm School of Economics*

Very little is known about entrepreneurship amid ongoing military conflicts, although, entrepreneurial firms and small businesses are the most common form of business activity in the conflict-affected regions. Entrepreneurship can support hope, which is very important in aiding those affected by humanitarian crises, however, extant research on the role of hope in warzone entrepreneurship is scarce. Building on diary data collected from entrepreneurs living and working in Ukraine during the Russo-Ukrainian war, this research demonstrates how emotional cultures built on hope can motivate socially oriented entrepreneurial action and support entrepreneurial agency in challenging contexts. These findings contribute to the literature on entrepreneurship in war zones and research on emotional cultures.

KEY TO SYMBOLS

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

Gender and Entrepreneurship IV

Session Moderator: **Shu Yang**, *Hofstra U.*

ENT: **Breaking Gender Stereotypes in Startup Funding**

Author: **Shu Yang**, *Hofstra U.*
Author: **Daphna Motro**, *Hofstra U.*
Author: **Dan K. Hsu**, *North Dakota State U.*

Gender research in management has surged in the last decades. Although most studies have taken a traditional status-based view in which men have universal advantages over women in terms of leadership and entrepreneurial activity, we argue that such advantages may reverse under certain contexts. Leveraging role congruity theory, we designed a $2 \times 2 \times 2$ between-subjects experiment to examine the conditional effects of early-stage startup investors' gender stereotypes on their funding decisions. After testing 226 early-stage investors' responses, we find that investors can exhibit bias toward men as well as women entrepreneurs when making funding decisions. Specifically, investors are more likely to favor sex-trait congruent entrepreneurs (i.e., agentic men and communal women) than incongruent ones, and such effects are stronger when the entrepreneur targets the male market than the female market.

ENT: **Beyond the Limits: The Strength of Afro-Brazilian Women Entrepreneurs Undertaking in America**

Author: **Vania Jorge Nassif**, *U. Nove de Julho - UNINOVE - São Paulo*
Author: **Marcos Hashimoto**, *Bradley U.*
Author: **Eloisa Elena Shinohara**, *U. Nove de Julho - UNINOVE - São Paulo*
Author: **Flávia Maria Da Silva**, *U. Nove de Julho - UNINOVE - São Paulo*

Entrepreneurship attracts a diverse array of individuals, forming varied groups in terms of gender, ethnic and social backgrounds, as well as being geographically distributed across various regions and countries (Subramani, 2020). This multiplicity of audiences and profiles identifies a large entrepreneurial population, but one that is socially underrepresented, characterizing them as Minoritized Groups. The theory of intersectionality (Crenshaw, 1989), in turn, seeks to understand how different forms of oppression and discrimination intersect in the lives of Afro descendent female entrepreneurs. Against this backdrop, opportunities arise to investigate: How do Afro-Brazilian female entrepreneurs residing in a foreign country face challenges and obstacles due to being both women and black, and what are their overcoming behaviors in dealing with adversity? The research leads to an investigation into systemic discrimination factors and explores behaviors of overcoming obstacles, including self-care strategies. The research is qualitative and exploratory, with data acquired through interviews with ten Afro-Brazilian entrepreneurs operating in Chicago/IL. The data was recorded, transcribed, and organized with the support of Atlas TI software, generating three categories: intersectionality, challenges/obstacles and overcoming behaviors analyzed through content analysis technique (Bardin, 2011; Flores, 1994). These categories were grounded in intersectionality theory. The results indicate both similarities and differences in the challenges faced by the entrepreneurs, highlighting the resilience of these women in coping with social and emotional impacts and corresponding overcoming behaviors. The intersectionality theory drove us to add ethnicity to gender, race and social status and led us to conclude that being an immigrant imposes more challenges than the fact of being black and woman, demonstrating the strength these entrepreneurs exhibit in navigating these intersecting identities.

ENT: **Female Entrepreneurship in the Caribbean: Transformative Prospects Through Digital Technologies**

Author: **Beverly Jacqueline Best**, *U. of Strathclyde, Strathclyde Business School*
Author: **Paul Lassalle**, *U. of Strathclyde, Scotland, UK*
Author: **Katerina Nicolopoulou**, *U. of Strathclyde*

This study examines how digital technologies influence the transformation of female entrepreneurship in the Caribbean and contribute to more inclusive and resilient societies. By acknowledging the "dark side" of digital technologies, the study develops a conceptual framework that draws on contextual gendered lens to broaden the scholarship on female digital entrepreneurship in developing countries. Adopting an interpretative approach and using qualitative methods, the study is informed by semi-structured interviews of 30 Caribbean female digital entrepreneurs. Using a context-focussed approach for the converging interplay between digital technologies and female entrepreneurship, the study builds on the Technology Affordances and Constraints Theory (TACT) and post-modernist feminist theory. The study revealed that the way in which digital technologies impact gender imbalance in female entrepreneurship within the paradoxical gendered boundaries of Caribbean patriarchal ideology, lends itself to cultivating openings for highlighting critical sensitivities and assumptions of a digital economy that is interlinked to the broader entrepreneurial ecosystem. The research contributes to the literature on the impact of digital technologies on female entrepreneurship and the entrepreneurial "othering" debate by theoretically elaborating and empirically validating how women entrepreneurs develop resilience capacity in their embedded contexts. The novel insights gleaned can revolutionise "gate keeping" in entrepreneurial education.

ENT: **Women Support Women? How Investors Respond to High-Profile Female Fraud Case Exposure**

Author: **Jiongni Mao**, *PhD Candidate at Bocconi U.*

Previous research has revealed that both male and female investors are more likely to extend offers to entrepreneurs of the same gender, but female-backed women entrepreneurs may struggle to raise additional funds from new investors. However, same-gender support may face challenges from the shadows of high-profile scandals of firm misconduct, particularly those involving prominent female figures. Using the Google search index of the high-profile female figure Elizabeth Holmes, I identify the impact of public attention by (1) dividing US states into treatment and control groups based on the median of the aggregate index of "Elizabeth Holmes" from 2015 to 2023; (2) using Google Trends API as a proxy of attention to female-centric scandal to explore investor response in the aftermath. The primary findings show that female investors are more active in the funding rounds in more attentive states, while this increased involvement appears driven by male-led startups after the scandal. Importantly, the engagement of female investors with female-founded startups did not waver, with support from female partners rising post-scandal in all states regardless of the level of public attention.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Social Interactions

Session Moderator: **Cristiano Bellavitis**, *Syracuse U. Whitman School of Management*

ENT: **Unrequited Preference: The Job Market Interaction Between Tech Ventures and Former Founders**

Author: **Uisung David Park**, *Syracuse U.*
Author: **Cristiano Bellavitis**, *Syracuse U. Whitman School of Management*

Emerging research examining former founders as potential wage workers predominantly underscores a “founding penalty,” where candidates with entrepreneurial backgrounds face disadvantages in the job market. This research, however, illuminates a notable exception within the context of technology ventures. Contrary to the general trend, we contend that technology ventures value the founding experience, recognizing the human capital that former founders bring to the table. This research further explores how the former founders perceive and evaluate job opportunities within technology ventures. Adopting the human capital perspective, we propose that technology ventures regard former founders favorably, initiating proactive outreach towards them, yet, the level of reciprocated interest from these former founders may be limited. We also delve deeper into the moderating effects of environmental munificence and uncertainty. Leveraging a unique and proprietary dataset of 275,962 email interactions across 1,879 technology ventures and 28,979 job candidates, we find support for our hypotheses. Our study extends the literatures on human capital theory, entrepreneurial resource mobilization, and the career decisions of former founders.

ENT: **Unravelling the Potential of Social Media: Exploring Resource Acquisition**

Author: **Hina Fatima**, *School of Business and Law, Edith Cowan U.*
Author: **Uma Jogulu**, *Edith Cowan U.*
Author: **Jalleh Sharafizad**, *Edith Cowan U.*
Author: **Tom Barratt**, *School of Business and Law, Edith Cowan U.*

This study addresses the limited empirical evidence on Australian women's entrepreneurship, including migrant women entrepreneurs who face additional disadvantages. The research examines how social media usage as a source of bridging social capital (online) influences resource acquisition processes of women entrepreneurs' small businesses during the initial stages of business development. To fill the gaps in current knowledge, the study conducted qualitative research, consisting of 35 in-depth, semi-structured interviews with women entrepreneurs in Perth, Western Australia. The findings reveal that social media serves as a valuable source of bridging social capital, enabling women entrepreneurs to overcome resource constraints by facilitating access to various resources. By shedding light on the influence of social media usage on women entrepreneurs' small businesses, this research provides robust evidence of the support and resources social media platforms offer, particularly during the start-up stages of business development.

ENT: **Unpacking Organizational Support for Employee Ideation and Experimentation in Early-Stage Innovation**

Author: **Erik Monsen**, *U. of Vermont*
Author: **Sreevas Sahasranamam**, *U. of Glasgow*
Author: **Marina Biniari**, *U. of Sussex Business School*
Author: **Jonathan Levie**, *U. of Galway*

Perceived organizational support could be critical for translating employees' creativity into organizational-level innovation outcomes. Existing studies exhibit a one-size-fits-all approach toward organizational support, overlooking contextual differences regarding the resources employees require at individual phases of the process, particularly ideation and experimentation. Drawing on Social Exchange Theory, we argue that different forms of organizational support are needed to resource individual phases of the innovation process. Our findings from a global survey of 1001 managers demonstrate that organizational support for ideation and experimentation have differential effects on employee engagement in organizational innovation and its outputs (process versus products). We further find that time availability - a critical but often overlooked resource - moderates the relationship between support for experimentation and engagement in product and process innovation, but in subtly different ways.

ENT: **Unveiling Entrepreneurship in Chinese State-Owned Enterprises: A Computational Linguistic Analysis**

Author: **Ting Gong**, *Tsinghua U.*
Author: **Bin Dou**, -
Author: **Yong Wang**, *Tsinghua U.*

Entrepreneurship constitutes a pivotal facet in business practice and research, and state-owned enterprises (SOEs) stand as integral components within the Chinese economy. Diverging from private enterprises, Chinese SOEs, instead of being spearheaded by their entrepreneurs, find their origin in the state apparatus and fall under governmental purview. The board of directors, in turn, is typically led and appointed by the Communist Party of China as well. Given this backdrop, delving into the behavioral dynamics of entrepreneurship and its consequential impact on firm performance emerges as a compelling and yet unresolved inquiry. However, the scarcity of overt personal attributes impedes a direct assessment of the personalities and entrepreneurial traits inherent in these leaders. Therefore, we draw upon 80 public speeches delivered by leaders of central CEOs, employing computational linguistic methods to formulate two distinct text analysis models: the LDA topic model and the Word2Vec language model. Through these models, a quantitative analysis framework for entrepreneurship is established, elucidating the nuanced dimensions of entrepreneurship in Chinese SOEs. The research delineates 5 general and 13 detailed perspectives on entrepreneurship, measured through corresponding indicators. Utilizing regression analysis on the presented entrepreneurship traits and collated enterprise indicators, our measure of entrepreneurship traits establishes a robust foundation for future theoretical advancements concerning the impact of entrepreneurial personality traits. The specific findings contribute to an enhanced comprehension of how entrepreneurship influences the profitability and accountability of enterprises.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Decision Making in Adversity

Session Moderator: **Kris Gericke**, *RWTH Aachen U. - Innovation and Entrepreneurship Group (WIN)*

ENT: Too Late to Pivot? How Grit Influence the Effectual and Causal Decision-Making of Entrepreneurs

Author: **Kris Gericke**, *RWTH Aachen U. - Innovation and Entrepreneurship Group (WIN)*
Author: **Andrea Greven**, *WHU Otto Beisheim School of Management*
Author: **Malte Brettel**, *RWTH Aachen U.*

Grit was positioned as one of the best predictors for success in entrepreneurship (Mueller et al., 2017). To understand the mechanism behind this observation, this study investigates the relationship from Grit towards Causal and Effectual Decision-Making. The underlying mechanisms are derived from self-regulation theory (Bandura, 1991) and Grit is presented as an adaptive entrepreneurial competency (Martínez-Martínez & Ventura, 2020). For a more in-depth analysis, Grit (Perseverance, Consistency, Passion Attainment) and Effectual Decision-Making (Experimentation, Affordable Loss, Flexibility) are analyzed on their reflective sub-dimensions, not on their formative second-order construct. In total 451 responses by entrepreneurs from ventures in Germany, Switzerland, Austria (GSA) are analyzed using multivariate regression and hierarchical regression analyses. Consistent with our hypotheses, first, we find evidence that Perseverance and Passion are positively related to Causal Decision-Making and Flexibility. Second, we show that Consistency is negatively associated with Experimentation, supporting a potential 'stubbornness' of high Grit entrepreneurs. Thus, our study makes three contributions to the literature: on negative outcomes of Grit, on psychological antecedents of decision-making, and on entrepreneurial competencies. Further implications for theory, practice, and future research are discussed.

ENT: Turning Adversity into a Bottle of Wine: Black Women Wine Industry Entrepreneurs and Capital

Author: **Allan Fernando Discua Cruz**, *Lancaster U. Management School*
Author: **Olufunmilola Ojediran**, *U. of Central Lancashire*

This study explores how and why black women entrepreneurs convert their available and accessible economic, cultural, social, and symbolic capital in the South African wine industry. Drawing on Bourdieu's theory of practice as a theoretical framework, particularly the concept of capital, this study frames such conversion as a process of transforming one capital form to another. Relying on a qualitative approach, and using in-depth semi-structured interviews, this study delved into the lived experiences of nine black women wine industry entrepreneurs in South Africa. Data were supplemented with observations and associated secondary materials and were inductively analysed using the constant comparative technique. The study uncovers that the capital conversion process is habitual, that is a natural undertaking, and accentuates the overlapping and convertibility essences of various capital forms. Moreover, it reveals that black women wine industry entrepreneurs may not give utmost preponderance to economic capital, and that economic capital conversion forms a part of a broader capital conversion process. This study shows that black women entrepreneurs should not be discouraged from starting viable enterprises simply because of insufficient funds (economic capital). Rather, they should leverage on other different non-economic capital forms to counteract the lack of money. The value of this study bears on the emphasis that both the value and conversion rates of each species of capital may differ, and for black women entrepreneurs particularly in the wine industry, economic capital may not be accorded utmost preponderance.

ENT: Stay or Leave? The Role of Psychological Contract Violation of Entrepreneurial Founder Team Members

Author: **JiaoNAN WANG**, *Tongji U., School of Economics and Management*








As a critical part of entrepreneurial process, entrepreneurial exit has great influence on the fate of new ventures. The reasons why entrepreneurial founder team (EFT) members choose to exit the new ventures they help to found have long intrigued researchers and practitioners. Based on psychological contract violation literature, our study investigates the psychological antecedents of EFT members' entrepreneurial exit. We offer a cross-level contingent decision-making model to explain how and when psychological contract violations affect entrepreneurial exit. Using a metric conjoint experiment, we study 3968 exit decision-making judgements made by 124 participants. Our findings indicate that EFT members' psychological contract violations motivate entrepreneurial exit intentions, and beneficial financial consequence of exit positively moderate the positive impact of psychological contract violations on entrepreneurial exit. Moreover, when perceiving psychological contract violations, EFT members with lower risk propensity are more likely to make entrepreneurial exit decisions.

ENT: How Start-ups Navigate Environmental Jolts: A Dynamic Capabilities Perspective

Author: **Charu Rastogi**, *Indian Institute of Management, Bangalore*
Author: **Srivardhini K. Jha**, *Indian Institute of Management, Bangalore*

This paper examines how young ventures navigate drastic changes in the environment that shift the gears of their industry. We explore this through an in-depth qualitative study of a young biotechnology venture – Mylab Discovery Solutions Pvt. Ltd. – that responded to an environmental jolt that accelerated the molecular diagnostics industry in India. Drawing from dynamic capabilities literature, we develop a grounded process model to explain how a venture can reconfigure its resource base to obtain a better environmental fit. We find three enduring meta capabilities – innovation, relational and context-shaping capabilities. The sub-capabilities under these meta-capabilities undergo a temporal and spatial reorientation, allowing the venture to rapidly respond to the jolt. Further, we find that organization cohesiveness and culture play an overarching role in driving a venture's adaptation to the environmental jolt. Finally, we suggest that the odds of successful outcomes increase if young ventures consciously invest in developing specific capabilities in advance, even though the benefits may not be apparent immediately.

KEY TO SYMBOLS

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

Entrepreneur Migration 1

Session Moderator: **Felipe Ignacio Symmes**, *EGADE Business School, Tecnologico de Monterrey*

ENT: **Agonistic Entrepreneurship: Collaborations Between Indigenous and Non-Indigenous Entrepreneurs**

Author: **Felipe Ignacio Symmes**, *EGADE Business School, Tecnologico de Monterrey*
Author: **Urs Peter Jäger**, *INCAE Business School*
Author: **Rajiv Maher**, *EGADE Business School, Tecnologico de Monterrey*
Author: **Stephanie Rügger**, -
Author: **Jose Pablo Valverde**, -

Using a longitudinal case study, we explored a collaborative venture by Indigenous Coya and Western entrepreneurs to further social progress in the Puna, Argentina's most impoverished region. Our results deduce 'agonistic entrepreneurship' as an ongoing struggle to explore and exploit potential opportunities by respecting the other party and engaging in constant deliberations despite differing perceptions of value. Our study furthers the literature on Indigenous entrepreneurship by illustrating an entrepreneurial process in Latin America in which Indigenous entrepreneurs adapt to a global economy dominated by Western market perspectives without necessarily engaging in colonization dynamics and Western perceptions of value. We also contribute to the literature on partnerships between Indigenous and Western actors by showing how each negotiates value creation by continually navigating conflict around common frames of reference, and extend theories on agonistic pluralism by applying it to entrepreneurship phenomena in that political frameworks can illustrate the tensions inherent to collaborative ventures with marginalized populations.

ENT: **Disrupt, Decouple, Rebuild: Identity De- and Re-Construction of Refugee Entrepreneurs**

Author: **Sanita Rugina**, *Sodertorn U.*
Author: **Aki Harima**, *Tallinn U. of Technology*

Since the mid-2010s, there has been a burgeoning scholarly interest towards the realm of refugee entrepreneurship. However, despite the insights contributed by scholars in the past, this dynamic domain faces numerous challenges. Earlier studies tended to delineate static facets, categorizing external factors and individual competences, contemporary research acknowledges the imperative to understand refugee entrepreneurship as a dynamic journey for forcibly displaced individuals. In gap response to this gap, our study delves into the intricate reconstruction process of entrepreneurial identity after the disruptive event. Employing an explorative qualitative approach, we conducted 30 semi-structured interviews with Ukrainian female refugees who fled Ukraine following the Russian invasion and subsequently initiated businesses in their host countries. Through our analysis, we identified drivers and impediments in the loss and reconstruction of refugee entrepreneurs' identities, unveiling two distinct mechanisms: the decoupling and recombination of identity components. Grounded in these findings, we present a comprehensive framework detailing the mechanisms governing the identity reconstruction of refugee entrepreneurship.

ENT: **The Effect of Returnees' Culturally Imprinted International Experience on Internationalization Speed**

Author: **Xinrui Liu**, *U. of Greenwich*

Despite the importance of returnee entrepreneurs' prior international experience (RIE), its conceptualization and effect on firm outcomes is not comprehensively understood. Drawing on social and cognitive learning theories, we propose that RIE host country is a critical learning context wherein their prior international experience was culturally imprinted. We examine the impact of culturally imprinted RIE on firms' entrepreneurial orientation (EO), and post-entry speed of internationalization (PSI). Data from 216 Chinese exporting small-and-medium-sized enterprises show that RIE positively influences PSI both directly and indirectly through EO. Cultural distances between RIE host-home and RIE host-firm exporting country pairs moderate these relationships. Our findings align with the revisited Uppsala model concerning the importance of pre-history knowledge prior to the founding of firms. Our research makes novel contributions to the theoretical conceptualization of international experience and managerial implications for returnee entrepreneurship.

ENT: **Refugee Entrepreneurs Network Disruption & Opportunity Recognition: Evidence from a RCT in Uganda**

Author: **Seyedeh Zahra Hejrati**, *Stanford U.*
Author: **Medhanie Gaim**, *Umea U.*
Author: **Charles Eric Easley**, *Stanford MS&E*

Entrepreneurship is deeply intertwined with an entrepreneurs' network and social capital, which facilitate resource acquisition, opportunity identification, and legitimacy. While existing literature delves into the formation and benefits of such networks, there is a gap in understanding the network dynamics post-network disruption. This study addresses this by exploring the impact of network loss severity on entrepreneurs' opportunity recognition, specifically focusing on the role of trust and legitimacy in new tie formation post-disruption. We chose refugee entrepreneurs as our subject, given their unique experience of abrupt and involuntary network loss due to forced relocation. Drawing from the liability of foreignness (LOF) framework, we posit that refugees face heightened challenges in accessing resources and opportunities in host countries. Through a randomized field experiment, our findings indicate that refugees better integrated into their host communities produce higher-quality entrepreneurial ideas. Additionally, collaboration with local partners enhances the growth potential of the ideas, while decreasing the idea novelty.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Change 

Session Moderator: **Katsufumi Matsui**, *U. of Tokyo*

ENT: **From Entrepreneur to Intrapreneur: Entrepreneurial Experience and Intrapreneurial Growth Aspirations** 

Author: **Lan Zhou**, *Business School of Nankai U.*
Author: **Wangbin Hu**, *Business School of Nankai U.*
Author: **Yahui Zhang**, *Shandong U. of Technology*
Author: **Zhu Yu**, *Business School of Nankai U.*

Ambitious entrepreneurs are acknowledged for fostering business growth, yet ambitious intrapreneurs have received limited attention. Guided by insights from role identity research, we propose a theoretical model to investigate the impact of intrapreneurs' entrepreneurial experience on their intrapreneurial growth aspirations (IGAs) and the contingent effects of intrapreneurial contextual traits (including intrapreneurial project innovativeness and intrapreneurial role-model exposure). Hypotheses were tested using data from 2,646 intrapreneurs spanning 23 countries. Intrapreneurs with entrepreneurial experience exhibit lower levels of IGAs compared to their no-entrepreneurial counterparts, and this negative relationship is weakened when the intrapreneurial project is of higher innovativeness and when the intrapreneurial role model holds higher scale. This research extends the consequences of entrepreneurial experience to IGAs by drawing on the identity-based perspectives, which helps to develop more inclusive entrepreneurial growth aspirations theories and advances our understanding of how intrapreneurs' characteristics interact with their immediate context in determining intrapreneurial outcomes.

ENT: **From Intent to Action: The Mediating Role of Implementation Intention in Entrepreneurship Education**   

Author: **Katsufumi Matsui**, *U. of Tokyo*
Author: **Kana Tomita**, *U. of Tokyo*
Author: **Enkhzaya Nergui**, *Kyushu U.*

This study investigates how entrepreneurship education influences students' entrepreneurial intention, implementation intention, and entrepreneurial behavior. While numerous studies have examined the effectiveness of entrepreneurship education, most have focused on short-term outcomes such as students' intentions and attitudes. In contrast, the effects of entrepreneurship education on long-term outcomes such as entrepreneurial behavior is scarcely known. Intentions have been considered the best predictor of planned behavior, according to prior research on the Theory of Planned Behavior. However, intentions do not always lead to action in entrepreneurship. This study analyzed a synchronous online entrepreneurship education program focusing on practicing entrepreneurial behavior to fill this gap. Approximately 800 undergraduate and graduate students participated. Pre and post-tests were conducted, with a six-month follow-up. A quasi-experimental design was used to assess the performance of a treatment group that received online entrepreneurship education and a control group that did not. Additionally, to elaborate on the process through which entrepreneurship education influences entrepreneurial behavior, the study considered implementation intention as a mediating variable between intention and action. The findings showed that at the end of the eight-week program, the treatment had a positive effect on implementation intention, mediated by entrepreneurial intention. Furthermore, a long-term outcome was observed whereby entrepreneurship education positively affected students' entrepreneurial behavior through the mediation of implementation intention after six-months. The results suggest that entrepreneurship education should emphasize increasing entrepreneurial and implementation intentions to stimulate entrepreneurial behavior.

ENT: **Global Scaling of Disruptive Business Models** 

Author: **William Chongyang Zhou**, *Sacred Heart U.*
Author: **Li Sun**, *UMass Lowell*
Author: **Scott L. Newbert**, *City U. of New York, Baruch College*
Author: **Weilei Shi**, *Cheung Kong Graduate School of Business*

How do new venture's disruptive business models expand globally? Drawing upon the recent global scaling literature, we theorize that business model scalability is a key enabler of foreign market entries. We find that it is easier for newly public firms with more scalable business models to replicate and reconfigure across national borders, since core activities of highly scalable business models do not need to be adapted; only peripheral activities need adjustment. In comparison, both core and peripheral activities of less scalable business models need to be adapted. We find that the disruptive business model has high scalability and the positive relationship between the disruptive business model and scalability is strengthened by VC support. We further examine the positive association between business model scalability and foreign market entries and find that this relationship is magnified by the economic distance but weakened by the institutional distance between the host and home countries.

ENT: **Grow or Well-Being? A Configurational Approach on Returnee Entrepreneurship**

Author: **Daomi Lin**, *Sun Yat-Sen U.*
Author: **Wenwen An**, *Guangdong U. of Technology*
Author: **Qian Gu**, *Georgia State U.*

Returnee entrepreneurs have long been considered an important conduit of international knowledge transfer which brings venture growth impact for industry and region development. However, from an entrepreneurial well-being perspective, as international knowledge transfer usually entails greater challenges and stress in entrepreneurship, we have relatively little knowledge about how returnee entrepreneurs can configure their roles as knowledge transferers or other alternatives to achieve personal well-being. Building on knowledge-based view, we take a holistic, configurational approach to understand the match among push and pull factors in knowledge transfer, network embeddedness and institutional support. Employing a sample of 217 returnee entrepreneurship cases and through mvQCA methodology, we found that configurations with cutting-edge knowledge transfer pushed by host country embeddedness lead to high venture growth, while configurations with mature knowledge transfer pulled by home country recontextualization as well as information brokers and value carriers pushed by host countries embeddedness lead to high satisfaction. We also demonstrate a dominant focus instead of a dual focus on either home country or host country side in successful returnee entrepreneurship, facilitating the understanding of the causal complexity of returnee entrepreneurship.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Political Considerations

Session Moderator: **Roberto Ragozzino**, *NOVA School of Business and Economics*

ENT: **A Study of Early-Stage Environmental Entrepreneurship in the Politically Divided USA**

Author: **Roberto Ragozzino**, *NOVA School of Business and Economics*

Author: **Aaron Hill**, *U. of Florida*

Author: **Franziska Hittmair**, *NOVA School of Business and Economics*

In this study, we investigate the link between the political ideology of states in the United States and the likelihood of launch and success of environmental products in crowdfunding. While it is widely understood that the idiosyncratic aspects of different locations play a role in the economic development of said locations, the direction and mechanisms that explain the specific relationships above are unknown. To the extent that addressing environmental concerns is crucial, given the importance of potentially disruptive early-stage entrepreneurship in this domain, and in the light of the divisive political ideology characterizing the United States in the recent past both in general and specifically about the environment, this investigation aims at offering a momentous study for researchers and policy makers alike. Our results show a strong relationship between ideology and environmentally conscious entrepreneurship and the battery of supplementary tests we run provide a nuanced picture of this relationship, offering insights for scholars and practitioners alike.

ENT: **Straddling Diverse Audiences: Venture Emergence as Legitimacy Seeking**

Author: **Anna Saies Jenkins**, *U. of Queensland*

Author: **A. Paul Spee**, *U. of Queensland*

Establishing legitimacy with multiple audiences across legitimacy thresholds is critical for the emergence of a new venture. Yet, how entrepreneurs navigate the challenges of building legitimacy with multiple audiences as they navigate venture emergence remains underexplored and under studied. Building on a comparative case study of four entrepreneurs over 34 months, and drawing on the Lean Startup as a context we develop an empirically grounded theorization of venture emergence as a process of legitimacy seeking. We characterize the process of startup emergence into distinct phases: socializing and actualizing each characterized by distinct audiences, resources and activities. Our conceptualization advances new venture legitimacy through an articulation of venture emergence as a legitimacy seeking process while also addressing repeated calls to advance an activity-based understanding of how entrepreneurs create new ventures.

ENT: **Political Composition and Startup Success: How Founders' Political Heterogeneity Shapes Startups**

Author: **Balazs Kovacs**, *Yale School of Management*

Author: **Tim Sels**, *Yale U.*

How does the political heterogeneity of startup founders affect startup success? Using data from Crunchbase on startup founder teams and L2 data on the political affiliation of US voters, we identified the political affiliations of the founding members of 2,835 US-based startups. In examining startup team composition, we observed a strong preference for political homophily: teams with similar political views are far more common than those with diverse political views, even after controlling for gender, age, geographic, and industry distribution of founders' political views. Exploring the impact of political heterogeneity, we found that startups with politically heterogeneous founders have fewer employees and a higher likelihood of shutting down or to get acquired. We found no significant effect on the amount of money raised. We conclude with a discussion of the implications and potential limitations.

ENT: **Political Participation, Managerial Attentional Allocation, and New Venture Decentralization (WITHDRAWN)**

Author: **Xuan Huang**, *U. Nottingham Ningbo China*

Author: **Di Song**, *U. of electronic science*

How entrepreneurs design their ventures' organizational structure plays a profound role in determining new ventures' growth potentials and avenues. Yet, prior studies have provided merely partial guidance on how the variation in decentralization is born. In this paper, we explore the emergence of decentralization among new ventures. Drawing on the attention-based view of firms and the political participation literature, we postulate that political participation encourages entrepreneurs to allocate managerial attention to external activities and thus induce their ventures to implement a more decentralized organizational structure. Furthermore, government intervention and entrepreneur ownership moderate the relationship between political participation and entrepreneurs' managerial attention allocation. Using a sample of 6,940 new ventures in China, we find empirical evidence for our theoretical framework. Theoretical and practical implications are discussed.

ENT: **Back to Reality: How Ventures Maintain Legitimacy Through Pragmatic Decoupling**

Author: **Mohammed Bendaanane**, *TUM School of Management, Technical U. of Munich*

Author: **Frank-Martin Belz**, *Technical U. of Munich*

Research highlighted the importance of stories for entrepreneurial ventures to gain pragmatic legitimacy and overcome the liability of newness. Yet, scholars have devoted scant attention to maintaining legitimacy and overcoming threats that emanate from ventures' inability to meet the expectations set by initial entrepreneurial stories. Based on a longitudinal single case study (2011-2023) of a venture that builds infrastructure for generating and delivering electricity in remote rural communities in Kenya, we propose a process model of maintaining legitimacy. By analyzing the accounts, the venture uses over time, we identify a process of "pragmatic decoupling" by which ventures decouple their underperformance from their entrepreneurial capabilities via three distinct categories of pragmatic accounts: contextualizing struggles, capitalizing on experience, and enacting entrepreneurial flexibility. Our proposed model reveals that entrepreneurial ventures deploy pragmatic accounts rather than stories to maintain legitimacy and convert underperformance to an acquired entrepreneurial capability that directs investors' attention to future potential instead of past losses.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **528** | Submission: **15554** | Sponsor(s): **(ENT, DEI, SIM)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 10:00AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Haymarket**








Nature and Nurture: Developing a Research Agenda at the Intersection of Parenting and Entrepreneurs



Organizer: **Alisa Boguslavskaya Jno-Charles**, *Babson College*
Organizer: **Angela Randolph**, *Babson College*
Presenter: **William B. Gartner**, *Babson College*
Presenter: **Miruna Radu-Lefebvre**, *Audencia*
Presenter: **Kimberly Eddleston**, *Northeastern U., D'Amore-McKim School of Business*
Presenter: **Mattias Nordqvist**, *Stockholm School of Economics*
Facilitator: **Patricia Josephine Guinan**, -
Facilitator: **Keith Rollag**, *Babson College*

There has been much research on entrepreneurial entry, trying to uncover why certain people pursue entrepreneurship while others do not. Two major categories of driving forces are the context in which entrepreneurs have been embedded and their identities. However, most research overlooks the stakeholders that often define both factors for future entrepreneurs—parents. While family dynamics have been known to be critical to preserving family businesses, recent research has started to examine the effects of parents, parental styles, and inherited parental identities on entrepreneurs more broadly. As any parent knows, however, parenting is a complex and multidimensional process, which makes understanding parents' role in their children's entrepreneurial pursuits challenging. This PDW, therefore, aims to (1) establish a research agenda to understand the interrelationship of entrepreneurship and parenting better and (2) bring together an interdisciplinary community of scholars to discuss, plan, and pursue aspects of the agenda. The invited speakers at this PDW have made inroads into this research area from very different perspectives and varied theoretical lenses. Their work provides starting points for mapping this new research frontier.

KEY TO SYMBOLS

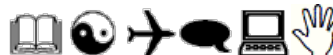
 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**

Program Session: **529** | Submission: **13321** | Sponsor(s): **(ENT, DEI, SIM, HR)**

Scheduled: **Sunday, Aug 11 2024 8:00AM - 10:00AM CT (UTC-5)** at **Hyatt Regency Chicago** in **New Orleans**

Fostering Entrepreneurial and Resilient Organizations Through Diversity and Inclusion



Organizer: **Giorgia Maria D'Allura**, *U. of Catania*

Organizer: **Michela Floris**, *U. of Cagliari*

Organizer: **Pasquale Massimo Picone**, *U. of Palermo*

Distinguished Speaker: **David Audretsch**, *Indiana U., Bloomington*

Distinguished Speaker: **Wojciech Czakon**, *Jagiellonian U. in Cracow*

Distinguished Speaker: **Alexandra Dawson**, *Concordia U.*

Distinguished Speaker: **Lucia Naldi**, *Jonkoping International Business School*

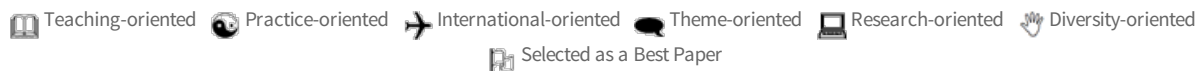
Discussant: **Lara Bertola**, *Rennes School of Business*

Facilitator: **Giuseppe Argiolas**, *Sophia U. Institute*

Facilitator: **Cristina Leone**, *U. of Palermo*

While extant research recognizes the role of human resources in shaping entrepreneurial and resilient organizations, women, black men, gays, lesbians, and transgender people are frequently relegated to the fringes within their organizations. Today, acknowledging the contributions of all forms of diversity is not only a matter of “social justice” but also a necessity to foster entrepreneurship and resilience in organizations. In Part 1 of this PDW, distinguished scholars discuss barriers hindering diversity and inclusion (D&I) in the business world and the role of D&I in building entrepreneurial and resilient organizations. Part 2 of the PDW will feature four dynamic and participative parallel roundtables to engage all participants in co-creating value in a specific area. In the first roundtable, participants will actively participate in a “theater activity” to experiment with a tool designed to promote D&I within organizations. In a second roundtable, participants discuss real cases of implementing D&I practices and connecting D&I in constructing entrepreneurial and resilient organizations. The last two roundtables are dedicated to paper development on the PDW theme.

KEY TO SYMBOLS



Session Type: **Symposium**
Program Session: **530** | Submission: **12422** | Sponsor(s): **(ENT, MOC, RM)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 9:30AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall H**

Triumphs and Tribulations of Ethnography in Entrepreneurship Research



Organizer: **Marco Mismetti**, *Stockholm School of Economics*
Organizer: **Eliana Crosina**, *Babson College*
Organizer: **Alfredo De Massis**, *Free U. of Bolzano, IMD Business School and Lancaster U.*
Moderator: **Eliana Crosina**, *Babson College*
Discussant: **Alfredo De Massis**, *Free U. of Bolzano, IMD Business School and Lancaster U.*
Panelist: **Rebecca Karp**, *Harvard Business School*
Panelist: **Marco Mismetti**, *Stockholm School of Economics*
Panelist: **Onnolee Anne Nordstrom**, *North Dakota State U.*
Panelist: **Michael G. Pratt**, *Boston College*
Panelist: **Lloyd P Steier**, *U. of Alberta*
Panelist: **Alex Stewart**, *Memorial U. of Newfoundland*
Participant: **Shannon Leigh Sciarappa**, *Boston College*

This symposium brings together scholars to explore the potential of ethnography to understand entrepreneurship, and particularly family businesses. Though ethnography has long been recognized as a promising methodology for uncovering the complex interplay of interactions, relationships, and processes in entrepreneurial firms, ethnographic research in entrepreneurship, and in family business scholarship in particular, remains scant. A panel of experts will reflect on their current and prior projects to explore challenges and opportunities associated with conducting ethnographic work in an array of entrepreneurial settings. They will also share best practices and their “tricks of the trade.”

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Beyond the Pale Blue Dot: Theoretical and Empirical Research Opportunity in the Space Economy



Organizer: **Raja Roy**, *New Jersey Institute of Technology*

Organizer: **Jingning Ao**, *Morgan State U.*

Organizer: **Manish Kumar Srivastava**, *Michigan Tech U.*

Panelist: **Gideon D. Markman**, *Colorado State U.*

Panelist: **Sharon Alvarez**, *U. of Pittsburgh*

Panelist: **Devi R. Gnyawali**, *Virginia Tech*

Panelist: **Renee Maria Rottner**, *U. of California, Santa Barbara*

Panelist: **Anu Wadhwa**, *Imperial College Business School*

Panelist: **Ken Davidian**, *Virginia Tech*

Once dominated by state-run entities, the space industry is experiencing a significant transformation and the emergence of the “space economy.” Entailing the exploration, development, and utilization of outer space, the space economy encompasses a wide range of commercial, scientific, as well as private and government activities that take place beyond Earth’s atmosphere. The space economy includes various sectors and industries, such as satellite manufacturing, launch, and communications, space tourism, research and development, and the potential for resource extraction from celestial bodies (e.g., asteroid mining). The primary objective of this proposed panel symposium is to accelerate research engagement on the intricacies of the space economy. To achieve this, we bring a diverse group of experts from several management sub-fields, including entrepreneurship, corporate strategy, ecosystem management, business policy, innovation, and corporate venture capital. We seek to (1) expose AOM attendees to insights gleaned from these experts regarding research challenges and opportunities in the space economy; and (2) provide multifaceted perspectives on the development of innovative theories and methods for shaping future research in this area. Aligned with the overarching theme of AOM 2024 Chicago, “Innovating for the Future,” this symposium will contribute to our understanding of the “untamed problems” inherent in exploring an emerging domain, called the space economy.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **532** | Submission: **21687** | Sponsor(s): **(GOV)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 9:30AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Lincoln Boardroom**

Past Presidents' Breakfast

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Organizer: **Michael McShane**, *Academy of Management*

By Invitation Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Role of Human Resources in Healthcare Management

Session Moderator: **Candice Vander Weerdt**, *Cleveland State U.*

HCM: **Coping with Insufficient Resources: A Qualitative Study of a Behavioral Health Department**

Author: **Candice Vander Weerdt**, *Cleveland State U.*

Author: **Tracy Hopkins Porter**, *Cleveland State U.*

Author: **Jessica Peck**, *Cleveland State U.*

Healthcare workers face stressful conditions when treating patients without sufficient resources. According to the Transactional Model of Stress and Coping (Lazarus & Folkman, 1984), workers cope with stress through problem-based and emotion-based cognitive and behavioral efforts. In a qualitative study of a behavioral health department in an urban community hospital, we identify specific behaviors and cognitive beliefs to cope with insufficient resources. We found healthcare workers identify threats in terms of a dangerous environment, financial security, and unexpected conditions without sources of assistance from external resources, internal resources, and effective management. Healthcare workers coped with this stress through problem-based coping strategies including deviant workplace behavior and justification of the system. Workers engaged in emotion-based strategies of meaningful work, behavioral justification, and disengagement. Based on our findings, we developed the Framework of Workplace Coping Efforts identifying both the method and focus of coping in response to workplace stress.

HCM: **The Impact of Well-Being-Oriented HRM on Nurse Burnout and Proactivity: A Multilevel Study in Health**

Author: **Amir Mehralian**, *U. of Exeter School of Business*

Author: **Jongwook Pak**, *U. of Auckland Business School*

Author: **Mohammad Moradi**, *MSc in Business Administration, Tarbiat Modares U.*

In the field of strategic human resource management (SHRM), scholars have recently delved into well-being-oriented HRM (WBHRM). Recognizing that psychological, physical, and social well-being is widely acknowledged as a fundamental driver of positive employee attitudes within the workplace, it is reasonable to posit that it should similarly enhance the efficacy of organizational functioning. Yet, in the healthcare context, such mutual gains proposition has seldom been the subject of inquiry. To fill the void, the current study establishes and tests a multilevel dual paths model to corroborate the mutual gains effects of WBHRM. Specifically, we propose that WBHRM benefits nurses by lowering their burnout level, and the link is manifested via their role breadth self-efficacy. In parallel, WBHRM enhances felt responsibility for change, which is conducive to nurses' proactive behaviour. In aggregate, these dual paths improve unit-level patient care quality. Also, we hypothesize that nurses' proactive personality systematically changes these suggested relationships. Particularly, extra care was paid to gathering a large dataset with actual patient reports to ensure the rigorosity of our research. Our two-wave and multilevel data from 128 non-acute wards in 28 public hospitals in Tehran generally confirm the hypotheses. We discuss the theoretical and practical implications of our findings.

HCM: **Revealing the Uniqueness of the Human Resource Business Partner Model in a Health Care Setting**

Author: **Paula Marie O'Kane**, *U. of Otago*

Author: **Travor C. Brown**, *Memorial U. of Newfoundland*

Author: **Martin McCracken**, *U. of Ulster*

Author: **Shadi Mahdavi**, *PhD Candidate, Memorial U., NL, Canada*

Author: **Hadyn Robert Bennett**, *U. of Ulster*

While there are growing arguments and evidence concerning the benefits of strategic HRM within healthcare, we find very limited examination of the human resource business partner (HRBP) model within a healthcare context. To date, this strategic HR practice has been largely examined in larger, industrial, financial/insurance, and for-profit organizations. In the study, we examine a newly introduced HRBP model within a complex, unionized healthcare setting. We analysed qualitative data resulting from 52 interviews (27 from HR and 25 from line managers partners) using an interpretive reflexive approach which enabled us to be aware of our previous experience while still looking for meaning and interpreting the data. Overall consistent with contingency theory, we find that the model needed to be adapted to meet the unique circumstances of a healthcare setting. Our findings underscore the need for HR models to fit the culture of the organization in question and for organizations to carefully address issues related to competencies, roles, and responsibilities.

HCM: **Affective Commitment in Public Hospitals: Exploring Employee-Supervisor Dynamics and HR Perceptions**

Author: **Aneeqa Suhail**, *Human Resource Studies, Tilburg U.*

Author: **Steven Kilroy**, *Trinity Business School, Trinity College Dublin*

Author: **Trui Steen**, *KU Leuven Faculty of Social Sciences*

The employee perspective on HR practices is considered an essential element in the linkage between HRM and performance. Drawing on social information process theory, the aim of this paper is to explore what factors influence employee perceptions of motivation-enhancing HR practices thereby improving the level of attachment they have towards their organization. In this regard, this study examines the influence of supervisor perceptions of motivation-enhancing HR practices as well as the perceived employee-supervisor relationship on affective commitment via employee perceptions of motivation-enhancing HR practices. Additionally, we explore the employee-supervisor relationship as a moderator in the relationship between supervisor perceptions of motivation-enhancing HR practices and employee perceptions of HR practices. The study draws on survey data from 542 employees and 38 supervisors in two large public hospitals in Pakistan. The results, generated through multilevel analysis in Mplus, suggest that both supervisors' perceptions of motivation-enhancing HR-practices and the employee-supervisor relationship are positively associated with employee perceptions of motivation-enhancing HR practices. Moreover, employees' perceptions of motivation-enhancing HR practices mediate 1) the relationship between supervisor perceptions of motivation-enhancing HR practices and affective commitment, and 2) the relationship between the employee-supervisor relationship and affective commitment. Finally, the employee-supervisor relationship did not moderate the relationship between supervisor perceptions of motivation enhancing-practices and employee perceptions of motivation-enhancing HR practices. This study contributes to a better understanding of the antecedents (and their boundary conditions) of employee perceptions of HR practices.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Shaping the Future of Work: Strategies for Effective HR Systems and Employee Attitudes



Session Moderator: **Faiza Manzoor**, *Zhejiang U.*

HR: **Corporate Social Responsibility, Organizational Culture, and Happy Management: Consumer Happiness as a Result of Happy Management**

Author: **Faiza Manzoor**, *Zhejiang U.*

Author: **Longbao Wei**, -

This study scrutinizes the mediating role of corporate social responsibilities (CSR) on organizational cultures and happy management. Illustrating stakeholder theory, this article investigates the nexus between organizational culture and happy management. The second is to examine the mediation of CSR between organizational cultures and happy management and further identify the relationship between happy management and consumer happiness. 488 employees from Pakistan rated their organizational cultures, CSR, happy management, and consumer happiness. The results found that CSR partially mediates the relationship between organizational cultures and happy management, and happy management has a positive and significant influence on consumer happiness.

HR: **Beyond the Individual: Trickle Effects in Line Managers' HR Implementation**   

Author: **Joonyoung Kim**, *U. of Missouri*

Author: **Brittany Bond**, *Cornell U.*

In recent years, the field of strategic human resource management (SHRM) has increasingly recognized the pivotal role of line managers in delivering human resource (HR) management practices. However, existing research predominantly centers on individual characteristics of line managers, such as abilities and motivation, as predictors of their HR implementation behaviors, often overlooking the wider organizational context in which they operate. This study leverages social learning and social information processing theories to explore how the HR implementation behaviors of line managers' supervisors permeate down the organizational hierarchy, creating "trickle-down effects." Additionally, it investigates the "trickle-around effects," where the HR implementation behaviors of line managers' peers influence others within the same hierarchical level. Finally, this study uncovers the distinct factors that drive trickle-down effects, influenced by social learning from higher hierarchical levels, and trickle-around effects, stemming from the influence of peers in similar positions. The purpose is to theorize and demonstrate how trickle-down and trickle-around effects interact and collectively shape the HR implementation behaviors of focal line managers. Our aim is to provide a more holistic understanding of the intricate dynamics in line managers' HR practice implementation, moving beyond the existing literature's emphasis on their individual characteristics.

HR: **This I Promise You: An Examination of Psychological Contract Breach Recovery in a Relational Context**  

Author: **Zhiyuan Cai**, *U. of Edinburgh business school*

Author: **Susan E. Murphy**, *U. of Edinburgh*

Given the inevitability of psychological contract breaches, it is crucial for managers, the primary agents in these processes, to effectively repair damaged relationships. Extant literature often simplifies organizational repair efforts as generalized responsiveness, overlooking the nuanced daily interactions between managers and employees and failing to distinguish the varied strategies managers may employ. This study aims to address these gaps. Employing an experimental vignette methodology, two empirical investigations assessed the effectiveness of apologies, amends, and promise-making in mitigating feelings of violation following a breach. Study 1 (N=795) focused on transactional breaches, while Study 2 (N=495) examined relational breaches. Both studies consistently found that while all tactics were beneficial, offering amends was most effective. Additionally, this research explores the moderating roles of pre-violation trust and response velocity. These findings contribute to a more nuanced understanding of breach recovery and offer theoretical insights and practical implications for effective psychological contract breach recovery. This study not only fills a critical gap in the literature but also guides managers in strategically navigating and mending breached contracts.

HR: **The Paradox of Algorithmic Human Resource Management: Based on Technology Affordance Theory**  

Author: **Yunqing Zou**, *School of Business, Renmin U. of China*

Author: **Yu Zhou**, *School of Business, Renmin U. of China*

The widespread adoption of algorithmic technologies in human resource management (HRM) practices raises questions about the potential influences of algorithmic HRM. Drawing on the technology affordance theory, we systematically analyzed the effects of algorithmic HRM based on its technology affordances (i.e., comprehensive, instantaneous, interactive and opaque) and argue that algorithmic HRM is a double-edged sword with both benefits and risks. Specifically, we propose that algorithmic HRM exert control in the workplace through two mechanism, which we re-constructed as enabling mechanism by augmenting employees to improve their work ability and enclosing mechanism by providing restrains and social structures to limit people's work in the organizations. We also conclude this paper with the providing avenues for future research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Adapting to the Changing Nature of Work: Trends in Contingent Workforce and Job Design



Session Moderator: **Wrenford Thaffe**, *Telfer School of Management, U. of Ottawa*

HR: **Classifying Work in the New Economy: A Spatiotemporal Approach**

Author: **Wrenford Thaffe**, *Telfer School of Management, U. of Ottawa*

Current work classification systems are fragmented and do not sufficiently capture various work arrangements prevalent in the new economy. Such shortcomings hinder researchers and practitioners from differentiating work arrangements and from understanding how and why work characteristics influence workers' attitudes and outcomes. We address this gap by developing a new inclusive taxonomy based on conceptualizing economic work along time and space dimensions. We leverage previous classification systems and draw conceptual inspiration from the physical sciences, particularly mechanical wave theory and structural graph theory. The resulting taxonomy consists of 16 categories of work arrangements based on unique combinations of 2 time sub-dimensions and 2 space sub-dimensions of economic work. Human resource professionals will find this classification system useful for distinguishing between standard and nonstandard workers and among various types of employees, contract workers, and freelancers. Scholars may also build on the taxonomy's underlying theoretical framework to explore how the time and space components of work jointly influence workers' outcomes. We discuss several practical and theoretical contributions of our classification system, highlight potential limitations, and suggest areas for future research.

HR: **Gig Work and Retirement: A Precarious Transition?**

Author: **Alexander Peever**, *DeGroot School of Business, McMaster U.*

Gig workers, unlike employees, are not entitled to benefits such as employee pensions. Although gig work can be characterized as a more flexible and autonomous work style, uncertainty abounds around the amount of work they will have, potentially resulting in an unpredictable income stream and economic insecurity. How, then, do gig workers plan for retirement? What prevents them from preparing for retirement? This study explores how gig workers plan for retirement using an open-ended survey study design. Gig workers who thought about and planned for retirement drew on a mix of resources, forming a retirement bricolage. Self-imposed rules dictated how resources were combined to maximize their value and minimize losses. The minority of gig workers reported having no plans for retirement due to insufficient funds, competing priorities, or a poor understanding of the retirement preparation process.

HR: **Beyond Algorithms: Understanding Applicant Cognition and Motivation in AI-Enabled Recruitment**

Author: **Joomin Kim**, *aSSIST U.*

Author: **Stefano Battaglia**, *Franklin U. Switzerland*

Author: **Hyunjee Hannah Kim**, *Korea Aerospace U.*

This study explores how cognitive activities of applicants in AI Video Interviews (AIV) impact their performance. The objective is to analyze the mediating and moderating effects of Cognitive Persistence (CP), Cognitive Flexibility (CF), and Self-Efficacy (SE) on the relationship between the Opportunity to Perform (OP), which possesses characteristics of Fairness, and the performance in AI video interviews. To test these relationships, we collected survey data and the actual performance data of 223 AIV participants during the recruiting process from one of global manufacturing company in South Korea. The results indicate that CP and CF play a positive mediating role between OP and the applicant's AIV Performance, and self-efficacy partially moderates this relationship. Higher self-efficacy enhances the cognitive persistence of applicants, motivating them to achieve better performance. This research provides important insights into how cognitive traits and self-efficacy should be considered in designing and improving the hiring processes utilizing AI tools like AIV. This study will assist companies in creating more effective and fair recruitment processes and offer applicants the opportunity to maximize their potential.

HR: **Exploring Gig Work Dynamics and Service Provider Shortages in Ride-Hailing Platforms**

Author: **Eugene Son**, *SUNY, Albany*

This paper delves into the utilization of gig workers within the ride-hailing industry through multiple human resource management perspectives. Ride-hailing platforms have typically categorized their gig workers, who provide driving services to clients, as independent contractors rather than employees. Accordingly, the platforms have deviated from traditional employee management practices, focusing primarily on basic job training and payment structuring. The classification of gig workers as independent contractors as independent contractors is elucidated and justified using four theoretical perspectives: the resource-based view of a firm, human resource architecture, transaction cost theory, and human capital theory. Nevertheless, in the aftermath of the COVID-19 pandemic, the ride-hailing platforms experienced severe driver shortages, posing a potential threat to their sustainability. Built on resource dependence theory, this paper contends that the labor pool, rather than the individual human capital of gig workers, should be considered a crucial resource for these platforms and managed with careful consideration. This paper identifies three potential concerns that gig workers may have about working for ride-hailing companies and urges platforms to address these concerns proactively to secure their crucial resource: the stable labor pool of driving service providers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Workplace Adaptability: Responding to Changes and Challenges in Modern Work Environments



Session Moderator: **Aaron Cohen**, *U. of Haifa*

HR: **The Dark Triad and Cyberloafing: Unveiling the Shadowy Nexus**

Author: **Aaron Cohen**, *U. of Haifa*
Author: **Emrah Özsoy**, *Sakarya U.*

This paper examines the intricate relationship between the Dark Triad personality traits - psychopathy, Machiavellianism, and narcissism - and the phenomenon of cyberloafing. Cyberloafing, engaging in non-work-related online activities during work hours, has garnered increasing attention due to its potential to disrupt productivity and organizational functioning. Drawing upon contemporary research, we delve into the underlying mechanisms and potential implications of how these malevolent personality traits may foster or mitigate cyberloafing. We also examined four other personal psychological and two demographic variables as potential correlates of cyberloafing. The sample included 155 working adults from the USA who participated via Amazon's Mechanical Turk (MTurk). The findings showed that dark triad personalities, particularly Machiavellianism and psychopathy, were related to the two forms of cyberloafing: browsing activities and Emailing activities. Narcissism was not related to any of the forms of cyberloafing. Pay satisfaction and social media addiction (both positively) and age (negatively) were also related to the two forms of cyberloafing. The paper also discusses avenues for future research and practical implications for organizations seeking to mitigate the adverse effects of cyberloafing. The paper concluded with suggestions for future research and presented the limitations of this study.

HR: **The Paradox of Meaningful Work: Uncertainty in the Context of Corporate and Daily Purpose**

Author: **Luisa Liedtke**, *PHD Student at Bielefeld U.; Faculty for Business Administration*
Author: **Kai Christian Bormann**, *Bielefeld U.*

Meaningful work and uncertainty are two major trends in today's workplace. Drawing on conservation of resources theory our aim is to disentangle the complex relationship between meaningful work and uncertainty focusing on their effect on unethical pro-organizational behavior (UPB). We differentiate between corporate purpose, an overarching ethical goal guiding company actions, and daily purpose, the individual's daily valuation of their work. Recognizing that meaningfulness fluctuates, we introduce variability in daily purpose (VDP) as a new variable to capture fluctuations within a person over time. We argue that a corporate purpose in times of uncertainty leads to UPB. Furthermore, we analyze whether daily purpose itself can be a source of uncertainty. We argue that VDP leads to uncertainty. Additionally, to understand the impact of uncertainty in the context of meaningful work on UPB, we explore whether uncertainty leads to UPB. A diary study with 252 participants, yielding 2170 observations, was conducted to validate our propositions. As hypothesized, uncertainty moderates the relationship between corporate purpose and UPB. When uncertainty is high, corporate purpose leads to more UPB; when uncertainty is low, it leads to less UPB. Uncertainty is also the result of varying daily purpose over time and direct predictor of UPB.

HR: **Examining Job Redesign, Reskilling Initiatives, and Their Effects on Employee Engagement**

Author: **Aditya Moses**, *Indian Institute of Management, Ahmedabad*
Author: **Debjit Ghatak**, *Indian institute of management Ahmedabad*

The world of work has undergone significant changes due to technology. This has also resulted in jobs being redesigned. In this study, we first focus on the impact of job redesign on employee engagement. As a response to changing technology, organizations undertake reskilling initiatives. We explore the impact of training on employee engagement when jobs are redesigned. Using survey data from 493 professionals in India, we find that job redesign has a negative impact on employee engagement. Further, technical trainings do not influence this relationship. Behavioral trainings have a negative impact on the relationship between job redesign and employee engagement. Trainings perceived as effective have a positive influence on the relationship between job redesign and employee engagement. Finally, we find that perceived organizational support has a positive impact on the relationship between job redesign and employee engagement.

HR: **How to Align Strategic and Algorithmic HRM? An Integration Based on Ontological Status**

Author: **Astrid Reichel**, *U. of Salzburg*
Author: **Isabella Scheibmayr**, *U. of Salzburg*

The future of HRM has often been described as one of algorithmic HRM, i.e., automating or augmenting HRM decisions by using computational algorithms. For meaningfully integrating an emerging field (algorithmic HRM), into an existing field of knowledge (strategic HRM), it is necessary to identify ontological assumptions made in each field to uncover discrepancies and overlaps. We find substantial differences and intersections in ontological status given to central entities in algorithmic and strategic HRM. Strategic HRM focuses on aligning employee behavior to organizations' strategies by deploying a variety of practices to incentivize the behavior desirable for the organization. Algorithmic HRM, in contrast, conceptualizes worker behavior as object to be predicted by a computational software assuming that algorithms do not influence the behavior they are designed to predict. To overcome this antagonism and meaningfully integrate algorithmic into strategic HRM, we propose a conceptual model for aligning the ontological assumptions between the two.

KEY TO SYMBOLS

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

New Insights into HR Practices from Advanced Methodologies



Session Moderator: **Pingshu Li**, *U. of Texas Rio Grande Valley*

HR: The Effect of Employee-Oriented HRM on Employee Downsizing Following Mergers & Acquisitions

Author: **Pingshu Li**, *U. of Texas Rio Grande Valley*

Author: **Mengwei Li**, *Tilburg U.*

Author: **Hyesook Chung**, *U. of Texas at Dallas*

Author: **Clint Chadwick**, *U. of Kansas*

Firms have increasingly engaged in Mergers and Acquisitions (M&A) activities in recent years. A common strategy following M&A is employee downsizing that aims at achieving strategic goals and enhancing performance. This approach, however, raises concerns from a strategic human resource management (HRM) perspective. Research suggests that downsizing may breach employees' psychological contracts and hinder the development of firm-specific human capital. While this viewpoint has an intuitive appeal, we reconsider it by suggesting that, in the M&A context wherein employees expect significant organizational changes, downsizing does not necessarily lead employees to negative reactions. Instead, if acquiring firms have strong employee-oriented HRM policies and continue to adopt similar policies after the acquisition, employees may interpret downsizing as a strategic managerial action to facilitate organizational changes. Using a representative sample of 5,338 firm-year observations from 1,174 U.S. publicly traded firms between 2002 and 2018, we found that both pre-acquisition investment in employee-oriented HRM policies and the post-acquisition adoption of such policies by acquiring firms positively moderate the negative relationship between employee downsizing following M&A and labor productivity. We discuss the implications of these findings for both research and practice.

HR: Collective Turnover and Unit Performance: The Role of Network Contagion and Knowledge Diversity

Author: **Xin Wei**, *College of Management and Economics, Tianjin U.*

Author: **Xi Zhang**, *Tianjin U.*

Author: **Carol Xiaojuan Ou**, *Tilburg U.*

Author: **Kexin Sun**, *Tianjin U.*

Author: **Emiel Caron**, *Tilburg School of Economics and Management (TISEM), Tilburg U.*

As the digital transformation process deepens, turnover rates have continued to soar to new heights and renews attention to collective turnover from both academia and practitioners, increasingly studies explored the impact of collective turnover on unit performance but without a consistent conclusion. Considering the dynamic process of collective turnover and its contagion effect in the enterprise social network, based on context-emergent turnover theoretical framework and social contagion theory, we investigate the impact of human capital (i.e., knowledge diversity) and collective turnover on unit performance and the role of network contagion effect. Three years of turnover records and enterprise social network data are used to conduct empirical analysis. The results indicate that collective turnover has a significantly U-shaped impact on unit performance, while knowledge diversity and network contagion effect positively affect unit performance. Interestingly, the network contagion effect flattens the inverted U-shaped relationship between collective turnover and unit performance. In addition, peak unit performance shifts to the left-hand side of the inverted U shape when network contagion effect is added. This paper extends the context-emergent turnover theoretical framework by integrating network contagion effect and suggests managers should pay more attention to the phenomenon of turnover contagion within organizational units.

HR: Do Online Employee Reviews Predict Firm Performance (or Vice Versa)?

Author: **Yoshio Yanadori**, *Waseda U.*

Author: **Yue Zhong**, *Graduate School of Commerce, Waseda U.*

When examining the relationship between employee attitudes and performance, it's crucial to consider the direction of causality; while positive employee attitudes contribute to enhanced performance, enhanced performance also stimulates positive employee attitudes. This study addresses this interplay at the firm level, examining how collective employee attitudes and firm performance are interconnected. Building on existing theory and research, we argue that these two variables have a positive reciprocal relationship; firm performance has a positive, time-lagged effect on collective employee attitudes, and conversely, collective employee attitudes have a positive, time-lagged effect on firm performance. Drawing on the employee review data from an employee review website in Japan, we empirically test this time-lagged reciprocal relationship using cross-lagged panel model. The results of the analyses support our argument; there is a positive reciprocal relationship between collective employee reviews on organizational management (pay satisfaction, motivation, and justice) and firm performance (ROA, Tobin's Q, and total shareholders' return).

Author: **Yezi Kang**, Faculty of Economics and Business, U. of Groningen

Author: **Ngoc Han Nguyen**, Groningen U. (RuG)

Author: **Thomas Arend De Vries**, U. of Groningen, Faculty of Economics and Business

Author: **Gerben S. Van Der Vegt**, U. of Groningen

Internal movers within organizations undergo a re-adaptation process after transitioning to new teams. We theorize that the growth in a mover's centrality in the new team after entry is a process involving both adapting and gaining informal status. Prior research on newcomer socialization has primarily focused on post-entry factors that facilitate adaptation in a static manner, limiting our understanding of a more effective way that can predict post-entry adaptation dynamics: team newcomers' pre-entry characteristics. To address this issue, we integrate insights from expectation states theory with the literature on newcomer socialization, exploring why some team newcomers have centrality advantages initially and why others demonstrate a faster increase in their centrality within the new team. Our expectations are supported by a rich dataset, including personnel records, email communications, and performance data from a healthcare organization in the Netherlands. Our results provide evidence that internal movers' within-team centrality is positively linked to their performance. Further, by tracking them for nine months following their exact entry into a new team, we found that explicit social characteristics of newcomers (i.e., higher education, coordinated function, and formal leadership position), which are visible to team members, affect only the initial level of centrality. Implicit competence characteristics (i.e., prior transition experience, and centrality in old teams), which take time to become noticeable through interactions, are predictive of a more rapid increase in centrality in the new team. Our findings evidenced that explicit and implicit characteristics function differently over time. We also contribute to the newcomer literature by highlighting the importance of newcomers' prior experiences in shaping their future developments.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Elevating the Employee Experience: Strategies for Effective Socialization and Training



Session Moderator: **Daniel M Cable**, *London Business School*

HR: **First Impressions: Newcomers' Initial Organizational Images and Psychological Contract Orientations**

Author: **Daniel M Cable**, *London Business School*

Author: **Jerel Slaughter**, *U. of Arizona*

Author: **Zixu Zhang**, *U. of Arizona*

Organizational images help newcomers interpret their employment situations, aiding their socialization into organizations. Using Schwartz and Bilsky's (1987) circumplex of basic human values, we developed a model to explain how newcomers' initial images about their employers affect their psychological contract orientation as the employment relationship unfolds. In Study 1, we tested the model's predictions using a single organization's socialization of 798 newcomers at locations across the United States during one recruiting season. Results suggested that the images newcomers form by their second day of employment related to their psychological contract orientations after one month, which in turn predicted burnout and turnover intentions after three months. In Study 2, results from a policy-capturing study largely confirmed the linkages between initial organizational images and psychological contract orientations.

HR: **Gender in IHRM Scholarship: Implications for Management Education and Women's Academic Careers**

Author: **Fang Lee Cooke**, *Monash U., Australia*

Author: **Karin Sanders**, *UNSW Business School, Australia*

Author: **Komal Balkrishna Bhoir**, *U. of New South Wales*

Like many professional occupations, the participation of female scholars has steadily increased since the mid-20th century in the field of international human resource management (IHRM). While it is widely acknowledged that workforce diversity brings different perspectives, we lack insight into the impact of such changes in the field of IHRM. In this paper, we examine IHRM articles published over the last two decades and explore the implications of gender in the first authorship of scholarly articles for the knowledge base of this field. The analysis of 891 articles published in four journals shows that the IHRM field is becoming more feminized in terms of female (first) authorship of scholarly articles. We found some interesting differences in the types of research topics that are addressed by male and female first authors. Further, articles first authored by women are more likely to examine gender-related research topics. No differences linked to authors' gender were found in the theoretical frameworks and countries studied. We discuss the implications of these findings, particularly with regard to management education and the career development of emerging and future IHRM scholars.

HR: **Sink or Swim? Empowering Trainees for Informal Learning to Improve Transfer and Distal Outcomes**

Author: **Blake Runnalls**, *U. of Nebraska-Lincoln*

Author: **Brian D. Blume**, *U. of Michigan, Flint*

Author: **Jason Huang**, *Michigan State U.*

Author: **Zhonghao Wang**, *U. of Houston - Downtown*

Author: **J Kevin Ford**, *Michigan State U.*

When employees begin a new job in a competitive sales environment, they have a lot to learn in a short period of time. Most organizations incorporate an orientation and formal training, but newcomers also learn informally while on the job. We examine the impact of informal field-based learning (IFBL) on individual outcomes of 244 newcomer sales employees. We investigate how supervisor empowerment interacts with employees' goal orientation to impact IFBL, which serves as a conduit to further influence training transfer and employee outcomes (i.e., supervisor-rated performance, promotion, and turnover). Results demonstrate that IFBL promotes formal training transfer, which influences newcomers subsequent job performance, promotion, and turnover. We also found that supervisor empowerment has an indirect effect on employee promotion and turnover sequentially through IFBL, training transfer, and performance, and this indirect effect is moderated by employee goal orientation. Practical implications are discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Workplace Evolution: Adapting HR Systems to the Dynamics of Modern Work



Session Moderator: **Promila Agarwal**, *Indian Institute of Management, Ahmedabad*

HR: **How is HR Communicating with Employees? The Balancing Act of HR Communication**

Author: **Komal Balkrishna Bhoir**, *U. of New South Wales*
Author: **Karin Sanders**, *UNSW Business School, Australia*
Author: **Helen De Cieri**, *Monash U.*
Author: **Andrew Dhaenens**, *UNSW Sydney*

Communication about people-related matters is a critically important function of human resources (HR), being one of the most effective ways to foster employee engagement and well-being. However, HR communication is currently not well understood. As the custodians of the employee-employer relationship, HR professionals and similar leaders walk a tightrope between the diverse needs and aspirations of the workforce and the strategic goals of the organization. In this qualitative study, we delve into the complex dynamics of this balancing act, by conducting 32 in-depth interviews to better examine the challenges, approaches, and implications of HR communication. Drawing on signaling theory, this paper also aims to explore the unique role and perspectives of HR professionals in crafting communication. By crossing goal orientation (organization or employee-focused) with the signal strength dimension (strong or weak), we develop a typology that organizes HR communication as sent out to employees. This paper contributes to HR scholarship and practice by providing a framework for academics and practitioners to better understand and guide effective HR communication with employees.

HR: **Silencing the Quiet Quitting: Crafting a Symphony of HRM and Psychological Conditions**

Author: **Promila Agarwal**, *Indian Institute of Management, Ahmedabad*
Author: **Prabhjot Kaur**, *Chandigarh School of Business*
Author: **Pawan S. Budhwar**, *Aston U.*

To fill the research gap and expand the body of knowledge on quiet quitting (QQ), the current study, utilising the conservation of resources theory (COR), investigates the effect of high-performance work systems (HPWS), psychological meaningfulness, and psychological availability on quiet quitting. A survey of 431 participants confirmed that HPWS, psychological meaningfulness, and psychological availability are negatively related to QQ. We also found that psychological meaningfulness and psychological availability are mediating mechanisms through which HPWS can result in reduced QQ. The findings make theoretical contributions, have practical implications and we also offer directions for future research.

HR: **Digital Human Resource Management: Scale Development and Validity**

Author: **Qian Sun**, *School of Management, Shandong U.*
Author: **Wenjing Pei**, *School of Management, Shandong U.*
Author: **Wei Liu**, *Shandong U., China*

Even though digital human resource management have attracted scholarly attention due to its widespread use, the lack of an established measure has hindered progress in this research field. Across three studies (n =685), we created and validated a reliable 19-item scale that includes four dimensions: digital strategy support, digital operational support, employee development support, and talent identification support. In particular, study 1 assessed the factor analytic structure; the study 2 confirmed the multidimensional construct of study 1 and determined that DHRM is a second-order factor construct; the study 3 involved assessments of internal consistency, convergent validity, discriminant validity and predictive validity. The results provided a theoretical advancement to the literature on digital human resource management and offered an applied measuring instrument for empirical research in this emerging field.

HR: **CEOs' Displayed Value, High Investment Human Resources Systems and Industrial Environment Moderation**

Author: **Xin Wen**, *The Ohio State U. Fisher College of Business*

We draw upon strategic-choice and organizational adaptation theories to investigate how CEOs' display of communal and agentic values impacts the usage of high-investment human resource systems (HIHRS). Additionally, we explore the moderating impact of industrial munificence and dynamism on the relationship between CEOs' display of communal and agentic values and HIHRS adoption. Our findings indicate that CEOs displaying communal values are likely to enhance HIHRS utilization. Moreover, we observe a negative moderating effect of industrial dynamism on the relationship between CEOs displaying communal values and increased HIHRS usage. Support for our hypotheses was found based on a sample of 4,937 firm-year observations from 1,035 companies listed on the U.S. stock market. This study contributed to strategic HRM research by highlighting the role of CEOs displaying communal values in influencing the usage of HIHRS and by examining the moderating effect of industrial dynamism on the relationship between top leaders' displayed values and the HRM systems.

KEY TO SYMBOLS

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

HR Systems and Workplace Challenges: Navigating the Path to a Better Future



Session Moderator: **Junting Li**, *School of Business and Management, Shanghai International Studies U.*

HR: **Female Leadership in the HR Function and the Adoption of High-Involvement HR Practices**

Author: **Junting Li**, *School of Business and Management, Shanghai International Studies U.*

Author: **Joo Hun Han**, *KAIST College of Business*

Author: **Yan Pan**, *Rutgers U., School of Management and Labor Relations*

Drawing on the upper echelons theory and research on gender leadership, this study proposes that the gender of chief HR officers (CHRO) can impact the adoption of high-involvement HR practices. I specifically expect that female CHROs are more committed to the adoption of high-involvement HR practices because of the characteristics of their leadership styles, cognitive styles, and values compared with male CHROs. While I propose that the direct effects of CHRO gender on the adoption of high-involvement HR practices are positive, the total effects of CHRO gender may also be conditioned by three organizational factors—the proportion of female top executives, the proportion of female middle managers and the level of financial slack. I test the research model using eight-wave panel data in South Korea from 2005 to 2019.

HR: **Social Exchange Breakdown: Income Inequality and High-Commitment Work Practices Effectiveness**

Author: **Jeffrey Arthur**, *Virginia Tech*

Author: **Daniel Judson Beal**, *Virginia Tech*

Societal income inequality is a cause of numerous harmful consequences for individuals and the communities in which they live. In the current research, we argue that such disparities can also change the context of the employee-organization relationship. In a balanced employee-organization relationship based on principles of social exchange, organizations invest in high commitment work practices (HCWPs), providing employees a shared belief that their commitment to the organization will be reciprocated with fair treatment. When the larger environment in which the organization operates is characterized by high levels of income inequality, however, employees have little faith in the fairness of this exchange. As a result, HCWPs are less likely to generate an effective social exchange relationship. Using data from 192 hotel franchises nested within 40 U.S. states, we find that HCWPs affect collective affective commitment by helping to create a strong justice climate; however, this process was moderated by state-level income inequality. Although franchises in states with low income inequality enjoyed a strong effect of HCWPs on justice climate, franchises in states with high levels of inequality had essentially no relation between HCWPs and justice climate, suggesting a breakdown of the implicit social exchange contract. The interactive effect of state income inequality remained robust to several alternative explanations examined in supplementary analyses. Results are discussed in terms of the impact of societal income inequality on organizational functioning, HCWP effectiveness, and methods organizations can adopt to help offset the damaging effects of societal income inequality.

HR: **Flexibility-Oriented Human Resource Management and Employee Innovative Behavior**

Author: **QiHui Sun**, *Shandong U.*

Author: **MengLi Liu**, *Shandong U.*

Author: **Bing Liu**, *Shandong U.*

Author: **Pengxin Yu**, *Shandong U.*

As an emerging management practice, flexibility-oriented human resource management has attracted significant attention from both theoretical and practical circles for its rapid response to dynamic environments. Although existing studies have focused on the impact of flexibility-oriented human resource management on organization, knowledge of how it affects employee is limited. Drawing on person-environment fit theory, we explored the impact of flexibility-oriented human resource management on employee innovative behavior through person-job fit, and proposed the moderating effect of work unit structure. We conducted a two-wave questionnaire survey involving 409 employees from Chinese companies and their direct leaders. We found that flexibility-oriented human resource management, including resource-flexibility-oriented human resource management and coordination-flexibility-oriented human resource management, has a positive impact on person-job fit and further positively affects employee innovative behavior. Interestingly, in comparison to mechanistic work unit structure, flexibility-oriented human resource management has a stronger positive impact on person-job fit in the organic work unit structure. These findings hold significant theoretical and practical implications.

HR: **Do High-Performance Work Systems Always Inhibit Knowledge Hiding? A Moderated Mediation Model**

Author: **Haobo Tian**, *Shandong U.*

Author: **Chenghao Men**, *Shandong U.*

Based on social exchange theory, the current study tested a model that links high-performance work systems to three dimensions of knowledge hiding (i.e., evasive hiding, playing dumb, and rationalized hiding). This empirical study of 266 employees revealed that the negative correlations between high-performance work systems and evasive hiding and playing dumb were mediated by felt obligation. However, the indirect effect of high-performance work systems on rationalized hiding through felt obligation was not significant. Moreover, the results found that mastery climate moderated the indirect effects of high-performance work systems on evasive hiding and playing dumb through felt obligation. Our research contributes to the theoretical and practical implications for the literature on high-performance work systems and knowledge hiding, and we also discuss the limitations and future research directions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Impact of AI on the Employee: Preparing Organizations for the Future of Technology



Organizer: **Oyinkansola Sodiya**, *U. of Texas At Arlington*
Presenter: **Gabrielle Voiseux**, *Sauder School of Business, U. of British Columbia*
Presenter: **Oyinkansola Sodiya**, *U. of Texas At Arlington*
Participant: **George Benson**, *U. of Texas At Arlington*
Presenter: **Jelena Cerar**, *WU Vienna*
Participant: **Chiara Fabrizi**, *WU Vienna*
Participant: **Phillip C. Nell**, *WU Vienna U. of Economics and Business*
Presenter: **Dan Chen**, *Texas Woman's U.*
Presenter: **Toby Marshall Egan**, *U. of Maryland*
Participant: **Sewon Kim**, *State U. of New York Empire State College*
Participant: **David Douglas Walker**, *U. of British Columbia*

As research on AI – much like AI itself – is in its infancy, it is imperative that scholars take up intentional research investigating the impact, presence, and attitudes toward AI at work. This presenter symposium meets this goal head-on and delves into the AOM 2024 theme: Innovating for the Future by investigating factors that managers and leaders should consider in the adoption of AI.

The Effect of AI-Based Monitoring on Service Work Standardization and Employee Well-being

Author: **Gabrielle Voiseux**, *Sauder School of Business, U. of British Columbia*
Author: **David Douglas Walker**, *U. of British Columbia*

Artificial Intelligence Adoption in the Workplace: An Exploration of Job Augmentation Receptiveness

Author: **Oyinkansola Sodiya**, *U. of Texas At Arlington*
Author: **George Benson**, *U. of Texas At Arlington*

Culture and AI reliance in AI-augmented decision-making

Author: **Jelena Cerar**, *WU Vienna*
Author: **Chiara Fabrizi**, *WU Vienna*
Author: **Phillip C. Nell**, *WU Vienna U. of Economics and Business*

How Algorithm-Based Decision Aids Influence Decision-Making In Application Screening

Author: **Dan Chen**, *Texas Woman's U.*
Author: **George Benson**, *U. of Texas At Arlington*

Managing the AI Revolution Impact: Key Stakeholder Themes and Effective Management Strategies

Author: **Toby Marshall Egan**, *U. of Maryland*
Author: **Sewon Kim**, *State U. of New York Empire State College*

KEY TO SYMBOLS

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

Digital Revolution: Exploring the E-HRM Landscape

Organizer: **Mirit K. Grabarski**, *Lakehead U.*
Organizer: **Galina Boiarintseva**, *Niagara U.*
Discussant: **Emma Parry**, *Cranfield U.*
Presenter: **Anurag Misra**, -
Participant: **Ashish Pandey**, *Indian Institute of Technology, Bombay*
Participant: **Ajinkya Vijay Navare**, *S P Jain Institute of Management and Research*
Presenter: **Mara Hilmy**, *U. of Glasgow*
Presenter: **Ann Sophie Lauterbach**, *U. of Konstanz*
Participant: **Katharina Radermacher**, *Paderborn U.*
Presenter: **Miguel R. Olivas-Lujan**, *PennWest U.*
Participant: **Sergio Madero**, *Tecnologico de Monterrey*
Participant: **Yusliza Mohd-Yusoff**, *U. Sains Malaysia*

Electronic Human Resource Management (e-HRM) stands at the intersection of Information Technology (IT) and Human Resource Management (HRM), shaping the way organizations manage their human capital. The evolution of e-HRM has been profoundly influenced by advancements in technology, defining a new era in how HR practices are carried out within the organizations. Over the past few decades, e-HRM has become an essential component in effectively supporting organizational processes through various HR practices such as recruitment, selection, training, and more (Bissola & Imperatori, 2013; Shah et al., 2020). The concept of e-HRM encompasses the strategic use of web-based technologies to implement HRM policies and practices, thereby improving HRM effectiveness and efficiency (Bondarouk, et. al., 2017). It comprises operational, relational, and transformational practices, each serving a distinct purpose in the HRM landscape (Bondarouk, et. al., 2017). Digital tools and platforms for supporting human resources include HR information systems (HRIS), employee self-service portals, data analytics, and various online communication channels. These tools contribute to the automation and integration of human resource management processes to make them more easily accessible and responsive (Sharma & Aggarwal, 2018). Because e-HRM is evolving rapidly, traditional practices are replaced with a more employee-centric approach. The purpose of this symposium is to explore the current discourse on the role of e-HRM in organizations. Fitting with the conference theme of “Innovating for the Future – Policy, Purpose, and Organizations” this collection of papers explores different ways to leverage technology for improving recruitment, well-being and retention of employees. By looking at the different aspects of human resource management, this symposium offers an integrative perspective on the applications of technology for improving organizational performance and employee experience.

Navigating Uncharted Territories: Implementing Digital Interventions for Employee Wellbeing

Author: **Anurag Misra**, -
Author: **Ashish Pandey**, *Indian Institute of Technology, Bombay*
Author: **Ajinkya Vijay Navare**, *S P Jain Institute of Management and Research*

Newcomers' Social Capital Development and Organizational Socialization in a Hybrid Context

Author: **Mara Hilmy**, *U. of Glasgow*








Are the Differences not that Different? Age-Based Employee Preferences on Review Platforms

Author: **Ann Sophie Lauterbach**, *U. of Konstanz*
Author: **Katharina Radermacher**, *Paderborn U.*

e-HRM Innovations in Emerging Markets, a Systematic Review

Author: **Miguel R. Olivas-Lujan**, *PennWest U.*
Author: **Sergio Madero**, *Tecnologico de Monterrey*
Author: **Yusliza Mohd-Yusoff**, *U. Sains Malaysia*

KEY TO SYMBOLS

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

Talent Attraction and Retention: Strategies for Effective Selection and Hiring



Session Moderator: **Miranda Welbourne Eleazar**, *U. of Iowa*

HR: **Unmasking the Shadows: Exploring Antecedents and Moderators of Applicant Ghosting Behavior**

Author: **Brian D. Lyons**, *Elon U.*
Author: **Robert Moorman**, *Elon U.*
Author: **John W. Michel**, *Loyola U. Maryland*

Popular press articles suggest that both applicants and organizations withdraw from the recruitment and selection process without notice. This behavior, referred to as “ghosting,” is prevalent yet empirical research on this topic is unfortunately scarce. To gain greater clarity, the current study examines the antecedents of applicant ghosting behavior, which we place within the nomological network of maladaptive workplace behavior. Drawing on an interactionist framework, we examine the role of aberrant dispositional characteristics—the Dark Triad, self-control, and fear of missing out (FoMO)—in predicting applicant ghosting behavior. We also draw on trait activation and conservation of resources theories to examine how the experience of being ghosted before moderates these relationships between aberrant dispositional characteristics and ghosting behavior. Results from a two-wave design suggest that psychopathy and FoMO positively predicted ghosting behavior and being ghosted before moderated relationships between both (a) self-control and ghosting behavior and (b) FoMO and ghosting behavior. We discuss the theoretical and practical implications of these results and offer future research directions in this nascent field.

HR: **The Impact of Exploding Offers in Hiring**

Author: **Miranda Welbourne Eleazar**, *U. of Iowa*
Author: **Sujin Jeong**, *U. of Iowa*

Hiring is a vital part of organizations and their potential success. Thus, it is crucial that firms understand what makes applicants accept job offers and how the applicants feel about the hiring process. One aspect that can potentially influence applicants’ decisions and perception of employers is employers’ provision of offers with a short period to respond, which are often called “exploding offers” and occur in a variety of industries. Such offers require applicants to make decisions with limited time to cognitively process the offers and their potential ramifications. We hypothesize that applicants are likely to accept jobs when they are given an exploding offer; that effect will be greater in women due to increased risk aversion; and applicants that receive exploding offers will have a more negative perception of the application process, and by extension, their decision to accept the offer. Through multiple studies and methods, we begin to uncover how exploding offers affect job applicants’ decision-making and perception of employers, contributing to the literature on hiring and decision-making.

HR: **Perceived Exploitability: The Effect of Immigrant Applicants’ Hierarchy**

Author: **Joy Obioma Ibedionu**, *The U. of Texas at Arlington*
Author: **Jason R. Lambert**, *Texas Woman’s U.*
Author: **Ekundayo Akinlade**, *Saint Xavier U.*

Studies have suggested that immigrants are exploited and face discrimination in the United States labor market. However, little is known about the sense-making process of immigrant job seekers as they pursue employment. Although prior research has reviewed the experiences of immigrant employees, the management literature scantily examines their attitudes, beliefs, and behaviors as they search for employment. This article aims to fill that void by introducing a conceptual framework explaining why and how immigrant job seekers are exploited by highlighting the acculturation strategies, as moderators, they utilize. Individual differences in recruiters’ attitudes, other-group orientation, and human values are also discussed as potential moderators that could influence employers’ motivation to exploit. The article concludes with practical implications for the framework and suggestions for future research.

HR: **Advancing Stigma Measurement: Comprehensive Validation of the Workplace Stigma Characteristics Scale**

Author: **Jiuyang Chen**, *Louisiana State U.*
Author: **Michael Addison Johnson**, *Louisiana State U.*
Author: **Bailey A. Bigelow**, *U. of Utah*

The interest in diversity, equity, and inclusion in professional practice outpaces scholarly understanding. Some contemporary research explores individual perceptions and reactions to marginalized identities by examining five stigma characteristics—concealability, controllability, centrality, disruptiveness, and malleability. Yet, there is a gap in understanding the mechanisms of how these attributes are perceived and judged in the workplace. This gap is partly due to the lack of a reliable measure for stigma characteristics. Therefore, this paper aims to develop and validate a characteristics of stigma scale in two stages, involving four studies. In Stage I, we follow Hinkin’s scale development process (1995, 1998) to create items based on the literature-defined stigma characteristics. We first invite subject matter experts to help us establish content validity. We then employ an Exploratory Factor Analysis (EFA) with a sample of 278 employed individuals, confirming five distinct dimensions (Study 2). Further validation is conducted with responses from 351 employed individuals through Confirmatory Factor Analysis (CFA) and tests for convergent and discriminant validity (Study 3). The Stage II involves further testing the scale’s criterion and construct validity by examining its relationships with related constructs and assessing the nomological network with a sample of 322 individuals (Study 4). These steps collectively support the utility of the 15-item Stigma Characteristics Scale as a validated instrument.

KEY TO SYMBOLS

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

Presentations from the 2023 SHRM Foundation Dissertation Award Winners



Organizer: **Nitya Chawla**, *U. of Minnesota, Twin Cities*
Presenter: **Nathan Black**, *U. of Iowa*
Presenter: **Kristina Tirol-Carmody**, *Indiana U. - Kelley School of Business*
Presenter: **Pascale Fricke**, *U. of British Columbia*
Presenter: **Mahira Ganster**, *U. of Cincinnati*

This symposium is composed of the four 2023 SHRM Foundation Dissertation Award winners' presentations based on their dissertations: "A Role Theory Perspective of Supervisors' Diverging Responses to Employee Voice About Mental Health" presented by Nathan Black; "All the Time, All at Once: A Person-Centered Analysis of Subjective Temporal Fit" presented by Kristina Tirol-Carmody; "How Do Attitudinal Expressions Toward Occupations Affect Employees? Introducing Expressed Occupationalism and Considering its Identity Implications" presented by Pascale Haworth Frické; and, "Parenting Interruptions at Work: A Mixed Methods Investigation" presented by Mahira Ganster.

A Role Theory Perspective of Supervisors' Diverging Responses to Employee Voice About Mental Health

Author: **Nathan Black**, *U. of Iowa*

All the Time, All at Once: A Person-Centered Analysis of Subjective Temporal Fit

Author: **Kristina Tirol-Carmody**, *Indiana U. - Kelley School of Business*

How Do Attitudinal Expressions Toward Occupations Affect Employees? Introducing Expressed Occupation

Author: **Pascale Fricke**, *U. of British Columbia*

Parenting Interruptions at Work: A Mixed Methods Investigation

Author: **Mahira Ganster**, *U. of Cincinnati*

KEY TO SYMBOLS

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

A Conversation Worth Having: The Spillover Effects of Reproductive Health Hardships in the Workplace



Session Chair: **Justin Peyton Woodall**, *U. of Georgia*
Discussant: **Ivona Hideg**, *Saïd Business School U. of Oxford*
Presenter: **Justin Peyton Woodall**, *U. of Georgia*
Participant: **Janet Boekhorst**, *U. of Waterloo*
Participant: **Laura McAndrews Little**, *U. of Georgia*
Presenter: **Serena Sohrab**, *Bayes Business School*
Participant: **Nada Basir**, *U. of Waterloo*
Participant: **Jamie Jocelyn Ladge**, *Boston College*
Presenter: **Allison S. Gabriel**, *Purdue U., West Lafayette*
Participant: **Kristen Michelle Shockley**, *Auburn U.*
Participant: **Aqsa Dutli**, *Purdue U., West Lafayette*
Participant: **Hope Dodd**, *U. of Georgia*
Presenter: **Nitya Chawla**, *U. of Minnesota, Twin Cities*
Participant: **Yu Tse Heng**, *U. of Virginia - McIntire School of Commerce*
Participant: **Beth Schinoff**, *U. of Delaware*
Participant: **Kristen Price Jones**, *U. of Memphis*
Participant: **Abbie Griffith Oliver**, *U. of Virginia*

Although work-family researchers have made meaningful progress in understanding how parental and pregnancy experiences affect work, little has been done to understand the affects that reproductive health issues, including infertility, IVF, and miscarriage, have on employees at work. This symposium brings together four insightful empirical studies that examine the complex interplay between employees' reproductive challenges and their professional lives. In doing so, this symposium begins an important and much-needed dialogue on the challenges that these hardships present to employees and the ways that they spillover into the work domain. By highlighting the need for innovative organizational policies and practices that are more inclusive of and supportive towards employees confronted with these challenges, this symposium strongly aligns itself with the Academy of Management's 2024 conference theme of "Innovating for the Future: Policy, Purpose, and Organizations.

Feeling Torn and Stuck: A Qualitative Investigation of Infertility Experiences Among Women and Men

Author: **Janet Boekhorst**, *U. of Waterloo*
Author: **Laura McAndrews Little**, *U. of Georgia*
Author: **Justin Peyton Woodall**, *U. of Georgia*

The Labors We Can't See: The Impact of Infertility on Women's Careers

Author: **Serena Sohrab**, *Bayes Business School*
Author: **Nada Basir**, *U. of Waterloo*
Author: **Jamie Jocelyn Ladge**, *Boston College*

From Grief to Hope and Back Again: The Emotional Complexities of Infertility Journeys at Work

Author: **Allison S. Gabriel**, *Purdue U., West Lafayette*
Author: **Kristen Michelle Shockley**, *Auburn U.*
Author: **Aqsa Dutli**, *Purdue U., West Lafayette*
Author: **Hope Dodd**, *U. of Georgia*
Author: **Beth Buchanan**, -

Understanding Working Women's Miscarriage Experiences

Author: **Nitya Chawla**, *U. of Minnesota, Twin Cities*
Author: **Yu Tse Heng**, *U. of Virginia - McIntire School of Commerce*
Author: **Beth Schinoff**, *U. of Delaware*
Author: **Kristen Price Jones**, *U. of Memphis*
Author: **Abbie Griffith Oliver**, *U. of Virginia*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Detrimental Effects of Remote/Hybrid Work: A Social Interactional Perspective



Organizer: **Michael Paik**, *Florida State U.*
Organizer: **Young Eun Lee**, *Florida State U.*
Participant: **Gang Wang**, *Florida State U.*
Discussant: **Ravi Shanker Gajendran**, *Florida International U.*
Presenter: **Da Yeon Her**, *Florida International U.*
Presenter: **Archana Manapragada Tedone**, *Fairfield U.*
Participant: **Jessica R. Mesmer-Magnus**, *U. of North Carolina, Wilmington*
Participant: **Chockalingam Viswesvaran**, *Florida International U.*
Presenter: **David Joseph Keating**, *U. of Mississippi*
Participant: **Cynthia Kay Maupin**, *U. of Mississippi*
Participant: **Fatima Koko**, *U. of Mississippi*

Since the COVID-19 pandemic, more and more employees have switched to working remotely, and consequently, interest in remote/hybrid work has been rapidly raised and studied by numerous scholars (for reference, see; Gajendran & Harrison, 2007). Despite the heightened interest in remote work, the effect of remote/hybrid work on work outcomes relies heavily on increased autonomy and efficiency (e.g., Bailey & Kurland, 2002; Shamir & Salomon, 1985), with less interest in the effect it has on workplace relationships. Yet, fostering and maintaining good relationships is crucial at work, making us question why this area or research had been neglected previously. Thus, the purpose of this symposium is to explore the nature of remote/hybrid work with a relational perspective, such as social interaction and communication, and identify detrimental effects of remote/hybrid work. First, Gajendran and Her examine how the lack of social interaction of remote workers have less opportunity to build shared cognition with their supervisor and the negative impact can be mitigated by a proactive followership behavior (Manage Your Boss). Second, Tedone, Mesmer- Magnus, and Viswesvaran also point out the lack of in-person engagement as an antecedent of loneliness for remote workers and emphasize the importance of interaction among coworkers. Third, Paik, Wang, and Lee discuss how interpersonal interaction and communication discrepancy influence the OCB of remote/hybrid workers. Lastly, Keating, Maupin, and Koko suggest a new theoretical perspective on the ambiguity of computer-mediated communication by introducing three elements: formatting, punctuation, emoticons. The papers in this symposium demonstrate how remote/hybrid work may affect relationships of remote workers and how this ultimately influences the work outcomes of remote/hybrid workers.

Staying in Sync with Your Remote Boss: Managing Your Boss (MYB) for Fostering Shared Mental Models

Author: **Ravi Shanker Gajendran**, *Florida International U.*
Author: **Da Yeon Her**, *Florida International U.*

“I Get By With a Little Help From My [Coworkers]”: Loneliness Among the Remote Workforce

Author: **Archana Manapragada Tedone**, *Fairfield U.*
Author: **Jessica R. Mesmer-Magnus**, *U. of North Carolina, Wilmington*
Author: **Chockalingam Viswesvaran**, *Florida International U.*

Remote OCB? Social Interactional Perspective on the Effect of Hybrid Work on OCB

Author: **Michael Paik**, *Florida State U.*
Author: **Gang Wang**, *Florida State U.*
Author: **Young Eun Lee**, *Florida State U.*

Reducing Ambiguity in Computer-Mediated Communication

Author: **David Joseph Keating**, *U. of Mississippi*
Author: **Cynthia Kay Maupin**, *U. of Mississippi*
Author: **Fatima Koko**, *U. of Mississippi*

KEY TO SYMBOLS

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

Revitalizing Interactions: Unraveling the Social Dynamics of Newcomer Socialization in the Workplace



Discussant: **Jing Zhu**, *Nanyang Business School, Nanyang Technological U., Singapore*
Organizer: **Ying Wu**, *U. of Illinois Chicago*
Organizer: **Songqi Liu**, *National Science Foundation*

The interactions between newcomers and insiders are crucial for socialization and organizational functioning. These interactions contribute to knowledge sharing, relationship building, identity formation, anxiety reduction, and competence development. Despite previous research delving into various facets of social interactions in newcomer socialization, challenges persist in understanding how the process unfolds and effectively harnessing their organizational benefits. Taken together, the presentations in this symposium offer critical insights to researchers and practitioners on how to effectively evaluate social interactions during socialization and carefully evaluate the pros and cons of a variety of social interactions among newcomers, leaders, and peers. This symposium presents a compelling exploration of the dynamics of social interactions during the socialization process within organizations. It is a platform where academic scholars and practitioners converge to dissect and understand the complexities of how newcomers integrate into new work environments. This integration process is critical not only for the newcomer's success but also for the overall health and effectiveness of the organization.

Asked But Not Always Received: Differences in Veteran Reactions to Newcomer Resource Seeking

Author: **Cong Zhang**, *Texas A&M U.*
Author: **Le Zhou**, *Texas A&M U.*
Author: **Yihao Liu**, *U. of Georgia*
Author: **Zheng Wang**, *School of management, Zhejiang U.*
Author: **Yifan Song**, *Texas A&M U.*
Author: **Jack Ting-Ju Chiang**, *Guanghua School of Management, Peking U.*

I Need You! How Helping Socialize Critical Newcomers Aids Incumbent's Leadership Development

Author: **Daniel I. Watts**, *Baylor U.*
Author: **Songqi Liu**, *National Science Foundation*

The Role of Early Multiplex Social Relations in Newcomers' Job-Change Negotiation and Adjustment

Author: **Haijiang Wang**, *School of Management, Huazhong U. of Science and Technology*
Author: **Hao-Yun Zou**, *School of Management, Huazhong U. of Science and Technology*
Author: **Zitong Sheng**, *Deakin U.*
Author: **Talya N. Bauer**, *Portland State U.*
Author: **Berrin Erdogan**, *Portland State U.*
Author: **Wenxing Liu**, *ZUEL*

The Impact of Job Rotation Characteristics and Career Initiative on Newcomers' Leader Efficacy

Author: **Wei Wu**, *Hong Kong Polytechnic U.*
Author: **Ning Huang**, *Nanfeng College Guangzhou*
Author: **Wu Liu**, *Hong Kong Polytechnic U.*

Newcomer Upward Voice Development and Effects: A Latent Growth Modelling Approach

Author: **Ying Wu**, *U. of Illinois Chicago*
Author: **Songqi Liu**, *National Science Foundation*
Author: **Sandy J. Wayne**, *U. of Illinois Chicago*
Author: **Rui Guo**, *China U. of Geosciences (Wuhan), Wuhan, China*

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **548** | Submission: **14041** | Sponsor(s): **(HR, OB, OMT)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 9:30AM CT (UTC-5)** at **Swissotel Chicago** in **St Gallen 2**

Self-Organizing and Decentralizing Work: Enabling Factors, Boundary Conditions and Opportunities



Organizer: **Julian Jonathan Markus**, *WU Vienna*
Moderator: **Rebecca Hewett**, *Rotterdam School of Management, Erasmus U.*
Panelist: **Martyn Griffin**, *U. of Sheffield*
Panelist: **Michael Yanche Lee**, *INSEAD*
Panelist: **Frank Martela**, *Aalto U.*
Panelist: **Felipe Massa**, *U. of Vermont, Grossman School of Business, US*
Panelist: **Simon Pek**, *U. of Victoria*
Panelist: **Trevor Daniel Young-Hyman**, *U. of Pittsburgh*

Self-managing organizations (SMOs) are radically decentralized and flat firms that provide high freedom and flexibility to employees. The investigation of self-organizing and decentralizing with SMOs, although not new, has recently gained prominence. Scholarship on this topic is hampered by an overly narrow set of questions and cases. While most research has investigated the (ir)relevance of SMOs and selected outcomes, less research has focused on how self-organizing and decentralizing function and what impacts effectiveness. This panel symposium aims to go beyond the current dialog by focusing on enabling factors, boundary conditions and opportunities. We include six short presentations that cover distinct areas of emerging, rigorous research. Presentations will be followed by discussions involving the audience. Ultimately, we will take stock of key factors and research findings addressing what enables and limits self-organizing and decentralizing the workplace and where opportunities can be found.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **549** | Submission: **12749** | Sponsor(s): **(IM)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 3:00PM CT (UTC-5)** at **Offsite** in **Loyola University's Quinlan School of Business**

International Management Division Doctoral Student Consortium



Coordinator: **Jing Li**, *Simon Fraser U.*
Coordinator: **Charles Edward Stevens**, *Rutgers U.*
Participant: **Ruth V. Aguilera**, *Northeastern U.*
Participant: **Sinziana Dorobantu**, *NYU Stern School of Business*
Participant: **Liena L. Kano**, *Haskayne School of Business, U. of Calgary*
Participant: **Jiatao Li**, *Hong Kong U. of Science and Technology*
Participant: **Jane Lu**, *City U. of Hong Kong*
Participant: **Mike W. Peng**, *U. of Texas at Dallas*
Participant: **Elizabeth L. Rose**, *Indian Institute of Management, Udaipur*
Participant: **Rosalie L. Tung**, *Simon Fraser U.*
Participant: **Ari Van Assche**, *HEC Montreal*
Participant: **Edward J. Zajac**, *Northwestern U.*
Participant: **Minyuan Zhao**, *Washington U. in St. Louis, Olin Business School*
Participant: **Grazia D. Santangelo**, *Copenhagen Business School*

The International Management Division Doctoral Student Consortium is designed for PhD students with an interest in international management as either the primary or a secondary field of inquiry. We welcome participants from all areas related to international management and all stages of their PhD program to attend. The consortium provides a unique opportunity for doctoral students to engage in a conversation around the critical issues of research, careers, and ethics. Participating panelists have diverse and international backgrounds with various academic, leadership, and editorial experiences. The consortium includes a combination of structured panels on different themes, round table discussions on pressing issues, and informal interactions. A substantial amount of time will be dedicated to dissertation development, featuring feedback from faculty in small groups. This event is both an excellent opportunity for doctoral students to receive feedback on their work, and to network with fellow doctoral students and leading scholars in the International Management field.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **550** | Submission: **12733** | Sponsor(s): **(IM)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 3:00PM CT (UTC-5)** at **Offsite** in **Loyola University's Quinlan School of Business**

International Management Division Junior Faculty Consortium

Coordinator: **Joao Albino Pimentel**, *U. of South Carolina, Darla Moore School of Business*
Coordinator: **Srividya Jandhyala**, *ESSEC Business School*
Participant: **Jane Lu**, *City U. of Hong Kong*
Participant: **Chang Hoon Oh**, *U. of Kansas*
Participant: **Sjoerd Beugelsdijk**, *Darla Moore School of Business, U. of South Carolina*
Participant: **Pierre Dussauge**, *HEC Paris*
Participant: **Christine M. Chan**, *U. of Hong Kong*
Participant: **Heather Berry**, *McDonough School of Business Georgetown U.*
Participant: **Grazia D. Santangelo**, *Copenhagen Business School*
Participant: **Dan Li**, *Indiana U.*
Participant: **J. Myles Shaver**, *U. of Minnesota*
Participant: **Gokhan Ertug**, *Singapore Management U.*
Participant: **Paul M. Vaaler**, *U. of Minnesota*

The International Management Division Junior Faculty Consortium is designed for junior and early career scholars who have defended their dissertations in the last 1-5 years and are building their academic careers in the IM fields. The consortium provides a unique opportunity for the junior faculty to engage in a conversation around the critical issues of careers, research, publishing, teaching and service with leading IM scholars from around the world. These IM scholars have diverse and international backgrounds with various academic, leadership and editorial experiences. The consortium will include a combination of structured panels on many themes, round table discussions on pressing issues, and informal interactions. We will debate the challenges and opportunities of an academic career in IM, getting tenure, building a scholarly reputation, developing a research/publishing strategy for a more significant impact on the field, and maintaining a healthy balance between research, teaching, and service.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **551** | Submission: **23016** | Sponsor(s): **(MBR)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall K**

New Attendee & Student Ambassador Welcome Room

Organizer: **Wendy A. Kramer**, *Academy of Management*
Organizer: **Julia Vesei**, *Academy of Management*

Membership staff are here to greet all new attendees and help to answer any of your questions, from program and logistical help, to how to make the most of your membership. Enjoy a relaxing atmosphere, the opportunity to meet new friends, and a quiet respite between your sessions!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Session Type: **Meeting**
Program Session: **552** | Submission: **23045** | Sponsor(s): **(MBR)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Riverside Exhibit Hall East**

Career Services Coaching Room

AOM Career Coaches are available by appointment to review CVs, discuss the interview process, provide advice regarding your career journey. As this opportunity is available to all Annual Meeting participants, we ask that you stop by the Career Services Registration table to sign up with a coach.

KEY TO SYMBOLS








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

Session Type: **Meeting**
Program Session: **553** | Submission: **23042** | Sponsor(s): **(MBR)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Riverside Exhibit Hall East**

Annual Meeting Career Fair Interviews

Annual Meeting Career Fair Interviews allow those recruiting to meet one-on-one with those who are either on the market or soon to be on the market. All participating employers have active job postings on the Career Services Job Board along with contact information. These interviews are primarily arranged ahead of the Annual Meeting but can also be initiated on-site. Interested job seekers should visit the Annual Meeting Career Fair website or stop by the Career Services Registration table to check in with staff and ask questions.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **554** | Submission: **21826** | Sponsor(s): **(MSR)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 9:00AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Michigan State**

Fetzer Scholars' Meeting

Program Chair: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **555** | Submission: **10578** | Sponsor(s): **(ODC, MC, OMT)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 9:30AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Northwestern**

Climate Action Research: What's Holding Us Back?



Organizer: **Bradley J. Hastings**, *U. of New South Wales*
Organizer: **David Grant**, *UNSW Business School, Australia*
Panelist: **P Devereaux Jennings**, *Alberta School of Business*
Panelist: **Hilary M. Bradbury**, *Action Research Plus AR+ Foundation*
Panelist: **Daniel Nyberg**, *The U. of Queensland*

Climate change is the grand challenge of our time (Sevil, Muñoz, & Godoy-Faúndez, 2022) yet, it has been observed that there is a dearth of management research on this issue (Nyberg & Wright, 2022). In this panel symposium, we go further than providing a simple 'call to arms' in respect of climate action research. We acknowledge that such calls are important in that they highlight the imperative to conduct research on this important theme, however they do not provide us with an explanation of why management researchers are not applying their research experience and expertise to it. Our symposium centers on a panel discussion where leading management researchers drawn from Europe, North America, and the Asia-Pacific, all of whom have engaged in climate action research, will debate why it is that management researchers are generally failing to engage with this critically important challenge. In doing so, they will address two fundamental questions: (i) 'What's holding us back from climate action research?' (ii) 'What key choices do management researchers have to make when deciding whether to undertake research on climate action?' The outcomes of this discussion will, we believe, lower perceived barriers to research on climate risk among management scholars, guide future debate on the issue, and lead to research that positively contributes to climate action.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Symposium**
Program Session: **556** | Submission: **14405** | Sponsor(s): **(OMT)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 9:30AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
Ambassador Room

The Material and Symbolic Aspects of Management Concepts

Organizer: **Jinah Ryu**, *U. of Illinois at Urbana-Champaign*
Session Chair: **William Ocasio**, *U. of Illinois at Urbana-Champaign*
Organizer: **E. Geoffrey Love**, *U. of Illinois at Urbana-Champaign*
Panelist: **Paul S. Adler**, *U. of Southern California*
Panelist: **Markus A. Höllerer**, *UNSW Sydney & WU Vienna*
Panelist: **Deepika Chhillar**, *U. of Illinois at Urbana-Champaign*

New management concepts serve as new guidelines for managers tackling challenges in technology, society, and the economy. Their longstanding popularity is reflected in the historical ebb and flow of various concepts, ranging from quality and business models, to agility and purpose, over the past century (Abrahamson, 1997; Barley & Kunda, 1992; Bodrožić & Adler, 2018). However, despite its significance, scholarly attention to management concepts in general remains notably limited. The complexity around understanding management concepts lies in how actors employ these concepts and the way these concepts diffuse, though little acknowledged. Specifically, management concepts can be conceived by what practices and techniques are developed and adopted; but the conception can be shifted as actors interpret and communicate them differently, expanding the scope of the conception or even leading to the emergence of new ideas (e.g., Höllerer, Jancsary, Barberio, & Meyer, 2020; Zbaracki, 1998). This symposium aims to bring cutting-edge ideas about management concepts to wider audiences, renewing attention to management concepts and their roles in the changing environments of modern organizations. We particularly discuss both material and symbolic facets of their development, change, and influence. As a new research program, this symposium explores theoretical perspectives and showcases methodological ideas to connect management concepts to the current scholarship in management.

KEY TO SYMBOLS

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

Occupations, Professional Identities and Expertise



Session Moderator: **Carlos Inoue**, *U. of Illinois at Urbana-Champaign*

OMT: The Routinization of Expertise: The Entry of Less-Credentialed Workers into Organizations

Author: **Carlos Inoue**, *U. of Illinois at Urbana-Champaign*
Author: **Jillian Chown**, *Northwestern Kellogg School of Management*

Organizations are increasingly relying on less-credentialed workers to carry out work that has traditionally been performed by experts, such as lawyers, accountants, or physicians. This causes a restructuring of work within the organization, which has implications for experts' behavior and performance. In this study, we propose that the use of less-credentialed workers prompts experts to focus on performing tasks that differentiate themselves from the other workers. The experts' increased specialization stimulates the repeated use and provision of these differentiated tasks, even for clients who may benefit from simpler tasks and services. We suggest that this indicates the routinization of their expertise. Furthermore, we expect that the mismatch between experts' specialization and clients' needs will reduce worker performance and service quality. Using a difference-in-differences framework, we examine these propositions by exploring the introduction of obstetric nurses in hospitals in Brazil and its impact on the behavior and performance of obstetricians-gynecologists. We find that obstetricians-gynecologists are more likely to perform a caesarian section following the introduction of obstetric nurses in a hospital, resulting in worse care for low-risk births. This study highlights how the use of less-credentialed workers can increase experts' specialization while reducing experts' performance.

OMT: Speaking to Those Who Know: How Experts Manage Knowledge Overlaps with Clients

Author: **Abhishek Gupte**, *NYU Stern School of Business*
Author: **Callen Anthony**, *New York U.*
Author: **Beth Bechky**, *UC Davis*

Much of economic and social life depends on experts who draw on their unique knowledge and specialized practices, many of which are invisible and obscure to clients, to make decisions and solve problems. However, experts increasingly find themselves in situations where their clients may possess similar knowledge, experiences and familiarity with expert work practices, raising questions about expert authority. Yet we know little about how experts contend with and manage overlaps in knowledge with their clients, and with what consequences. In this paper, we inductively study the work of two equity research analyst teams who serve large institutional investors. By tracing their work over a decade through approximately 680 reports covering the same 5 publicly-traded firms, we found that these groups varied in what we call their "relational stances" toward clients, which held important consequences for how they articulated and framed their valuation practices. While one group sought to differentiate its expertise from clients and framed its practices as conceptually superior, the other accommodated and mirrored client preferences while framing practices as pragmatic solutions to specific market contexts and challenges. These differences led the two groups to adopt different trajectories of practice change which varied in how they introduced, adopted and used valuation methods across the same set of companies.

OMT: Voluntary Change in Professional Work: Ambition, Need for Efficiency and Role Perceptions

Author: **Clarissa E. Weber**, *Queen Mary U. of London*
Author: **Marilena Diel**, *U. of Goettingen*
Author: **Christian P. Kortkamp**, *U. of Goettingen*

Change in professionals' work contexts is an important and increasingly frequent phenomenon, yet change initiatives often fail due to professionals' resistance. While this holds especially true for change that is externally mandated, our study shows how professionals' change resistance can even arise in the context of their own, voluntary, change initiatives. Based on qualitative data on German GPs' adoption and use of video consultations, we explore how and why professionals counter their own change initiatives. Our findings show how GPs engaged in various interdependent yet counter-effective efforts, which both enabled but also considerably limited the use of the newly adopted practice. Outlining the underlying sources—professionals' ambition, need for efficiency and role perceptions—and the intricate relationship of efforts, our study provides several contributions to the literature on professionals' behavior in the context of change.

OMT: Winter is Coming: Meaningful Work Through the Cold Collective of Elite Identities

Author: **Emma Perriton**, *U. of Southern Denmark*
Author: **Marianne Storgaard**, *U. of Southern Denmark*

This paper demonstrates the significance of others in experiencing meaningful work for elite professionals, in this case that is, professionals who work for societal challenges through technical solutions. An ethnographic field study shows how an elite professional identity is maintained by working with others in what we term a 'cold collective'. The cold collective is a different than usual form of achieving meaningfulness with others at work; not by engaging in friendly and social work relations, but rather by engaging in relations based on competences, knowledge, and expertise. We show how the boundaries of the cold collective to which elite professionals relate are temporally and spatially fluctuating and dispersed by nature, which implies that relations among elite professional identities as processes must continuously be renegotiated with others. These findings build on the emerging bridge between the literatures on meaningful work and professional identity work and add more detailed accounts to the meaning of unity with others in the quest for meaningful work. By doing so, we widen the current understandings of what peers as significant others mean for experiencing work as meaningful among elite professionals.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Entrepreneurial Imagination and Innovation

Session Moderator: **Hassan Mahmood**, *Institute of Business Administration, Karachi*

OMT: **Institutional Work and the Creation of New Organizational Forms in Contested Fields**

Author: **Hassan Mahmood**, *Institute of Business Administration, Karachi*

I draw on a detailed case study of a popular political party in Pakistan, the Pakistan Tehreek-e-Insaf (PTI), to first highlight how its amateur politician founders skillfully employed distributed institutional entrepreneurship and emotive and performative work; and drew upon norms, values and affiliations both internal and external to the contested field of Pakistani politics to legitimize a new form of party organization in Pakistan. Second, I highlight how the field incumbents, the political notables, in the second half of the PTI's history, deployed their own suite of institutional persuasion work to infiltrate the PTI organization, and undermined the legitimacy of the new organizational form by acting from both inside and outside the party. In doing so this paper highlights how the creation of new organizational forms in a contested field differs from the creation of new organizational forms in both established and emerging fields; the factors which determine which of the two parties – the challengers or the incumbents – are successful in such new organizational form creation battles; and the usefulness of undertaking 'unconventional' organizational research for not only pushing the frontiers of organization theory, but also for making it more relevant to theorists, policymakers, and the general public alike.

OMT: **"We're not the Crypto-Bros": The Role of Utopian-Dystopian Imaginaries in Collective Identities**

Author: **Kiia Strømmer**, *Maastricht U.*

Author: **Jarrod Ormiston**, *U. of Technology, Sydney*

Images of possible, probable and preferred futures shape organisational action in the present. This paper explores how utopian and dystopian imaginaries shape collective identities in nascent entrepreneurial fields. We focus on the emerging entrepreneurial field of 'blockchain for good' as a site to explore how utopian and dystopian imaginaries shape collective identity. We adopt a methodology from futures studies, Textor's ethnographic futures, to elicit utopian and dystopian imaginaries through interviews with 40 blockchain entrepreneurs developing alternative approaches to decentralised finance. Our findings reveal how their utopian and dystopian imaginaries exist in a dialectical relationship, shaping and being shaped by each other to create utopian dystopias and dystopian utopias. We show how this utopia-dystopia dialectic triggers mechanisms of 'othering', 'claiming and reclaiming utopias', and 'sensing co-opted utopias' which influences collective identities as entrepreneurs establish coalitions of 'good actors' and distance themselves from those perceived as leading towards dystopian futures. Our study contributes to the literature on future imaginaries and collective identity in nascent entrepreneurial fields by showing how the dialectical relationship between utopian and dystopian imaginaries shapes collective identity formation. Further, we extend our understanding of the role of othering in creating shared utopias and shaping collective identities in emerging fields by creating coalitions of 'good' actors and spaces for critique of those leading a path towards another dystopia.

OMT: **The Anatomy of a Eureka Moment: Microinteraction Patterns, Emotional Scaffolding & Ideas Development**

Author: **Maria Cecilia Flores**, *Alma Mater Studiorum U. di Bologna*

Author: **Santi Furnari**, *City, U. of London*

Research on creative projects has long highlighted the key role of micro-interactions for collective creativity. However, it has neither unpacked what goes on in micro-interactions nor connected their emotional dynamics with the generation and integration of new ideas. In this paper, we ask how micro-interactions among participants of a creative project shape the ideas generated and integrated into it. We draw upon a longitudinal qualitative case study of a creative project team tasked with finding innovative applications for a new technology. Our multi-method case study triangulates between participant observation, interview data and video recordings of all team meetings. We focused our data analysis on the video recording of a key meeting when the task was creatively re-framed, and an innovative solution was generated. Combining video-ethnography, conversation analysis and micro-sociology, we trace the second-by-second micro-interactions unfolding in the meeting, systematically coding the types of interaction patterns, the verbal, vocal and physical cues of emotional dynamics, and the generation and selection of new ideas. Our findings highlight a micro-interactional process of creative re-framing that we label 'emotional scaffolding' by which team members build a positive emotional mood while connecting existing and new ideas into a new solution. We contribute a comprehensive theoretical understanding -and a new methodology- that shows how emotional and cognitive aspects of social interaction intertwine and shape the generation and integration of new ideas in creative projects.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Frontiers of Social Network Research at the Intersection of the Individual and the Collective



Organizer: **Martin J. Kilduff**, *UCL School of Management*
Organizer: **Kun Wang**, *UCL School of Management*
Discussant: **Michelle Rogan**, *Saïd Business School U. of Oxford*
Presenter: **Eric Quintane**, *ESMT Berlin*
Participant: **Claudia Patricia Estévez-Mujica**, *U. de los Andes, Colombia*
Participant: **Maria Camila Umana**, *Pontificia U. Javeriana Bogotá*
Presenter: **Taiyi Yan**, *UCL School of Management*
Participant: **Vijaya Venkataramani**, *U. of Maryland*
Participant: **Chaoying Tang**, -
Participant: **Federica Bianchi**, *U. della Svizzera Italiana*
Participant: **Alexandra Gerbasi**, *U. of Exeter Business School*

In any group or organization, conflicts of interest can arise between what serves the collective's interests and what benefits each individual member (e.g., Evans, Hendron, & Oldroyd, 2015). This tension between the individual and the collective may emerge in the realm of social capital returns (Ibarra, Kilduff & Tsai, 2005). For example, individuals might erode the social capital of the whole community as they strive to maximize their own network benefits. Similarly, the community might prosper at the expense of individuals' social capital. Although prior research in social networks has suggested the potential dilemmas arising from the juxtaposition of individual and communal social capital, empirical evidence concerning these dilemmas has been limited. Most social network studies concentrate on individual ego networks and their impact on the focal individual, overlooking their influence on the surrounding network community. This symposium presents four lines of research, each highlighting promising frontiers of social network research at the intersection of the individual and the collective. The first paper examines the tensions that arise in bowtie structures as brokers between cohesive groups seek advantage. The paper poses the question as to the relative outcomes for individuals and groups with respect to social capital and creativity. In the second paper, the focus shifts to cross-team social interactions, revealing an unexpected tradeoff. Whereas these interactions are commonly perceived as beneficial for work teams, the paper reveals how they can cause burnout to boundary spanners due to emotional contagion. The third paper investigates how brokers within a competition network are likely to be disadvantaged if their competitors join forces with each other rather than engage in competition with each other. The fourth paper examines the challenges faced by racial and ethnic minorities within social networks. It uncovers a dilemma between individual networking efforts and the collective network structures and dynamics that hinder or facilitate individual success.

Individual-Collective Tension in Bowtie Network Position

Author: **Kun Wang**, *UCL School of Management*
Author: **Martin J. Kilduff**, *UCL School of Management*

Network-based burnout contagion within and across groups

Author: **Claudia Patricia Estévez-Mujica**, *U. de los Andes, Colombia*
Author: **Eric Quintane**, *ESMT Berlin*
Author: **Maria Camila Umana**, *Pontificia U. Javeriana Bogotá*

Performance Implications of Spanning Structural Holes in Competition Networks

Author: **Taiyi Yan**, *UCL School of Management*
Author: **Vijaya Venkataramani**, *U. of Maryland*
Author: **Chaoying Tang**, -

Breaking the Glass Ceiling of Network Inequality: Individual and Participated Agency

Author: **Federica Bianchi**, *U. della Svizzera Italiana*
Author: **Alexandra Gerbasi**, *U. of Exeter Business School*

KEY TO SYMBOLS

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

Entrepreneurship, Innovation and Change

Session Moderator: **Sunasir Dutta**, *U. of Minnesota*

OMT: **Entrepreneurial in Text: The Communicative Constitution of Corporate Venture Units**

Author: **Eve-Michelle Basu**, *Stockholm School of Economics*
Author: **Gundula Lücke**, *Uppsala U.*

While individual or collective actor's role in entrepreneurial is widely established and studied, less is known about how texts, specifically multimodal texts that combine words and images, contribute to organization creation. In this study, we draw on the communicative constitution of organizations perspective to explore textual agency in the emergent process of organization creation. Incorporating insights from multimodality and organizational bullshit literature, we conceptualize multimodal texts as construction sites that organize the emergent new order of corporate venture units. We analyze the communicative practices employed in a corpus of multimodal texts containing 230 images and about 20 000 words, which address the corporate venture units of ten Fortune 500 firms headquartered in north-western Europe. In our multimodal analyses, we find that several communicative practices in the texts work together to organize those parts of the organizational reality of CVUs that are settled, as well as those that are still under construction into a loosely coupled system. We identify concretization, embedding, and ambiguity as central communicative practices in and through which texts communicatively constitute the organizational reality of CVUs.

OMT: **How Early Crises Shape Startups' Propensity For Future Change**

Author: **Sunasir Dutta**, *U. of Minnesota*
Author: **Pyung Nahm**, *U. of Minnesota*
Author: **Luis Rios**, *The Wharton School, U. of Pennsylvania*

Organizations in their infancy are more likely to adopt features driven by the social and technical needs of the environment around them, which then can become persistent imprints. While most work in this vein has looked at how these imprints are hard to change later, we argue that organizations that encounter exogenous crises and adaptation needs at the time of founding are imprinted with greater capabilities for future change of other kinds. We test this in the context of US startups in the period 1985-2014, and find that organizations that encountered a local natural disaster in the year post founding are associated with greater chances of technological and organizational pivots later in their lifetime. Yet such enhanced capability for change is a double-edged sword, also enhancing the organization's failure chances long after the crisis itself has subsided. We discuss implications for literatures in organizational adaptation, imprinting, entrepreneurial geography, and exogenous crises and organizations, while offering insights for startups and investors that find themselves in such conditions.

OMT: **The Transformative Potential of the Craft Imaginary - A Study on Craft Brewing**

Author: **Stephan Moritz Schaefer**, *Lund U.*
Author: **Anselm Schneider**, *Stockholm U.*








Craft has been a steady adversary to the proliferation of industrialization. As an imaginary of embodied work, mainly driven by intrinsic motivation and by a strive for excellence, craft is increasingly re-emerging in discussions on improving current forms of work. A common theme across research on craft is its potential to address alienation as one of the main pathologies of modern work. We study the potential of craft for de-alienating work through a case study of the Swedish craft beer community. We build our analysis on Hartmut Rosa's socio-phenomenological concept of resonance, which provides a fine-grained framework for understanding how alienation can be countered through a re-appropriation of the self and the world. We explore how workers in the craft beer industry establish resonance along the axes of process, product, and community. However, we also find that resonant experiences along these axes are inherently precarious, and seemingly evading efforts for institutionalization. On the basis of these findings, we theorize the potential and pitfalls of organizational and social imaginaries to serve as a compass for transforming organizations and society.

OMT: **The Luck of Being "Unlucky": The Initial Small-Fish-in-a-Big-Pond Experience and Future Wins**

Author: **Yue Zhong**, *Graduate School of Commerce, Waseda U.*

Previous literature on prize effects has largely considered winning vs. losing as the only factor that differentiates a prize's impact on its nominees. It is believed that initial winners of a prestigious prize are endorsed with legitimacy and status, and therefore proceed to develop far more successful careers than initial nonwinners, even when the initial difference between the two is just luck. However, empirical findings are mixed: some research finds support for the winners' accumulated advantages, others find the opposite. In this paper, I introduce another important factor: average quality of the nominee pool. Exploiting a unique context of the Akutagawa and the Naoki Prize for Japanese literature, 1935-2018, I compare the subsequent creative outcomes between nonwinners in highly creative cohorts ("small fish in big ponds") and winners in less creative cohorts ("big fish in small ponds"). Corroborating that membership of each cohort is quasi-random in this context, the two groups can be regarded as having essentially equivalent quality, with the second group luckier than the first. I argue and find that, counter to the extant theory's prediction, initially "unlucky" small fish in big ponds produce more novels and collaborate with larger numbers of new publishers subsequently, than initially "luckier" big fish in small ponds. With higher productivity and exploration in publishers leading to more future wins, I show two indirect pathways through which initial small-fish-in-a-big-pond experience can help an individual to attain sustained creativity. I contribute to prize effects literature by demonstrating how initial advantages can be reversed.

KEY TO SYMBOLS

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

Decolonizing Management and Organization Studies: Why, How, and What



Organizer: **Emamdeen Fohim**, *U. of Bern*
Organizer: **Michael Lounsbury**, *U. of Alberta*
Discussant: **Charlene E. Zietsma**, *U. of Michigan*
Discussant: **Samer Abdelnour**, *U. of Edinburgh business school*
Presenter: **Tapiwa Winston Seremani**, *IESEG School of Management, France*
Presenter: **Sandiso Bazana**, *Grenoble Ecole de Management*
Presenter: **Chahrazad Abdallah**, *U. du Québec à Montréal*
Presenter: **Snehanjali Chrispal**, -
Presenter: **Ella Henry**, *Auckland U. of Technology*
Presenter: **Chintan Kella**, *Department of Organisation and Personnel Management, Rotterdam School of Management*
Presenter: **Medina Williams**, *Purdue U., West Lafayette*
Presenter: **Shaista Ehsan Khilji**, *George Washington U.*
Presenter: **Leanne Mara Hedberg**, *MacEwan U., Edmonton, Alberta*
Presenter: **Jean-Pierre Imbrogiano**, *U. of Helsinki*

Literature on decolonizing management and organization (MOS) studies has become a hot topic in our discipline (i.e., Allen & Girei, 2023; Pal et al., 2022; Yousfi, 2021). As scholars have recognized a Western-centric bias, fostering one-sided knowledge outputs incommensurate with other cultural contexts (Banerjee, 2021; Filatotchev et al., 2021), there has been an increased call to enhance indigenous theorizing (Bothello et al., 2019; Bruton et al., 2021; Salmon et al., 2023). However, decolonizing our discipline is more than overcoming a so-called WEIRD bias – the narrow research focus on and with actors from countries with a Western, educated, industrialized, rich, and democratic background (Henrich et al., 2010). Instead, decolonizing MOS requires serious “emancipatory” steps to overcome institutional hurdles that hamper the heterogenization of knowledge creation (Banerjee, 2021). Further reflections and new solutions on the setup of journals (Barros & Alcadipani, 2022; Zoogah et al., forthcoming), international conferences (Kondayya et al., forthcoming), or business schools (Woods et al., 2022) are needed to include previously unheard voices in the mainstream literature. What decolonizing means in academia and what it is not is thus a topic that concerns all management scholars (Abdelnour, 2022). Particularly if we take our call seriously to create knowledge for addressing current and future grand challenges (George et al., 2016; Kunisch et al., 2023). Spaces for voices and theories on sustainable solutions beyond Western Enlightenment ideals are thus needed (Banerjee & Arjaliès, 2021). Hence, decolonizing MOS requires profound and deepened reflections from different viewpoints: i) taking stock of existing literature on the topic to identify unaddressed gaps, ii) establishing a common understanding of why to decolonize our discipline, iii) creating ideas of how to do this as an individual scholar in the broader system of knowledge creation, iv) reflect on what institutions in which areas of academia need to be reimagined, v) and finally launch initiatives and start actions (beyond writing about the topic) that can seriously impact and change our academic world. The presenter symposium wants to shed light on these issues through the presentation and subsequent discussion of five articles.

Decolonizing Management and Organization Studies - Why, How, and What

Author: **Emamdeen Fohim**, *U. of Bern*
Author: **Michael Lounsbury**, *U. of Alberta*

Decolonizing Management and Organization Studies: Taking Stock and Looking Forward

Author: **Tapiwa Winston Seremani**, *IESEG School of Management, France*
Author: **Sandiso Bazana**, *Grenoble Ecole de Management*

‘Within and Against’: : Decolonizing as Radical Refusal

Author: **Chahrazad Abdallah**, *U. du Québec à Montréal*

“They” Are Speaking, But Are We Listening? Epistemic Violence in the Pursuit of Organization Studies

Author: **Snehanjali Chrispal**, -

Matauranga Maori: Incorporating Indigenous Maori Knowledge in a Business School Curriculum

Author: **Ella Henry**, *Auckland U. of Technology*

A Charta of Principles, Rights, and Responsibilities

Author: **Chintan Kella**, *Department of Organisation and Personnel Management, Rotterdam School of Management*
Author: **Medina Williams**, *Purdue U., West Lafayette*
Author: **Shaista Ehsan Khilji**, *George Washington U.*
Author: **Leanne Mara Hedberg**, *MacEwan U., Edmonton, Alberta*
Author: **Jean-Pierre Imbrogiano**, *U. of Helsinki*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **562** | Submission: **16034** | Sponsor(s): **(OMT, OB, ONE)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 11:00AM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Rouge Room**

Impact Scholars, Unite! Building Bridges Across Communities Interested in Creating Impact



Panelist: **Gerald F. Davis**, *U. of Michigan*
Panelist: **Ali Aslan Gümüşay**, *LMU Munich*
Panelist: **Elke Sybille Schuessler**, *JKU Linz*
Organizer: **Katharina Scheidgen**, *Georg-August-U. Göttingen*
Organizer: **Simon L. Schmidt**, *Georg-August-U. Göttingen*
Organizer: **Christoph Seckler**, *ESCP Business School*
Panelist: **Garima Sharma**, *American U., Kogod School of Business*
Panelist: **Jan Vom Brocke**, *U. of Münster*

The management field is experiencing a proliferation of groups, networks, and communities across divisions (e.g., OMT, ENT, OB, ONE) dedicated to creating impact (e.g., RRBM network, Desirable Futures scholars, Design Science scholars, GRONEN, OS4Future, PRME). Despite their shared commitment to impactful scholarship, there is currently limited exchange among these communities. The aim of this PDW is to bring these communities together. The idea is to learn about their different perspectives and approaches; to build connections among them; and to inspire novel impactful (research) projects. To accomplish this goal, we have designed an interactive and engaging PDW with two parts. Part 1 will feature an interactive discussion panel with distinguished speakers representing the different communities. Each scholar will offer insights into their communities' perspective and approach towards creating impact. Building on the valuable insights gained from Part 1, Part 2 will adopt an engaging 'Market-of-Makers' format. This energizing format aims to stimulate the creation of novel impactful (research) projects, to uncover shared interests, and to build connections among like-minded scholars. In summary, this groundbreaking PDW seeks to inspire, innovate, and unite to innovate for the future.

No registration required.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **563** | Submission: **16129** | Sponsor(s): **(OMT, STR, OB, HR, TIM, ONE, IM)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 11:00AM CT (UTC-5)** at **Fairmont Chicago Millennium Park in State Room**

It's Not Just You! Let's Have an Honest Conversation about Failure



Organizer: **Maria Rita Micheli**, *IESEG*
Organizer: **Georg Wernicke**, *HEC Paris*
Organizer: **Jeanine Pieternel Porck**, *Oklahoma State U.*
Panelist: **Rajshree Agarwal**, *U. of Maryland*
Panelist: **Dolly Chugh**, *New York U.*
Panelist: **Amy C. Edmondson**, *Harvard U.*
Panelist: **Elizabeth P. Karam**, *James Madison U.*
Panelist: **Elisa Operti**, *ESSEC Business School*
Panelist: **Krista Pettit**, *Ivey Business School*
Panelist: **Andre Spicer**, *City U. London*

Dealing with failure is one of the most common challenges scholars face in their academic careers. In fact, scholars encounter more failures than successes, whether it concerns the publication process, one's career path, or the ability to disseminate knowledge to students and the broader society. Yet, in public we mainly talk about successes and often form narratives of negativity around failure. In this Professional Development Workshop (PDW), we invite participants to rethink the conventional way of seeing failure as the opposite of success. We encourage them to look at failure with curiosity, as an opportunity for personal growth, and by accepting the feeling of vulnerability. This PDW provides an opportunity to hear vivid, real-life stories from a diverse and distinguished panel of scholars about their failures, ranging from dry spells in publishing, to not getting tenure, the acceptance of the 'wrong' job, and much more. Through these open and honest stories, we aim to (a) normalize failure and humanize academia, (b) illustrate how to ask for help if one needs it, and (c) offer practices, skills, and mindsets to overcome failure or even fail successfully. Interactive roundtable discussions and dialogues follow the panel presentations. Panelists and panel organizers lead each roundtable. The roundtable sessions allow participants to suggest strategies to build resilience, share ideas and embrace the possibility to fail.

To register for one of the roundtables, please provide your preferences here by July 31st: https://ieseg.az1.qualtrics.com/jfe/form/SV_cuat2Yfijh2mY6

KEY TO SYMBOLS

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








Eliciting Identity and Identification in Qualitative Research—Tales From the Field



Organizer: **James Hughey**, *U. of Utah, David Eccles School of Business*
Organizer: **Devin Rapp**, *San Diego State U., Fowler College of Business*
Organizer: **Glen E. Kreiner**, *U. of Utah, David Eccles School of Business*
Organizer: **Robert Monnot**, *U. of Utah, David Eccles School of Business*
Organizer: **Dane Cannon**, *U. of Utah, David Eccles School of Business*
Participant: **Kimberly D. Elsbach**, *U. of California, Davis*
Participant: **Keimei Sugiyama**, *U. of Wisconsin Milwaukee*
Participant: **Spencer Harrison**, *INSEAD*
Participant: **Christian E. Hampel**, *Imperial College Business School*
Participant: **Alyson Meister**, *IMD Business School*

Research on identity and identification has exploded in the organizational sciences in recent years, evolving to the point where it is now considered a root construct. Explorations of identity in organizational scholarship span across a myriad of levels—from the personal, to the occupational/professional, to the organizational, and on up to market/industry levels. The use of qualitative methods has been particularly generative for the development and expansion of identity-related theories. In these efforts, a diversity of qualitative methods have been employed to elicit identity and identification. Such methods include the use of archival records, interviews, historical narratives, artifacts, and/or ethnographic observation. In this professional development workshop, we profess two principal purposes: 1) to survey a variety of qualitative methods for eliciting identity and identification, and 2) to suggest additional and/or supplemental methods of qualitative inquiry that may contribute to the advancement of identity and identification research in the organizational sciences. To do so, we engage a panel of scholars who have employed a wide variety of methods across multiple levels of analysis. Through the lens of their experience, we aim not only to educate our attendees on contemporary approaches to identity and identification research, but also to inspire the next wave of qualitative scholarship.

KEY TO SYMBOLS

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

Experimenting: Best Practices and Future Directions



Organizer: **Denise Falchetti**, *George Washington U.*
Organizer: **Margaret Ormiston**, *George Washington U.*
Moderator: **Lauryl Burnett**, *George Washington U.*
Moderator: **Ursula Martin**, *George Washington U.*
Panelist: **Charles Adam Dorison**, -
Panelist: **Matthew Josefy**, *Indiana U. - Kelley School of Business*
Panelist: **Sirio Lonati**, *NEOMA Business School*
Panelist: **Nathan Philip Podsakoff**, *U. of Arizona*
Panelist: **Elizabeth R. Tenney**, *U. of Utah, David Eccles School of Business*
Panelist: **Isabel Villamor**, *IESE Business School*

Interest in experimenting is fueled by an emphasis on establishing causality, which is desirable for publishing academic research in top journals. A recent methodological revolution in the social and behavioral sciences is not only changing the way in which scholars approach experimental design and data analysis, from pre-registering studies to making data and materials available on public repositories, but also raised new critical issues concerning methodological practices to achieve the rigor required in top journals. The purpose of this PDW is to elucidate best-practice recommendations and future directions for designing and conducting different types of experiments (i.e., online, laboratory, field, and quasi-experiments), with the overall goal of discussing current and future approaches for using experiments to advance theory across management fields including organizational behavior, leadership, human resources, entrepreneurship, organizational theory, and strategy. To this end, the PDW is designed to cover both methodological and statistical issues germane to conducting and publishing rigorous experiments that meet top journals' requirements as well as address emerging research trends for directing future scholarship that bridges micro-, meso-, and macro-fields of management. This PDW will also include a Q&A session to encourage questions and reflections from all participants, and an interactive session with roundtable discussions to offer pre-registered participants opportunities to discuss specific questions with the panelists.

If you are interested in participating in the second part of the session (roundtables) to discuss questions specific to your experimental research, please register here by July 26, 2024, 11 pm EDT time: https://gwu.qualtrics.com/jfe/form/SV_clu9hlsyZeM28R0 You will be asked to answer a short questionnaire about your research interests and indicate some issues/questions related to experimental research methods that you have encountered in a project and that you want to discuss with the panelists.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



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Selected as a Best Paper

Session Type: **Meeting**
Program Session: **566** | Submission: **21785** | Sponsor(s): **(SIM)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 10:00AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Navy Pier**

SIM Executive Governance Meeting

Division Chair: **Cristina Neesham**, *Newcastle U.*

Division Chair-Elect: **Michelle Karen Westermann-Behaylo**, *U. of Amsterdam*

Program Chair: **Erica Steckler**, *U. of Massachusetts, Lowell*

Professional Development Workshop Chair: **Rajat Panwar**, *Oregon State U.*

This is an invitation-only Governance Meeting for SIM Executive Committee Members

KEY TO SYMBOLS



Teaching-oriented



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Selected as a Best Paper

Corporate Philanthropy Strategies

Session Moderator: **Vontrese Deeds Pamphile**, *George Washington U.*

STR: **Pursuing Gains or Avoiding Losses? The Effect of CEO Regulatory Focus on Corporate Philanthropy**

Author: **YuRu Zhou**, *School of Business and Management, Shanghai International Studies U.*

By combining upper echelons theory and regulatory focus theory, this study examines how CEO promotion and prevention focus affect corporate philanthropy and theorizes how these relationships are moderated by board independence and firm's ownership type. Using a sample of 4382 observations of Chinese A-share listed firms from 2006 to 2017, our results show that CEO promotion focus is positively related to corporate philanthropy, and this relationship is attenuated by board independence but accentuated by state-owned firm type; CEO prevention focus is negatively related to corporate philanthropy, and this relationship is attenuated by both board independence and state-owned firm type. Our study makes important theoretical contributions to strategic leadership research, upper echelons theory, and the literature of corporate philanthropy.

STR: **The Dual Labor Effects of Corporate Philanthropy**

Author: **Luis Ballesteros**, *Boston U. Questrom School of Business*
Author: **Vontrese Deeds Pamphile**, *George Washington U.*

This study explores the proposition that the specific social causes targeted by corporate philanthropy influence its effects on labor performance. We introduce a categorization based on social psychology, distinguishing between welfare-shocks philanthropy, aimed at providing welfare restitution for victims of disruptions, and chronic-conditions philanthropy, focused on welfare improvement for those facing longstanding problems. Our experimental evidence demonstrates that exposure to welfare-shocks philanthropy significantly enhances workers' production, accuracy, and efficiency. In contrast, labor performance tends to decrease under chronic-conditions philanthropy and remains unchanged in the absence of philanthropy. These results broadly generalize in matched difference-in-difference estimates spanning 12 years of philanthropic activity by U.S. corporations. Our findings suggest that not all philanthropic efforts are equally motivating for employees and underscore the strategic importance of the philanthropic focus in influencing labor performance, both positively and negatively. Consequently, this study helps reconcile previous varying results regarding the strategic value of corporate philanthropy, offering a nuanced understanding of how this non-financial incentive can shape workforce dynamics and guide the design of more effective philanthropic strategies.

STR: **How the Uncertainty Associated with Social Issues Influences the Returns of Corporate Philanthropy**

Author: **Luis Ballesteros**, *Boston U. Questrom School of Business*
Author: **Tyler Wry**, *The Wharton School, U. of Pennsylvania*

This study examines whether the varying financial returns to philanthropy can be explained by the uncertainty associated with the issues to which a firm donates. We start with the premise that stakeholders react favorably to donations they view as effective and appropriate for specific social needs, which can lead to financial advantages for the donor firm. However, the reliance on various cues for such assessments may differ based on the uncertainty surrounding social issues. For stable issues, where the social need and redress strategies are relatively clear and direct, we expect that proximate cues such as the donation amount and a firm's donation experience are likely indicators of philanthropic effectiveness, thereby predicting its financial returns. Conversely, when donations target uncertain issues where the social need is unclear or evolving, these cues become less informative, prompting stakeholders to consider broader cues, such as firm reputation. Our analysis introduces a method for measuring the country- and time-specific uncertainty of issues and applies it to evaluate donations from the world's largest 2,000 firms from 2007 to 2018. The significance of our study is underscored by the increasing engagement of firms in social issues fraught with high uncertainty.

STR: **Participation of Party Organizations in Corporate Governance and Targeted Poverty Alleviation**

Author: **MENGLI LYU**, *Shanghai U. of Finance and Economics*

A prominent feature of corporate governance in China is the participation of Party organizations, which is considered to play a crucial role in promoting social responsibility and sustainable development. Based on Chinese A-share listed companies from 2016 to 2020, we examine the impact of participation of Party organizations in corporate governance on enterprise targeted poverty alleviation. Our results show that participation of Party organizations plays a significant role in promoting enterprises to fulfill social responsibility for poverty alleviation; compared with blood transfusion poverty alleviation, the higher the degree of participation of Party organizations in corporate governance, the greater the positive impact on hematopoietic poverty alleviation; furthermore, external supervision enhances the positive relationship between Party organizations' participation in corporate governance and targeted poverty alleviation. In addition, we find that the participation of Party organizations in corporate governance has an impact on poverty alleviation by influencing the distribution of corporate attention.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



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Diversity-oriented



Selected as a Best Paper

Corporate Political Spending and Lobbying

Session Moderator: **Bo Yang**, *The U. of Hong Kong*

STR: **Sleeping with the Enemy? Politicians' Stakeholders and the Lobbying Strategies of Foreign Firms**

Author: **Miguel Espinosa**, *Bocconi U.*

Author: **Giorgio Zanarone**, *U. Pompeu Fabra*

Author: **Akhil Ilango**, *Indian Institute of Management Bangalore*

How does home country reputation affect foreign firms' non-market strategies? We address this question using unique longitudinal data on foreign lobbying in the U.S. We find that when external events tarnish a country's reputation, firms in that country increase their lobbying of U.S. politicians who have prior connections to the country, and thus are most exposed to stakeholders' backlash. Further corroborating the effect of domestic stakeholders on international non-market strategies, we find that the increase in lobbying is concentrated among politicians from states with strong political competition and where citizens have weak social ties to and negative views of the shocked country. Our results suggest that firms adapt their international lobbying strategies not only to political distance between countries, as found by prior research, but also to the varying features of political stakeholders within a country.

STR: **Political Turnover and Corporate Covert Donations**

Author: **HAOJING SONG**, *Northwestern Polytechnical U.*

Author: **SiJia ZHANG**, *Northwestern Polytechnical U.*

Author: **Jia Ming**, *Northwestern Polytechnical U.*

Covert donation refers to the practice of focal firms failing to honestly disclose the actual amount of their donations, a phenomenon that has been largely ignored in the previous literature. This study examines the influence of political turnover on corporate covert donations. From a political legitimacy perspective, we propose that firms increase the disclosed amount of donations (resulting in few covert donations) in the year of political turnover to gain political legitimacy. However, they hide further information about their donations in the following year of political turnover. Moreover, the above effect would be stronger among state-owned enterprises than private-owned enterprises. Our hypotheses are tested using 5,329 firm-year observations of listed firms in China from 2011 to 2020, and we find empirical support for our hypotheses. Our study contributes to the literature on strategic disclosure and legitimacy management.

STR: **Corporate Lobbying in the EU: Winners and Losers** →

Author: **Nilanjana Dutt**, *Bocconi U.*

Author: **Elie J. Sung**, *HEC Paris*

Author: **Ruyue Li**, *Boston U. Questrom School of Business*

Author: **Johan Rath**, *Bocconi U.*

Do firms gain benefits from lobbying? While firms often engage in markets in various countries, this fundamental question has been examined only in the context of national governments and mostly in the US context. To answer this question for corporate lobbying of institutions that span across countries, we focus on the EU, which is the largest single market, and present a novel dataset of firm-EU policymaker meetings spanning 2016-2022. These meetings, involving firms and EU policymakers like European Commissioners, Members of Parliament, and their staff, serve as a measure for lobbying activities. Next, to gauge the impact of lobbying on firm performance, we examine the likelihood of firms securing EU public procurement contracts. Our analysis shows that meetings are associated with a higher likelihood and value of winning European public procurement contracts. Consequently, lobbying is associated with a higher likelihood of material benefits for firms. Overall, lobbying is both active and expanding in the EU, with firms utilizing meetings as an effective strategy to secure contracts successfully.

STR: **Corporate Political Connections and Value Appropriation in Buyer-Supplier Relationships** 🖨️

Author: **Hanzhong Shi**, *Huazhong U. of Science & Technology*

Author: **Angie Wang**, *The Chinese U. of Hong Kong*

Author: **Bo Yang**, *The U. of Hong Kong*

This paper investigates the understudied role of political connections in shaping buyer-supplier relationships, utilizing the value-based framework. We hypothesize that a firm's connections with the government enhance its outside options, hence its ability to capture value in transactions. We leverage the empirical opportunity to quantify the value acquired by the supplier by examining the trade credit it extends to buyers. We manually extracted buyer-supplier-pair level trade credit data for publicly listed U.S. firms. We find that an increase in a firm's political connections decreases the trade credit it extends to buyers, particularly the financially risky ones and those with a shorter duration of transactional relationships. The study sheds light on the benefits of political connections in enhancing firms' value appropriation in their supply chains.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Navigating Uncertainty: Strategic Adaptation and Innovation in Response to Market Shock

Session Moderator: **Minjae Lee**, *Southern Connecticut State U.*

STR: Innovating or Retrenchment?: Revisiting Strategic Responses to Crisis from an Event Systems Theory 

Author: **Sohvi Heaton**, *Baylor U.*

Author: **Jungwon Min**, *Inha U.*

Shocks that cause economic losses and disrupt normal operations often require rationing of various resources. Considering the critical nature of allocating limited resources during periods of excess demand, extensive research has been dedicated to understanding how firms respond to crises. Unfortunately, these studies often overlook various types of shocks and yield mixed findings based on the context, making it challenging to derive meaningful conclusions. Applying event system theory (EST), we explore the impact of various attributes of a shock on a firm's human capital (HC) allocation decisions. Analyzing longitudinal data spanning from 2013 to 2021 for 1,115 Japanese firms, our findings reveal a positive correlation between the strength dimension of shock events and retrenchment-focused allocation. Simultaneously, the space dimension of shock events is linked to innovation-oriented resource allocation.

STR: Flying Through Turbulent Environments: Physical Resource Reconfiguration and Redeployment 

Author: **John Eklund**, *U. of Southern California*

Author: **Hyo Kang**, *U. of Southern California*

We examine how firms respond to an unexpected industry shock that shifts demand patterns. We highlight the importance of reconfiguring and reallocating non-scale free physical resources to new applications to create new sources of value and being able to access new markets to capture value from these reconfigured resources. The COVID-19 pandemic's impact on the airline industry provides a unique opportunity to examine such a demand shock as there was a substantial decline in passenger demand coupled with a surge in cargo demand. Our findings from the US domestic airline industry reveal that firms possessing highly fungible narrow-bodied aircraft and operating in more dispersed markets were better able to take advantage of the shift from passenger to freight demand. A supplementary case study and interviews with industry experts both support the benefits of fungible physical resources and access to dispersed markets in shaping effective responses to turbulent environments. These findings offer important managerial implications, suggesting that firms whose resources are closely tailored to prevailing industry environments may be less able to adapt effectively to demand shifts caused by industry shocks.

STR: Maladaptation or Strategic Tradeoff? The Effect of a Firm's Preexisting Capability 

Author: **Minjae Lee**, *Southern Connecticut State U.*

This paper investigates the effect of a firm's preexisting capability in project management on the direction of its responses and performance to a demand surge. Our empirical context is the liquefied natural gas industry, which experienced a sudden demand surge in 2000. We find that, under a demand surge, a firm's project management capability has a negative effect on its project efficiency, a positive effect on its project volume, and a positive effect on its total profits. Our further analysis indicates that the negative effect of project management capability on project efficiency may result from a firm's strategic decision to trade project efficiency for project volume rather than from maladaptation after the surge. This study contributes to understanding the dynamics of a firm's preexisting capabilities in the face of market demand changes.








STR: Weathering the Storm: Shaping and Adapting in Response to an Extreme Weather Shock in Florida 

Author: **Emanuel Ubert**, *Rotterdam School of Management*

Author: **Giuseppe Criaco**, *Erasmus U. Rotterdam*

When do firms try to shape their mature and regulated market environment rather than adapt to it in response to a market shock? Strategic management scholars typically think of such shocks as triggering varied adaptive responses that are based on firms' comparative adjustment, transaction, and opportunity costs (CATO). We suggest that such shocks can instead motivate firms to shape their market environment. In this paper, we theorize when firms might pursue such shaping rather than adaptive strategies in response to a specific type of market shock— an extreme weather event. We argue that firms engage in shaping when such a shock introduces uncertainty about the payoffs of firms' existing market opportunities and political opposition to firms shaping those payoffs is weak. We substantiate our theory in the empirical context of homeowner insurer underwriting responses to a record hurricane season in Florida in 2004. A qualitative process analysis traces the coevolution of insurers' shaping and adaptive efforts and that of their legislative and regulatory environment. A difference-in-difference analysis then identifies how political opposition in the form of legislative restrictions blocked market-shaping efforts and triggered systematically different cost-based adaptive responses by specialist and generalist insurers. The paper discusses the consequences of these findings for the CATO framework and for theories of industry co-evolution.

KEY TO SYMBOLS

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

Technology, Innovation, and Organizational Change

Session Moderator: **Piyush Gulati**, *INSEAD*

STR: **Media Intervention and Cessation of Quarterly Earnings Guidance**

Author: **Yachang Zeng**, *Nanyang Business School, Nanyang Technological U., Singapore*

Author: **Jihun Bae**, *Erasmus School of Economics, Rotterdam*

Author: **Jingoo Kang**, *New York U. Abu Dhabi*

When covering firm-provided information for investors, the financial media often expresses views that deviate from managers' intended messages. This media-created information can pose a threat to managers by revealing inaccuracies or inconsistencies in the firm-provided information. Using a comprehensive dataset of news articles covering quarterly earnings guidance (QEG), we find that media sentiment deviation from a manager's intended QEG message reduces the manager's tendency to provide QEG subsequently. This relationship is stronger when media-created information is perceived more credible and when the external demands for QEG are lower. As QEG plays a crucial role in reducing information asymmetry, our findings imply that media-created information can unintentionally increase information asymmetry in the subsequent period by dampening a manager's future tendency to provide information.

STR: **Digital Collaboration Technologies and Managerial Intensity In U.S. Corporations: An Examination**

Author: **Piyush Gulati**, *INSEAD*

Author: **Arianna Marchetti**, *London Business School*

Author: **Phanish Puranam**, *INSEAD*

Observers of novel, technology-enabled forms of organizing have argued that digital technologies enable effective decentralization and can, therefore, reduce reliance on managers in organizations. However, systematic evidence has been scarce, and countervailing narratives exist that portray digital technologies as increasing the degree of coercion and control of subordinates by managers (i.e., "Digital Taylorism"). We develop a theoretical explanation for why digital collaboration technologies (DCTs) should lower managerial intensity and increase decentralization in organizations. To test this argument, we apply a differences-in-differences design on a novel dataset built from over 26 million job listings (Lightcast) and over 20 million social profiles (Revelio) matched to 3,017 US public firms in Compustat, which we track in the period 2010-2019. We find that over the observation window, DCT adopters show a 3% reduction in managerial intensity and a 5-7% increase in non-managerial skills linked to decentralization in their job postings in the years following adoption. The pattern of results is robust to a battery of alternative measures and specifications and strongly supports the idea that DCTs make organizations less hierarchical along the dimensions we studied.

STR: **Red or Blue Survival of Covid-19: Organizational Political Ideology, Exploration, and Resilience**

Author: **Wenjia Su**, *Friedrich-Alexander-U. Erlangen-Nürnberg*

Author: **Verena Hossnofska**, *Friedrich-Alexander U. of Erlangen-Nürnberg*

Author: **Sebastian Junge**, *Friedrich-Alexander-U. Erlangen-Nürnberg*

The global impact of the Covid-19 pandemic has increased the importance for organizations to understand and foster resilience. In this study, we explore how an organization's liberalism influences its organizational resilience. Specifically, we argue that liberal-leaning firms achieve greater resilience in two ways—namely, higher stability and faster recovery. Furthermore, we delve into the mediating role of exploration as a proxy for a firm's adaptive and absorptive capabilities. Using a sample of S&P 500 listed firms, our empirical findings indicate that liberal-leaning organizations experienced a smaller setback during the initial Covid-19 shock and achieved quicker recovery to pre-shock levels. Furthermore, we find that exploration mediates the relationship between organizational liberalism and performance setback, such that liberal-leaning organizations achieve a higher level of exploration, which in turn, mitigates the performance setback during adversity.

STR: **How Scientific Organizations Adapt to Advances in Artificial Intelligence: The Impact of AlphaFold1**

Author: **Gabriel Cavalli**, *U. of Toronto, Rotman School of Management*

This paper investigates how leaders of technology-developing organizations adapt to unexpected technological advances in their field. The study proposes that leaders' expertise, determined by their knowledge domain, shapes their beliefs regarding organizational goals and outcomes. Distinct types of expertise are thus hypothesized to drive leaders towards distinct adaptive expertise-sourcing strategies when confronted with unexpected technological advances. Interdisciplinary leaders, proficient in both application and engineering, are argued to adapt through organizational downsizing, aiming to reduce organizational complexity and explore new fields more effectively. Application-oriented leaders are argued to adapt through organizational upsizing and expertise broadening, facilitating knowledge recombination and widespread testing of technological applicability. Engineering-oriented leaders are argued to adapt through organizational expertise deepening, to optimize technological development for enhanced competitiveness. To test these hypotheses, the study examines the success of AlphaFold1 in 2018, an unexpected advance in artificial intelligence that prompted principal investigators in established academic labs to reconsider organization size and expertise composition based on their academic backgrounds. The findings highlight the nuanced interplay between leaders' expertise, beliefs, and adaptive expertise-sourcing strategies in response to unexpected technological advancements.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Role of Media and Stakeholder Evaluations

Session Moderator: **Wei Guo**, *China Europe International Business School (CEIBS)*

STR: The Mediating Effect of Media Approval Between Corporate Social and Financial Performance

Author: **Liang Wen**, *Xi'an Jiaotong-Liverpool U.*

Author: **Jingyu Yang**, *U. Of Sydney*

Author: **Wen Helena Li**, *UTS Business School, U. of Technology Sydney*

Given the intricate corporate social-financial performance linkages, this study focuses on the underexplored secondary stakeholder, media, and develops a framework to unveil how media approval plays a complex role in enabling firms' transformation of corporate social performance (CSP) to improved corporate financial performance (CFP). Specifically, we posit that CSP increases media approval at a decreasing rate and such media approval positively mediates the CSP-CFP relationship. Additionally, given the importance of obtaining political legitimacy in emerging economies, we also suggest that both CSP-media approval relationship and the mediation effect of media approval on the CSP-CFP relationship are weakened when a firm holds a high level of political legitimacy. Our analysis of a panel dataset of 2,008 Chinese publicly listed firms between 2010 and 2019 lends support to our arguments. Our findings shed new light on the role of social approval, in the form of media, in enabling firms' transformation of CSP to CFP.

STR: Nothing but the Truth? Private Information and Reporting on Corporate Social Responsibility

Author: **Jean-Etienne De Bettignies**, *U. of Toronto, Rotman School of Management*

Author: **Huafang Liu**, *Zicklin School of Business, Baruch College, City U. of New York*

Author: **David Robinson**, *Duke U.*

We develop and test a model in which firms can make \textit{non-verifiable} statements about their CSR engagement, and hence may have incentives to mislead markets with exaggerated CSR claims. Firms may privately receive a signal correlated with their CSR engagement - e.g. a measure of greenhouse gas emissions - and have discretion over whether to publicly disclose it. Based on whether a signal is disclosed to them, and on what the signal is, markets form beliefs about the firm's CSR activities and the truthfulness of its claims. The model illustrates the disciplining effect of \textit{ex post} private signal availability on firms' \textit{ex ante} reporting on their CSR engagement. We test the model using a difference-in-differences approach that exploits special features of the introduction of the UK Companies Act of 2013, and find evidence supporting the model's predictions.

STR: Valuing The Revolving Door: Media Attention and Departures of Corporate Executives to the Government

Author: **Conor Callahan**, *U. of Illinois Chicago*

Author: **Eni Gambeta**, *U. of Cincinnati*

Author: **Douglas A. Schuler**, *Rice U.*

The movement of individuals between roles in private-sector firms and the government is a common phenomenon known as the revolving door. While revolving door movements are widely assumed to benefit firms, their establishment also generates varying levels of media attention. This attention has been theorized in other contexts to limit the discretion of government officials and firms to engage in mutually beneficial political exchanges. We argue that media attention poses a boundary condition on the ability of firms to attain benefits from these connections. Focusing on revolving door connections established when corporate executives move to senior positions in the government since the year 2000, we reexamine the performance impact of these ties. Using synthetic control methodology, we analyze the post-appointment Tobin's Q of firms following the movement of their senior executives to the U.S. federal government. Our analyses suggest that when media attention to these moves is greater, the firms of those departed executives experience decreased market expectations. Furthermore, we find little evidence that these firms benefit from these moves, regardless of media attention. Our findings highlight the importance of the social context surrounding revolving door movements and have critical implications for research on corporate political connections.

STR: The Risk of Information Richness: CSR Reporting and Diverse Stakeholders' Evaluation

Author: **Bingkun Zhang**, *The U. of Hong Kong*

Author: **Wei Guo**, *China Europe International Business School (CEIBS)*

Prior studies less explored when diverse stakeholders react similarly and differently to the same CSR reporting. This paper examines how and when rich information disclosed in CSR reports will elicit similar and different reactions from investors, as reflected in stock market reaction, and the general public, as reflected in the favorability of media coverage. We find that, in general, disclosing rich information in CSR reports is positively associated with stock market reaction and media coverage tone. Furthermore, we find that performance decline weakens the positive relationship between rich CSR reports and stock market reaction but strengthens the positive relationship between rich CSR reports and media coverage tone. In contrast, congruence of CSR and core business operations strengthens the positive relationship between rich CSR reports and stock market reaction but weakens the positive relationship between rich CSR reports and media coverage tone. We used computerized content analysis to quantify the extent of information richness in CSR reports and empirically test our hypotheses through data from Chinese listed firms between 2008 to 2017.

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Selected as a Best Paper

Top Manager-Inventor Dynamics

Session Moderator: **Sebastian Cortes-Mejia**, *Pontificia U. Javeriana Bogotá*

STR: **Legal Mind at the Helm: General Counsel in Top Management and Firm Innovation**

Author: **Seung-Hwan Jeong**, *U. of Georgia*
Author: **Xingyuan Fei**, *Texas A&M U., San Antonio*
Author: **Sean Cao**, *U. of Maryland R.H. Smith School of Business*
Author: **Lynn Li**, *Boston U. Questrom School of Business*

General Counsels (GCs), who traditionally were seen as legal gatekeepers playing a supporting role, are increasingly ascending to more powerful roles in strategic leadership. Considering their expanding role, we examine how general counsels in top management teams (TMTs) influence firm strategy in the critical realm of innovation. Our main argument is that the presence of GCs in TMTs can ensure that legal expertise is leveraged in the early stages of the innovation process, allowing for inventions to be developed with a clear understanding of legal implications. In support of this idea, we find that firms with GCs in TMTs have better innovation performance (in terms of both quantity and quality), and this result is stronger when firms' innovation efforts entail high legal risk and uncertainty. Furthermore, the results are weaker when GCs' attention is diverted due to ongoing patent litigation and stronger when GCs have higher levels of power within the TMT.

STR: **Executive's Free-Riding and Firm Innovation: Exploring the Microfoundation Mechanism**

Author: **Guoli Chen**, *INSEAD*
Author: **Wenlong He**, *School of Business, Renmin U. of China*
Author: **Zitai Hu**, *School of Business, Renmin U. of China*
Author: **Weiwu Li**, *Sun Yat-Sen U.*

Although there is evidence that executive inventors with hands-on innovation experience promote firm innovation, existing research has not yet investigated the effects of executive free-riders, who do not put real effort into the R&D process but only share the results, on firm innovation. To address this gap, we leverage the free-riding theory and propose that executive free-riding behavior misappropriates the intellectual property of employee inventors and discourages their motivation to innovate, thus undermining firm innovation. By establishing a unique inventor-level panel data for Chinese listed firms and leveraging the difference-in-differences (DD) research design, our analyses show that executive's free-riding behavior reduces the innovation productivity of (a) inventors who are directly free-ridden by executives (i.e., direct effect) and (b) the rest inventors who are not subjected to but witness such executive free-riding behavior within the same company (i.e., spillover effect). Besides, our results further show that inventors who are directly free-ridden by the executive tend to get promoted in a faster pace. By identifying specific free-riding behavior of the executive and exploring the underlying mechanisms at the individual inventor level, this study contributes to the literature on executive inventors and more broadly corporate governance and firm innovation.

STR: **The Top Management Team's Influence on Innovation Outcomes**

Author: **Soojung Han**, *U. of St. Thomas*
Author: **Andres Felipe Cortes**, *Sacred Heart U.*
Author: **Sebastian Cortes-Mejia**, *Pontificia U. Javeriana Bogotá*
Author: **Youngeun Lee**, *California State U., Los Angeles*
Author: **James Summers**, *Iowa State U.*
Author: **Pol Herrmann**, *Iowa State U.*

A substantial body of strategic leadership research has studied the influence of the top management team (TMT) on firm innovation, i.e., the organization's ability to generate and implement new strategic initiatives. However, the plethora of studied TMT characteristics, along with some inconsistent findings, have impeded a structured synthesis of the literature that provides practical insights and concrete avenues for future research and theoretical development. Using a sample of 131 studies, we address this issue by conducting a meta-analysis that consolidates findings on the relationship between TMT characteristics and innovation outcomes. We organize our analysis following three major groups of theoretical focus (human capital, compensation and ownership, and diversity) and explore if the effects vary depending on innovation inputs and outputs. Our findings indicate a positive effect of TMT size, TMT education, TMT experience, TMT compensation, TMT functional diversity, and TMT cultural diversity; a negative effect of TMT gender diversity; and no significant effects of TMT tenure, TMT stock ownership, TMT founder ratio, TMT age diversity, TMT tenure diversity, and TMT education diversity. We discuss important theoretical implications of these findings.

STR: **Top Managers' Involvement in Inventive Activities and Firms' Performance**

Author: **Jinhuan Tian**, *Southwest U. of Finance and Economics*
Author: **Gianluca Vagnani**, *Sapienza U. Di Roma Rome, Italy*
Author: **Yan Dong**, *Southwestern U. of Finance and Economics*

Positioned at the intersections between the orchestrating resources theory and managers' human capital perspective, our study investigates the relationship between top managers' involvement in inventive activities, technological knowledge breadth, and firms' performance as measured by Tobin's q and Default probability. Using longitudinal data drawn from 2,363 China A-share market firms from 2009 to 2018, we find that top managers' involvement in inventive activities has a positive effect on Tobin's q, while reducing a firm's Default probability. Such an effect is moderated by top managers' technological knowledge breadth. Mechanism tests indicate that managers' involvement in inventive activities promotes Tobin's q through enhancing innovations' quality. Our results explicitly address managers' actions related to the firm innovative resources stock and their contribution to the firm's performance. Implications for firms and policymakers are also proposed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Relational and Informal Side of Platform Strategy

Organizer: **Patrick Figge**, *U. of Passau*
Organizer: **Georg Reischauer**, *WU Vienna & JKU Linz*
Discussant: **Pinar Ozcan**, *Oxford U., Saïd Business School*
Presenter: **Madeleine Bausch**, *U. of Chile*
Presenter: **Christian Bruck**, *WU Vienna U. of Economics and Business*
Presenter: **Greetje Frankje Corporaal**, *Rotterdam School of Management*
Presenter: **Patrick Figge**, *U. of Passau*
Presenter: **Carolin Haeussler**, *U. of Passau*
Presenter: **Werner Helmut Hoffmann**, *WU Vienna U. of Economics and Business*
Presenter: **Andreas Sebastian Konig**, *U. of Passau*
Presenter: **Tobias Kretschmer**, *LMU Munich*
Presenter: **Devika Narayan**, *U. of Bristol*
Presenter: **Robin Nowak**, *U. of Passau*
Presenter: **Georg Reischauer**, *WU Vienna & JKU Linz*
Presenter: **Anastasiya Shylina**, *U. of Passau*

In two- or multi-sided platform ecosystems, the platform owner governs value generation between and for multiple groups of participants, such as users and complementors, and influences whether and how these ecosystems grow. Most prior research examined the impact of formal mechanisms (like application programming interfaces or software development kits) of these platform strategies, paying little attention to relational and informal factors like collaborative governance with the involvement of complementors, differences between platform ownership structures, and the context of industry or country-level differences. Our symposium is devoted to shed light on this new frontier in platform research. By drawing upon multiple methodologies and studying platform markets across countries, we aim to advance our understanding of the relational and informal side of platform strategy.

Governing the Dynamics of Platforms and Complementors – a Value-Based Approach

Author: **Tobias Kretschmer**, *LMU Munich*

Power in Digital Platforms: Examining How Dependencies Impact Partner Organizing in Cloud Ecosystems

Author: **Greetje Frankje Corporaal**, *Rotterdam School of Management*
Author: **Devika Narayan**, *U. of Bristol*

Internationalization of Digital Platforms: A Configurational Approach

Author: **Madeleine Bausch**, *U. of Chile*
Author: **Anastasiya Shylina**, *U. of Passau*
Author: **Andreas Sebastian Konig**, *U. of Passau*








The Role of Platform Ownership for Governance Mechanisms in Emerging Digital Industrial Platforms

Author: **Robin Nowak**, *U. of Passau*
Author: **Patrick Figge**, *U. of Passau*
Author: **Carolin Haeussler**, *U. of Passau*

Collaborative Marketplace Governance: How and When Transaction Platforms Give Users a Say

Author: **Christian Bruck**, *WU Vienna U. of Economics and Business*
Author: **Georg Reischauer**, *WU Vienna & JKU Linz*
Author: **Werner Helmut Hoffmann**, *WU Vienna U. of Economics and Business*

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **574** | Submission: **23026** | Sponsor(s): **(SVC)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Ballroom Foyer**

Conference Registration

Pre-Registration Badge Pick-up, Onsite Registration, Housing Assistance, Program Assistance, AOM Publications and Exhibitor/Press Registration.

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Selected as a Best Paper

Session Type: **Meeting**
Program Session: **575** | Submission: **21877** | Sponsor(s): **(SVC)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 8:00PM CT (UTC-5)** at **Swissotel Chicago** in **St. Mortiz**

Reflection Room

This space is designated as a non-denominational room for attendees to use for prayer or quiet reflection amidst the busy backdrop of the meeting. Use of this space requires tolerance for all faiths, spiritual beliefs and practices. In order to make this space available to attendees, the following rules apply: Only registered Academy of Management attendees are permitted. No candles, incense burning or other smoke, fragrance or flame is allowed. The space is open to registrants at all scheduled times. Conversation and music are prohibited and noise is to be kept to the strictest minimum. Use is restricted to purposes of personal reflection, meditation or prayer. No sleeping is permitted.

KEY TO SYMBOLS

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 Selected as a Best Paper

Revitalizing Absorptive Capacity

Session Moderator: **Bruno Alencar Pereira**, *Flinders U.*

TIM: From Absorptive Capacity to Innovation: Breakthroughs in New Technology-Based Firms and Startups

Author: **Bruno Alencar Pereira**, *Flinders U.*

Author: **Adela Jana McMurray**, *Flinders U.*

Author: **Josivania Farias**, *U. of Brasilia*

This novel study advances the absorptive capacity and innovation in new technology-based firms (NTBFs) and startup discussion. Expanding the seminal absorptive capacity (ACAP) literature, this qualitative study undertakes a review of the theory by analyzing 167 existing publications until June 2023. The significant findings identify new theoretical insights related to the occurrence and focus of absorptive capacity in NTBFs and startups. The findings identify the search for complementary knowledge and assets, resource-based capacities, and especially dynamic capabilities, as being essential sources for innovation processes. The study establishes that alliances and collaborations for innovation through ACAP present a strong and common approach in the literature and business practice that enhances new knowledge acquisition and technological diversification. Finally, the study provides a rich research agenda comprising 55 topics and directions that academics, managers, and policymakers can observe to leverage the innovation absorption and capabilities in organizational policies, processes, and practices, helping organizations cope with intractable problems while staying true to their purpose for the future. Four significant research gaps are identified related to absorptive capacity and innovation strategies; absorptive capacity, internal-external factors, and resources; antecedents, potential, and realized absorptive capacity; and absorptive capacity and networks.

TIM: Rethinking Absorptive Capacity in the Age of Artificial Intelligence

Author: **Mattia Pedota**, *Politecnico di Milano School of Management*

The concept of absorptive capacity has been widely applied to explain how firms acquire, assimilate, transform, and exploit knowledge to attain competitive advantage. We posit that the rapid emergence of artificial intelligence (AI), which bypasses the gap between data and knowledge, challenges the conception of absorptive capacity as we know it. Through a multimethod qualitative approach that analytically combines an integrative literature review with case studies of eight AI providers, this study unravels the intricate relationship between AI and knowledge absorption. Specifically, it unveils novel dimensions of absorptive capacity pertaining to AI-driven processes and analyzes the interactions between these new dimensions and the traditional facets of absorptive capacity. In extending the absorptive capacity construct, this work seeks to reassert its relevance in the age of AI and develop a nuanced understanding of AI's role in enhancing innovation performance and competitive advantage.

TIM: Resistance to Change and Process of Strategic Planning in the Context of Innovative Capabilities

Author: **Radek Nowak**, *New York Institute of Technology*

The literature on firm innovative capabilities has already identified many organizational resources that can either enable or hinder their development. This study contributes to such research by investigating the effects of two factors, employee resistance to change (RTC) and process of strategic planning (PSP), in the context of absorptive capacity (ACAP). Specifically, the study theorizes and empirically tests the main and moderating effects of these factors on the strength of two dimensions of absorptive capacity – potential absorptive capacity (PACAP) and realized absorptive capacity (RACAP). Statistical tests are conducted using original survey data collected in the healthcare industry in the United States. Future research and implications for practice are discussed.

TIM: The Effect of Exploration on Unutilized Knowledge Spill-Ins

Author: **Sara Ryoo**, *City U. of New York, Baruch College*

Author: **Seungho Choi**, *Ewha Womans U.*

Author: **Wen Zheng**, *ShanghaiTech U.*

This study investigates conditions under which the knowledge-originating firm is more likely to revitalize its unutilized knowledge. We examine 1,688 U.S. pharmaceutical firms from 1996 to 2016 concerning how their propensity to explore influences the re-absorption of their own unutilized knowledge. We find that firms engaging in exploration search facilitate spill-ins of their unutilized knowledge to reinvent themselves in a new technological trajectory. Further, the knowledge distance between the knowledge-originating firm and the recipient firms positively moderates the relationship between exploration and unutilized knowledge spill-ins, while the technological salience of recipients negatively moderates the relationship. This study suggests vicarious learning through knowledge spill-ins as a mechanism through which firms revitalize their own unutilized knowledge.

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Selected as a Best Paper

Understanding Markets: User and Institutional Enablers

Session Moderator: **Kaushik Bagchi**, *U. Ramon Llull, ESADE Business School*

TIM: Environmental Uncertainty and Imitative Adaptation  

Author: **Atif Acikgoz**, *Concordia U., Montreal*
Author: **Fulya Acikgoz**, *U. of Sussex Business School*
Author: **Ayşe Günsel**, *Kocaeli U.*

This research investigates the relationship between environmental uncertainty and imitative performance within marketing teams. We questioned the influence of mental models, which could be adversely affected by informational imperfections rooted in uncertainties in the environment, on imitative adaptation. To do so, we considered the interplay between market complexity and market dynamism as two characteristics of environmental uncertainty, as well as teamwork and taskwork as two components of mental models. Among numerous possibilities, we argue that marketing teams suffer from mental models due to imperfect information. That is, environmental uncertainty likely impedes team members' comprehension of market parameters, resulting in informational imperfections. These imperfections have the potential to constrain the effects of mental models on imitative performance. To validate these hypotheses, we collected data from 81 marketing teams. Our analyses supported the hypothesis that exposure of mental models to informational imperfections negatively mediates the relationship between environmental uncertainty and imitative adaptation.

TIM: Serendipity or Cautious Systematic Exaptation? Uncovering Applications on the Route to Market 

Author: **Kaushik Bagchi**, *U. Ramon Llull, ESADE Business School*

Finding uses for an invention beyond its initial imagined function is a pathway to innovation that has a long and storied history. Of particular interest to innovation scholars is the extent to which finding new applications for inventions is a process of serendipitous discovery as opposed to careful and systematic theory driven search. We distinguish between the propensity of an individual project to lead to a new market application with the aggregate number of new market applications explored using the same underlying invention to delineate between pure serendipity as opposed to a more thorough systematic search process to uncover unexpected applications. We argue that when a new or complex invention is being tested for market application the propensity of an individual project testing a new application is low but that on aggregate more applications are likely to be sought. We thus suggest that, on average, exaptation is a more likely pathway than serendipity to finding unanticipated market applications. We find partial empirical support for our theory through an analysis of drug development projects over a span of three and a half decades, covering more than 100,000 projects in various stages of pre-clinical and clinical testing.

TIM: Legalization and Innovation in the Cannabis Market      

Author: **Lucy Xiaolu Wang**, *Assistant Professor at UMass Amherst*
Author: **Nathan Chan**, *U. of Massachusetts Amherst*








How would legal institutions affect the rate and direction of innovation in restricted or illicit markets? This paper studies the impact of legalization on innovation in the cannabis market. We construct novel data on cannabis-related innovation in clinical trials and patent applications. Using staggered difference-in-differences models and event studies utilizing the variation in state legalization of medical and adult-use cannabis, we find no evidence that medical cannabis laws affect innovation. Adult-use cannabis laws increase trials and patenting, especially patenting in downstream products and methods rather than upstream chemical or treatment innovation. We corroborate the findings with multiple new methods in the literature. These results suggest that legalization increases innovation in the cannabis market, but with relatively weak gains in areas pertinent to health and safe use.

TIM: The Role of Technology Readiness in Consumers' Acceptance of Autonomous Delivery Service 

Author: **Ya Liang**, *Xi'an Jiaotong-Liverpool U.*
Author: **Lixian Qian**, *Xi'an Jiaotong-Liverpool U.*
Author: **Yang Lu**, *Xi'an Jiaotong-Liverpool U.*
Author: **Tolga Bektas**, *U. of Liverpool Management School*

Recent innovations in autonomous driving have spotlighted its potential in last-mile delivery, but there is insufficient research to understand consumers' acceptance of autonomous delivery service (ADS) powered by autonomous driving technology. We fill this research gap by examining the role of technology readiness (TR) in influencing consumer acceptance of ADS in an extended Behavioral Reasoning Theory framework. We find that two TR traits, namely innovativeness and discomfort, can affect both individuals' reasons for and against accepting ADS. However, optimism and insecurity, as two other TR traits, only influence the positive and negative reasoning for accepting ADS respectively. The influences of TR traits on consumers' acceptance intention are mediated by the reasoning process, where the "reasons for" demonstrates stronger effect than "reasons against". Our study also investigates the antecedents of TR traits, with the findings that younger individuals have both stronger TR motivators and weaker TR inhibitors while better educated consumers only demonstrate stronger TR motivators. This study offers valuable insights into the innovation acceptance in last-mile delivery service, with theoretical and managerial implications.

KEY TO SYMBOLS

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

What Do We Know About Digital Innovation?

Session Moderator: **Narges Mashhadi Nejad**, *U. of Toledo*

TIM: Refining Literature Review Strategies: Analyzing Big Data Trends Across Journal Tiers  

Author: **Narges Mashhadi Nejad**, *U. of Toledo*
Author: **Marcelo J. Alvarado-Vargas**, *U. of Toledo*
Author: **Mehrdad Jalali Sepehr**, *U. of Toledo*

This study investigates the influence of academic journal tiers on literature reviews, particularly in the context of big data research in business operations. This study analyzes 1,000 academic articles and conference proceedings across various journal tiers using topic modeling to guide researchers in selecting appropriate journal tiers while conducting a literature review. It examines whether researchers should prioritize different tiers of academic journals based on their goals of depth or breadth. LDA is used for topic modeling, analyzing themes across A*, A, B, and C level journals. The analysis reveals that higher-tier journals (A* and A) offer depth and specialized research. Lower-tier journals (B and C), however, provide a wider range of themes, contributing to the breadth of research topics. Quantitatively, the study employs the Shannon Diversity Index to assess thematic diversity across journal tiers. The results indicate a progressive increase in thematic diversity from A* to B tiers, but this expansion plateaus with the inclusion of C tier journals. Statistical tests confirm that highly cited journals exceed a threshold for thematic depth (Hypothesis 1) and that including a broader range of journal tiers enhances thematic breadth up to a point (Hypothesis 2). The study concludes that the selection of journal tiers for literature reviews must balance depth and breadth.

TIM: Retrospective Synthesis and Future Directions of Public Research Funding' Impact on Big Data Output     

Author: **Giulio Ferrigno**, *Institute of Management, Scuola Superiore Sant'Anna, Pisa*
Author: **Viviana D'Angelo**, *U. Cattolica del Sacro Cuore*
Author: **Francesco Cappa**, *Luiss Guido Carli U.*

The world is overwhelmed by big data and their growth rate is expected to increase consistently over the next years. Accordingly, many funding agencies have boosted big data research in the last decade by pledging financial resources. This circumstance calls for contributions that display a retrospective examination of public research funding impact over time. Using bibliometric techniques, we provide a comprehensive analysis of the big data research most prominent topics and themes, as well as its most prolific authors, institutions, and countries, and to discern the themes and concepts that prominently shaped the progress of the discipline itself. The results suggest that big data research funding impact has progressively widened its field of investigation from industry-specific software applications (2012–2017) to market-demand predictions (2018–2020) and then to firm-performance values (2021–2022). Lastly, based on most frequently cited papers from 2022 onwards, we identify an emerging set of research trajectories that we expect will shape the future impact of big data research funding and the field at large.

TIM: Exploring the Impact of AI on the Recognition of Tacit Knowledge from the Perspective of KM

Author: **Michael Juin-Yi Han**, *National Chengchi U.*
Author: **Feng-Shang Vincent Wu**, *National Chengchi U.*

The debate over whether artificial intelligence (AI) can match or even surpass human intelligence has become an important issue and its impact on businesses has sparked high interest in the communities of knowledge management and R&D innovation management. Consequently, a question arises: Can businesses utilize AI technology to better transform their receptive tacit knowledge? If it is feasible, it could not only potentially reshape the essence of knowledge management and related practices but also impact how AI product is developed. However, there is still very little research on this crucial question. The main purpose of this paper is to address this theoretical gap. This study adopts an experimental approach to collect the required data. Two radiologists were invited to participate in the experiment, using an AI medical recognition software system to experiment, interpret, and compare cases of "judging whether wrist cartilage tears are present in MRI medical images." Research results show that AI, after being trained with a large number of images and data, can reach the level of expert interpretation. Therefore, the study proposes three important propositions: (1) Businesses can utilize algorithms to establish unique AI models in order to model large amounts of data, and create models for dealing with tacit knowledge. (2) Businesses can establish AI models for performing prediction and inference by analyzing the context of data, allowing the organization's tacit knowledge to be better utilized through AI models. (3) Businesses can establish AI models to reduce the degree of knowledge tacitness within the organization, thereby enabling the effective knowledge management and innovation. The research contributes to both industrial practices and academia regarding knowledge management. For the former, this study suggests that managers can use AI technology to analyze various data within the organization, establish AI models with uniqueness, help businesses make various inferences and predictions, and effectively reduce the degree of knowledge tacitness within the organization, accelerating innovation. For the latter, this paper contribute to the theory of knowledge management by redefining the traditional simple equinox: tacit vs. explicitness knowledge, which has significant impact on the ways of managing knowledge and innovation.

TIM: Digital Innovation in Management and Business Literature: A Bibliometric and Topic Modeling Review  

Author: **Dejan Uršič**, *School of Economics and Business, U. of Ljubljana*
Author: **Tomaz Cater**, *U. of Ljubljana, School of Economics and Business*

This paper examines the field of digital innovation publications in management and business journals. By applying two bibliometric techniques – co-citation and bibliographic coupling analysis – we provide a comprehensive overview of digital innovation publications. The bibliometric analysis is further complemented and enhanced by a topic modeling analysis using the Latent Dirichlet Allocation (LDA) technique. We analyze 354 primary documents, identifying three foundational topics from which digital innovation draws, seven current topics from bibliometric analysis, and twelve from topic modeling analysis. We conclude with recommendations for future research in the field of innovation management. This paper reveals knowledge clusters, clarifies nomological networks, and identifies critical knowledge gaps in the literature. Additionally, it serves as a guide for complementing bibliometric and topic modeling analyses in reviewing the knowledge bases of various fields.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Structural Influences on Innovation

Session Moderator: **Wei Wang**, *Business School, Zhengzhou U.*

TIM: Network Stability and Breakthrough Innovations

Author: **Wei Wang**, *Business School, Zhengzhou U.*

Author: **Yanjiao Liu**, *Business School, Zhengzhou U.*

Author: **Jin Chen**, *School of Economics and Management Tsinghua U.*

Although research has investigated how the collaboration network influences the breakthrough innovations, structural explanation do not carry over into an understanding of network stability because they gloss over the nature of network dynamics and, importantly, the addition or lost of ties by the focal inventors. In this study, we move beyond the static network perspective to explore the impact of ego-network stability on breakthrough innovations. We further investigate two contingencies—structural holes and degree assortativity—that moderate the effect of ego-network stability on breakthrough innovations. We argue that ego-network stability reduces breakthrough innovations. The negative effect of ego-network stability decreases when focal inventors span structural holes, while increase when degree assortativity is high. An analysis of a large longitudinal dataset of 487,455 American pharmaceutical patents covering 396,267 inventors provides strong support for our hypotheses. We end with a discussion of the theoretical and practical implications.

TIM: Spending Moore's Dividend to Unleash the Power of Modularity: The Missing Performance Contingency

Author: **Ezekiel Masao Leo**, *Grand Valley State U.*

Modularity research in the past decade has contributed to a growing body of knowledge on various contingencies impinging on the so-called mirroring hypothesis, i.e., increased product modularity is associated with advantageous increases in organizational modularity. However, we have yet to arrive at a coherent or systematic explanation for the different extents of mirroring across industries or technologies. Based on the comparative analysis across software and automotive product development, this conceptual article seeks to address this research gap by advancing a theoretical explanation for the different extents of mirroring across technologies.

TIM: Handling Interrelated Tensions for Modularization Through Using Boundary Objects

Author: **Yang Liu**, *U. of Southampton*

Modularity has been demonstrated as a useful approach to product and organizational design. However, the literature has offered insufficient insights into interrelated tensions for product modularization and how to resolve the tensions. Through a case study of a home appliance company undergoing the cross-product-line modularization process, I found that the interrelated tensions for modularization were revealed through wiring boundary objects and resolved through rewiring boundary objects. I also discovered three loops in the modularization process showing how rewiring contributed to tension resolution when negotiations based on the initial wiring reached deadlock. By linking modularity and boundary objects studies, this research contributes to both fields by highlighting boundary objects as key assistance tools in handling the interrelated tensions for modularization. It shows how self-reinforcing wiring activities can reveal the interrelated tensions and how rewiring activities can resolve these tensions by extending spaces of negotiation.

TIM: Institutionalizing Innovation through Structure, Roles, and Innovation Career Paths

Author: **Gina O'Connor**, *Babson College*

Author: **Chris Meyer**, *Baruch College*

This study argues that organizations that want to continually develop true breakthrough innovation must institutionalize an innovation management system that is structurally differentiated from its mainstream organization. This innovation management system must foster and protect career paths for workers focused on innovation, and it must incorporate integration mechanisms both within the innovation subsystem and between it and the mainstream organization. While others have made similar arguments, few have elaborated how such an organizational subsystem should be structured or provided justification for any particular approach. We draw on the organizational routines literature, organizational design, and Stratified Systems theory to consider this issue. Based on a longitudinal study of twelve large, established companies engaged in building a competency for sustained breakthrough innovation, we develop and report insights that extend these theories into the context of breakthrough innovation management systems. Our findings suggest an alternative to the standard talent development model which expects individuals to excel at numerous differentiated tasks. We augment our empirical results with propositions and by demonstrating how our work contributes to the theories of organization on which it was grounded.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Ideas and Inventors: Igniting Grand Solutions

Session Moderator: **Paul Huenermund**, *Copenhagen Business School*

TIM: Understanding the Dynamics of (De) Regulation and Innovations in Response to Grand Challenges 

Author: **Javad Soltanzadeh**, *U. of Mazandaran*

This research investigates the interactions between innovation and (de)regulations in addressing grand challenges, focusing on ex-ante and ex-post interactions. The study draws from theoretical frameworks such as innovation economics, regulation economics, transaction cost theory, and the resource-based view to enhance our understanding of how firms can leverage their assets and capabilities to maintain competitive advantage. The research emphasizes the need for smart regulations that balance stringency and inclusiveness and calls for further theoretical development and empirical substantiation. It also highlights the importance of considering the behavioral level of firms in responding to grand challenges and the need to mitigate the effects of pressure groups opposing innovations. This research suggests eight propositions and opens avenues for future exploration in understanding the co-evolution of (de)regulations and innovation in grand challenge context.

TIM: How Can a Single Spark Kindle a Prairie Fire? Diffusion Mechanism of Disruptive Medical Innovation 

Author: **Lai Xiuping**, *Nanjing U.*

Author: **Zhang Wenhong**, *Healthcare Researcher*

Disruptive medical innovation is an essential part of the deepening reform of medicine and healthcare system. Distinct from innovations that have advantages in cost or performance, disruptive medical innovations first need to address the challenge of safety. Existing studies do not answer the question of how innovators overcome safety barriers, find early adopters, and grow to the early majority. Through a longitudinal case study of the diffusion of Enhanced Recovery After Surgery (ERAS) in China during 2011-2018, we dissected the key processes and mechanisms underlying the early diffusion of disruptive medical innovations. We find that when adoption may trigger a cognitive dissonance, actors' very early (dis)adoption is driven by both economic gain and structural position; central actors then play amplifier roles in the development from early adopters to the early majority. The key to early diffusion of ERAS is facilitating rational response through a cognition reshaping process. During this process, mobilization strategies aim at motivation, packaging strategies aim at empowerment, and resonance strategies aim at reinforcement and alignment. The proposed framework for cognition reshaping has theoretical contributions to expanding the cognitive perspective on innovation diffusion and managerial implications for the early diffusion of disruptive medical innovations.

TIM: Scientific Inquiry Evolution and Knowledge Impact 

Author: **Jiehao Zhang**, *Tsinghua U.*

Author: **Xibao Li**, *Tsinghua U.*

Driven by passion and interest, scientists seeking to tackle important research topics could occasionally migrate into research areas they are not familiar with before and thus entail an adjustment or change of research directions or fields. How such an inquiry changes affects scientists' knowledge production have a bearing not only on scientists' career development, but also on the evolution of underlying science in the field. Grounded in coalition and the theory of scientific change, we argue that such an inquiry change has a double-edged effect on scientists' knowledge production. Based on a sample of Chinese scientists in the field of Chemistry, we find that inquiry change, on one hand, decreases the visibility of the knowledge produced but, on the other hand, enhances its disruption, thereby driving scientific change. Additionally, the study reveals that scientists' position and degree of embeddedness in collaboration networks affect the impact of inquiry change on their knowledge output. This research elucidates the influence of scientists' research strategies on their creative outputs and uncovers the interactive relationship of multiple networks in which scientists are situated.

TIM: Inventor Mobility After the Fall of the Berlin Wall 

Author: **Ann Hipp**, *U. of Bremen*

Author: **Paul Huenermund**, *Copenhagen Business School*

This study investigates the patenting activities and mobility patterns of East German inventors after the fall of the Berlin Wall. We analyze a sample of 23,950 inventors from the German Democratic Republic (GDR) and trace their patenting careers in reunified Germany after 1990 based on a novel disambiguation and matching procedure. The GDR's singular historical context allows us to shed light on the relative importance of specialized versus general human capital, and the role of an inventor's social and political environment in shaping mobility decisions. Our instrumental variable regression results indicate that East German inventors active in technological fields closer to the Western technological frontier were more likely to continue patenting. Those who initially resided in communities with more robust political support for the ruling socialist party had a lower probability of continuing to patent. However, conditional on that these inventors continued to patent, they were more likely to leave their social context behind and move to former West German regions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

What Can We Be? Radical Technological Change and Competence Re-Orientation

Session Moderator: **Marius Müller**, *Heinrich-Heine U. of Dusseldorf*

TIM: Shaping Change – On the Role of Firms’ Strategic Digital Orientation in Leading Technological Change

Author: **Marius Müller**, *Heinrich-Heine U. of Dusseldorf*

In our digital era the race for "winning technologies" has led to accelerated technology cycles and an increased density of innovation-induced transformations that shape the turbulent times we are living in. Firms must constantly reconfigure core aspects of their DNA – the ability to make decisions under uncertainty becomes critical. While literature has offered rich insights about the heterogeneity of incumbent firms in reacting to discontinuous technological change with adaptation, an alternative strategic response has recently entered the stage: shaping. We build on this and link a knowledge-based view on technological evolution with aspects of strategic shaping to theorize why firms engage in the purposeful discovery of new knowledge when facing uncertainty caused by profound changes in their industry. Further, we position a firm’s strategic digital orientation as a moderator strengthening this relationship. Using longitudinal panel data for 336 S&P-500 firms from 1997 to 2012 we also test our ideas empirically. In doing so, we demonstrate that a momentum of technological change in competition leads firms to create radically new knowledge and that this is even more so the case when the firm’s digital orientation is high.

TIM: Questioning Organizational Identity During Radical Technological Change

Author: **Amber Geurts**, *The Netherlands Organisation for Applied Scientific Research*

Author: **Thijs Broekhuizen**, *U. of Groningen*

Author: **Wilfred Dolfsma**, *Wageningen U. & Research Center*

Author: **Katharina Cepa**, *Vrije U. Amsterdam*

Exogenous radical technological changes often threaten firms’ organizational identity. Many organizations, be it incumbent or new entrant, need to reinvent themselves in light of such technological changes, if they can. To contribute to research on organizational identity and firm responses to radical technological change, we adopt a multifaceted view of organizational identity and emphasize that who or what a firm is, is as important as what a firm does and why. Based on a qualitative, multi-case study on the responses of Dutch music companies to the emergence of digitalization, we explore how this identity-strategy nexus plays out during radical technological change. Based on our analysis, we identify three identity-strategy response mechanisms. In identity affirmation, firms prioritize their identity and incorporate radical technologies to fit their organizational identity. In identity hedging and identity accommodation firms prioritize strategy and suspend organizational identity in favour of strategic change, which over time reconfigures organizational identity. This provides an alternative explanation for the heterogeneity in firm responses to the same radical technological change. The differences across these three response mechanisms yield important insights for the growing study of the intersection of radical technological change and the OI literatures.

TIM: Competency Reorientation: From Photographic Films to Cosmetics at Fujifilm, 1985-2018

Author: **Yusaku Takeda**, *U. of Illinois at Urbana-Champaign*

For decades, scholars have used the notion of “competency trap” to theorize how prior organizational competencies induce rigidity and stasis and thus serve as liabilities facing radical technological changes. I explore a counter pathway in which incumbent organizations’ prior competencies, far from being liabilities, serve as core assets to address their adaptation challenges. I theorize this process through an in-depth historical case analysis of Japan-based multinational company Fujifilm, the only company from the analog photography industry to increase revenues since the triumph of the digital revolution by continuously entering non-photography markets. I relied on proprietary archival data and interviews to trace this transformation. The research uncovers antecedents and mechanisms facilitating this reorientation, emphasizing the dynamic reevaluation and flexible application of competencies in response to market changes. The study highlights the process of creating collective meanings of core competencies within firms and their consequences on subsequent social interactions, extending beyond the conventional focus on top management’s cognitive decision-making processes.

TIM: Managing the Knowledge for Organizational Performance: Through Organizational Ambidexterity

Author: **YongSun Chang**, *Chosun U.*

Author: **Kicheol Boo**, *Chosun U.*

The main aim of this study is to ascertain the impact of knowledge management on organizational ambidexterity and performance. This study sets the organizational ambidexterity as a mediator between the knowledge management and organizational performance. The main aim of this study is to recognize the leading variables affecting organizational ambidexterity and the causal relationships behind the preceding factors and organizational performance. We unfold this research on the theoretical backgrounds of knowledge management and organizational ambidexterity and collect 916 samples from 61 organizations of Korean Financial Institution. This sample based on 494 employees and 422 managers from 61 organizations. We use regression analysis and bootstrapping to test hypothesized relationship at the organizational level. This research yields the following conclusions: First, knowledge management has a positive relationship with organizational ambidexterity. Second, knowledge management is a positive antecedent variable for organizational performance. Third, organizational ambidexterity plays a mediating function between knowledge management and organizational performance. In financial institutions, knowledge management and organizational ambidexterity are found to be meaningful variables explaining organizational performance.

KEY TO SYMBOLS



Teaching-oriented



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Diversity-oriented



Selected as a Best Paper

Ambitions, Orientations, and Green Innovation

Session Moderator: **Guannan Xu**, *Beijing U. of Posts and Telecommunications*

TIM: Impacts of Corporate Social Responsibility on Green Innovation: Moderating Role of Network Position 

Author: **Guannan Xu**, *Beijing U. of Posts and Telecommunications*
Author: **Laien Huang**, *Beijing U. of Posts and Telecommunications*
Author: **Jiaying Zhang**, *Beijing U. of Posts and Telecommunications*
Author: **Jingjing Guo**, *Institutes of Science and Development, Chinese Academy of Sciences*

The relationship between Corporate Social Responsibility (CSR) and green innovation presents a paradox in existing research. This study seeks to resolve these contradictions by employing integrative social contract theory to classify CSR into two categories: tight contractual CSR and loose contractual CSR. It then examines the divergent effects of these CSR types on green innovation, particularly under the moderating influence of a firm's network position. Our empirical analysis is based on panel data from 1,245 Chinese listed companies, covering the period from 2011 to 2020, and utilizes a Poisson regression model. The findings reveal that tight contractual CSR tends to inhibit green innovation, while loose contractual CSR promotes it. Additionally, the study uncovers that a firm's connectivity within collaboration networks intensifies the restrictive impact of tight contractual CSR and reduces the supportive effect of loose contractual CSR on green innovation. Conversely, network dominance alleviates the adverse effects of tight contractual CSR and bolsters the encouraging influence of loose contractual CSR on green innovation. These outcomes provide strategic insights for firms seeking to integrate their social responsibility initiatives with the promotion of green technological advancements.

TIM: Chief Digital Officers and Environmental Performance: The Role of the Organizational Environment    

Author: **Alexander Viets**, *U. of Muenster*
Author: **Stephan Von Delft**, *Adam Smith Business School, U. of Glasgow*

This paper studies the impact of a chief digital officer (CDO) on corporate environmental performance. Drawing on the upper echelons theory and the attention-based view, we examine whether and under what environmental contingencies the presence of a CDO affects a firm's environmental performance. To test our hypotheses, we use a dataset of 374 publicly traded U.S. firms and analyze their greenhouse gas (GHG) emissions from 2005 to 2021. Our results show that the presence of a CDO has a positive impact on corporate environmental performance. Notably, we show that this positive link is intensified in contexts with lower environmental complexity, higher dynamism, and lower munificence. Thereby, we extend the understanding of the outcomes of new functional top management team members and contribute to the literature by bringing the organizational environment into the analysis. In particular, we shift the focus to previously little recognized but highly relevant non-financial performance outcomes. The results encourage managers to consider potential environmental performance outcomes and the organizational environment when deciding on the appointment and governance of a CDO role.

TIM: Business as Usual? Exploring the Relationship Between Circular Economy Ambitions and IPR Strategies

Author: **Giovanna Capponi**, *Copernicus Institute of Sustainable Development, Utrecht U.*
Author: **Carolina Castaldi**, *Utrecht U., Department of Human Geography and Planning*
Author: **Laura Piscicelli**, *Copernicus Institute of Sustainable Development, Utrecht U.*








Intellectual property rights (IPRs) play a key role in the business strategies of innovators, hence also for companies innovating towards a circular economy (CE). IPRs can allow circular companies to economically benefit from their innovations, but can also create tensions with their CE ambitions. Unfortunately, a clear picture of such tensions and the way circular companies deal with them is missing. This paper aims to fill this gap by conducting in-depth qualitative interviews with 17 CE-frontrunner companies. Our results show that most firms experience no friction between their CE and IPR strategies. Instances where firms radically rethink usual IPR strategies to achieve a 'strong circularity' are rare. These findings inform the debate on how the business case for circularity might limit the impact and transformative promises of circular initiatives.

TIM: Strategic Orientation and Sustainable Performance: Role of Green Innovation and Technology Dynamism  

Author: **SAAD MAHMOOD BHATTI**, *U. Kebangsaan Malaysia*
Author: **Zafir Khan Makhbul**, *National U. of Malaysia*
Author: **SARA KANWAL**, *U. Kebangsaan Malaysia*

Ecological degradation of natural resources compelled businesses around the globe to embrace sustainable innovation for competitive viability and sustainable performance. Due to this reason, this study investigates how green entrepreneurial and green market orientation impact green innovation and how green innovation mediates the link between strategic orientations and sustainable performance. Data from a survey of 326 medium and large manufacturing firms in Pakistan were analyzed using the partial least squares method. Results reveal that both green entrepreneurial orientation and green market orientations positively influence green innovation, leading to favorable economic and environmental outcomes. The study underscores the mediating role of green innovation and highlights the importance of integrating green technology dynamism to strengthen the impact of green entrepreneurial orientation on green innovation and green innovation on environmental performance. The study recommends organizations to promote green strategies, offer training on eco-friendly technologies, and suggests policymakers implement programs to foster green business development, including incentivization or penalties to encourage compliance.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **583** | Submission: **15312** | Sponsor(s): **(TIM, ENT, DEI)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 10:30AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Gold Coast**

The Future of Diversity Research in Entrepreneurship, Innovation and Science



Organizer: **Yotam Sofer**, *Copenhagen Business School - Department of Strategy and Innovation*

Organizer: **Sofie Cairo**, *Copenhagen Business School - Department of Strategy and Innovation*

Speaker: **Rembrand Michael Koning**, *Harvard Business School*

Speaker: **Eric Zwick**, *U. of Chicago Booth School of business*

Speaker: **Isabel Fernandez-Mateo**, *London Business School*

Speaker: **Mercedes Delgado**, *Copenhagen Business School and MIT*

Speaker: **Cassidy Sugimoto**, *Georgia Institute of Technology*

In the pursuit of scientific breakthroughs, diversity is not just a virtue but an imperative. This motivates our Professional Development Workshop (PDW), taking stock of the frontier in research on diversity in entrepreneurship, science and innovation. From the underlying questions of how to improve gender and minority representation in science and innovation (speakers Cassidy Sugimoto and Mercedes Delgado), including the origins of investors and entrepreneurs (speaker Eric Zwick), as well as attraction and persistence, (speaker Isabel Fernandez-Mateo) to how scientific knowledge production is affected by diversity deficits, and may result in societal losses (speaker Rembrand Koning). The PDW consists of three parts. First, to secure a shared knowledge base, five speakers present the stock of knowledge in the field, addressing: Women in science, the science and innovation talent pipeline, biases and talent retention, societal loss and consequences from a lack of diversity in science, and the future of and frontier methods in diversity research. The second part of the PDW is devoted to a panel discussion to draw up a research agenda exploring the role of policy makers, universities and funding agencies in supporting the attraction and retention of diverse scientists and inventors, and the use of experimental methods to deliver advice for scalable interventions. The third and last part of the PDW will consist of roundtable discussions with our distinguished speakers where participants can share and discuss research ideas with the speakers, and their colleagues.

The PDW is open for all, BUT only pre-registered participants may share ideas, discuss ongoing research, and obtain insights from colleagues and PDW's speakers at the roundtable discussion (last item on the agenda). To preregister for the roundtable discussion, please sign up by August 5, 2024 using the link: <https://forms.gle/GGM5zqNjYNB1Dgfg8> You will be asked to upload a 1- page description of a research idea related to the PDW agenda that you would like feedback on. Preregistration closes when 25 people have registered.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **584** | Submission: **18730** | Sponsor(s): **(TIM, MED)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 11:00AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Michigan A**

Teaching Innovation Management with Large Language Models

Participant: **Sarah Mueller-Saegebrecht**, *TU Dresden*
Organizer: **Maria Riniker**, *Bern U. of Applied Sciences*
Participant: **Naomi Haefner**, *U. of St. Gallen*
Participant: **Sebastian Gregor Bouschery**, *RWTH Aachen U.*

Our PDW addresses the integration of Artificial Intelligence (AI) into the teaching of innovation management, a crucial skill for innovation educators. The workshop takes a blended didactic approach, combining theoretical insights with practical exercises on AI tools to enhance participants' understanding and application skills. The PDW covers three main parts. First, the use of ChatGPT-4 for idea generation and creativity in an executive master's course will be explored. This segment shows how AI helps in the development of innovative product ideas and how effective different creativity techniques are in interaction with AI. The second segment looks at the role of AI in developing business cases and model refinement in undergraduate settings. Here we focus on formulating effective prompts and comparing the performance of ChatGPT-3.5 and ChatGPT-4 in analyzing business models. The final part of the workshop deals with the responsible use of AI in teaching. It looks at the ethical integration of AI tools and discusses the reliability of AI-generated content and its impact on management education. This part provides educators with knowledge about the ethical use of AI. Hence, this PDW provides practical knowledge of AI applications in teaching innovation management. It also aims to foster a learning community focused on the competent and responsible use of AI in higher education. Participants will leave with a comprehensive understanding and guide for adapting AI practices in their educational environments.

KEY TO SYMBOLS

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

Human AI Collaboration: Fad, Fringe, and Innovating for the Future



Organizer: **Miaomiao Zhang**, *Harvard Business School*
Organizer: **Fabrizio Dell'Acqua**, *Harvard Business School*
Organizer: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*
Participant: **Léonard Boussioux**, *U. of Washington, Michael G. Foster School of Business*
Participant: **Nan Jia**, *U. of Southern California*
Participant: **Brian Uzzi**, *Northwestern U.*
Organizer: **Jacqueline Lane**, *Harvard U.*
Participant: **Dokyun Lee**, *Boston U. Questrom School of Business*
Participant: **Natalia Levina**, *New York U.*
Participant: **Maytal Saar-Tsechansky**, *U. of Texas at Austin*
Participant: **Hyunjin Kim**, *INSEAD*

This workshop's goal is to provide opportunities to develop an interdisciplinary research agenda on the role of human-AI collaboration in decision-making contexts such as healthcare, finance, and renewable energy, as well as creativity and innovation in the arts, science, and knowledge work. The workshop is motivated by the ever-evolving relationship between human capabilities and generative artificial intelligence (AI) for organizational decision-making and creativity. Since OpenAI released its popular chatbot, ChatGPT, in November 2022, there has been burgeoning interest in the potential for humans and AI to work together – bringing both exciting opportunities and perils of replacement. We focus on pioneering, long-term questions that management, technology, and strategy scholars should explore within this cutting-edge field, distinguishing the future of human-AI collaboration from mere fads and fringe theories. What is clear is that AI is here to stay, and knowledge workers who use AI will likely replace those who do not in a range of industries, such as consulting (Dell'Acqua et al., 2023), content creation (Chen & Chan, 2023), entrepreneurship (Otis et al., 2023), and medicine (Ayers et al., 2023). To advance understanding, this PDW will engage an interdisciplinary group of scholars from strategy, management, and adjacent fields of information systems, operations management, sociology, and machine learning, to develop the foundational questions in AI and human collaboration for the next five years. Integrated into these discussions, we plan to incorporate paper presentations with live AI Demonstrations and Simulations. These interactive components will showcase the latest multimodal Large language models (LLMs) and generative AI technologies. Participants will witness AI's capabilities and limitations firsthand, offering a practical context to the theoretical insights provided by our panelists. These demonstrations aim to provide a tangible understanding of how AI can augment human skills in various professional settings. Following the panel discussions, participants will engage in Small Breakout Sessions for collaborative brainstorming. These sessions are designed to facilitate deeper conversations and brainstorming about future directions and potential workstreams in human-AI collaboration. Attendees will have the opportunity to interact closely with experts, peers, and a customized AI model that is pre-trained based on participants' submitted abstracts (upon consent), discussing how the insights and technologies demonstrated can be applied to their own fields and interests. This PDW is tailored for a wide audience, including academic scholars and industry practitioners, and aims to foster a collaborative environment where diverse perspectives can converge on cutting-edge research questions for future work. Our objective is to provide a comprehensive overview of the current landscape of human-AI collaboration using some interactive components, as well as to spark innovative ideas and partnerships that will shape the future management research on human-AI collaboration.

KEY TO SYMBOLS

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

Doctoral Consortium - Management Consulting Division    

Participant: **Adekemi A. Akindutire**, *Benedictine U.*
Participant: **Kathleen Becker**, -
Participant: **Francine Birgans**, -
Participant: **Arnum Cohran**, *Benedictine U.*
Participant: **Sharon Jeanetta Darno**, *Doctoral Student Benedictine U.*
Participant: **Nigusse Erkeno**, -
Participant: **Tanqueray Hart**, *Benedictine U.*
Participant: **Ivelesse Mendez-Justiniano**, *Doctoral Student Benedictine U.*
Participant: **Jennifer Seyler**, *Benedictine U.*
Participant: **Shavon Thurmond**, *Doctoral Student Benedictine U.*
Participant: **Teddy Foster**, *Doctoral Student Benedictine U.*
Participant: **Sherrie Whitaker**, -
Participant: **Andrea Zimmerman**, *Benedictine U.*
Participant: **Oluseyi Ajayi**, *Weatherhead School of Management, Case Western Reserve U.*
Participant: **Todd Dutkin**, *Case Western U.*
Participant: **Cindy Mino**, *Weatherhead School of Management, Case Western Reserve U.*
Participant: **Justin Ribeiro**, *Case Western U.*
Participant: **CEDRIC LEGRAND**, *LIRSA-Cnam Paris*
Participant: **Jamila Bransford**, *Marymount U.*
Participant: **William Gaynor**, *Marymount U.*
Participant: **Maham Ali**, *Ohio State U.: John Glenn College of Public Affairs*
Participant: **Roger Halabi**, *Holy Spirit U. of Kaslik*
Participant: **Thibaut .. Dubois**, *CORHIS & U. Paul Valery, Montpellier*
Participant: **Laura Khachan**, *U. Paul Valery, Montpellier*
Participant: **Mélanie Giraudet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Participant: **Marie-Christine Watel**, *CORHIS & U. Paul Valéry, Montpellier*
Participant: **Luna Bizri**, *St Joseph U.*
Participant: **Layal Mohtar**, *St Joseph U.*
Participant: **Issam Walid Adra**, *Balamand U. - Lebanon & Jean Moulin Lyon 3 U. - France*
Participant: **Alex Hagopian**, *U. of Balamand, U. Lyon 3, and ISEOR Research Center*
Participant: **Iliass KANBAR**, *Jean Moulin U.*
Participant: **Edgar Rebolledo-Toro**, *U. of Lyon-IAE Magellan, U. of Malaga, U. Catholic of Temuco*
Session Chair: **Carole Bousquet**, *IDRAC Business School & ISEOR*
Distinguished Speaker: **Veronique Zardet**, *U. of Lyon, IAE Lyon, MAGELLAN, ISEOR, FRANCE*
Distinguished Speaker: **Therese F. Yaeger**, *Benedictine U.*
Distinguished Speaker: **Steven H. Cady**, *Bowling Green State U.*
Discussant: **Bryan McCusker**, *Management Consultant*
Discussant: **Laurent Cappelletti**, *LIRSA-Cnam Paris*
Discussant: **Robert P. Gephart**, *U. of Alberta*
Discussant: **Marc Bonnet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Discussant: **Gokhan Turgut**, *U. du Québec à Montréal (UQAM)*
Discussant: **Larry Clinton Clay**, *Assistant Professor at Marymount U.*
Distinguished Speaker: **William A. Pasmore**, *Columbia U.*
Discussant: **John Jamison**, *Marymount U.*
Participant: **Eric Scarazzini**, *U. Paul Valery, Montpellier*

The MCD 2024 Doctoral Consortium will be as attractive, insightful and inclusive as possible. The Doctoral Consortium will offer doctoral students a complete experience of the Academy of Management Annual Meeting in all its aspects: Scholarly, PDW, symposia, caucuses, and social time. The Doctoral Consortium will take place on Saturday August 11, 2024, and will enable doctoral students (Ph.D., DBA, Exec-PhD, DM ...) to compare their research with the views and experience of the professors and practitioners present.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Meeting**
Program Session: **587** | Submission: **12579** | Sponsor(s): **(OMT)**
Scheduled: **Sunday, Aug 11 2024 8:30AM - 10:30AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Embassy Room**

OMT Executive Committee Meeting

Session Chair: **Forrest Briscoe**, *Cornell U.*
Session Chair: **Emilio J. Castilla**, *MIT Sloan School of Management*
Session Chair: **Wendy K. Smith**, *U. of Delaware*
Session Chair: **Joel Gehman**, *George Washington U.*
Participant: **Eva Boxenbaum**, *Copenhagen Business School*
Participant: **Kisha Lashley**, *U. of Virginia*
Participant: **Danielle Logue**, *UNSW Sydney*
Participant: **Srividya Jandhyala**, *ESSEC Business School*
Participant: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*
Participant: **Pedro Monteiro**, *Copenhagen Business School*
Participant: **Shubha Patvardhan**, *Indian Institute of Management, Bangalore*
Participant: **Hila Lifshitz-Assaf**, *Warwick Business School*
Participant: **Andrea Maria Prado**, *INCAE Business School*
Participant: **Emily S. Block**, *U. of Alberta*
Participant: **Shipeng Yan**, *HKU Business School, The U. of Hong Kong*
Participant: **Giada Baldessarelli**, *Stockholm School of Economics*
Participant: **Christine Moser**, *Vrije U. Amsterdam*
Participant: **Massimo Maoret**, *IÉSE Business School*
Participant: **Shelby Gai**, *Michigan State U.*
Participant: **Deborah Anderson**, *U. of Alabama*
Participant: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*
Participant: **Kevin Woojin Lee**, *U. of British Columbia*

This is an invitation-only meeting of the OMT Executive Committee.

KEY TO SYMBOLS

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

Supply Chains in a Post-Growth Era: Theoretical Developments and Empirical Examples



Organizer: **Annachiara Longoni**, *ESADE Business School*

Organizer: **Davide Luzzini**, *EADA Business School*

Organizer: **Bobby Banerjee**, *Bayes Business School (formerly Cass), City, U. of London*

Organizer: **Veronica Devenin**, *EADA Business School*

Organizer: **Joe Miemczyk**, *ESCP Business School*

Unequivocal evidence demonstrates that current business activities are contributing to surpassing planetary boundaries, threatening current and future generations (Vogel & Hinkel, 2023). Economists, environmental scholars, and social movements suggest that a core part of the problem is the widespread imperative of endless economic growth in business practice (Banerjee et al., 2021; Parrique et al., 2023). The post-growth approach challenges the desirability of economic growth as the primary objective for businesses and societies but is mostly unexplored in the OSCM literature. However, it represents a fundamental piece of the puzzle to address sustainability challenges in OSCM, including: adopting the ecological dominant logic in SCM (Montabon et al., 2016), closing the gap between Global North and Global South in global supply chains (e.g., Tate et al., 2019), leveraging the interaction between policy and SCM (e.g., Fugate et al., 2019), producing based on genuine needs (e.g., Freudenreich & Schaltegger, 2020). The purpose of this PDW is to open a collective discussion about how supply chains should be designed in a post-growth era. We will reflect on the topic with invited speaker presentations and roundtable discussions involving experts and participants. The workshop will act as a forum for those interested in the topic to learn from experts from different disciplines, share ideas and receive feedback.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Social Event**
Program Session: **589** | Submission: **21807** | Sponsor(s): **(STR)**
Scheduled: **Sunday, Aug 11 2024 8:30AM - 9:30AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Chicago Ballroom VI**

STR 2024 Outstanding Educator Award in Honor of David J. Collis

Organizer: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*
Organizer: **Marie Louise Mors**, *Copenhagen Business School*

The STR Outstanding Educator Award recognizes (in even years) an established strategy scholar who has demonstrated outstanding commitment to MBA/executive education in strategic management. The award recipient's contributions typically include outstanding teaching over an extended period, demonstrated mastery of the field, training future business leaders with an impactful strategic perspective, and developing and disseminating teaching methods or materials widely adopted by others. The 2024 STR Outstanding Educator Award recognizes David J. Collis!

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **590** | Submission: **10254** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 8:30AM - 9:30AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Denver**

Envisioning Education 3.0: AI Integration and UTAUT 2 Unveiled (CANCELLED)



Presenter: **Priya Chaudhary**, *International Management Institute New Delhi*

Presenter: **Simple Arora**, *Assistant Professor (HRM/OB)*

Presenter: **Reetesh K. Singh**, -

The integration of Artificial Intelligence in education has been a topic of increasing interest and importance in recent years. Despite the rising importance of AI, many educational institutions need help to adopt AI due to its demanding and challenging nature. The symposium, "Envisioning Education 3.0: AI Integration and UTAUT 2 Unveiled," embarks on a transformative exploration of the symbiotic relationship between Artificial Intelligence (AI) and the Unified Theory of Acceptance and Use of Technology 2 (UTAUT 2) in the context of education. This dynamic experience is designed for educators, instructional designers, administrators, researchers, and industry stakeholders seeking to revolutionize the future of teaching and learning. The symposium comes alive with a showcase of real-world AI applications in education, featuring case studies, and interactive demonstrations. Participants actively engage in a hands-on workshop, crafting AI-infused lesson plans aligned with UTAUT 2 principles. An immersive escape room challenge adds an element of fun, prompting collaborative problem-solving rooted in the symposium's theoretical foundations. This interactive symposium promises a unique and engaging experience, combining theoretical insights with practical application, fostering collaboration, and providing participants with tangible takeaways for implementing AI in education.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **591** | Submission: **10048** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 8:30AM - 9:30AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Los Angeles**








Innovative Praxis in the Classroom – Sharing Experiences With the PRME Impactful Five (i5) Pedagogy

Organizer: **Dirk C. Moosmayer**, *Kedge Business School*
Presenter: **Meredith Conlin Storey**, *PRME Secretariat/United Nations Global Compact Office*
Presenter: **Cheyenne Maddox**, -
Presenter: **Christian Van Buskirk**, -
Presenter: **Dirk C. Moosmayer**, *Kedge Business School*
Presenter: **Marina Anna Schmitz**, *IEDC-Bled School of Management*
Presenter: **Aurora Diaz Soloaga**, *Almaty Management U.*
Presenter: **Benito Teehankee**, *De La Salle U., Manila, Philippines*

Management learning and education must develop leaders' ability to address today's pressing sustainability challenges. The need to educate for creative and impactful development of skills such as systems thinking, futures thinking, circular thinking, design thinking, sustainability science, digital skills, and change management is well documented. To drive the development of these crucial skills, the Principles for Responsible Management Education (PRME) joined forces with The LEGO Foundation and developed the Impactful Five (i5) framework. The i5 framework includes five characteristics that can be used to infuse more joy, meaning, active engagement, social inclusion, and iteration to pedagogy and praxis in business schools. The i5 project started in 2022 with the conceptual development of the framework that was launched in summer 2023 and has since then been rolled out within the PRME network. In this TLC session, we bring together i5 experts, colleagues who have used i5 methods in their teaching since its global launch one year ago, and i5 novices who are interested in innovative responsible management pedagogies. We showcase exemplary interactive and playful learning interventions that i5 experts and early adopters applied within the i5 framework. We then discuss with participants how they can adapt them for their own teaching, allowing them to go home with at least one concrete innovative impactful intervention for their own teaching.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **592** | Submission: **19834** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 8:30AM - 9:30AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Miami**

What About the “O” in the VRIO? Effective “O”rganization and How to Teach It



Participant: **Alex Tawse**, *Georgia State U.*

Introduced by Jay Barney in 1991, the VRIO is the central framework of strategy pedagogy. However, while we know a great deal about the underlying factors and forces that make resources and capabilities valuable, rare, and inimitable (the VRI of the framework), we know remarkably little about the necessary conditions of effective organization. Strategy textbooks generally go little further than defining the “O” as, “being organized to capture value,” or reduce the concept to a matter of organizational structure. In this session, participants will gain a deeper understanding of what effective organization is, and how to teach it. More specifically, I draw on the process of strategy implementation to introduce three essential elements of effective organization and two mechanisms through which managers can influence these elements. An experiential case and exercise will be used in the session to reinforce the concepts and the pedagogical process.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **593** | Submission: **11766** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 8:30AM - 9:30AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon A**

Enhancing Management Pedagogy by Integrating the HistoryMakers' Digital Archive



Organizer: **Anastasia Veronica Graham Bailey**, *Rutgers Business School*
Organizer: **Megan LePere-Schloop**, *Ohio State U.*

This proposed session focuses on pedagogical innovations involving the integration of the HistoryMakers' Digital Archive into management courses. As the country's largest African American video oral history collection, the HistoryMakers' Archive richly documents the lived experiences of leaders and trailblazers across a wide variety of organizations and sectors. Integrating the HistoryMakers archive into management courses therefore provides students the opportunity to engage with the lived experiences of highly effective practitioners and African American voices. Both session facilitators participated in the HistoryMakers' Faculty Innovations in Pedagogy and Teaching Fellowship. As part of the fellowship program, faculty members from across the country worked collaboratively with HistoryMakers staff to integrate the archive into class lectures and discussions, course activities, and assignments. The course redesigns and intensive training sessions ensured that the courses were both guided by and enhanced with African American voices. The facilitators have a wealth of lessons learned to share with other faculty members who want to design their courses in ways that center the voices and lived experiences of HistoryMakers. Participants in the proposed session will have the opportunity to reflect on the value of integrating African American and practitioner voices into their management courses, experience first-hand pedagogical approaches for doing so, and collaboratively ideate ways to enhance their management pedagogy using the HistoryMakers archive.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **594** | Submission: **12479** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 8:30AM - 9:30AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon B**

Entrepreneurial Business Plan Development Projects in Partnership with Start-Ups and SMEs

Presenter: **Kumaran Rajaram**, *Nanyang Technological U.*

Presenter: **Steven Austin Stovall**, *Southeast Missouri State U.*

Presenter: **Edward Andrew Crowley**, *Southeast Missouri State U.*

Project-based learning, or problem-based learning, is an important part of the pedagogical process of imparting major functional areas of business in the practitioner world, while also teaching key theoretical and academic concepts to college-level students. This workshop explores how universities in Singapore and the U.S. are working with start-ups and small to medium enterprises to provide project-based learning to students. Instructors from these universities will share how they approach potential business partners, develop the projects, describe past projects, and discuss how student efforts are evaluated. The primary goal is to develop a learning design to incorporate the hands-on projects with real firms addressing real-time issues. The process incorporates three major elements, namely identifying the priority issue of the organization to be dealt with, developing solutions using the theoretical frameworks taught, and have the assessment performed. The verbal pitch of the course assessment will have selected leaders from these firms partnering with the faculty to perform the evaluation. The idea is to make the students' learning authentic, provide an opportunity to be exposed to these potential future employers, and be involved with the entrepreneurship community to operate as part of the eco-system.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **595** | Submission: **13839** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 8:30AM - 9:30AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon C**

Integrating Generative AI inclusively for Constructivist-Oriented Active Learning



Panelist: **Lilian Ngozi Schofield**, *Queen Mary U. of London*
Panelist: **Xue Zhou**, *Queen Mary U. of London*
Panelist: **Joanne Jin Zhang**, *Queen Mary U. of London*
Panelist: **Olatunde Amoo Durowoju**, *Liverpool Business School, Liverpool John Moores U.*
Panelist: **Xianghan (Christine) Odea**, *Kings College London*
Panelist: **Michael Odea**, *U. of York*

The session aims to showcase how educators integrate generative AI, aligning with constructivist-oriented active learning principles. Central to the discussions are inclusion issues, particularly accessibility, AI literacy, and AI policies in teaching and learning. The panel will showcase how educators incorporate generative AI into constructivist-oriented active learning to cater to accessibility, AI literacy, and generative AI use in education. The panel session aims to provoke discussions on the potential of AI in constructivist-oriented active learning to enhance inclusion in AI usage. Educators and stakeholders interested in generative AI in learning would find the session useful.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **596** | Submission: **14970** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 8:30AM - 9:30AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon F**








Creating a Psychological Safety Learning Community

Presenter: **Binhua Eva Huang**, *Wilfrid Laurier U.*

Psychological safety is the foundation of feeling secure enough to take interpersonal risks, voice opinions, openly disagree, and express concerns without the fear of negative consequences. In an educational context, psychological safety is paramount for students to feel comfortable taking risks, sharing genuine feelings, and expressing themselves without the apprehension of judgment or repercussions. The sense of psychological safety empowers students to perform at their best. However, quite often in our classes, a notable majority of students remain silent, leaving only a few actively contributing to class discussions and learning. In such instances, the class may lack a sense of psychological safety, hindering open communication and discouraging students from freely expressing their thoughts, opinions, or questions. This absence of a psychological safety foundation in the learning environment may lead to hesitation among students to contribute, limiting the diversity of perspectives and impeding the richness of class discussions. Recognizing the critical role of psychological safety in successful learning, this dynamic and interactive session aims to provide practical tips and suggestions on building a psychological safety learning community. Cultivating such a community necessitates continuous efforts throughout the entire semester. Participants will gain insights into various approaches for fostering psychological safety at different stages, including before the semester begins, at the start of the semester, midway through, and as it concludes. The takeaways will enable participants to develop a tailored approach to psychological safety that aligns with the unique needs of their courses.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **597** | Submission: **20677** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 8:30AM - 9:30AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon G**

Utilising a Multiple Partnership Approach to Enhancing Students' Learning



Presenter: **Li Xiang**, *Adam Smith Business School, U. of Glasgow*

Presenter: **Katie Lombardo**, *U. of Glasgow Adam Smith Business School*

Presenter: **Denis Fischbacher-Smith**, *U. of Glasgow*

Business school courses have been criticized as being overly theoretical and where the delivery of learning within them is seen as problematic (Fleck, 2012; Starkey et al., 2004; Starkey & Tempest, 2005). The question of whether business schools are professionally orientated or more conventional social science departments has been a long-standing debate within the academy as has the effectiveness of their approaches to learning and teaching (Bennis & O'Toole, 2005; Pfeffer & Fong, 2002). In response to these criticisms and based on feedback from our alumni we developed a practice-based blended elective course with multiple partners. This approach was seen to fit with the University's Learning and Teaching Strategy in terms of increasing experiential learning opportunities for students, and marked a response in teaching practices around remote working caused by Covid-19. The course was offered to MBA/MSc-FinTech students and the course design aligns with the University's Learning & Teaching Strategy by focusing on student-centered active learning (Prince, 2004), curriculum and assessment transformation, and the development of students' professional skills. The course allows students to apply multidisciplinary frameworks to an assessment of active, real-world challenges. The dynamic nature of the course ensures students can learn in a high quality and novel experience whilst developing graduate attributes through a supportive learning network. This course has delivered positive learning outcomes as evidenced by student and alumni feedback. As result of the positive experience with the course, 30% of alumni returned as alumni mentors, well beyond the industry standard for alumni volunteering.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **598** | Submission: **21401** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 8:30AM - 9:30AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon H**








Generative AI and Meta-Learning: A New Age of Teaching and Learning in Management Classroom

Presenter: **Gokhan Oztunc**, *wesleyan College*

In this Teaching and Learning Conference session, participants will learn how to use Generative AI for high-end meta-learning in management classrooms. Using Bloom's taxonomy, this session will provide participants with a specific roadmap to utilize Generative AI for the knowledge, comprehension, application, analysis, synthesis and evaluation stages of high-end learning. Overview of Generative AI, meta-learning and Bloom's Taxonomy will be provided, and specific examples of how Generative AI can be used to achieve the levels of the taxonomy will be presented. Participants will work together to develop new ideas and innovative ways of using Generative AI in management classrooms. Through interactive discussion, they will also have the opportunity to further create a professional network of management educators and scholars for future collaboration in the application of Generative AI in classroom settings. With the new AI technologies, this session will contribute to the educational and scholarly conversation about the new age of teaching and learning in the field of management and organization.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **599** | Submission: **10190** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 8:30AM - 9:30AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Scottsdale**

The Habit of Reflection – Why, How and When Should We Include Space for Reflection in our Classrooms



Presenter: **Anita Boey**, *Trent U.*

Reflection allows pause, which is important for increasing self-awareness, acknowledging challenges/successes, digestion, absorption of information, prepares for forward thinking and goal setting. That was a long list of benefits! This workshop will give participants the space to discuss the importance of using reflective teaching approaches for students and for our own self-development as teachers. Presenters will demonstrate several reflective teaching approaches and give recommendations for when reflection could/should be used during class. Participants get to leave the workshop with a good idea of why, how and when reflections should be a good habit to have in their teaching and classrooms.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **600** | Submission: **14837** | Sponsor(s): **(CMS, DEI, OMT, SIM)**
Scheduled: **Sunday, Aug 11 2024 9:00AM - 11:30AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
Chancellor Room

Innovating for a Future of CMS

Organizer: **Ziyun Fan**, *U. of York*
Organizer: **Marta B. Calas**, *U. of Massachusetts, Amherst*
Organizer: **Mark Learmonth**, *Nottingham Trent U.*
Presenter: **David Jacobs**, *American U., Kogod School of Business*
Presenter: **Shelley Price**, *Acadia U.*
Presenter: **Belinda Zakrzewska**, *U. of Sussex Business School*
Presenter: **Seray Ergene**, *U. of Rhode Island*
Presenter: **Rafael Alcadipani Da Silveira**, *FGV-EAESP*
Presenter: **Alexandre Faria**, *EBAPE/FGV*

Following this year's conference theme 'Innovating for the Future', this PDW is oriented towards facilitating scholars to engage in critical reflections, insights, and open discussions on CMS as both a condition and consequence of innovation. This PDW focuses on CMS as both a community, such as the AOM CMS division, and an approach to knowledge/scholarship. The central position of this PDW is that if CMS is to understand the emerging needs and rising challenges of our changing society, then CMS itself should reflect upon the existing consequences of its own past innovations to consider possible directions for innovating a future for CMS. The central question that this PDW seeks to ask and answer is: 'How then should we reflect toward innovating a future for CMS?' To address this question, we bring together a panel of six CMS scholars from different regions, cultures, and career stages, all of whom have close interactions with the CMS division. Two overarching processes of reflection will occur in the PDW space. The first process reflects on existing issues and possible directions for innovating a particular future for CMS. Scholar presentations serve as a conversation starter, where they reflect on their experience with the CMS division/community/scholarship and share four envisioned directions for a CMS future, including participatory innovation, radical decolonization that prevents self-colonizing, critical connections and togetherness, and a politics of hope. The second process of reflection focuses on next-step actions and consequences, laying a foundation for future activities and events of CMS collective innovations.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **601** | Submission: **20897** | Sponsor(s): **(DEI, ODC)**
Scheduled: **Sunday, Aug 11 2024 9:00AM - 10:30AM CT (UTC-5)** at **Hyatt Regency Chicago in Michigan 3**

Achieving Systemic Change: Developing Women Administrators and Allies in Universities



Organizer: **Gina Grandy**, *U. of Calgary*

Organizer: **Wendy Cukier**, *Ryerson U.*

Organizer: **Suzanne Marie Gagnon**, *Asper School of business, U. of Manitoba*

Panelist: **Ajnes Prasad**, *EGADE Business School*

Panelist: **Pushkala Prasad**, *Skidmore College*

Panelist: **Susan Swayze**, *George Washington U.*

In universities, women remain underrepresented among academic staff and in senior administrative leadership. These challenges regarding gender equity and representation persist even as the establishment of equity offices and diversity task forces that facilitate the development and implementation of inclusive policies within universities have become commonplace. Equity and inclusion are especially urgent issues within university settings, as the presence of staff and leadership from underrepresented groups is critical within the university context where these individuals can serve as role models and mentors, encouraging students from diverse groups to consider careers within academic organizations, and sponsors to facilitate professional opportunities and experiences. Increasingly, research demonstrates that the exclusion of women and scholars from underrepresented groups has a profound impact on the quality and relevance of research as well as the ways in which postsecondary institutions engage with communities and their social mandates. This Professional Development Workshop (PDW) sets out to advance discourse among gathered experts to promote tangible systemic change, and advance equity concerning the representation of women in this sector by sharing insights framed at individual, collective, and systemic levels with a focus on gender and intersectional perspectives. The PDW will feature short scholarly presentations based on exceptional research, followed by interactive roundtable discussions among participants and notable scholars in the field.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Health and Well-being Research in Entrepreneurship: New Directions for Scholarship



Organizer: **Tim Michaelis**, *Northern Illinois U.*
Organizer: **Maija Renko**, *DePaul U.*
Organizer: **Jon C. Carr**, *North Carolina State U.*
Organizer: **Olivier Torres**, *Montpellier Business School*
Organizer: **Roy Thurik**, *Erasmus School of Economics, Rotterdam*
Organizer: **Nada Rejeb**, *Paris School of Business*
Organizer: **Ute Stephan**, *King's College London*
Organizer: **Isabella Hatak**, *U. of St. Gallen*
Organizer: **Carina Lomberg**, *Technical U. of Denmark*
Organizer: **Stephen Zhang**, *The U. of Adelaide*
Organizer: **Johan Wiklund**, *Syracuse U.*
Presenter: **Marcus Wolfe**, *U. of North Texas*
Presenter: **Keith Hmieleski**, *Texas Christian U.*
Presenter: **Elizabeth Embry**, *U. of Kansas*
Presenter: **Arielle M. Newman**, *Syracuse U. Whitman School of Management*
Presenter: **Sarah Burrows**, *Smith School of Business, Queen's U.*
Presenter: **Michael Lerman**, *Iowa State U.*
Distinguished Speaker: **Sheila Hanson**, *U. of North Dakota*
Distinguished Speaker: **J. Jeffrey Gish**, *U. of Central Florida*
Presenter: **Boris Nikolaev**, *Colorado State U.*
Presenter: **Lisa Mali Jones Christensen**, *Brigham Young U.*
Presenter: **Gordon Shen**, *UTHealth Houston School of Public Health*
Presenter: **Andrew Say**, *UTHealth Houston School of Public Health*
Presenter: **Lars Alkær sig**, *Technical U. of Denmark*
Presenter: **Daniel Lerner**, *IE Business School*
Presenter: **Markus Andreas Fitz a**, *Frankfurt School of Finance & Management*
Presenter: **Lou Marino**, *U. of Alabama*
Presenter: **Dimo P. Dimov**, *U. of Bath*
Presenter: **Alexander Hamrick**, *U. of Richmond*
Presenter: **Sana Zafar**, *Georgia Southern U.*
Presenter: **Charles Murnieks**, *U. of Missouri, Kansas City*
Participant: **Johanna Anzengruber**, *Upper Austria U. of A.S*
Participant: **Marilyn Ang Uy**, *Nanyang Business School, NTU Singapore*
Participant: **Frédéric Ooms**, *HEC Liège - Management School of the U. of Liège*
Participant: **Dimo P. Dimov**, *U. of Bath*
Participant: **Joel B. Carnevale**, *Syracuse U.*
Participant: **Juanita Kimiyo Forrester**, *Mercer U.*
Participant: **Alexander McKelvie**, *Syracuse U.*
Participant: **Vangelis Souitaris**, *Bayes business school and U. of St. Gallen*
Participant: **Sandrine LE PONTOIS**, *COACTIS - U. Lyon-Univ Jean Monnet - IAE Saint-Etienne*
Participant: **Stéphane Foliard**, *COACTIS - U. Lyon-Univ Jean Monnet - IAE Saint-Etienne*
Participant: **Julie Solbreux**, *UNamur*
Participant: **Ashley Gomez**, -
Participant: **Janelle Bremer**, *U. of Tennessee, Knoxville*
Participant: **Constanze Eib**, *Stockholm School of Economics*
Participant: **Elisa Alt**, *King's College London*
Participant: **Sonia-Cristina Codreanu**, *King's College London*
Participant: **Hayley Reid**, *Sheffield U. Management School*
Participant: **Susana Correia Santos**, *Florida State U.*
Participant: **Rene Bakker**, *Erasmus U. Rotterdam*
Participant: **Lisa Mali Jones Christensen**, *Brigham Young U.*
Participant: **Prof. Dafna Kariv**, *Reichman U. (IDC)*
Participant: **Luis Felipe Cisneros**, *HEC Montreal*
Participant: **Nicholas Aaron Smith**, *Northern Illinois U.*
Participant: **Eduardo Andres Boada**, *IE Business School*
Participant: **Gustav Hjerting**, *Technical U. of Denmark (DTU)*
Participant: **David James Scheaf**, *Baylor U.*
Participant: **Fangjie Wang**, *U. of Warwick*
Participant: **Steffen Burkert**, *LMU Munich School of Management*
Participant: **Albana Dibrani**, *HSG U. of St. Gallen*
Participant: **Pia Leyendecker**, *Innovation and Entrepreneurship Group (WIN) - TIME Research Area, RWTH Aachen U.*

This PDW is designed to continue to cultivate a strong community of scholars who are interested in research related to health and well-being in the context of entrepreneurship. This PDW will (1) provide keynote presentations and round-table discussions lead by scholars who have published work related to health and well-being in entrepreneurship for the purpose of spurring new research and (2) allow for networking by inviting all participants to display their research interests using a gallery walk format (i.e., small poster presentations). In this PDW, we aim to highlight exciting new directions for research about the role of health in the entrepreneurship process. The goal is to build a larger community of scholars engaging in innovative and meaningful entrepreneurial health-related research. Our PDW is unique by including a broad set of topics, including: specific roundtables on (1) new research platforms for facilitating an international research community on health and well-being, (2) doing interdisciplinary research on entrepreneur health and well-being, (3) using ethnographic methods to study entrepreneur health and well-being, (4) suicide and disability, (5) the health vs. hustle paradox associated with entrepreneurship, (6) the role of the self and identity, (7) how to use large epidemiological datasets to study entrepreneur health, (8) disadvantaged populations and the relationships between resourcefulness and entrepreneur health, (9) well-being trade-offs and how to measure well-being across diverse research designs, and (10) understanding the nuanced interplay between entrepreneurs work-related passion and non-work pursuits (i.e., leisure) on entrepreneur's health, well-being, and venture performance.

This session provides (1) keynote presentations, (2) round-table discussion, and (3) a gallery walk of small-format poster presentations. All are welcome to bring a small poster (8.5x11 inches) of their research to this session. For questions on poster format, please contact Tim Michaelis (tmichaelis@niu.edu).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **603** | Submission: **21832** | Sponsor(s): **(HCM)**
Scheduled: **Sunday, Aug 11 2024 9:00AM - 11:00AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Royal Room**

HCM Executive Committee Meeting

Division Chair: **Cheryl Rathert**, *Saint Louis U.*

Division Chair-Elect: **Nicholas Edwardson**, *U. of New Mexico*

Program Chair: **Deirdre McCaughey**, *U. of Calgary*

Professional Development Workshop Chair: **Amber Stephenson**, *The David D. Reh School of Business, Clarkson U.*

Executive Committee meeting for the officers, committee chairs, and committee members of the HCM Division.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

CSR and Management History: What Can the Past Teach us about Responsible Leadership?



Coordinator: **Michael Heller**, *Brunel Business School, Brunel U. London*
Discussant: **Michael Rowlinson**, *U. of Exeter*
Participant: **Mairi Maclean**, *U. of Bath*
Participant: **Charles Edward Harvey**, *Newcastle U.*
Participant: **Kevin D. Tennent**, *U. of York*
Participant: **Ulf Thoene**, *U. de La Sabana*
Participant: **Jessica Mary Lomas**, *Henley Business School, U. of Reading, United Kingdom*

Management and Organizational History (MOH) (Clark & Rowlinson, 2004; Rowlinson, Hassard, & Decker, 2014) and Historic Organization Studies (HOS) (Maclean, Harvey, & Clegg, 2016; Maclean, Clegg, Suddaby, & Harvey, 2021) has researched efforts by organizations in the past to adopt strategies that have gone beyond the profit motive, and developed socially responsible forms of business that catered to the needs of stakeholders, society and the environment. This has, in particular, focused on the history of industrial welfare, the human relations movement, personnel and human resource management (HRM), and corporate social responsibility (CSR) (Fitzgerald, 1988; Gospel, 1992; Mandell, 2002; Kaufman, 2008; Marens, 2010, 2011; Bruce & Nyland, 2011; Hassard, 2012; Kaplan, 2015; Weatherburn, 2020; Maclean, Shaw, & Harvey, 2022). How and why this occurred, including the question of altruistic versus instrumental corporate motivation, have structured much of this research. In this PDW we examine this history through four presentations which case study socially responsible management in the past. We ask and provide guidance on the implications of this research for those studying the history of responsible leadership, management and organizations, and for researchers who are interested in the legacy of the past on socially responsive practices and strategies for management and organizations in the present and future.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **605** | Submission: **21822** | Sponsor(s): **(MSR)**
Scheduled: **Sunday, Aug 11 2024 9:00AM - 10:30AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Addison**

MSR Plenary

Program Chair: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*

A Prominent Speaker will talk about the development of spirituality and religion in management and education.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **606** | Submission: **15741** | Sponsor(s): **(NEU, RM, MOC)**
Scheduled: **Sunday, Aug 11 2024 9:00AM - 12:00PM CT (UTC-5)** at **Swissotel Chicago** in **Montreux 3**

Brain Imaging for Organizational Research: Hands-on Training for fMRI Studies



Organizer: **George Christopoulos**, *Nanyang Business School, NTU Singapore*
Presenter: **Rongjun Yu**, *Hong Kong Baptist U.*
Presenter: **Glenn Fox**, *U. of Southern California*
Presenter: **Shengchuang Feng**, *Nanyang Business School, NTU Singapore*

Functional Magnetic Resonance Imaging (fMRI) is one of the most widely used methods for cognitive and decision neuroscience, giving us the ability to record brain responses in vivo. Despite that the method is mature enough and has been very widely adopted by many disciplines, its usage in organizational research is limited. Aim of the course is to give the foundations for students to properly theorize, design and analyse their own experiments using functional Magnetic Resonance Imaging (fMRI). Specifically, the PDW will (i) introduce to basic principles of brain function (ii) analytically present basic experimental principles and designs for fMRI (iii) explain how to report and interpret results, avoiding common misinterpretations and (iv) offer a hands-on analysis of a typical experiment. Finally, (v) participants will be invited to discuss their own research questions, designs and experiments; organizers will offer verbal feedback and recommendations to participants. The PDW is interactive and built using andragogical (adult-learning) principles, open to any divisions that want to use fMRI in their research, developmental (as we offer customised advice), flexible (by including sufficient time for discussion), and offers obvious value as it significantly expands the methodological toolboxes of participants.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **607** | Submission: **16308** | Sponsor(s): **(OMT, ONE)**
Scheduled: **Sunday, Aug 11 2024 9:00AM - 12:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Regent Room**








Exploring Degrowth in Organization Studies: A Multifaceted Lens

Organizer: **Niki Khorasani**, *Alberta School of Business*
Organizer: **Angelique Slade Shantz**, *U. of Alberta School of Management*
Panelist: **Charlene E. Zietsma**, *U. of Michigan*
Panelist: **P Devereaux Jennings**, *Alberta School of Business*
Panelist: **Sean Buchanan**, *U. of Manitoba*
Speaker: **Seray Ergene**, *U. of Rhode Island*

In the last decade, degrowth as an ideology and scholarly construct has emerged to critique growth as a social paradigm and to encourage more sustainable and equitable ways of organizing. Although an increasing number of scholars and activists have engaged with the degrowth idea, the field of organization studies has shown limited interest. On the other hand, over the past several decades, business and organization theorists have put forth a host of ideas around sustainability, such as the triple bottom line and green growth. However, based on empirical facts that question the possibility of decoupling economic growth from environmental degradation (Hickel and Kallis 2020; Parrique et al. 2019), relying on these ideas may not be sufficient. What does this mean for organization and management theories? In this PDW we aim to inspire dialogue on possibilities in the field of organization studies for not only studying degrowth empirically, but also integrating its ethos to defy growth in theories and possibly leveraging existing knowledge for imagining alternative futures. Our objective is to encourage scholars to engage with this concept by offering multiple perspectives, through inviting highly esteemed scholars to share their thoughts. We hope to stimulate both conceptual and empirical research that critiques the taken-for-grantedness of growth at economic, organizational, and individual levels in theory and practice. The final part of the PDW will be allocated to the discussion of participants' submissions in roundtables with the panelists.

Attendees can send a 500 word abstract to nikikhor@ualberta.ca. Submission is not mandatory for participation. Selected abstracts will be discussed in breakout groups as part of the PDW. To manage time, we will have to select a limited number of abstracts for the group discussions.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **608** | Submission: **17572** | Sponsor(s): **(PNP, SIM, HR)**
Scheduled: **Sunday, Aug 11 2024 9:00AM - 11:30AM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Cuvee Room**

Researching Artificial Intelligence, Organizations, and Management

Organizer: **Megan LePere-Schloop**, *Ohio State U.*

Organizer: **Rebecca Tekula**, *Pace U.*

Organizer: **Noushi Rahman**, *Pace U.*

Panelist: **Aravind Chandrasekaran**, *Ohio State U.*

Panelist: **Kaifeng Jiang**, *Peking U.*

Panelist: **Kirsten Edrie Martin**, *U. of Notre Dame*

Panelist: **John Ratzan**, *Lubin School of Business, Pace U.*

Panelist: **Lily Morse**, *U. of Denver*

Individuals, organizations, and institutions around the world are increasingly grappling with the promise and perils of Artificial Intelligence (AI). The intent of this PDW is to help scholars develop ideas to advance research on AI, organizations, and management. PDW will begin with a facilitated discussion on the current landscape of research on AI, organizations, and management with panelists from diverse disciplinary and practitioner backgrounds. The second half of this interactive PDW will provide participants the opportunity to develop their own research ideas through facilitated small breakout groups and large group discussions with the panelists.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Strategic Innovations: Navigating Corporate Purpose and Market Dynamics

Session Moderator: **Agnes Guenther**, *U. of Utah, David Eccles School of Business*

STR: Seeking Symbiosis: Navigating Tensions within Nested Innovation Ecosystems  

Author: **Ayomide Peter Alao**, *Vrije U. Amsterdam, School of Business and Economics*

Innovation ecosystems have become a central phenomenon in creating new complex value propositions that require the collaboration of multiple actors. Current research has focused on macro-level insights, leaving room to explore the intra-organizational micro-level dynamics driving their existence. Such intra-organizational dynamics are particularly prominent when organisations engage in multiple interconnected ecosystems. Within our empirical study, we examined the tensions that firms engaging in multiple ecosystems encounter, thereby contributing to micro-level insights around ecosystem dynamics. Our analysis revealed four tension resolution mechanisms: temporal resource partitioning, spatial resource partitioning, framing and complementor (de)privileging. The top management team and managers used these mechanisms to mitigate these tensions and cultivate synergies across the ecosystems. Drawing on our findings, we proposed a process model that illustrates how firms create synergies within multiple interconnected ecosystems.

STR: How Salary Comparisons Among Spouses and Social Norms Affect the Salary Negotiations of R&D Workers  

Author: **Andreas Distel**, *Rotterdam School of Management*

Author: **Agnes Guenther**, *U. of Utah, David Eccles School of Business*

Author: **Wolfgang Sofka**, *Copenhagen Business School*

R&D workers are of strategic importance for firms because they accumulate tacit knowledge about their employers' technologies. They have substantial bargaining power about their salaries because this knowledge would be attractive for competitors but hard to replace by their existing employers. While these conditions are well understood, we know comparatively little about when R&D workers are motivated to negotiate aggressively for higher salaries. We draw on theoretical mechanisms from social comparisons within marriages in social psychology and reason that R&D workers who earn less than their spouses will negotiate higher salary increases. Further, we propose that social norms make this effect stronger for male R&D workers who are traditionally considered as the breadwinners in households as well as for R&D workers who have a relatively higher-ranked job than their spouses which makes them sensitive to seeing their status threatened. We test and support these hypotheses for 70,312 married R&D workers in 3,710 unique firms in Denmark between 2008 and 2016.

STR: Corporate Purpose and Business Model Innovation: Evidence from a Multi-Case Study 

Author: **Andrea Buratti**, *U. degli Studi di Bergamo*

Author: **Giovanna Campopiano**, *U. degli Studi di Bergamo*

This paper explores how corporate purpose is framed by firms and how this relates to business model innovation. Based on a qualitative, multiple case study research on 10 Italian firms, this article shows that firms can differ in their purpose definition, either identification-oriented or inspiration-oriented, and in the perception of a mission shift occurrence. The results show that the interaction of these two concepts relates to the attitude of firms towards business model innovation (BMI), both in terms of BMI elements breadth and BMI themes combination. The paper contributes to the literature on corporate purpose by continuing the discussion on its definition and its strategic implications, and to the BMI literature discussing purpose definition as a driver of business model design. The article proposes also implications for managers, called to be aware of what characteristic of purpose they stress and if there is a mission drift occurring in their firm when they are performing BMI.

STR: Maybe More Than Just Innovation? Exploration of CVC Investments as Impression Management Mechanism   

Author: **Yoon Jung Kwon**, *U. of Utah, David Eccles School of Business*

I suggest that when faced with industry-wide legitimacy challenges, incumbents may use corporate venture capital (CVC) investments in certain entrepreneurial ventures as a means to manage institutional pressures and expectations. In the context of the global oil and gas (O&G) industry which is under increasing scrutiny for its adverse impact on climate change, I propose that the environmental performance of the country in which an O&G company is headquartered has a positive relationship with the likelihood that the company invests in a renewable energy venture, especially if it has recently made a greater commitment to its O&G business. Moreover, I propose that this effect would be particularly stronger if the venture operates in a renewable energy segment that has high business compatibility with O&G. Using a sample of O&G CVC investments in renewable energy ventures in 2001–2019, I find evidence to support these predictions. By providing and testing a novel perspective—namely, the impression management perspective—to explain CVC investors' choices of their investees, this study departs from the traditional CVC literature's focus on the innovation value of CVC investments and suggests an underexplored strategic benefit associated with CVC investments.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **610** | Submission: **10484** | Sponsor(s): **(STR)**
Scheduled: **Sunday, Aug 11 2024 9:00AM - 11:00AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Tennessee**

STR Mid-Career Consortium: Managing Your Evolving Career

Session Chair: **Heli Wang**, *Singapore Management U.*

Session Chair: **Govert Vroom**, *IESE Business School*

Panelist: **Richard Whittington**, *U. of Oxford*

Panelist: **Cynthia E. Devers**, *Virginia Tech*

Panelist: **Brian T. McCann**, *Vanderbilt U.*

Panelist: **Vibha Gaba**, *INSEAD*

The Consortium is designed for STR faculty members who attained tenure on or before August 2023 and possess a minimum of five years of academic experience. It will include panel discussions featuring senior faculty members, as well as break-out and/or Q&A sessions, providing mid-career faculty members with the opportunity to interact with the panel of senior faculty.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **611** | Submission: **14728** | Sponsor(s): **(STR, TIM)**

Scheduled: **Sunday, Aug 11 2024 9:00AM - 10:30AM CT (UTC-5)** at **Sheraton Grand Chicago in Superior A**

Grand Challenges Unpacked: Strategic Implications of Coordination, Competition, and Communication



Organizer: **Seojin Kim**, *Drexel U.*

Organizer: **Eunhee Sohn**, *Georgia Institute of Technology*

Discussant: **Brian Silverman**, *U. of Toronto*

Participant: **Maria Roche**, *Harvard Business School*

Participant: **Daniel Gross**, *Fuqua School of Business, Duke U.*

Participant: **J.P. Eggers**, *New York U.*

Participant: **Hye Young Kang**, *Ewha Womans U.*

Participant: **Raja Roy**, *New Jersey Institute of Technology*

Participant: **Francisco Polidoro**, *U. of Texas at Austin*

Participant: **Curba Morris Lampert**, *Florida International U.*

Participant: **Mahka Moeen**, *U. of Wisconsin*

Participant: **Angie Otteson Fairchild**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Participant: **Timothy Ott**, *U. of North Carolina, Chapel Hill*

Participant: **Minyoung Kim**, *The Ohio State U.*

Participant: **Vijayaraghavan Venkataraman**, *Indian Institute of Management, Bangalore*

In an era of significant societal challenges like climate change and biodiversity loss, how do we best tackle these complex issues? This symposium presents a reevaluation of traditional methods, spotlighting nuanced strategies in the realm of grand challenges (GCs). Addressing gaps in current GC literature, our symposium uniquely balances centralized, public coordination with decentralized, market-driven competition. Our set of five papers explore the microfoundations of societal problem-solving, traditionally depicted as a monolithic goal yet demanding systematic unpacking. Our inquiry of organizational modes spans from the roles of mission-oriented R&D programs, public-private partnerships to innovation tournaments, in the face of environmental and regulatory uncertainties. Our papers also employ diverse cutting-edge methods, including abductive reasoning, machine learning, and content analysis. This approach encourages the exploration of novel solutions to complex problems, particularly valuable in uncertain scenarios where not all variables are observable, and creative, interdisciplinary thinking is required. We examine a variety of high-risk, high-tech industries such as radar, autonomous vehicles, space exploration, carbon capture, and Covid testing. Challenging the prevailing emphasis on macro-level coordination, we unveil the transformative impact of competition and laissez-faire approaches. These studies collectively investigate how nuanced communication, regulatory dynamics, and collaborative efforts can reshape our understanding of GCs, offering innovative solutions and strategic insights. Join us to delve into the multifaceted world of GCs, where innovative approaches redefine societal problem-solving. This symposium is an invitation to rethink, rediscover, and respond to the most pressing challenges of our time with fresh perspectives and groundbreaking research methods.

Coordinated R&D Programs and the Creation of New Industries

Author: **Daniel Gross**, *Fuqua School of Business, Duke U.*

Author: **Maria Roche**, *Harvard Business School*

Identification of the solution to an exploratory search to address a grand challenge: NASA's search

Author: **Raja Roy**, *New Jersey Institute of Technology*

Author: **Francisco Polidoro**, *U. of Texas at Austin*

Author: **Curba Morris Lampert**, *Florida International U.*

Author: **Minyoung Kim**, *The Ohio State U.*

Scaling up to drawdown: entrepreneurs and system architects in the nascent carbon removal industry

Author: **Angie Otteson Fairchild**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Author: **Timothy Ott**, *U. of North Carolina, Chapel Hill*

Author: **Mahka Moeen**, *U. of Wisconsin*

Who will go against the will of the regulator? A study of the nascent COVID-19 test industry

Author: **Seojin Kim**, *Drexel U.*

Author: **J.P. Eggers**, *New York U.*

The DARPA Grand Challenge and the Emergence of the Autonomous Vehicle Ecosystem

Author: **Eunhee Sohn**, *Georgia Institute of Technology*

Author: **Vijayaraghavan Venkataraman**, *Indian Institute of Management, Bangalore*

Author: **Hye Young Kang**, *Ewha Womans U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **612** | Submission: **17478** | Sponsor(s): **(STR, TIM, ONE)**
Scheduled: **Sunday, Aug 11 2024 9:00AM - 10:30AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Superior B**

Green Innovation and Brown Organization: How to Bridge the Transition Gap?

Panelist: **Nilanjana Dutt**, *Bocconi U.*

Panelist: **David A. Kirsch**, *U. of Maryland*

Panelist: **Xia Li**, *London Business School*

Panelist: **Thomas Peyton Lyon**, *U. of Michigan*

Panelist: **Lamar Pierce**, *Washington U. in St. Louis*

Panelist: **Donald Siegel**, *Arizona State U.*

Moderator: **Xiaoli Tang**, *Bocconi U.*

This panel symposium focuses on the critical issues arising from the United Nations Climate Change Conference (COP28) in Dubai, particularly the global shift from fossil fuels to renewable energy. Acknowledging the complexities and non-linear nature of energy system transitions, the symposium aims to address the need for deeper structural changes within organizations for a just and equitable transition. Key topics include the role of green innovation in balancing growth and sustainability, the evolving responsibilities of firms in social outcomes, the socio-economic impacts on communities dependent on traditional energy sources, and the influence of digital technology on this transition. The symposium seeks to bring together experts for an interactive discussion, providing insights into the challenges and strategies for navigating this pivotal shift.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **613** | Submission: **14091** | Sponsor(s): **(TIM, SIM, ONE, MED)**
Scheduled: **Sunday, Aug 11 2024 9:00AM - 10:30AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Missouri**

Exploring Inclusive and Responsible Innovation Approaches and Tools

Coordinator: **Andre Martinuzzi**, *WU Vienna U. of Economics and Business, Institute for Managing Sustainability*

Presenter: **Marcel Bogers**, *Eindhoven U. of Technology*

Presenter: **Svetlana Ivanova**, *Vienna U. of Economics and Business*

Presenter: **Keren Naa Abeka Arthur**, *U. of Cape Coast*

Presenter: **Payal Kumar**, *Indian school of hospitality*

Presenter: **Anja Gröll**, *WU Vienna U. of Economics and Business, Institute for Managing Sustainability*

Presenter: **Svenja Damberg**, *U. of Twente*

Presenter: **Rajnish Tiwari**, *Hochschule Fresenius*

Organizer: **Constantin Lackinger**, *WirtschaftsU. Wien*

Making technology and innovation more inclusive is essential in the face of the current global challenges in the context of sustainable development. Responsible Innovation addresses ethics, emerging technologies research and innovation governance. Both, inclusive and responsible innovation paradigms, respond to overarching societal challenges, involve multiple stakeholders in innovation processes, and are therefore a promising way for organizations to contribute to the betterment of society. As an outcome of the substantial discourse in several scientific communities, a broad diversity of perspectives on, and tools for inclusive and responsible innovation exist, without a clear overarching framework or toolbox. This PDW will aim at systematizing these approaches and tools by presenting the principles and benefits of inclusive and responsible innovation, by providing an overview of approaches and tools as well as by allowing insights into challenges and benefits of their usage. In particular, it will cover open innovation, co-creation, design thinking, life-hacks, frugal innovation, and specific tools for inclusive innovation. Seven presenters will share practical experiences with specific tools related to inclusive and responsible innovation. The second half of the PDW will be dedicated to roundtable discussions with the presenters and organizers and will allow the participants to discuss and experience selected tools themselves.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **614** | Submission: **13031** | Sponsor(s): **(ONE, SIM, MED)**
Scheduled: **Sunday, Aug 11 2024 9:30AM - 11:00AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Lakeview**

Teaching Sustainability: Encouraging and Applying Innovation

Organizer: **Stuart A. Allen**, *Robert Morris U.*
Moderator: **Stuart A. Allen**, *Robert Morris U.*
Facilitator: **Divya Singhal**, *Goa Institute of Management*
Presenter: **Louis W. Fry**, *Texas A&MU. Central Texas*
Presenter: **Robert Sroufe**, *Chatham U.*
Presenter: **Christopher Craig**, *Murray State U.*
Presenter: **Amama Shaukat**, *Brunel U. London*
Facilitator: **Georg Reischauer**, *WU Vienna & JKU Linz*

With the rising challenge of climate change and the impact of organizations on the natural environment, future managers must be prepared to lead their organizations in finding innovative and sustainable solutions to problems and alternatives to current approaches. Management educators focused on sustainability have an important role to play in terms of drawing attention to the need for organizations to be sustainable and in preparing students to support sustainability through driving and implementing innovation. This professional development workshop includes a series of presentations by experienced and diverse management educators focused on teaching techniques and tools that can be used in management and leadership classes related to sustainability and organizations and the natural environment. Presentations will include innovative approaches to teaching but also teaching students to drive innovation that supports sustainable organizations. The emphasis of the session will specifically be on teaching practice and each presenter will explain and demonstrate tools or techniques in a way that allows the audience to expand their skills and knowledge through immediate application. This session is proposed and moderated by the Organizations and the Natural Environment Division's teaching team to encourage effective teaching on sustainability.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **615** | Submission: **21753** | Sponsor(s): **(PUBS)**
Scheduled: **Sunday, Aug 11 2024 9:30AM - 12:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Regency Ballroom B**

AMR: Writing Theoretical Papers - A Workshop With the Editors

Presenter: **Kris Byron**, *Georgia State U.*

This interactive workshop will help participants write clear theoretical articles that make a contribution to the literature. The session consists of two parts. First, we offer participants insights on how to structure a manuscript to showcase its theoretical contribution, we also discuss some of the major challenges in writing theoretical articles and potential avenues for address these challenges. Second, participants will have the opportunity to engage in small group discussions on these topics with current and past AMR Editors, Associate Editors, and Editorial Review Board members. All are welcome to attend on a first come, first served basis. (No Pre-Registration is required.) Contact AMR@aom.org for details.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **616** | Submission: **21752** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 12 2024 2:30PM - 3:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Stetson Suite BC**

AMC Editorial Board Meeting

Presenter: **Benjamin Martell Galvin**, *BYU*

Presenter: **Elizabeth L. Rose**, *Indian Institute of Management, Udaipur*

By Invitation Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **617** | Submission: **16601** | Sponsor(s): **(RM, MOC, OB, STR, OMT)**
Scheduled: **Sunday, Aug 11 2024 9:30AM - 12:30PM CT (UTC-5)** at **Swissotel Chicago** in **St Gallen 1**

Virtual Reality Research Professional Development Workshop

Organizer: **Timothy David Hubbard**, *U. of Notre Dame*
Presenter: **Anand Prema Aschwin Van Zelder**, *U. of Zurich*
Presenter: **Theodore Charles Masters-Waage**, *Singapore Management U.*
Panelist: **Scott Graffin**, *U. of Georgia*
Facilitator: **Diego Gomez-Zara**, *U. of Notre Dame*
Panelist: **Yannick Griep**, *Radboud U., Netherlands*
Facilitator: **Albert Jolink**, *SKEMA Business School - U. Côte d'Azur*
Panelist: **Hannes Leroy**, *Erasmus Research Institute of Management*
Facilitator: **Rohny G. Saylor**, *Washington State U.*
Facilitator: **Dhruv Pratap SINGH**, *NEOMA Business School*
Facilitator: **Ithai Stern**, *INSEAD*
Panelist: **David H. Zhu**, *Arizona State U.*

This Professional Development Workshop is a session for scholars interested in integrating Virtual Reality (VR) into their research. The goal of this PDW is to help bring VR to a broader audience in order to advance management research and produce novel insights. The workshop comprises three main sessions: introductory presentations on VR as an additional research tool, a panel discussion addressing publication opportunities for VR research in management, and an interactive development workshop. The format emphasizes dynamic interaction, progressively increasing participant engagement through presentations, discussions, and hands-on project development. This workshop is open to everyone, no prior experience with VR is needed.

KEY TO SYMBOLS

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

Different Perspectives on Gig Work Careers Around the World

Session Moderator: **Richa Saxena**, *Institute of Management Technology Ghaziabad, India*

CAR: **Deciphering Career Anchors in Relation to Well-Being, Precarity, and Inclusivity in Gig Employment**

Author: **Shipra Shaiwalini**, *Institute of Management Technology Ghaziabad, India*
Author: **Richa Saxena**, *Institute of Management Technology Ghaziabad, India*

The dynamic and evolving landscape of the gig economy presents unique challenges and opportunities for gig workers. An interesting issue is to understand how these gig workers navigate through their long-term career trajectory in the context of their well-being and the precarity associated with the gig work. The focal point was the career anchors proposed by Schein. In this study, we adopted qualitative methodology to understand this dynamic. We interviewed 52 gig workers and after the analysis of the data our key findings were that the gig work on one hand presents some resources in terms of flexibility and independence. On the other hand, there are certain demands like financial and economic insecurity that are being present by the non-traditional gig work. In this study, we see that the gig work both aligns with and expands upon Schein's career anchors. The non-traditional nature of gig work introduces new considerations into the career decision-making process, emphasizing the need for adaptability, proactive management, and personal responsibility. These additions to the career anchors model reflect the evolving nature of work and the growing significance of gig employment in the modern labour market necessitating a multifaceted approach from organizations to support them effectively. This study also enriches the understanding of the psychological contract in gig work by highlighting the expectations and perceived obligations of gig workers, which have been largely under-examined in the extant literature.

CAR: **Does a Sustainable Career Exist in the Gig Sector? A Qualitative Study of Gig workers in China (WITHDRAWN)**

Author: **Christian Yao**, *Victoria U. of Wellington*

Having a sustainable career is increasingly crucial as the job market continues to change. However, existing sustainable career literature overly focuses on individual agency and lacks empirical grounding, particularly in diverse cultural contexts. This study uses the Person-Environment (P-E) fit theory to explore Chinese gig workers' perceptions of sustainable careers. Semi-structured interviews with 42 workers across ride-hailing, online retail, and food delivery sectors reveal distinct perceived working experiences, including transition, turbulence, dissonance, and harmony. Analysing these experiences through the P-E fit theory unveils the complex determinants of gig work sustainability. This study introduces the 'Gig Worker Perceptions Quadrants,' providing a dynamic framework emphasising the interaction between individual attributes and the gig environment. The paper concludes by highlighting avenues for exploring cultural and contextual influences on sustainable careers, bridging theoretical and practical gaps.

CAR: **The Gig Economy Through a Gender Lens: A Review of Women's Experiences of Gig Work**

Author: **Camille Desjardins**, *Renmin U. of China*

The gig economy has followed a sharp rise over the past years as workers have been increasingly looking for flexibility in their jobs. There is evidence that this trend is set to continue across the world. While much research on the topic of gig work has been conducted among men (e.g., in the ride-hailing and delivery industries) or has not adopted a gender lens, there is evidence that women are increasingly turning to this new form of work (MBO Partners, 2022). However, our knowledge of women's experiences in gig work is limited and the literature on the topic has developed haphazardly, resulting in a lack of clarity regarding what is known and what requires further exploration. In this paper, we take stock of the literature on women's work and career experiences in the gig work economy by conducting a systematic review of 90 articles on the topic. This interdisciplinary research reviews the multi-level antecedents (societal, organizational, and individual) that can shape women's gig work experiences (formal, interpersonal, personal) and their resulting outcomes (work and non-work). Bridging the interdisciplinary divides, the papers in this review are organized into an integrative framework of women's gig work experience, which reviews past research to provide insights into the topic and outlines a way forward to shed light on a phenomenon for which many aspects remain to be explored.

CAR: **Striving or Surviving? A Qualitative Investigation of How Gig Workers Craft Their Career Success**

Author: **Surendra Babu Talluri**, *Indian Institute of Management Bangalore*

With a fundamental shift in the way people build their careers, a growing number of working individuals are moving to gig work to build their careers. Such changes in the nature of the career landscape pose significant implications for career research to develop new knowledge. Career success is one of the essential topics in careers research to assess and understand the primary objectives of one's career actions. However, the measures of career success also depend on the context and type of chosen career pattern. In the current study, we adopt a qualitative approach to conduct 19 semi-structured interviews of gig workers to unfold the indicators of gig career success. Further, we highlight several individual proactive behaviors that gig workers engage in to achieve gig career success. We further discuss the implications of these findings to the careers literature and practice.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Managing Employee Career Transitions Within and Beyond Organizational Boundaries



Organizer: **Erin E. Makarius**, *U. of Akron*
Organizer: **Rhett Andrew Brymer**, *U. of Cincinnati*
Discussant: **JR Keller**, *ILR School @ Cornell U.*
Presenter: **Caitlin M. Porter**, *U. of Memphis*
Participant: **Katelyn Cavanaugh**, *MD Anderson Cancer Center*
Participant: **Galen Snyder**, *Canisius College*
Presenter: **Huimiao Zheng**, *U. of Cincinnati*
Presenter: **Lauren E. Aydinliyim**, *City U. of New York, Baruch College*
Participant: **Mark Gough**, *Penn State U.*
Participant: **Dorothea Roumpi**, *Pennsylvania State U.*
Presenter: **Alison M. Dachner**, *John Carroll U.*
Participant: **Erin E. Makarius**, *U. of Akron*

The recent increase in role transitions both within and beyond organizational boundaries necessitates a nuanced understanding and effective management of these movements for individual and organizational success. This symposium is anchored in research on role transitions and explores diverse perspectives on employee transitions, featuring four papers that investigate the complexity and strategy needed to manage these transitions. The first two papers delve into employees' active role in shaping their mobility, emphasizing the job-seeking strategies within organizations and likelihood of boomeranging back to an organization. The second two papers shift the focus to organizational management of employee transitions, exploring restraints and support for mobility through one paper on post-employment restrictive covenants and another paper on a structured offboarding programs. J.R. Keller, an esteemed discussant, will integrate themes and takeaways, offering valuable insights for research on employee transitions within and beyond organizational boundaries. This symposium aims to inform both researchers and practitioners, fostering a deeper understanding of the intricacies of managing individual role transitions and providing practical implications for talent management in dynamic organizational environments.

How Employees Navigate Internal Labor Markets

Author: **Caitlin M. Porter**, *U. of Memphis*
Author: **Galen Snyder**, *Canisius College*
Author: **Katelyn Cavanaugh**, *MD Anderson Cancer Center*

Does Where They Go Predict Whether They Return? Boomeranging and Interim Organizations

Author: **Huimiao Zheng**, *U. of Cincinnati*

Beyond the Signature: The Impact of Post-Employment Restrictive Covenants on Newly-Hired Employees

Author: **Lauren E. Aydinliyim**, *City U. of New York, Baruch College*
Author: **Mark Gough**, *Penn State U.*
Author: **Dorothea Roumpi**, *Pennsylvania State U.*

So Long, Farewell... Developing a Framework for Managing Employee Exit through Offboarding

Author: **Alison M. Dachner**, *John Carroll U.*
Author: **Erin E. Makarius**, *U. of Akron*

KEY TO SYMBOLS

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

The Modern Organization and Military-Connected Individuals: Research and Teaching Perspectives



Organizer: **Daniel M. Peat**, *U. of Cincinnati*
Organizer: **Jaelyn Perrmann**, *Northern Kentucky U.*
Participant: **Curtis Wesley**, *U. of Houston*
Participant: **Sean E. Rogers**, *U. of Rhode Island*
Participant: **Stephanie L. Black**, *Texas A&M U., San Antonio*
Participant: **Kenneth Michael Sweet**, *St. Edwards U.*
Participant: **Jonathan E. Miles**, *Rice U.*
Participant: **Vikas Rai Bhatnagar**, *Hyperspace Action Research Services*
Participant: **Michael Kirchner**, *Purdue U.-Fort Wayne*
Participant: **Kristi Hatter**, *U. of Houston*
Participant: **Jorge A. Gonzalez**, *U. of Texas Rio Grande Valley*
Participant: **Christopher B. Stone**, *Wichita State U.*
Participant: **Sharmeen Merchant**, *U. of Cincinnati*
Participant: **Amando Cope**, *George Washington U.*
Participant: **Adelle Bish**, *North Carolina A&T State U.*

This caucus follows previous caucuses in 2019-2021 that brought together military veteran researchers and established the Military Research and Networking Community (MRANC). The focus is to connect researchers and expand research on a broader spectrum of those acculturated by military service (i.e., spouses), explore data sources, and propose special issues.

At AOM 2019 in Boston, Sean Rogers and Kenneth Sweet brought a group of military veteran-focused researchers together to discuss this unique demographic in organizational research. This caucus will continue their foundational work, take advantage of recent surges in interest and veteran-related special journal issues, and draw on recent insights to widen the lens to include all military-connected individuals. The focus will be to examine the broader spectrum of individuals acculturated by the military, including active-duty service members, reservists, spouses, and dependents. Key topics will be data sources (including moving beyond the predominantly Western military focus to a variety of global military structures); addressing the transition of skills from and managing cultural differences between military and civilian workplaces; and how military experience shapes new ventures (e.g., “vetrepreneurs”). The caucus aims to provide AOM members with a forum to connect and discuss the latest research and teaching strategies to enhance the integration and support of military-connected individuals in the workforce and classroom.

KEY TO SYMBOLS

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

Session Type: **Caucus**
Program Session: **621** | Submission: **13089** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 11 2024 9:45AM - 11:15AM CT (UTC-5)** at **Swissotel Chicago** in **Élevé River View 2**

“Let’s Not Sit Together”: Perspectives on Intra-Racial Dynamics Among East Asian Professionals



Organizer: **Yanhong Li**, *Odette School of Business, U. of Windsor*
Organizer: **Jennifer Ho**, *DeGroot School of Business, McMaster U.*

This caucus aims to provide a platform for management scholars to identify pertinent theories and implications of intra-racial tensions among East Asian professionals working within the United States and Canada. Through conversations, attendees will form potential collaborations and develop new research programs on this under-explored topic.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **622** | Submission: **13153** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 11 2024 9:45AM - 11:15AM CT (UTC-5)** at **Swissotel Chicago** in **Grindelwald**

Analogous Inspiration: Making Unexpected Connections to Innovate and Thrive



Organizer: **Jesse E. Olsen**, *U. of Melbourne*
Organizer: **Momotaro Takamori**, *Kwansei Gakuin U.*

Research suggests that connecting seemingly unrelated activities (“analogous inspiration”) can promote innovation. What does this mean for us as management academics and practitioners? This caucus features (1) discussions about analogous inspiration experiences and ideas toward practice, research, and teaching; and (2) networking opportunities to continue analogous inspiration together going forward.

After an introduction to and examples of analogous inspiration, participants will discuss their experiences and ideas in small groups, focusing on practice, research, and/or teaching. Groups will then summarize their key insights for others in the session, and we will close with an opportunity to network around common interests.

KEY TO SYMBOLS

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

Session Type: **Caucus**
Program Session: **623** | Submission: **13061** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 11 2024 9:45AM - 11:15AM CT (UTC-5)** at **Swissotel Chicago** in **Verbier**

Navigating Leadership: Evidence-Based Strategies for Leadership Development



Organizer: **Susanne Helena Braun**, *Durham U.*
Organizer: **Tiffany Keller Hansbrough**, *Fairleigh Dickinson U.*
Distinguished Speaker: **David V. Day**, *Claremont McKenna College*
Distinguished Speaker: **Michelle Hammond**, *Oakland U.*
Distinguished Speaker: **David Sluss**, *ESSEC Business School*
Facilitator: **Stefanie Johnson**, *U. of Colorado, Boulder*
Facilitator: **Karolina Wenefrieda Nieberle**, *Durham U.*
Facilitator: **Paola Gatti**, *U. of Milano-Bicocca*
Facilitator: **Rosalie Joan Hall**, *Durham U.*
Facilitator: **Richard Morgan**, *Durham U. Business School*
Facilitator: **Timothy George Holmes**, *Durham U. Business School*
Facilitator: **Gregory Ruark**, *U.S. Army Research Institute for the Behavioral and Social Sciences*
Facilitator: **Robert G. Lord**, *Durham U.*
Facilitator: **Ronald E. Riggio**, *Claremont McKenna College*

Our Caucus brings together scholars globally and across career stages to discuss evidence-based strategies for leadership development with a focus on identity and measurement perspectives. We host three distinguished speakers and four roundtable discussions. We aim to facilitate research idea development and expand the reach of our network.

The Caucus consists of three parts: First, following a brief introduction by the two Caucus organizers, three distinguished speakers will share their views of the current conceptual, empirical, and implementation challenges in the leadership identity, measurement, and development space: David V. Day (Claremont McKenna College, US), Michelle Hammond (Oakland University, US), and David Sluss (ESSEC, France). This will be followed by 30-minute roundtable discussions on four key issues: (1) Dynamic leader follower identity perspectives (e.g., “Who am I? Leader? Follower? Or both?”); (2) Measurement and feedback (e.g., “How am I doing as a leader? How to get feedback?”); (3) Bright and dark sides (e.g., “What if my leader identity is threatened? What if I feel like an impostor?”); (4) Development (e.g., “How to navigate career transitions? How to let go of leadership?”). A 30-minute plenary discussion will follow during which participants from the roundtables will first briefly share main discussion points and key insights. Caucus participants will then discuss opportunities and strategies for collaborative research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Status Dynamics: Gaining, Conferring and Perceiving Individual and Group Status



Organizer: **Tracy Dumas**, *Ohio State U.*
Presenter: **Kalan Robert Norris**, *U. of Minnesota Carlson School of Management*
Presenter: **Richard Burgess**, *U. of Pittsburgh*
Presenter: **Jacob Rathjens**, *The Ohio State U. Fisher College of Business*
Presenter: **Erfan Bayat**, *The Ohio State U. Fisher College of Business*
Presenter: **Marla White**, *Virginia Tech*
Presenter: **Alison V. Hall**, *U. of Texas At Arlington*
Presenter: **Wendy J. Casper**, *U. of Texas At Arlington*
Presenter: **Michael White**, *Columbia Business School*
Presenter: **Isaac Raymundo**, *Columbia Business School*
Presenter: **Modupe Akinola**, *Columbia U.*

Existing organizational research addresses various paths to gaining status for individuals, groups and organizations. In light of existing work, the purpose of this symposium is three-fold. First we highlight the importance of acknowledging the differences in status associated with different social or demographic categories, and how this shapes status attainment particularly for those in lower status demographic categories. Second, we consider the interplay between individual and group-level status and the intragroup dynamics that arise when high achieving individuals are members of low status groups. Third we consider how status may be attained outside of the well-established prestige versus dominance dichotomy. Overall, the projects in this symposium seek to enrich our insight into how to gain status or overcome perceptions of holding low status.

Actually, I Am One of Them: Self-categorization of High-Status African Americans

Author: **Tracy Dumas**, *Ohio State U.*
Author: **Kalan Robert Norris**, *U. of Minnesota Carlson School of Management*
Author: **Richard Burgess**, *U. of Pittsburgh*

Where are the Latina leaders?: The role of perceived social class in evaluating women leaders

Author: **Marla White**, *Virginia Tech*
Author: **Alison V. Hall**, *U. of Texas At Arlington*
Author: **Wendy J. Casper**, *U. of Texas At Arlington*

Big Fish, Little Pond: When a High Status Player Joins a Low Status Team

Author: **Tracy Dumas**, *Ohio State U.*
Author: **Jacob Rathjens**, *The Ohio State U. Fisher College of Business*
Author: **Erfan Bayat**, *The Ohio State U. Fisher College of Business*

"Awe"-some Leaders: Evoking Awe Enhances Social Status

Author: **Michael White**, *Columbia Business School*
Author: **Isaac Raymundo**, *Columbia Business School*
Author: **Modupe Akinola**, *Columbia U.*

KEY TO SYMBOLS



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Selected as a Best Paper

Navigating Stigma Dynamics

Session Moderator: **Shayan Nematgorgani**, *Louisiana State U.*

DEI: Navigating Stigma Dynamics: A Longitudinal Study on Subjective Body Fatness, and Self-Devaluation 

Author: **Shayan Nematgorgani**, *Louisiana State U.*

Author: **Michael Addison Johnson**, *Louisiana State U.*

This paper challenges the static view of marginalized identities by adopting a dynamic perspective, focusing on the subjective nature of obesity. Specifically, we utilize the context of subjective body fatness to explore within-individual fluctuations in stigmatized views by employees over time. We examine if how someone feels 'right now' may exhibit unique and stronger effects on one's job than how big they feel in general. Drawing from stigma theory, we utilize an experience sampling design to consider how weekly variations in subjective body fatness influence self-devaluation and, subsequently, task performance among customer service workers over a period of five weeks. The results reveal that weekly subjective body fatness uniquely relates to subsequent self-devaluation, supporting a dynamic, within-person nature of stigmatization. Furthermore, self-devaluation mediates the relationship between subjective body fatness and subsequent task performance. Thus, marginalized identities are not just a category that one is in, but they are a dynamic identity that can change across time. Overall, this study sheds light on the nuanced interplay between self-perception and the ever-changing dynamics of marginalized identities, particularly in the context of obesity.

DEI: Queens of Drag, Organizations, and Organizing: Stigma, Spectacle, and Inclusion   

Author: **Maria Rita Micheli**, *IESEG*

Author: **Mario Campana**, *U. of Bath*

Author: **Katherine Duffy**, *Adam Smith Business School, U. of Glasgow*

Prior research highlighted that organizations can thrive by showcasing stigma, instead of concealing it. However, we do not know much about how the showcasing can help to normalize stigma and help stigmatized audiences of organizations to feel more accepted within society. In this paper, we explore this new domain of research, explaining how both organizations and stigmatized audiences can benefit from showcasing stigma. In addition, we explain how stigmatized audiences can contribute to normalization, by engaging allies. In this preliminary version of the paper, we collected semi-structured interviews from the audiences of RuPaul's Drag Race, exploring how the showcasing of stigma influenced the perception of audiences regarding the acceptance and well-being within the society. We will extend our findings by including different organizations that showcase LGBTQ+ stigma and their audiences.

DEI: AI-Enabled Respect: How Framing of AI Affects Occupational Stigma Toward Dirty Work  

Author: **Yuqing Gan**, *School of Business, Sun Yat-sen U.*

Author: **Xiang Zhou**, *Sun Yat-Sen U.*

Author: **Rongrong Zhang**, *The Chinese U. of Hong Kong, Shenzhen*

Author: **Luyuan Jiang**, *China U. of Mining and Technology*

Author: **Shuying Mao**, *School of Business, Sun Yat-sen U.*

Although past research has explored various strategies for coping with occupational stigma, there has been a relative neglect in examining the role of technology development, particularly the transformative impact of artificial intelligence (AI). Integrating signaling theory and meaningful work literature, we develop a model that specifies when and why framing of AI used by the organization involved in dirty work changes people's perception of dirty work. Using a multi-wave survey and two experiments, we find that framing AI as an augmentation (as opposed to automation) is positively associated with people's perceived meaningfulness of dirty work, which is further negatively associated with occupational stigma toward dirty work. In addition, we find that people's fixed mindset weakens the indirect effect of framing of AI on occupational stigma through perceived meaningfulness of dirty work. We discuss our theoretical and practical contributions and propose future directions.

DEI: Not in My Work Group: Evaluators of Stigma and the Role of Social Distance in the Workplace

Author: **Elizabeth Eley**, *John Molson School of Business, Concordia U.*

Whereas extant stigma literature has focused on the lived experience of 'marked' individuals, this paper generates novel insights about stigma by examining the perspective of evaluators of stigmatized individuals. Drawing on the concept of desired social distance from the sociology, we develop theory of stigma rooted in an evaluators' perspective in which judgments vary depending on the proximity to the 'target' of the stigma. Specifically, we argue that social distance, the desired social closeness to a stigmatized identity influences how evaluators think, feel and behave towards stigmatized organizational members. As a whole, we enrich stigma literature by incorporating an evaluator perspective and, in so doing, we help to explain an observed disconnect between organizational rhetoric regarding diversity and inclusion and their actual practices.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **626** | Submission: **21817** | Sponsor(s): **(DEI)**
Scheduled: **Sunday, Aug 11 2024 9:45AM - 11:15AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Regency Ballroom C**

The Future of DEI in Workplaces Around the World – Challenges, Opportunities and Innovative Solutions

Program Chair: **Sujana Adapa**, *professor*

Speaker: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*

Speaker: **Yehuda Baruch**, *Southampton Business School, U. of Southampton*

Speaker: **Yixin Tian**, *Lee Kong Chian School of Business, Singapore Management U.*

Speaker: **Alison Sheridan**, *U. of New England*

Speaker: **Nourah Alfayez**, *Alfaisal U.*

Global Organizational Innovations - The Future of DEI

Plenary session

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **627** | Submission: **18068** | Sponsor(s): **(DEI, ENT)**
Scheduled: **Sunday, Aug 11 2024 9:45AM - 11:15AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Field**

Innovating for the Future: Blockchain, AI, & DEI –The Challenges of Doing Business in a Woke World



Organizer: **Maritza Espina**, *Sustainability, Ethics, & Entrepreneurship Society*
Session Chair: **Carolee Maureen Rigsbee**, *Trent U.*
Session Chair: **Maritza Espina**, *Sustainability, Ethics, & Entrepreneurship Society*
Presenter: **Carolee Maureen Rigsbee**, *Trent U.*
Participant: **Thomas Theis**, *U. of Illinois Chicago*
Participant: **Kevin Foy**, *North Carolina Central U.*
Presenter: **Liang Zhao**, *St Ambrose U.*
Presenter: **Lauren E. Aydinliyim**, *City U. of New York, Baruch College*
Participant: **Dorothea Roumpi**, *Pennsylvania State U.*
Participant: **Danielle E. Warren**, *Rutgers U.*
Presenter: **Jason C. Senjem**, *St. Ambrose U.*
Presenter: **Ezekiel Bonillas**, *California State U. San Bernardino*

In response to this year's theme, 'Innovating for the Future: Policy, Purpose, and Organizations,' we aim to explore the transformative influence of Blockchain, Artificial Intelligence, Underrepresented Entrepreneurs, DEI policies, and Sustainable practices on organizations doing business in a woke world. This symposium highlights the diversity of research examining the intersection of doing business in a woke world and the profound impact of stakeholder capitalism. In particular, the authors consider areas where there are opportunities to advance the field by building upon the depth and breadth of research to resolve three pressing needs in the literature: contextuality, scalability, and stakeholder management. These papers provide specific paths forward to advance the field by addressing these challenges. The papers in the symposium broaden our understanding of factors that have shaped the practice of inclusivity, sustainable entrepreneurship, and opportunities for new venture creation to generate social impact.

Innovating for the Future: Blockchain, AI, & DEI –The Challenges of Doing Business in a Woke World

Author: **Maritza Espina**, *Sustainability, Ethics, & Entrepreneurship Society*
Author: **Carolee Maureen Rigsbee**, *Trent U.*
Author: **Liang Zhao**, *St Ambrose U.*
Author: **Lauren E. Aydinliyim**, *City U. of New York, Baruch College*
Author: **Jason C. Senjem**, *St. Ambrose U.*
Author: **Ezekiel Bonillas**, *California State U. San Bernardino*
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Author: **Kevin Foy**, *North Carolina Central U.*
Author: **Dorothea Roumpi**, *Pennsylvania State U.*
Author: **Danielle E. Warren**, *Rutgers U.*
Author: **Rosanna Garcia**, *Worcester Polytechnic Institute*
Author: **Kristin Burton**, *Purdue U. Northwest*

KEY TO SYMBOLS

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

Pitching

Session Moderator: **Henrik Wesemann**, *IE Business School*

ENT: **Suit Up? Impression Management in Venture Pitches**

Author: **Henrik Wesemann**, *IE Business School*
Author: **Torben Antretter**, *U. of St. Gallen*
Author: **Vangelis Souitaris**, *Bayes business school and U. of St. Gallen*
Author: **Joakim Wincent**, *Luleå U. of Technology*

This article explores how entrepreneurs' clothes can influence investor assessments. We theorize that, although clothes are very unreliable indicators of underlying venture quality, they are predictive of fundraising performance such that informally dressed entrepreneurs tend to outperform formally dressed entrepreneurs. Moreover, we propose that clothes can create sufficiently strong first impressions to make investors neglect later, more important signals like prior entrepreneurial experience. Two field studies, an experiment, and a series of interviews support our hypotheses. Our article contributes to research on impression management in entrepreneurship by outlining the benefits of casual clothes, as well as showing that they can have lasting effects. Moreover, it contributes to signaling theory by illustrating how initial contextual factors can diminish the relevance of later strong signals.

ENT: **Charismatic Signaling in Entrepreneurial Pitching: An Experimental Approach**

Author: **Anely Bekbergenova**, *TUM School of Management, Technical U. of Munich*
Author: **John Antonakis**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*
Author: **Marianne Schmid Mast**, *U. of Lausanne, HEC Lausanne*
Author: **Benjamin Tur**, *U. of Lausanne, HEC Lausanne*

Entrepreneurial pitching is a key moment for entrepreneurs, which enables them to showcase their business ideas, secure venture funding, and expand their network. We investigate whether charismatic signaling helps entrepreneurs pass into the next round of a pitching competition (Study 1) and whether entrepreneur charisma increases financing to the project and willingness to meet the entrepreneurial team (Study 2). In Study 1 we used field data from a startup competition "Thinking Digital" held in 2015. The sample consisted of 70 entrepreneurial pitches in the semi-final and final stages of the competition. In Study 2, 233 participants were randomly assigned to watch a 3-minute video of an entrepreneur pitching a business using charismatic signaling or not. The results of Study 1 show that verbal charismatic signaling had a positive effect on startups being chosen in the semi-final round of the competition. Nonverbal charismatic signaling (i.e., gestures, open body posture, animated facial expressions, eye contact, and vocal variations) did not increase the likelihood of entrepreneurs being selected in the final round of the competition. The results of Study 2 show that charismatic signaling increases the belief of participants that the entrepreneur will attract financing for the venture and that more strength is attributed to the entrepreneurial team, the force in sales, and entrepreneur leadership. The findings of Study 1 suggest that using charisma can help entrepreneurs attract meetings with potential investors. Findings of Study 2 reveal participants' beliefs that charismatic entrepreneurs will attract more financing for the venture, and that the key strengths of the venture are the entrepreneur leadership, the entrepreneurial team, and the sales force.

ENT: **Pitching to Learn: How an Evolving Pitch Scaffolds Learning in New Ventures**

Author: **Susan L. Cohen**, *U. of Georgia*








Recent research has uncovered multiple learning processes available to entrepreneurial ventures as they craft strategies for creating and capturing value. A completely separate stream of research has examined how characteristics of business pitches and pitchers influences a venture's likelihood of attracting interest from external resource providers. However, since these literatures have developed independently, neither literature has considered how ventures may use the pitch to learn, nor how they learn to pitch. Through an inductive study of 75 venture founders, mentors and staff at 9 U.S. accelerator programs, I discovered that learning and pitching are closely intertwined. Specifically, an evolving (vs. static) pitch scaffolds learning, triggering various forms of learning by thinking, borrowing and doing and also stores what is learned over time. I elaborate these findings in a novel theoretical framework wherein creating a pitch prompts early-stage ventures to (1) draft a pitch, (2) cast for feedback, (3) anticipate objections, (4) catalyze action, and (5) revise recursively. In doing so, I contribute to the organizational learning and entrepreneurship literatures by unearthing an expanded role of pitching. Not only can a pitch be used as a way to solicit external financial capital, but it also can be used to prompt and store learning. Overall, I shift the emphasis from "the pitch event" to a process of pitch development, in turn establishing how creating and refining a pitch scaffolds learning.

ENT: **Dynamics in Entrepreneurial Pitch Q&A: Examining Gender, Communication, and Trust in Investment**

Author: **Laura Gasiorowski**, *U. of Delaware*
Author: **Ahreum Lee**, *State U. of New York at Oswego*

We examine how communication styles of directness and succinctness in the question-and-answer of entrepreneurial pitches impacts funding decisions. Overall, the more direct an entrepreneur answers questions, the greater likelihood they'll get a deal. The more succinct an entrepreneur answers questions, the lower the likelihood of a deal. We also provide evidence that communication style influences investment through trust. Further, and contrary to existing communication theories, we find very little gender differences in communication.

KEY TO SYMBOLS

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

Entrepreneurial Orientation

Session Moderator: **Shankar Naskar**, *U. of Virginia*

ENT: **How Entrepreneurial Orientation Enables Digitalization in Startups – A Multidimensional Perspective**

Author: **Thomas Hipp**, *U. of Mannheim*

Digitalization has become a hard challenge for most organizations. As startups are agile and flexible in their very nature, they have a distinct advantage in their ability to successfully adopt digitalization into their business models. However, some startups are natural digital entrepreneurs from the outset while others struggle and have to develop first. Not much is yet known about the connection between a startup's entrepreneurial orientation (EO) and its degree of digitalization in startups. We are approaching this gap from a unidimensional as well as a new multidimensional perspective on EO as there has been growing discussion on only unidimensional perspectives. We analyze possible relationships by utilizing data on over 1,100 German companies from the IAB/ZEW Startup Panel through formulation and testing of hypotheses via a series of regression analyses. Our results yield a relationship between entrepreneurial orientation (EO) and the degree of digitalization in startups and provide granular insights from a multidimensional perspective. Our results contribute to the digital entrepreneurship literature as well as digitalization literature by providing possible drivers for digitalization and researching the impact of entrepreneurship on the degree of digitalization.

ENT: **The Effects of EO Soft and Hard Signals on Valuation of Listed Pharmaceutical Firms in China**

Author: **Gang Cao**, *School of Management, Shanghai U.*

Author: **Xiaoyu Yu**, *Shanghai U.*

Entrepreneurial orientation (EO) signals and firm valuation have been studied inconclusively. We used signaling theory and hard and soft information theory to categorize EO signals into hard and soft signals to solve the theoretical puzzle and empirical ambiguity on this focal relationship. Our 1,350 observations from 269 pharmaceutical firms from 2012 to 2020 showed that EO hard signals positively affected firm valuation, while EO soft signals negatively affected firm valuation. Further, EO soft signals strengthened the positive effect of EO hard signals on firm valuation. In addition, corporate philanthropy enhanced both the positive and negative effects of EO hard signals and EO soft signals. Our research contributes to the EO literature by providing fresh insights into the relationship between EO signals and firm valuation.

ENT: **Entrepreneurial Orientation in Nonprofits: A Strategic Management Perspective**

Author: **Johan Bruneel**, *IIESEG School of Management - KU Leuven*

Author: **Matthias Staessens**, *Montpellier Business School*

Author: **Jurgen Willems**, *Vienna U. of Economics and Business*

Building on the resource-based view of the firm, this study presents a novel mediation model to dissect the interplay between human capital, organizational capabilities, and Entrepreneurial Orientation (EO) in the context of nonprofit organizations (NPO). We delve into how different levels of human capital within these NPO contribute to EO through stakeholder engagement capability. Using multi-respondent survey (1,071 upper echelon respondents) and secondary data of 184 Belgian NPO, our findings reveal a notable dynamic. While staff human capital significantly fosters EO through enhanced stakeholder engagement, the human capital of the board and top management team (TMT) surprisingly plays a less pronounced role in influencing EO within the nonprofit context. These findings challenge the prevailing assumptions about the influence of upper-echelon human capital on stakeholder engagement and organizational entrepreneurship.

ENT: **A Little in a Lot: A Real Options Perspective on Entrepreneurial Orientation and Government Ties**

Author: **Jeffrey Thomas Cavanaugh**, *U. of Nebraska*

Author: **Izuchukwu Evans Mbaraonye**, *U. of Missouri, Kansas City*

Author: **Varkey Titus**, *U. of Nebraska, Lincoln*

Firms' strategic orientation toward entrepreneurship exposes them to regulatory uncertainties. Prior research suggests that addressing these uncertainties through corporate political activities (CPA) may require costly trade-offs, such as the loss of strategic flexibility. We argue that some of these trade-offs can be mitigated by the way firms structure their investments in CPA. We extend insights from real options reasoning (ROR) to offer a framework for how firms may circumvent some of these trade-offs through greater CPA breadth, which allows firms to retain their strategic flexibility while reaping some of the benefits of CPA. Our theoretical model and empirical tests help us contribute to the literature on firms' use of CPA as well as the literature on ROR.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gender and Entrepreneurship I

Session Moderator: **Golshan Javadian**, *Morgan State U.*

ENT: **Supervisor Gender, Employee Creativity and the Mediating Role of Interaction Frequency**

Author: **Holly Chadwick**, *Bryant U.*
Author: **R. Isil Yavuz**, *Bryant U.*
Author: **Crystal Xiangwen Jiang**, *Bryant U.*

While it is well established that leader characteristics influence employee outcomes, little is known about whether and how leader gender influences employee creativity. Traditionally, female leaders are considered a mismatch for prototypical leadership roles, resulting in less optimal employee outcomes compared to male leaders. In this paper, by drawing on social role and leader-member exchange (LMX) theories, we argue that female supervisors may have advantages over male supervisors and may serve as a catalyst to encourage employee creativity. In the empirical analyses, we test our hypotheses using data from German, Japanese, and South Korean foreign subsidiaries located in China. Results confirm our hypotheses and show that female supervisors have a positive influence on employee creativity, and the frequency of supervisor-employee interaction mediates this relationship. The contributions of the study to creativity and leadership literature are discussed.

ENT: **Female Top Managerial Representation Effects on Organizational Entrepreneurial Posturing**

Author: **Pide Lun**, *Adelaide Business School*
Author: **Anish Purkayastha**, *U. of Sydney Business School*
Author: **Ralf Zurbrugg**, *U. of Adelaide*
Author: **William John Wales**, *U. at Albany, State U. of New York*
Author: **Jeff Covin**, *U. of Wyoming*

How do organizations better position themselves for entrepreneurial growth and avoid 'resting on their laurels' within their competitive landscapes? Drawing on double standards for competence theory and evidence from medical science, this research considers female representation within the top management team (TMT) as one potentially significant explanatory factor that may influence how an organization's strategic posture is manifest. Specifically, we observe that TMTs with greater female representation manifest more forward-looking entrepreneurially oriented strategic postures. Our results indicate that inclusion of a single female executive makes a substantial difference in firms' forward-looking posturing, and that the effect is stronger with a greater number and proportion of female executives. Moreover, we demonstrate how CEO power diminishes the female representation effect. Implications for future research examining the critical role of 'female voice' within the TMT are discussed, along with how future research exploring entrepreneurial posture may proceed.

ENT: **Are All Entrepreneurial Exit Routes the Same? Effects of Gender-Role Orientation and Misfits**

Author: **Haiyuan Zhao**, *Xihua U.*








This study explores how gender-role orientation (GRO) and person-entrepreneurship misfit affect the women entrepreneurs' intended entrepreneurial exit routes. Two-wave data of 329 women entrepreneurs have been analyzed. The results revealed that person-entrepreneurship misfit positively related to intended entrepreneurial exit routes. Two types of misfit (i.e., needs-supplies misfit and demands-abilities misfit) displayed distinctive connections with three exit routes. Meanwhile, women entrepreneurs identifying with the masculine GRO and androgynous GRO are more likely to be involved in the intended harvest entrepreneurial exit route and stewardship entrepreneurial exit route, while women entrepreneurs identifying with the feminine GRO are more likely to be involved in the intended voluntary cessation. Furthermore, the positive association between needs-supplies misfit and the intended harvest entrepreneurial exit route is stronger for women entrepreneurs identifying with the masculine GRO. This study sheds new insight into incorporating misfit perceptions and GRO in future entrepreneurial exit research.

ENT: **A Meta-Analysis of Gender, Entrepreneurial Self-Efficacy, and Success**

Author: **Alexander Glosenber**, *Loyola Marymount U.*
Author: **Duygu Phillips**, *U. of Delaware*
Author: **Joseph Richard Schaefer**, *SUNY New Paltz*
Author: **Ernest O'Boyle**, *Indiana U.*
Author: **Jenna McChesney**, *Meredith College*
Author: **Sean Noble**, *North Carolina State U.*
Author: **Mary Kathrine Ward**, *Curtin U.*
Author: **Lori Lea Foster**, *North Carolina State U.*

In this paper we demonstrate how studies linking entrepreneurial self-efficacy (ESE) with success might provide inaccurate results if scholars don't examine the role of gender and success-type. To facilitate advancement of scholarship in this area of inquiry, we (a) meta-analyze samples of varying proportions of men and women from the United States ($k = 32$, $N = 4,732$); (b) present key results, namely that the relationship between ESE and financial measures of success is weaker among samples with greater proportions of women – but not for non-financial measures; and (c) reveal four methodological recommendations and relevant procedures that scholars and practitioners should consider to more accurately understand the relation between socio-cognitive factors, such as self-efficacy, and entrepreneurial success. Put succinctly, our four methodological recommendations are to better capture and report the gender and sex of participants, take into account success type, establish – rather than assume – measurement equivalence, and consider, if appropriate, gender-tailored interventions.

KEY TO SYMBOLS

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

Opportunity

Session Moderator: **Brent Clark**, *U. of Nebraska, Omaha*

ENT: **Opportunity Attitude: Moving Beyond Cognitive-Centric Evaluation of Entrepreneurial Opportunities** 

Author: **Binyam Zewde Alemayehu**, *U. of Adelaide*

Author: **Paul Steffens**, *U. of Adelaide*

Author: **Scott Gordon**, *U. of Adelaide*

Opportunity evaluation is an important concept in entrepreneurship, central to our understanding of how individuals evaluate specific opportunities, develop entrepreneurial intentions and (possibly) engage in entrepreneurial behavior. Existing understandings of opportunity evaluation tend to adopt a cognitive-centric approach. We build on the trilogy of the mind theory and the attitude literature from psychology to develop a new construct, opportunity attitude, which integrates cognition, affect and conation as a tri-component construct. This model regards opportunity evaluation as a dynamic process tending towards congruence of the cognitive, affective and conative components of mind. Importantly, it does not assume primacy of cognition, but allows for circumstances where affect or conation may dominate attitude formation or change. This conceptualization provides a more complete account of the way in which entrepreneurs evaluate entrepreneurial opportunities. Moreover, the interaction between the three attitude components provides a foundation for better understanding both the formation of an individual's attitude toward an entrepreneurial opportunity and changes over time. Mechanisms underlying these attitude formation and change processes are identified and discussed.

ENT: **A New Opportunity for Opportunity Recognition?** 

Author: **Alex Schöneiseiffen**, *Saarland U.*

Author: **Marcel Aksoy**, *Saarland U.*

Author: **Rene Bohnsack**, *Catolica Lisbon School of Business and Economics*

Author: **Benedikt Schnellbacher**, *Saarland U.*

Every entrepreneurial journey starts with the identification of a business opportunity. While artificial intelligence enables entrepreneurs to discover and create more fruitful opportunities, its recent advancements also undermine the human self-conception of driving innovation and in particular radical innovation. Entering an AI-augmented world, this study examines the impact of the cohabitation of artificial and human intelligence on entrepreneurship and opportunity recognition. The future entrepreneurial playing field is determined by the interaction of human and artificial intelligence and what an entrepreneur can derive from it. Success depends on the entrepreneur's capability to leverage the correct level of each intelligence at the right point of time. This study provides guidance for this new entrepreneurial approach by interviewing founders of startups, who already integrated or attempted to integrate artificial intelligence in their entrepreneurial processes. This study contributes to the literature threefold. First off, the impact of the new phenomenon artificial intelligence on opportunity recognition theory and its processes is examined. Furthermore, the study highlights how human and artificial intelligence can be combined during these processes to optimize the probability of generating radical innovations. Lastly, based on the empirical findings a framework is developed how the technology can be leveraged for different kind of opportunities.

ENT: **Opportunity Generativity: How Future Opportunities Emerge from Present Pursuits** 

Author: **Sunny Li Sun**, *UMass Lowell*

Author: **Xin Zheng**, *Business School, Sun Yat-Sen U.*

Author: **KANAN ASIF**, *U. of Massachusetts Lowell*

Building on experiential learning theory, this paper develops an opportunity generativity concept to explain how new ventures keep capturing opportunities over time. Our analysis of representative panel data of U.S. new ventures revealed that entrepreneurial opportunity generation is a dynamic process consisting of continual transitions and iteration. Each incremental transition of current opportunity leads to larger leaps in transitioning to subsequent opportunities—a phenomenon which we term as opportunity generativity. We also find that customer interaction positively affects a new venture's opportunity generativity process. Moreover, opportunity generativity positively affects the likelihood of survival of new ventures. Our study contributes to the entrepreneurial opportunity literature by providing a novel perspective and complementing the opportunity discovery versus creation perspective.

ENT: **Ecosystems of Opportunity: Experiences of Black Tech Entrepreneurs in Silicon Valley and Atlanta**  

Author: **Alicia Sheares**, *Stanford MS&E*

Scholarship on race highlights how racism constrains the economic activity of racially marginalized actors, but seldom considers how place matters in these experiences. Alternatively, entrepreneurship scholars are particularly attuned to the role of place in structuring entrepreneurial norms, constraints, and actions, but have been slower to assess how entrepreneurship is inherently a racialized process. I link these literatures together to understand how racially marginalized economic actors navigate through unequal systems to make headway in their professional pursuits. Relying on nearly 100 interviews and a hundred hours of participant observation with Black tech entrepreneurs in Silicon Valley and Atlanta, I find that both groups held similar perceptions as to how racism constrained their entrepreneurial trajectory, but they also took into consideration the available opportunities and constraints within their respective ecosystems. Taking both racial and ecosystem realities into consideration, Black tech entrepreneurs deployed what I call racialized legitimation strategies or specialized tactics aimed at navigating racism and ecosystem norms, to make headway. Yet how they did so varied. Those in Silicon Valley oriented their actions towards making themselves more appealing to a predominantly White class of venture capitalists by gaining elite credentials. Alternatively, those in Atlanta connected with elite Black networks and that provided them with alternative opportunities. Ultimately, by examining Black entrepreneurs in two locations, we gauge to what extent the racialization of entrepreneurship is bounded by place, while also showing us the strategies Black people must adopt to navigate this unequal reality to make their mark.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Entrepreneur Migration 2

Session Moderator: **Meena Chavan**, *Macquarie U.*

ENT: **A Grounded Model of How Refugee Family Businesses Build Entrepreneurial Ecosystems**

Author: **Meena Chavan**, *Macquarie U.*

Author: **Francesco Chirico**, *Jonkoping International Business School*

Author: **Muhammad Aftab Alam**, *School of Business and Law, Edith Cowan U.*

Author: **Christina Theodoraki**, *CERGAM, IAE Aix Graduate School of Management, Aix-Marseille U., France*

Entrepreneurship literature recognizes the role of refugee family businesses in driving entrepreneurial ventures in the host country, yet there is not much of an understanding of how they shape entrepreneurial ecosystems. Using a grounded model, this paper illustrates how refugee family businesses use their social capital to build a refugee entrepreneurial ecosystem by engaging multiple stakeholders in the home and host countries. Drawing on in-depth interviews with twenty refugee entrepreneurs and ten members of supporting organizations in Australia, this study disentangles three building blocks of refugee entrepreneurial ecosystems: 'bonding close relationships,' 'bridging the structural holes,' and 'spanning the network.' The integrative model contributes to entrepreneurship literature by showing how refugee family entrepreneurs use social capital to obtain incubation services and government support to leverage their business in the host country. The study highlights the initial difficulties of refugee family businesses in the host country and explains how social capital helped them at various stages in their entrepreneurial journey. The findings suggest that individual competence, survival traits, and national origin of refugee family businesses play an important role in building entrepreneurial ecosystems.

ENT: **Entrepreneurs' Well-Being in Extreme Contexts: Evidence from Refugee Camps**

Author: **Sadek Showkat**, *Loyola U. Chicago*

Author: **Daniel L. Bennett**, *U. of Louisville*

Author: **Oana Branzei**, *Ivey Business School*

This dual-method dissertation-based paper combines a diary study with a multi-sited reflexive ethnography to explain how entrepreneurs displaced in the second phase of the genocide against the Rohingya people by the military regime in Myanmar maintain well-being by balancing resourcefulness and religiousness in the extreme context of the Kutupalang refugee camp. A 12-point, 6-week diary study of 70 refugee entrepreneurs lends support to both direct and dignity-mediated effects of resourcefulness on well-being. A multi-sited reflexive ethnography reveals limits to the well-being benefits of resourcefulness in extreme contexts by showing the negative moderating effects of religiousness. In a context where religious values and practices are both strong and visible, and religiousness offers a common modality of both individual and communal coping with enduring hardship, even small deviations from rituals can attenuate the direct and the dignity-mediated benefits of resourcefulness. The theorized trade-offs between resourcefulness and religiousness are empirically robust: they replicate for refugee entrepreneurs of different ages and genders; across types and locations of ventures; and at multiple levels of experienced distress and social obligations. This paper highlights two important boundary conditions for the literature on well-being. First, it reveals the previously under-theorized role of dignity in the maintenance of well-being by those who entrepreneur while displaced, explaining why refugee entrepreneurs who vest their ventures with the provision of peace, respect and/or stability derive supplementary benefits from the same acts of resourcefulness. Second, it suggests that acts of resourcefulness compete with acts of religiousness, especially for dignity-mediated paths to well-being maintenance.

ENT: **Community Logics Enactment and Refugee Entrepreneurship**

Author: **Todd W. Moss**, *U. of Oklahoma*

Author: **Trenton A. Williams**, *BYU Marriott School of Business*

Author: **Kurian George**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*

Author: **Maria Minniti**, *Syracuse U.*

A growing stream of research examines how individuals and organizations re-order their post-disruption reality moving into future endeavors. A central challenge in dealing with disruptions involves navigating the paradoxical processes of escaping and integrating aspects of one's disrupted past into the future. One research context that particularly highlights this paradox of escaping and integrating across multiple levels is the ongoing global refugee crisis. We shed light on this paradox by exploring the phenomenon of refugee entrepreneurship. We conduct a qualitative study of venturing efforts of refugee immigrants following their disruptive (and often traumatizing) forced migration from one institutional context to another. We find that they make sense of and identify with community in different ways, creating dynamics that influence organizing processes and outcomes, and develop a model of community logics enactment. In exploring these dynamics, we explain how community-based logics emerge, whereas those logics are typically taken as given. Our findings contribute to the literature on adapting to disruption by demonstrating how refugees' efforts to escape and integrate their past anchors and orients venturing activities within (and between) communities. By doing so, our findings provide novel insights on how forced human mobility across borders translates into the emergence and workings of organizations.

ENT: **Refugee Remittances and Transnational Entrepreneurship in Less Developed Countries**

Author: **William Laramy**, *U. of Minnesota Carlson School of Management*

Author: **Paul M. Vaaler**, *U. of Minnesota*

Refugees living abroad due to discrimination or physical danger represent a growing share of the world's migrants, yet we know little about their potential to assist households and communities back home as transnational entrepreneurs. We respond with the first broad-sample statistical study of migrant remittance effects on new business and community investment in less-developed countries with significant refugee populations. Panel data and related analyses show that remittances from migrant diasporas with higher refugee shares diminish positive new business but magnify positive community investment indicators suggesting that refugee money and ideas matter more for social rather than commercial entrepreneurship back home.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Growth

Session Moderator: **Emmanuelle Fauchart**, *U. of Fribourg, Switzerland*

ENT: **How Do Founders' Value Creation Goals Combine with Strategic Entrepreneurship to Achieve Success?**

Author: **Emmanuelle Fauchart**, *U. of Fribourg, Switzerland*
Author: **Christine Scheef**, *U. of St. Gallen, Switzerland*
Author: **Philipp Sieger**, *U. of Bern*

Drawing on the literature on strategic entrepreneurship and founder social identities, we use a configurational approach to study how new ventures' entrepreneurial and strategic behaviors combine with founder social identities to explain new venture performance. Our analysis of 60 founders shows that founders can take different pathways to success and that founders who do not primarily pursue economic value creation can still achieve high new venture performance through distinct combinations of entrepreneurial and strategic behaviors. Our empirical findings and corresponding propositions advance the literature on strategic entrepreneurship and founder social identities in important ways.

ENT: **Growth Leadership: Personalized and Depersonalized Leadership as Driver of Start-Up Scaling**

Author: **Maya Klingelheller**, *BSP Business and Law School Campus Hamburg*

Scale-ups are crucial for economic growth, yet many start-ups falter before evolving. A key reason is the absence of defined managerial skills within their leadership. Current literature does not specify the leadership qualities essential for successful scaling. Addressing this gap, my paper employs qualitative analysis of expert interviews to identify leadership characteristics that support the start-up to scale-up transition. Building on these findings, I propose the 'CEO framework,' comprising Connection, Empowerment, and Orientation, articulating a navigating leadership style that is crucial for growth leadership and contributes to leadership development research.

ENT: **How Does Daily Time Pressure Fatigue Entrepreneurs? The Paradoxical Effects of Growth Mindset**

Author: **Rai Siddhant Sinha**, *NEOMA Business School*
Author: **Nandakumar Mankavil Kovil Veettil**, *Indian Institute of Management, Kozhikode*








Entrepreneurs go through intense time pressures in their daily lives, yet entrepreneurship research lacks an understanding of how daily time pressures impact entrepreneurs. In this paper, we employ experience sampling methodology and analyze multilevel data from daily surveys spread across 16 days from 87 entrepreneurs, leading to 1090 observations to examine how daily time pressures fatigue entrepreneurs by focusing on within-person dynamics. Further, we also examine the between-person dynamics and introduce a notion of willpower growth mindsets to entrepreneurship research. We depict the duality of this growth mindset by highlighting how it allows entrepreneurs to reduce the emotional consequences of time pressure yet exacerbate their physiological reactions to the emotional consequences they experience. Thus, this work makes important contributions to entrepreneurship theory and practice.

ENT: **How Do Pre-Incubation Programs Foster New Venture Creation? Evidence from a Regression Discontinuity**

Author: **Greta Serpente**, *Department of management, Bologna U.*
Author: **Riccardo Fini**, *U. of Bologna*

Given the public investment in pre-incubation programs to support new venture creation, it is key to assess their effectiveness. Literature acknowledges their impact, yet the extent of their effect still needs to be quantified. To fill this gap, using a regression discontinuity design, we estimate the effect of receiving an entrepreneurship training treatment on subsequent firm creation. Our sample consists of 318 applications (accepted and rejected) to a pre-incubation program between 2017-2020 in Italy. Evidence suggests that the effect of the Pre-Incubation Program is positive and marginally significant for all entrepreneurial projects. It gets stronger and more pronounced for digital projects (software and hardware) and non-significant for non-digital ones (e.g., manufacturing, food). We offer implications for entrepreneurship research and public policy.

KEY TO SYMBOLS

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

Family Firms II

Session Moderator: **Yanhong Ding**, *Department of Management and Technology, Bocconi U.*

ENT: **Stand by or Come Inside: Family Resources, Family Involvement and Entrepreneurial Innovation**

Author: **Yanhong Ding**, *Department of Management and Technology, Bocconi U.*
Author: **HONGXIN XIE**, *Ferryman Education Co. Ltd*

Exploring the determining factors of innovation investment has been a central issue in the behavioral studies of the firm. Yet, what has been left out in these discussions is the fact that the owner is not an isolated person but a member of his or her family. In this paper, we trace back to how entrepreneurs' access to family resources affects innovation investment in start-ups. Since only children perform differently from their non-only-child counterparts due to access to family resources, we use the only-child "trick" to uncover the effect of access to family resources on innovation investment. China's one-child policy is used as an exogenous shock to reveal the effect of being only children. We also investigate whether there are changes in innovation investment when family members actually involve in the start-ups by providing initial financing or monitoring strategic choices as major shareholders. Using data on approximately 2,150 Chinese start-ups, we find that only-child entrepreneurs invest in less innovation, and their lower risk preference serves as an explanatory mechanism. However, when their family members significantly involve in the start-ups, the effect of lower risk preferences of only-child entrepreneurs on innovation investment disappears. Our analyses highlight the difference between the availability of family resources and actual involvement of family resources when evaluating innovation investment in start-ups.

ENT: **Not for Me: Parents' Entrepreneurial Struggles and Children's Family Business Succession**

Author: **Afsaneh Bagheri**, *Lecturer in Entrepreneurship, Lincoln International Business School*
Author: **Golshan Javadian**, *Morgan State U.*
Author: **Arezoo Bagheri**, *National institute for population research*

Family-owned enterprises grapple with a significant hurdle as the younger generations display a reluctance to assume the responsibility of overseeing and managing the business. While existing research extensively supports the notion of a positive parental role modeling effect in shaping children's entrepreneurial intentions, scant attention has been given to contradictory evidence. This study, grounded in the principles of social learning theory, investigates how the challenges faced by parents in business ownership can negatively influence their children's decisions regarding succession in family businesses. Specifically, we posit that parental work-home interference and entrepreneurial exhaustion have an adverse impact on children's willingness to inherit the family business. Furthermore, we argue that the link between work-home interference and children's intentions to take over the family business is mediated by entrepreneurial exhaustion. Our study, based on a sample of Iranian parent entrepreneurs and their children, provides empirical support for these hypotheses. We discuss the implications of our findings for both research and practical applications.

ENT: **The Legacy of Intangibles: The Transfer of Social Capital in Intra-Family and Non-Family Succession**

Author: **Eva Dötschel**, *Friedrich-Alexander U. of Erlangen-Nürnberg*
Author: **Sebastian Junge**, *Friedrich-Alexander-U. Erlangen-Nürnberg*








Social Capital (SC) is a valuable intangible resource and can help generating a competitive advantage. Yet, it remains unclear how SC is transferred in family firms during succession events, especially to non-family successors. This study addresses this void and investigates the handover of SC in German family firms from the predecessor to intra-family and non-family successors. Applying an inductive qualitative approach, we analyze data from 19 semi-structured interviews, and develop a framework on the handover of SC along five phases from before the entrance of the successor until the management of SC. We assign the different phases of the handover of SC to the stages before, during, and after succession, and highlight differences and similarities in the handover between intra-family and non-family successions. Our findings extend understanding the handover of SC beyond intra-family successors, and provide first insights into the mechanisms of the transfer of SC in non-family successions.

ENT: **The Balancing Act: Ownership Structure and Market Dynamism in Entrepreneurial Family Firms**

Author: **Seyed Hooman Seyed Abootorabi**, *U. of Louisville*
Author: **Mohamed Ashraf Genedy**, *Jönköping International Business School*

Family firms are significant drivers of economic and social prosperity. These firms are typically characterized by being controlled by the family members, having high decision-making concentration, and pursuing non-financial goals, commonly known as socioemotional wealth (SEW). The emotional bond of the family to the establishment and their desire to maintain the heritage of the business makes it difficult for them to relinquish control or decision-making authority to new stakeholders. In this line, the involvement of external investors in family firms may generate concerns regarding the future control and decision-making authority. Further, how family firms navigate market dynamics and respond to competition determines their sustainable growth. Notwithstanding, there is lack of research on how enrolling external stakeholders and strategic flexibility affect the future growth of family firms. In this line, by combining and integrating data from NRG and Compustat Global, we compare the outcome of public entrepreneurial firms that are family-owned versus those that are not. We then investigate how institutional and environmental flexibility affect their future performance. Our findings have important implications for theorizing the SEW framework and contribute to the literatures on competitive dynamisms, corporate governance, ownership, and strategic adaptation. We also offer practical implications to family firms in addressing the control versus ownership dilemma.

KEY TO SYMBOLS

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

Actions and Behaviors

Session Moderator: **Kai Christian Bormann**, *Bielefeld U.*

ENT: Executive Function and the Pursuit of Entrepreneurial Opportunities: A Multidimensional Approach

Author: **Ipek Koparan**, *Bentley U.*
Author: **Gorkem Aksaray**, *Trinity Business School, Trinity College Dublin*
Author: **Tatiana S. Manolova**, *Bentley U.*
Author: **Linda F. Edelman**, *Bentley U.*

This study investigates the relationship between executive function (EF) and entrepreneurial opportunity exploitation while considering the role of uncertainty in the entrepreneurial context. EF encompasses cognitive skills like working memory, inhibitory control, attention, and cognitive flexibility. The research explores whether EF dimensions collectively impact entrepreneurial engagement and how varying levels of uncertainty influence this relationship. A vignette experiment with 200 participants was conducted, revealing valuable insights into the complex interplay of cognitive processes in entrepreneurial behavior. The findings support most hypotheses but also raise intriguing questions about the role of attention and the impact of uncertainty, opening avenues for future research in this field.

ENT: Entrepreneurs' Variability in Decision-Making and Downstream Consequences for Behavioral Proactivity

Author: **Kai Christian Bormann**, *Bielefeld U.*

Entrepreneurs engage in analytic and intuitive decision-making to navigate their demanding daily work. Complementing and extending the literature in this area, I focus on the process of shifting between these decision-making modes and introduce variability in decision-making (VDM) as a unique construct that covers the extent to which entrepreneurs switch between analytic and intuitive decision-making over time. Drawing from theories of self-regulation, I position decreased behavioral proactivity (i.e., taking charge behavior) as an outcome of entrepreneurs' VDM. Furthermore, regulatory focus strategies are posited as antecedents. Finally, these associations are theorized to emerge only for entrepreneurs and not for non-entrepreneurs (i.e., employees). Results from a large experience-sampling field study covering 438 daily observations from 53 entrepreneurs and matched data from non-entrepreneurs confirmed most of these assumptions. For entrepreneurs, VDM decreased their taking charge behavior. Further, as expected, entrepreneurs with high (low) prevention focus engaged in less (more) VDM, whereas, contrary to assumptions, promotion focus was unrelated to VDM. Last, as hypothesized, these relationships were found only for entrepreneurs but not for non-entrepreneurs.

ENT: Entrepreneurial Actions and Symbolic Interactions in the Emergence of a Market Category

Author: **Eduardo Meléndez**, *U. of Oklahoma*

Market categories emerge as a result of ongoing actions and interactions of different market actors. Research on the emergence of market categories is extensive. However, it primarily studies how emergent categories constraints or enables action or how market actors perform in these new structures. As a result, substantially less research exists about the role of entrepreneurial actors. Scarce evidence about entrepreneurial action in market category emergence is a significant omission because it leaves us with an incomplete view of this process. Most importantly, because the emergence of new structures often happens in opposition to established structures, these processes often proceed amid considerable contestation. In this study I investigate how new market categories emerge in the face of oppositional fields and what the role of entrepreneurial action is. I conduct a historical case analysis of the electronic dance music (EDM) genre in the United States between 1980 and 2000. I find three succeeding processes that resulted in EDM emerging as mainstream genre: 1) the emergence of an underground category; 2) the structuration of an underground field and the opposition from actors in a mainstream field; and 3) the emergence of a mainstream market category. I also identify entrepreneurial strategies and interaction mechanisms to show that the emergence of a market category is a collective effort that first requires entrepreneurial actions to create category elements and then collective interactions to construct meanings about such elements.

ENT: What Actions are Helpful for Marginalized Entrepreneurs? Developing Questions Inductively

Author: **Alexander Glosenberg**, *Loyola Marymount U.*
Author: **Paul Steffens**, *U. of Adelaide*
Author: **Michael Frese**, *Asia School of Business*
Author: **Manjula Dissanayake**, *U. of Adelaide*
Author: **Shona Passfield**, *None*

It has been proposed that entrepreneurs with few socioeconomic resources engage in different entrepreneurial processes than more privileged entrepreneurs. However, it remains unclear what actions socioeconomically marginalized entrepreneurs might need to adopt to obtain successful outcomes. Increasingly, it is believed that individual entrepreneurs should be proactive, innovative, and take risks – in line with a firm-level view of entrepreneurial orientation (EO). However, whether or not this is the case for marginalized entrepreneurs remains unclear – a glaring omission in the literature given that such persons make up a large share of entrepreneurs internationally. To consider a more pluralistic understanding of entrepreneurial processes, we content analyze a particularly effective, and perhaps the best-studied, approach to entrepreneurship education and training (EET) for marginalized entrepreneurs: personal initiative training for entrepreneurs (PIE; Frese et al., 2016). Unlike other approaches, PIE training focuses on promoting specific actions among entrepreneurs via short-hand heuristics, known as action principles. Within PIE training, we identify 101 action principles and derive 21 first-order and seven second-order themes. These seven second-order themes share three underlying dimensions: proactivity, innovation, and risk-mitigation – partially diverging from the traditional understanding of EO. Our results raise important theoretical questions to be tested in future research to better understand, and support, marginalized entrepreneurs.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **636** | Submission: **10061** | Sponsor(s): **(ENT, DEI)**
Scheduled: **Sunday, Aug 11 2024 9:45AM - 11:15AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Dusable**

Decoding Disparities: Examining Intersectional Gender and Race Gaps in Entrepreneurship



Coordinator: **Kanwal Bokhari**, *Ent*

Panelist: **Joanna Tochman Campbell**, *U. of Cincinnati*

Panelist: **Peer Fiss**, *U. of Southern California*

Panelist: **Rachida Justo**, *IE Business School*

Because entrepreneurship is an important driver of economic growth and wealth creation, it also carries significant implications for social inequality (Braunstein, 2008; Joshi, Son, & Roh, 2015; Kanze, Huang, Conley, & Higgins, 2018). Consequently, the investigation into gender and racial disparities in entrepreneurship has become increasingly salient, reflecting not only entrepreneurship's prominent role in modern society but also its ongoing underrepresentation of groups such as women and racial minorities (Fairlie, Robb, & Robinson, 2022; Kanze et al., 2018; Orser & Elliott, 2015). The current symposium invites scholars studying such disparities and inclusion pathways to address inequalities by utilizing innovative approaches, theoretically and methodologically. Gender and racial inequalities and associated disparities are complex phenomena characterized by multifaceted interdependencies (Furnari, Crilly, Misangyi, Greckhamer, Fiss, & Aguilera, 2021; Ragin & Fiss, 2017). Understanding this complexity demands attention to the interconnected nature of independent factors that can jointly shape outcomes (Furnari et al., 2021; Ragin & Fiss, 2017). Bringing such innovative approaches to bear on entrepreneurship—theoretically and methodologically—we aim to probe the multifaceted and intersectional nature of gender and racial inequalities within entrepreneurship. Our goal is to foster a dialogue that illuminates the exclusionary mechanisms that uphold the status quo and the inclusionary pathways forward that allow us to effectuate meaningful change, with the broader aim of informing research, pedagogy, and policy.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Healthcare Quality Improvement

Session Moderator: **Pejmon Noghrehchi**, *The Ohio State U. College of Public Health*

HCM: Leadership Matters: Nursing Home Administrator Turnover Imperils Quality

Author: **Rohit Pradhan**, *Texas State U. San Marcos*

Author: **Akbar Ghiasi**, *U. of the Incarnate Word*

Author: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*

Background and Objectives: Nursing homes are an integral component of the US healthcare system acting as a safety net for older adults and people with disabilities. Nursing home administrators (NHAs) are responsible for supervising the day-to-day operations of their facilities and determining its strategic direction. However, nursing homes have experienced persistent challenges with high NHA turnover rates, and research has established a strong association between turnover rates and poor organizational performance. The purpose of this study was two-fold: first, to examine the relationship between NHA turnover and quality; second, to understand if the association between NHA turnover and quality is mediated by registered nurse (RN) turnover. Research Design and Methods: Our conceptual framework is an integrated perspective based on tenets from the structure-process-outcome model and the knowledge-based view of the firm. The study uses multiple secondary data sources including the Care Compare: Skilled Nursing Facility Quality Reporting Program (SNF QRP) and Long-Term Care Focus (LTCFocus) Results: Our final analytic data file comprised of 19,645 nursing homes for the study years 2020-2022) Our results support our hypotheses: NHA turnover associated with lower quality of care. Significantly, this effect is fully mediated by RN turnover. Discussion and Implications: Quality improvement initiatives in nursing homes have privileged nurse staffing with administrators an afterthought. Our results highlight the synergistic relationship between administrators and caregivers. While nursing homes must improve compensation and non-monetary benefits to encourage NHA retention, government intervention may still be necessary especially considering the resource-constrained environment the industry operates in.

HCM: The Interplay Between Healthcare Quality Improvement, Temporality, and Materiality

Author: **Sara Melo**, *Queen's U. Belfast*

It is widely acknowledged that healthcare quality and patient safety (Q&PS) improvement is significantly impacted by the multiple, and often conflicting, day-to-day practice demands on staff's time and/or opposing short-term and long-term priorities. Research has also identified that materiality strongly influences these dynamics. Yet, the role of the interplay between Q&PS improvement, temporality, and materiality has received scant research attention. This article fills this gap by building on Hernes and Schultz's (2020) theoretical framework of situated temporality. The research utilised a qualitative case study conducted at a Portuguese University hospital. Data was collected through 46 in-depth semi-structured interviews involving 49 clinical and non-clinical staff. The findings illustrate that the interplay between Q&PS improvement, temporality, and materiality can contribute to both the emergence and the successful management of temporal tensions associated with Q&PS improvement. Namely, objects can contribute to lessen temporal tensions by acting as temporal bridges (foster hospital staff to remember past or imagine future events) or as temporal anchors (help staff to focus on the present moment) – two new concepts introduced in this article. The article also highlights healthcare staff's agency in shaping the impact of temporality on Q&PS improvement as well as the importance of adopting a situated rather than deterministic conceptualization of time.

HCM: Unpacking the Black Box of Improvement: Performance Feedback Orientation Among Physicians

Author: **Laura Desveaux**, *Institute for Better Health, Trillium Health Partners*

Author: **Braeden Terpou**, *Institute for Better Health, Trillium Health Partners*

Author: **Simona Minotti**, *Institute for Better Health, Trillium Health Partners*

Author: **Ruoxi Wang**, *Institute for Better Health, Trillium Health Partners*

Audit and Feedback (A&F) is a widely utilized and promising solution to reduce unwarranted physician-level variation in care, yet its impact is variable in practice and uptake is often suboptimal. While recipient characteristics are acknowledged as an important driver of interaction with A&F reports, surprisingly little attention has been paid to understanding these characteristics and their mechanisms of action. From a control-value perspective, we developed and tested an integrated theoretical model delineating the modifiable antecedents to engaging with A&F by measuring recipient attitudes, beliefs, and regulatory focus in the healthcare context. By using a partial least squares path modeling technique, we found that 1) recipients' commitment to act on feedback is influenced by both their perceived value of and perceived confidence in acting on feedback; 2) both pathways of influence are mediated by perceived usefulness of feedback; 3) recipients' perceived need for change influences their perceived value of acting on feedback; and 4) prevention focus has a negative but insignificant association with perceived usefulness of feedback. Our findings contribute to a more in-depth understanding of the upstream cognitive appraisal process of A&F, which determines recipients' intention to interact with A&F.

HCM: Advanced Practice Provider Utilization and Merit-Based Incentive Payment System Group Performance

Author: **Gregory N. Stock**, *Northern Arizona U.*

Author: **Christopher McDermott**, *Rensselaer Polytechnic Institute*

Author: **Margaret McDermott**, *Rensselaer Polytechnic Institute*

In this study, we investigate the relationship between the utilization of advanced practice providers (APPs) and the quality performance of medical practice groups as measured by the Merit-based Incentive Payment System score assessed by the United States Centers for Medicare and Medicaid Services. APPs, who are primarily physician assistants and nurse practitioners, are non-physician healthcare providers who can perform many of the same tasks as physicians. Their increased use has been suggested as a means of improving cost and access of healthcare in the United States, but there is a question of whether quality of care would be affected. In contrast to most results from prior research, we find that the utilization of APPs is negatively related to quality performance. We discuss the implications of these findings for research and practice.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **638** | Submission: **19605** | Sponsor(s): **(HCM, CTO)**
Scheduled: **Sunday, Aug 11 2024 9:45AM - 11:15AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Regal Room**

Innovating for the Future: Organizational Challenges of Healthcare's Digital Transformation



Organizer: **Simcha Jong**, *UCL Global Business School for Health*

Organizer: **Paola Zappa**, *U. College London*

Panelist: **Daniele Mascia**, *Luiss Guido Carli U.*

Panelist: **Etienne Minvielle**, *Ecole Polytechnique de Paris*

Panelist: **Eivor Oborn**, *U. of Warwick*

New technologies are an occasion for organizational restructuring (Barley, 1986). Accordingly, there arguably is no domain that is open for more restructuring than the healthcare domain. Healthcare is currently undergoing a period of rapid and profound technological change, spurred by advances in and the convergence of fields such as precision medicine, robotics, and artificial intelligence. These changes herald steep improvements in how we manage health. Telemedicine allows us to provide previously cut-off patients access to healthcare in remote and under-resourced healthcare settings, artificial intelligence has the potential of taking over critical tasks from highly skilled professionals such as radiologists, and is changing clinical decision making, precision medicine offers the opportunity to personalize prevention, diagnosis and treatment of diseases, and advances in genomic medicine have opened up new avenues for treating patients in revolutionary new ways based on the variability of diseases. Yet, the potential of these new technologies mostly remains untapped in our current health systems as the organizational complexities of implementing these technologies often prove too difficult to resolve. These complexities were for example on full display as part of the systemic failures of even the richest health systems to effectively manage COVID-19 outbreaks during the pandemic, and by the many high-profile failures to integrate new electronic health record systems in clinical care such as the US\$ 16 billion electronic health records update that the US Veteran's Affairs health system abandoned in 2023. This panel brings together an interdisciplinary group of organizational scholars to shed their light on the challenges posed by the raft of new technologies – all of which digital – engulfing the healthcare domain. Specifically, this panel will examine how the successful implementation of these new technologies is generally interlinked with a need to refashion existing (1) organizational structures, (2) patterns of interaction, and (3) institutional roles that define the healthcare domain. While this panel engages with broader debates in the organizational literature on digital transformations as organizational transformations (e.g. Anthony, Bechky & Fayard, 2023; Lebovitz, Lifshitz-Assaf & Levina, 2022; Waardenburg, Huysman & Sergeeva, 2021), the clear focus is on the unique organizational complexities that characterize healthcare settings.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Emerging Trends in HR: Qualitative Research Insights and Strategic Implications



Session Moderator: **Martina Caic**, *Aalto U.*

HR: **Am I Even Needed? Navigating Through Role Changes in the Age of Artificially Intelligent Agents**

Author: **Martina Caic**, *Aalto U.*

Author: **Robert Ciuchita**, *Hanken School of Economics, Finland*

Author: **Katja Einola**, *Stockholm School of Economics*

Author: **Violetta Khoreva**, *Hanken School of Economics*

We explore through the eyes of organizational members how job roles are transformed by the introduction of a chatbot we refer to as an AI-powered agent. Our inductive study employing methods of constructivist grounded theory, draws from research material collected at a well-established multinational firm in the retail financial services industry located in Northern Europe. Our research shows how pervasive the introduction of an early-stage AI technology can be when it cuts across many functions in the organization, generating new roles, transforming existing ones and creating tension in how different employee groups perceive the changes. In our case company, these tensions are reflected in metaphorical roles, AI as a villain, hero and a fool, bestowed on the AI-powered agent by employees as they cope with the changes and the uncertainty related to the future. Our study captures the complex and far-reaching nature of job role changes triggered by the integration of what at first appears to be a simple, early-stage AI-powered agent serving customers and performing what were formerly repetitive human tasks.

HR: **Innovators or Conformists? A Context-Based Exploration of Employer Agents' I-Deals Responses**

Author: **Dotun Ayeni**, *U. of Edinburgh business school*

Author: **Maryam Aldossari**, *Royal Holloway School of Business and Management*

Author: **Sara Chaudhry**, *Birkbeck*

This study explores the contextual forces shaping employer agents' (i.e., line managers, supervisors, and HR Managers) decisions to authorise or decline individualised, non-standard work arrangements, known as I-deals. Prior research has underexplored how contexts may influence employer agents' I-deals processing and consequent outcomes. Drawing on Gooderham, Mayrhofer and Brewster's comparative contextual framework, which emphasises institutional awareness and the layered levels of contexts, as well as a process-based comparative case study approach, this study provides empirical evidence of the role of context(s) in how employer agents response to I-deals requests and the linkages to I-deals contents and forms. The two firms considered in our study are distinctly different. One is a multinational in Nigeria's telecommunications industry, operating in various cities, and the other, a large-sized, locally-owned Nigerian law firm with branches in different states. Findings from the study reveal that the outcomes of I-deals negotiations are profoundly influenced by contextual factors linked to the I-deals requested, the I-dealer(s), timing, outcomes, and employer agents' prior I-deals experiences. Overall, this study demonstrates that a more nuanced understanding of the intersecting, multilevel and time-sensitive factors shaping I-deals negotiation outcomes is pivotal for grasping the broader contextual complexities that firms face.

HR: **Beyond Compassion: Unveiling New Talent Logic in Nonprofit Organizations During Professionalization**

Author: **Ksenia Usanova**, *U. of Luxembourg*

Author: **Alexandra Telitsyna**, *National Research U. Higher School of Economics*

Author: **Hugh Scullion**, *Nui Galway, Ireland*

Nonprofit organizations (NPOs) play a crucial role in contributing to societal betterment. Despite the extensive literature on human resource management (HRM) within NPOs, there remains a noticeable gap in research, particularly regarding paid employees in small voluntary organizations within the evolving landscape of the third sector's professionalization. This study draws on institutional logics theory to investigate the evolving concept of "talent" during the professionalization of small NPOs and the operationalization of talent identification. Through a multiple-case study, we have delineated and conceptualized three talent logics that currently guide the practices of small NPOs. We elucidate how these organizations introduce, blend, or discard different logics and examine how employees respond to these transformative changes.

HR: **The 'What, When, and How' of Line Managers' Involvement in HRM Implementation: A Systematic Review**

Author: **Aneeqa Suhail**, *Human Resource Studies, Tilburg U.*

Author: **Jeske Van Beurden**, *Tilburg U.*

Author: **Anna C. Bos-Nehles**, *U. of Twente*

The significance of the line manager's role in HRM implementation in Strategic HRM literature is well-established. However, uncertainties persist about what, when, and how, specifically line managers are involved in this process. This systematic review, drawing from the analysis of 89 articles, delineates "what" entails line managers' involvement in executing HR-related tasks, showcasing less pronounced participation in decision-making, financial authority, and knowledge transfer. "When" line managers are involved hinges on various factors—external, contextual, organizational, and notably individual considerations. Finally, "how" depends on partnership with HR professionals, employing adaptive strategies, and the agency of line managers. Based on our comprehensive analysis, the study developed an integrative framework identifying significant gaps in understanding what, when, and how line managers are involved in HRM implementation. Additionally, the paper proposes potential research inquiries within each domain to assist HR scholars in advancing this evolving research field.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Job Design and the Changing Nature of Work

Session Moderator: **Sujinda Popaitoon**, *Maharakham Business School*

HR: **Job Crafting, Entrepreneurial Intention and Work Engagement: New-Generation Employees**

Author: **Sujinda Popaitoon**, *Maharakham Business School*

Author: **Atthaphon Mumi**, *Maharakham U.*

Author: **Patchara Popaitoon**, *Chulalongkorn U.*

Responding to the need to broaden job crafting research to encompass diverse work settings through a multidisciplinary perspective, this research investigates the roles of job crafting and person-job fit in the relationships between entrepreneurial intention and work engagement, particularly among new-generation employees. Based on survey data collected from 555 respondents, particularly new-generation employees working in relevant digital jobs, this research reveals that entrepreneurial intention has a positive indirect impact on work engagement facilitated through the practice of job crafting, while person-job fit significantly strengthens the negative aspect of this relationship. This research contributes to the job crafting literature by conducting a multidisciplinary study that encompasses entrepreneurship, HRM (comprising job crafting, person-job fit, and work engagement), and the new generation. Additionally, it contributes to the HRM literature, providing insights for practitioners and policymakers on effectively engaging new-generation employees with entrepreneurial intentions. The implications drawn from these findings will be subject to further academic analysis and discussion.

HR: **Crafting Meaning out of Inconsistency: How Illegitimate Tasks Ignite Job Crafting & Meaningful Work**

Author: **Annika Schaefer**, *PHD Student at Bielefeld U.; Faculty for Business Administration*

Author: **Kai Christian Bormann**, *Bielefeld U.*

Illegitimate tasks are a common phenomenon in everyday work, yet individuals increasingly seek consistency and meaning to navigate a changing environment. This study examines the paradoxical relationship between illegitimate tasks and the need for meaningful work. Adopting a need-oriented perspective, we introduce two types of illegitimate tasks: variability in illegitimate tasks – capturing fluctuation over time – and previous illegitimate tasks – capturing the experiences of the prior workday –, both hypothesized to influence individuals to change the nature of their work. We propose, that variability in illegitimate tasks positively predicts strategies to craft meaning and that the relationship between crafting meaning and experiencing meaningful work will be stronger with high levels of previous illegitimate tasks. A 10-day diary study with 250 employees, yielding 1803 daily observations, was conducted and multilevel analysis showed a positive relationship between job crafting and meaningful work, at the between and within level. We confirmed the hypothesized effect of variability on job crafting at the between level and the interaction at the within level. The findings emphasize the activating role of the introduced types of illegitimate tasks. This highlights importance to broadening the understanding of illegitimate tasks, as seemingly positive work outcomes might stem from undesirable working conditions.

HR: **Interests of the Future: An Integrative Review and Research Agenda for an Automated World of Work**

Author: **Alexis Hanna**, *U. of Nevada, Reno*

Author: **Christopher D. Nye**, *Michigan State U.*

Author: **Andrew Samo**, *Bowling Green State U.*

Author: **Chu Chu**, *U. of Illinois at Urbana-Champaign*

Author: **Kevin Hoff**, *U. of Illinois at Urbana-Champaign*

Author: **James Rounds**, *U. of Illinois at Urbana-Champaign*

Author: **Frederick L. Oswald**, *Rice U.*

The future of work has been a focus for both academics and practitioners as many are interested in what the work landscape will be like following increased automation. However, despite projections about the types of tasks and jobs that are likely to be automated, there has been no attention devoted to how automation may affect work that people are interested in and the degree to which different types of interests are exposed to automation. In the present study, we used theoretical perspectives from work design to guide integration of vocational interest frameworks and automation projections to better understand the scope of potential automation effects within and across jobs. We found that within Holland's RIASEC interest framework, Investigative and Conventional tasks and jobs, especially within the STEM fields, are the most exposed to automation. On the other hand, Social tasks and jobs appear to be least exposed, and most hands-on, physical Realistic tasks and jobs have low exposure as well. For Artistic and Enterprising tasks, there is a moderate proportion of exposure, indicating that some creative work, decision-making, and leadership tasks may be affected by automation across a range of jobs. Building on these results, we also provide a research agenda for future work on interests, work design, and technology, such as identifying areas for future research on career decisions, the role of interests in project-based work and a "jobless" future, downstream changes in people's interests following technological changes, and impacts of automation to sociodemographic groups based on interests.

HR: **An Augmented Consultant? The Impact of AI on Job Design and Work Outcomes**

Author: **Ghassan Yacoub**, *IESEG School of Management*

This study investigates the impact of AI, particularly Large Language Models (LLM) like ChatGPT, on job design and work outcomes in Professional Service Firms (PSFs). While the debate has predominantly centred on AI's potential for task automation, this research shifts focus on a comprehensive understanding of AI's determinants and their effects on job design and individual work outcomes. Through a qualitative exploratory study of consultants, we propose a conceptual framework and identify two key mechanisms: one altering job design through transformative or enabling effects and the other directly influencing work. Our findings contribute to the literature by providing a nuanced view of AI's role in job design and outcomes, also underscoring the transformative role of AI in New Ways of Working (NWW) and highlighting its implications in knowledge-intensive settings like PSFs.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Advancing HR Analytics: Leveraging AI and Machine Learning for Strategic Insights



Session Moderator: **Zhipeng Zhang**, *China U. of Labor Relations*

HR: **A Daily Diary Study of Perceived Algorithmic Control and Delivery Riders' Multitasking Performance**

Author: **Zhipeng Zhang**, *China U. of Labor Relations*
Author: **Shuxia Zhang**, *Wayne State U.*
Author: **Guangjian Liu**, *School of Management, Shandong U.*
Author: **Jialiang Pei**, *South China U. of Technology*

Navigating the nuanced realm of app-work, the current research draws from the Job Demands-Resources (JD-R) model, emphasizing not just job demands but also the untapped job resources embedded in algorithmic control. Our investigation then delves into how perceived algorithmic control (PAC) influences the multitasking performance of delivery riders in the gig economy. First, we developed and validated the PAC scale following rigorous methodological approaches. Second, through a 7-day diary survey of 102 Chinese delivery riders, we elucidated the mediating role of job crafting in the positive relationship between PAC and delivery riders' multitasking performance. Moreover, we found that personal-level resources (i.e., proactive personality) and technological-level resources (i.e., algorithmic transparency) serve as vital catalysts that amplify the constructive pathway from PAC to job crafting. Our research reveals the deep-seated implications of algorithmic control on app-workers' work outcomes and illuminates the conditional and multifaceted impacts of individual and algorithmic attributes. Implications, limitations, and future research trajectories are further discussed.

HR: **Leader Emergence via Experiences: A Lifespan Leader Development Framework Built on Machine Learning**

Author: **Guihang Qin**, *Hong Kong Baptist U.*
Author: **Cheng Wang**, *Zhejiang U.*
Author: **Zhenkun Liang**, *Zhejiang U.*
Author: **Mengyin Li**, *Zhejiang U.*
Author: **Zhengguang Liu**, *Zhejiang U.*

Despite leader development having drawn significant scholarly attention, we still only have a scattered understanding of how individuals' complex prior experience records across the lifespan could influence their leader development and ultimate leader emergence in the workplace. The absence of such integrative understanding has been noticed yet remained unsolved, mainly due to the traditional modeling methodologies that limited the ability to deal with dozens of mixed past experiences. Accordingly, we utilize machine learning modeling to build an integrative framework for lifespan leader development, investigating the relationship between individuals' past developmental experiences and their later leader emergence from a lifespan perspective. Through deduction, induction, and abduction processes, we posit and investigate several research questions. By synthesizing the patterns discovered in machine learning modeling (conditional random forest, CRF) in the quantitative study and the findings in the qualitative research, we propose an integrative framework to explain leader development through the lens of lifespan developmental experiences.

HR: **Predicting Turnover Intention of Korean Employees Across Career Stages: Based on Random Forest Model**

Author: **Sangsuk Oh**, *National Cancer Center Korea*
Author: **Justin Ji**, *Towson U.*
Author: **Owwon Park**, *The Catholic U. of Korea*

Turnover intention has been one of the key variables predicting actual turnover behavior, which is critical for managing workforce retention. Literature finds that the set of predictors varies and is not generalizable to different situations. Thus, this study aims to fill the research gap by creating a random forest (RF) model, one of the machine learning methods, to predict the turnover intention of Korean employees at different career stages based on the Human Capital Corporate Panel (HCCP) data. The RF model identified four critical predictors of turnover intention out of 24 items: organizational commitment, job satisfaction, pay, and stress/exhaustion. The partial dependence plot (PDP) shows different variables predicting turnover intention and illustrates the range of their impact on turnover intention across career stages. The results show that all variables predict the turnover intention of the advancement employees (whose tenure is between two and ten years). On the other hand, two variables, such as job satisfaction and stress/exhaustion, are significant for the establishment employees (whose tenure is two years or less), and none is significant for the maintenance employees (whose tenure is between ten and twenty years). Overall, this study provides insights into the importance of understanding the different impacts of organizational intervention on employees' turnover intention in different career stages.

HR: **Evaluators' Consideration of Task- and Relationship-Oriented Behaviors in Performance Assessments (WITHDRAWN)**

Author: **Jana Kim Gutt**, *Paderborn U.*

When providing performance appraisals, evaluators find themselves in the dual role of observers and judges of performance. While the judgment side of performance appraisals has received considerable research attention over the years, little is known about the relationship between observed interaction elements and evaluation outcomes. To close this gap, this study investigates how the interaction during a two-person task is reflected in different evaluation formats. Evaluators provide conventional performance ratings and evaluation comments (written and spoken). Through the use of a machine learning algorithm, the evaluation comments are quantified and compared to the conventional performance ratings. Drawing on previous studies, the interaction is coded in terms of task- and relationship-oriented behaviors. By exploring how the coded behaviors translate into conventional and algorithmic performance ratings, the study finds preliminary evidence that the consideration of interaction elements depends on the evaluation format, the performance level, and the gender of individuals. The results also show that the considerations vary strongly in comments and ratings originating from the same evaluator. This study contributes valuable insights into the complex relationship between interaction elements and evaluation outcomes by exploring the nuanced dynamics of verbal and numerical performance assessments.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Employee Attitudes and Performance: Aligning HR Strategies for Organizational Success



Session Moderator: **Jake Messersmith**, *U. of Nebraska, Lincoln*

HR: **Toward an Eudaimonic Perspective on HRM Systems and Employee Well-Being**

Author: **Jake Messersmith**, *U. of Nebraska, Lincoln*

There is a growing focus on the importance of understanding the antecedents to employee well-being, particularly within the macro-HRM literature. This need is underscored by growing levels of disengagement and mental health concerns in the workplace. This paper offers a different perspective on the relationship between HR systems and employee well-being, by assessing well-being from an eudaimonic perspective. The paper outlines the ways in which social exchange-based models may have missed the mark in helping us to understand deeper forms of well-being in the workplace. The paper then conceptualizes different ways in which HR systems may be employed to encourage more eudaimonic forms of well-being.

HR: **Ethics-Centered HRM System and Knowledge Hiding: A Moderated Mediation Model**

Author: **Zahid Hameed**, *Prince Mohammad Bin Fahd U.*

This study contributes to knowledge management literature by investigating psychological contract fulfillment (PCF) as an underlying mediating mechanism between an ethics-centered HRM system and knowledge hiding (KH). In addition, we explored the moderating role of mindfulness between the ethics-centered HRM system and PCF. We employed a time-lagged multi-source research design to obtain 118 employee-coworker dyads (236 employees total). The hypothesized relationships were tested in structural equation modeling. The study findings indicate that an ethics-centered HRM system is negatively related to KH; this effect was mediated by PCF and moderated by mindfulness. Taking into account the negative consequences of KH for individuals, teams, and organizations, we suggest that PCF and mindfulness are important mechanisms and boundary conditions that explain the association between the HRM system and KH. Our research adds to the field of knowledge management by disentangling how the ethics-based HRM system influences KH via PCF. This may help the organization to get insights about what type of HRM practices are useful to reduce the employees' KH behavior.

HR: **Impact of High-Performance Work Practices on Employee Outcomes in Employee-Owned Companies**

Author: **Edward Carberry**, *U. of Massachusetts, Boston*

Author: **Jung Ook Kim**, *Chatham U.*

Author: **Joo Hun Han**, *KAIST College of Business*

Author: **Dan Weltmann**, *Professor, Western Connecticut State U.*

Author: **Joseph Blasi**, *Institute for the Study of Employee Ownership and Profit Sharing at Rutgers SMLR*

Author: **Douglas Kruse**, *Rutgers U.*

A central claim of scholarship on employee ownership (EO) is that it has the strongest impacts on employee outcomes when implemented in combination with other HR practices that are typically associated with high-performance work systems. However, our explanations for why these complementary practices are important remain underdeveloped. In this paper, we draw on theories about the psychology of ownership and the abilities-motivation-opportunities (AMO) framework from the industrial relations and HR literatures to theorize the effects of three types of what we call "ownership HRM" (OHRM) practices on employee attitudes and behaviors in a dataset of 881 employees in nine companies with employee stock ownership plans (ESOPs). We find that the extent to which employees perceive that they have influence, are engaged as owners through information sharing and business literacy training, and receive high quality communications about the ESOP have direct effects on organizational commitment, turnover intention, voice behavior, and helping behavior, and that these effects vary across these four outcomes. In addition, we find that psychological ownership moderates the impact of OHRM practices on employee attitudes and behaviors. Our findings reveal that there are multiple, complex pathways through which OHRM practices impact employee outcomes in EO companies, and a broader range of theoretical explanations for these impacts than has been captured in the literature.

HR: **What Matters Most in Pay Satisfaction? Pay Information, Pay Transparency, and Organizational Justice**

Author: **Carolyn Henn**, *West Virginia U.*

Author: **Jeffery D. Houghton**, *West Virginia U.*

Author: **Christopher B. Neck**, *West Virginia U.*

Research has explored the effects of pay information disclosure and pay transparency practices on employee attitudes and behaviors. However, relatively little is known about the potentially differential effects of internal and external sources of pay information on employee perceptions of pay fairness and pay satisfaction. The current research builds on existing theoretical frameworks to explore which sources of information matter most in determining employee pay satisfaction. Specifically, this paper develops and tests a conceptual model of the relationships between three sources of pay information (i.e., outcome pay transparency, process pay transparency, and archival pay information) and pay satisfaction as mediated by organizational justice perceptions (e.g., perceived distributive justice and perceived procedural justice). Results reveal that process pay transparency is positively related to pay satisfaction as mediated by organizational justice perceptions. In contrast, outcome pay transparency is unrelated to pay satisfaction while publicly available archival pay information (e.g., Salary.com and Payscale.com) is negatively related to pay satisfaction. These findings have important implications for pay information scholars and for managers interested in providing pay information that is effective in enhancing employee perceptions of fairness and pay satisfaction. The implications are discussed along with study limitations and directions for future research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **643** | Submission: **19333** | Sponsor(s): **(HR)**
Scheduled: **Sunday, Aug 11 2024 9:45AM - 11:15AM CT (UTC-5)** at **Swissotel Chicago** in **Monte Rosa**

Workforce and HR Ecosystems: A Generative Discussion on Synergies, Tensions and Future Directions



Organizer: **David Cross**, *Southampton Business School, U. of Southampton*
Organizer: **Anastasia Kulichyova**, *Queens U. Belfast*
Panelist: **Elizabeth J. Altman**, *U. of Massachusetts Lowell*
Panelist: **Thomas Garavan**, *U. College Cork*
Panelist: **Ashish Malik**, *Ashish Malik, Professor, Queen's U. of Belfast, UK*
Panelist: **Jelena Petrovic**, *Southampton Business School, U. of Southampton*
Panelist: **Scott A. Snell**, *U. of Virginia*

Amid a host of changes to the world of management and work, the concepts of 'workforce ecosystems' and 'HR ecosystems' have concurrently emerged. These frameworks help make sense of the increasingly diverse ways that organizations deliver strategic value using not only their internal resources but also an extended workforce including contingent workers, partner organisations, and technological actors. This has significant implications for the practice and direction of HR professionals and managers, the boundaries of organisations within the ecosystems, and the strategic management of them not to mention questions of leadership, governance, and function. In this panel symposium, we aim to consider the similarities, tensions, and synergies between these concepts, consider the changing role of managers and HR professionals, and consider the future of these ecosystems. We do this through a generative discussion featuring experts from the field of workforce and HR ecosystems.

KEY TO SYMBOLS

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

Bringing the Work Forward: New Approaches to Leadership-Environment Effects on Employee Experiences



Organizer: **Aylime Bueno**, *The U. of Texas at Arlington*
Organizer: **Lars Uriah Johnson**, *U. of Texas At Arlington*
Presenter: **Nazifa Zaman**, *Rutgers U., School of Management and Labor Relations*
Participant: **Rebecca Lee Greenbaum**, *Rutgers U., New Brunswick*
Participant: **Jerry Liu**, *Rutgers U., School of Management and Labor Relations*
Presenter: **Aylime Bueno**, *The U. of Texas at Arlington*
Participant: **Dustin Maneethai**, *U. of Houston*
Participant: **Tyleen Lopez**, *Wayne State U.*
Participant: **Adrian Tillman**, *Mississippi State U.*
Participant: **Rohan Crawley**, *Purdue U.*
Presenter: **So Young Choi**, *PhD Candidate, Drexel U.*
Participant: **Mary Elizabeth Mawritz**, *Drexel U.*
Presenter: **Christina Noelle Lacerenza**, *U. of Colorado, Boulder*
Participant: **Catherine Owsik**, *U. of Michigan, Ross School of Business*
Participant: **Morela Hernandez**, *U. of Michigan, Ann Arbor*

In the ever-evolving business landscape, an organization's ability to effectively manage its human resources plays an essential role in creating sustained advantage at the individual and workgroup levels. Integrating traditional and innovative approaches, the presentations in this symposium delve into the modern employee experience, examining the nuanced links between daily experiences, organizational politics, employee demands, and such outcomes as employee well-being, attitudes, behaviors, cognition, and identity. The presentations contribute to the development of new and recently introduced constructs using recent advancements in momentary and longitudinal research designs. In doing so, the authors contribute to the burgeoning and existing literature on the influence of bottom-line mentality on individual outcomes, how leader-wielded social comparisons result in performance pressure, and how contextual leadership and environmental factors influence such outcomes as leader identity and turnover.

Coping with the Threat of Family Financial Pressure: A Threat Rigidity Perspective

Author: **Nazifa Zaman**, *Rutgers U., School of Management and Labor Relations*
Author: **Rebecca Lee Greenbaum**, *Rutgers U., New Brunswick*
Author: **Jerry Liu**, *Rutgers U., School of Management and Labor Relations*
Author: **Mary Elizabeth Mawritz**, *Drexel U.*

Fairness Heuristic Theory and the Effects of Organizational Politics on Employee Outcomes

Author: **So Young Choi**, *PhD Candidate, Drexel U.*
Author: **Mary Elizabeth Mawritz**, *Drexel U.*

Are You Pressed?: How Leadership and Social Comparison Pressure Affects Job Insecurity

Author: **Lars Uriah Johnson**, *U. of Texas At Arlington*
Author: **Dustin Maneethai**, *U. of Houston*
Author: **Aylime Bueno**, *The U. of Texas at Arlington*
Author: **Tyleen Lopez**, *Wayne State U.*
Author: **Adrian Tillman**, *Mississippi State U.*
Author: **Rohan Crawley**, *Purdue U.*

I'm (not always) a Leader: Daily Leader Identity Fluctuations as Explained by Leadership Enactment

Author: **Christina Noelle Lacerenza**, *U. of Colorado, Boulder*
Author: **Catherine Owsik**, *U. of Michigan, Ross School of Business*
Author: **Morela Hernandez**, *U. of Michigan, Ann Arbor*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **645** | Submission: **14284** | Sponsor(s): **(HR, OB)**
Scheduled: **Sunday, Aug 11 2024 9:45AM - 11:15AM CT (UTC-5)** at **Swissotel Chicago** in **Vevey 2**

Fun in the Workplace: A Discussion of the Extant Literature and Exploration of Future Research

Moderator: **John W. Michel**, *Loyola U. Maryland*
Panelist: **Michael J. Tews**, *Pennsylvania State U.*
Panelist: **Barbara Anne Plester**, *U. of Auckland*
Panelist: **Katherine A Karl**, *U. of Tennessee, Chattanooga*
Panelist: **Joy VanEck Peluchette**, *Lindenwood U.*
Panelist: **Erin Rae Fluegge**, *Southeast Missouri State U.*
Panelist: **Tiffany J. McDowell**, *Ernst and Young LLP*

In recent years, there has been a growing focus on promoting fun at work. The modern workplace fun movement traces its origins to the ideas of Peters and Waterman (1982) and Deal and Kennedy (1982), who advocated for organizational cultures promoting play, humor, and fun. Since the beginning of the 21st century, a growing body of research has focused on fun at work. On the whole, quantitative research has focused on validating the impact of fun. After nearly 35 studies, this research has demonstrated that fun yields favorable benefits for individuals and organizations. Despite promising findings, several questions remain to be addressed about fun at work in the management literature. The objective of this panel symposium is to convene a panel of experts for an interactive dialogue to address the current state of the literature on fun in the workplace and discuss the aforementioned avenues for future inquiry.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Applications of NLP to Human Resource Management: From Word Dictionaries to Large Language Models



Coordinator: **Emily D. Campion**, *U. of Iowa*
Participant: **Michael A Campion**, *Purdue U.*
Presenter: **Amal Chekili**, *Virginia Tech*
Participant: **Ivan Hernandez**, *Virginia Tech*
Presenter: **Ashley Sylvara**, *Kansas State U.*
Participant: **Tianjun Sun**, *Rice U.*
Participant: **Kayden Stockdale**, *Virginia Tech*
Presenter: **Siyi Liu**, *Virginia Tech*
Participant: **Ammar Ansari**, *Virginia Tech*
Participant: **Louis Hickman**, *The Wharton School, U. of Pennsylvania*
Presenter: **Andrew Speer**, *Indiana U. - Kelley School of Business*
Participant: **James Perrotta**, *Wayne State U.*

A recent slew of scholarship in organizational psychology and management journals on the use of artificial intelligence (AI) in human resource management (HRM) is evidence of its growing importance in theory and practice (e.g., Campion & Campion, 2023; Campion et al., 2023; Fan et al., 2023; Hernandez et al., 2023; Hickman et al., 2022; Koenig et al., 2023; Landers et al., 2023; Speer et al., 2023; Zhang et al., 2023). Advancements such as large language models (LLMs; FALCON, GPT, LLaMa, Bard, Claude, etc.) have made the use of AI more accessible to non-data scientists and enabled widespread exploration of how to leverage these tools at work. While this is an exciting development, as researchers in the selection space, it is our responsibility to be able to understand and explain how we arrive at employment-related decisions powered by AI tools. As such, in the proposed symposium, we assess a variety of uses of natural language processing (NLP) applications. We present research on the more rudimentary methods of word dictionaries that are cost-effective, easy to understand, and relatively easy to develop; and we also present research on LLMs and how we can use these to improve resource intensive HRM processes.

NLP Dictionaries of Competencies and Personality Traits for Personnel Selection

Author: **Emily D. Campion**, *U. of Iowa*
Author: **Michael A Campion**, *Purdue U.*

Applying NLP and Generative Text Models to Understand the Dimensionality of CWBs

Author: **Amal Chekili**, *Virginia Tech*
Author: **Ivan Hernandez**, *Virginia Tech*

Using Transformers to Assess Traits and States via Personality Narratives with Chatbots

Author: **Ashley Sylvara**, *Kansas State U.*
Author: **Tianjun Sun**, *Rice U.*

Scoring Interviews with Large Language Models: Initial Validity Evidence

Author: **Kayden Stockdale**, *Virginia Tech*
Author: **Siyi Liu**, *Virginia Tech*
Author: **Ammar Ansari**, *Virginia Tech*
Author: **Louis Hickman**, *The Wharton School, U. of Pennsylvania*

General-Purpose Large Language Models and Supervised Learning with Organizational Text

Author: **Andrew Speer**, *Indiana U. - Kelley School of Business*
Author: **James Perrotta**, *Wayne State U.*

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **647** | Submission: **12874** | Sponsor(s): **(HR, TIM)**
Scheduled: **Sunday, Aug 11 2024 9:45AM - 11:15AM CT (UTC-5)** at **Swissotel Chicago** in **Zurich F**

Learning from DEI Exceptions: Emerging Sectors, Atypical Employees and Innovative Practices



Organizer: **Sanjeewa Samanmali Perera**, *U. of South Australia*
Organizer: **Carol T. Kulik**, *U. of South Australia*
Presenter: **Monika Maslikowska**, *U. of Zurich*
Participant: **Jan B. Schmutz**, *U. of Zurich*
Participant: **Leszek Orzechowski**, *Lunares Research Station*
Participant: **Agata Mintus**, *Lunares Research Station*
Participant: **Sukhbir Kaur Sandhu**, *U. of South Australia*
Presenter: **Vasanthi Srinivasan**, *Indian Institute of Management, Bangalore*
Participant: **Debolina Dutta**, *Indian Institute of Management, Bangalore*
Participant: **Sohini Sinha**, *Electronics Manufacturing Corp A*
Participant: **Prakriti Jha**, *Electronics Manufacturing Corp B*
Presenter: **Taylor Fugere**, *U. of California, Merced*
Participant: **Tea Lempiala**, *U. of California, Merced*
Presenter: **Lara Bertola**, *Rennes School of Business*
Participant: **Esra Paca**, *Rennes School of Business*
Participant: **Ozlem Ozkok**, *Rennes School of Business*
Participant: **Tunyaporn Vichiengior**, *Rennes School of Business*
Presenter: **Dritjon Gruda**, *Catolica Porto, Portugal/Maynooth U., Ireland*
Participant: **Marian Crowley-Henry**, *Maynooth U.*
Participant: **Adegboyega Ojo**, *National U. of Ireland, Maynooth*

Progress toward workplace diversity and inclusion has been slow and there is a pressing need to identify innovative organizational practices that can support attraction and engagement of diverse employees. In this symposium, we investigate how exceptional organizations might 'think outside the box' to find innovative ways to support employee diversity. We focus on organizations in emerging sectors like space startups, space simulation missions. With less pressure to conform to industry norms, these organizations have the latitude to push boundaries and incubate creative ways to attract and engage a diverse workforce. We also highlight organizations in more mature sectors that recruit atypical employees and adopt innovative benefits. By focusing on the exceptions who break the usual rules, our symposium offers inspiring examples of organizations finding innovative ways to address diversity and inclusion at work. But our symposium also delivers cautionary lessons, by highlighting some unanticipated consequences of organizational diversity and inclusion practices. Two presentations (Maslikowska et al. and Perera et al.) examine diversity and inclusion practices in the emerging space sector. Two presentations investigate how high-tech organizations are attracting and engaging women (Srinivasan et al.) and racial minority employees (Fugere & Lempialä) in a sector traditionally dominated by White men. The final two presentations (Bertola et al. and Gruda et al.) examine the complex consequences of diversity and inclusion activities across sectors (e.g., fertility treatment services, biotech, retail, healthcare, IT, finance, business services).

Diversity in Space Sector: What we Learn from Including Parastronauts in Analog Space Mission Crews

Author: **Monika Maslikowska**, *U. of Zurich*

Author: **Jan B. Schmutz**, *U. of Zurich*

Author: **Leszek Orzechowski**, *Lunares Research Station*

Author: **Agata Mintus**, *Lunares Research Station*

Rally the Troops First: Startup Action on Gender Equality

Author: **Sanjeeva Samanmali Perera**, *U. of South Australia*

Author: **Carol T. Kulik**, *U. of South Australia*

Author: **Sukhbir Kaur Sandhu**, *U. of South Australia*

Growing Women Leaders in Indian Electronics Manufacturing

Author: **Vasanthi Srinivasan**, *Indian Institute of Management, Bangalore*

Author: **Debolina Dutta**, *Indian Institute of Management, Bangalore*

Author: **Sohini Sinha**, *Electronics Manufacturing Corp A*

Author: **Prakriti Jha**, *Electronics Manufacturing Corp B*

Promoting Belonging while Constraining Agency: Practices of an Inclusive Technology Start-up

Author: **Taylor Fugere**, *U. of California, Merced*

Author: **Tea Lempiala**, *U. of California, Merced*

Navigating Fertility and Work: Trends in an Evolving Landscape

Author: **Lara Bertola**, *Rennes School of Business*

Author: **Esra Paca**, *Rennes School of Business*

Author: **Ozlem Ozkok**, *Rennes School of Business*

Author: **Tunyaporn Vichiengior**, *Rennes School of Business*

Decoding Gender Dynamics: Machine Learning Insights into Organizational Culture & Employee Wellbeing

Author: **Dritjon Gruda**, *Catolica Porto, Portugal/ Maynooth U., Ireland*

Author: **Marian Crowley-Henry**, *Maynooth U.*

Author: **Adegboyega Ojo**, *National U. of Ireland, Maynooth*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Entrepreneurship in Management Education

Session Moderator: **Michele Pinelli**, *U. Ca' Foscari of Venice - Dept. of Management*

MED: **Learning to Navigate Paradoxes Through Accelerators' Entrepreneurial Education**      

Author: **Michele Pinelli**, *U. Ca' Foscari of Venice - Dept. of Management*

Author: **Luca Pistilli**, *U. College Dublin*

Author: **Alessio Cozzolino**, *U. College Dublin*

Accelerated ventures consistently exhibit superior growth metrics by securing more capital, expanding their workforce, and attaining higher valuations. Despite that, there is a limited understanding about how the education and learning programs of accelerators contribute to venture success, and in particular whether they can facilitate startups in navigating inherent paradoxes. In this study, we present new theoretical insights derived from an inductive case study of Y Combinator (YC), the pioneer and largest modern accelerator. Leveraging a comprehensive analysis of archival materials, we identify that entrepreneurial education programs provided by accelerators teach founders to practically navigate conflicting priorities concurrently, an aspect that we termed 'paradoxical execution.' Based on our findings, the educational program of an accelerator can reveal specific paradoxes inherent in new venture development and nurture a paradoxical mindset within startups. Our study expands the application of paradox theory beyond large firms to encompass early-stage ventures. This research also contributes to a nuanced understanding of how education can be used to foster a cognitive orientation towards embracing paradoxes, specifically among the founders of a new venture.

MED: **Developing Conceptual Foundations for Contextualized Entrepreneurship Education**

Author: **Sam Horner**, *U. of Liverpool*

Pedagogical research concerned with EE has grown dramatically in recent years, yet the field of EE is currently at a crossroads. The conceptual foundations of EE remain underdeveloped, precipitating a condition in which the contours of EE, in terms of its aims, pedagogies, and outcomes are contingent on the assumptions about the nature of entrepreneurship that are held by educators. This is problematic for two reasons, first, the conceptual ambiguity functions to undermine the legitimacy of EE as a field of educational practice and a domain of academic research, second it has led to a skewed emphasis on some approaches (e.g silicon-valley style venture creation programmes) over others. This is particularly concerning because recent developments in the field of entrepreneurship have problematized the acontextual nature of this dominant model of entrepreneurship. To address the conceptual ambiguity that characterizes EE, and the associated problems of the silicon-valley model of EE, this paper develops a novel epistemological basis for entrepreneurship education. We draw on Gregory Bateson's theory of deuterio-learning, which places context at the heart of learning, to develop an explanation of why dominant models of EE have thus far failed to address the pressing issues of our time, including income inequality and ecological breakdown. We also build on the underlying epistemological premises of deuterio-learning to develop a model of 'ecological entrepreneurship education' that aims at stimulating deep learning in students through the means of provocation and self-awareness. In so doing, we contribute to the EE literature by advancing a novel conceptualization of learning and education. We also contribute to the broader entrepreneurship literature by developing a theory of context that foregrounds the mutual-causal coordination that characterizes entrepreneurs' interactions with their environments.

MED: **Joy is Strength: Understanding Curiosity, Entrepreneurial Self-Efficacy, and Entrepreneurship**   

Author: **Yu-Yu Chang**, *National Cheng Kung U., Taiwan*

Author: **Kamonluck Sathornsam**, *National Cheng Kung U., Taiwan*

Author: **Yeshwant Raj. S.**, *National Cheng Kung U., Taiwan*

Author: **Huei-Ying Chen**, *National Cheng Kung U., Taiwan*

Drawing upon the social cognitive career theory, we aim to disentangle the personality-belief nexus to explain individuals' engagement in entrepreneurial education and the formation of their entrepreneurship. This study scrutinizes how entrepreneurial education shapes individuals' intrinsic/extrinsic outcome expectations and thus moderates joyous exploration's indirect effect on entrepreneurship through the mediating role of entrepreneurial self-efficacy. To test our hypotheses, we collected longitudinal data with an eighteen-week interval (n=198), including undergraduate and postgraduate students from various academic backgrounds taking a practice-based entrepreneurship training program. This paper sheds new light on the role of curiosity and outcome expectations in entrepreneurship education.

MED: **Templatization Without Homogenization: Entrepreneurship Frameworks in Undergraduate Classrooms**     

Author: **Douglas Hannah**, *Boston U.*

Author: **Hilary Mahar**, *Boston U. Questrom School of Business*

Author: **Siobhan O'Mahony**, *Boston U.*

Theories of management fashion predict that mass diffusion of a single framework can foster isomorphism or settlement on a common approach. Thus, frameworks codified and distilled into templates should produce cohesive replication over time. Yet, little work has examined how management fashions, and in particular, fashions embedded in templates, shape what scholars teach. We address this gap by focusing on the growing field of undergraduate entrepreneurship, where common templates are increasingly available and influential. We ask: What is taught in undergraduate entrepreneurship classrooms? With a survey of 86 syllabi at 84 US colleges and universities, we observe templatization without homogenization: a) widespread adoption of common templates, but b) little evidence of the standardization that might be expected. With interviews of 23 educators, we unpack this juxtaposition. Our analysis suggests this pattern arises from educators' individual efforts to grapple with field level tensions concerning intended learning outcomes, topic scope, and effective pedagogical strategy. Overall, our research contributes an underappreciated lens as to how educators leverage templates and frameworks to manage an expanding mandate for entrepreneurship while stubbornly resisting standardization.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Innovating Pedagogy for Responsible Leadership – Learning With the PRME Impactful Five (i5) Project

Participant: **Dirk C. Moosmayer**, *Kedge Business School*
Participant: **Meredith Conlin Storey**, *PRME Secretariat / United Nations Global Compact Office*
Participant: **Cheyenne Maddox**, -
Participant: **Samantha Thompson**, *PRME Secretariat / United Nations Global Compact Office*
Participant: **Christian Van Buskirk**, -
Participant: **Aurora Diaz Soloaga**, *Almaty Management U.*
Participant: **Marina Anna Schmitz**, *IEDC-Bled School of Management*
Participant: **Benito Teehankee**, *De La Salle U., Manila, Philippines*
Participant: **Zein Tarek Ibrahim**, *PRME Secretariat / United Nations Global Compact Office*

The Impactful Five (i5) (<https://linktr.ee/i5project>) is the largest project under the roof of the United Nations Principles of Responsible Management Education (PRME). It builds on research by the LEGO Foundation that finds learning most effective when applying the five principles of personal meaningfulness, active engagement, multiple iterations, social engagement and joyfulness. Sharing and applications of the i5 pedagogy framework started in summer last year. To further broaden and strengthen the i5 innovative pedagogy community of practice, we share learning experiences from this past year of application and discuss avenues for innovating the future for larger impact. In this workshop, you will be first learn about the i5 project, some institutional roll-out activities, and how i5 has been applied in the classroom. You will then engage in roundtables that explore different factettes and opportunities that evolved in this past year around the i5 pedagogy: -a- The new PRME principles and their relevance to i5, -b- Global partnering and exchange opportunities evolving around i5, -c- Effective i5 narratives, -d- i5 pedagogy's role in faculty training and induction, -e- i5 as a means of incentivization and recognition, -f- i5 and research opportunities. You will come out of this PDW with a clear understanding of the opportunities to benefit from and get involved with the innovative i5 pedagogy.

KEY TO SYMBOLS

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

Developing Historical Foundations of Management Thought

Session Moderator: **Stephen Cummings**, *Victoria U. of Wellington*

This session develops the historical underpinnings of management thought, examining pivotal moments and key contributors that have shaped the discipline.

MH: **A Scientometric History of the Journal of Management History (1995-2022)**

Author: **Jeffrey Muldoon**, *Emporia State U.*
Author: **Luis Antonio Orozco**, *U. Externado de Colombia*
Author: **Erik Taylor**, *East Carolina U.*

The Journal of Management History (JMH) is the leading source for management and business history research and has played a central role in facilitating the discussions and investigations that advance management history thought and research. This article investigates the socio-cognitive nature of the journal's "invisible college"—the group of scholars developing knowledge and methods pertaining to a specific field through communicating research results and scientific advancements in the journal. Specifically, this work analyzed patterns of co-citation, co-word, co-authorship, and sources that cited papers published in JMH between 2006 and 2022 using VOSviewer software to produce an interpretative description of the linkages and associations between different intellectual roots, topic trends, and schools of thought represented by research in JMH. Findings reveal that the journal is a big tent, with several types of schools of thought and topics represented, including traditional, critical, post, and modern perspectives in management history scholarship. In addition, the range of topics covered was extensive in the contribution to administrative management and organizational theory. The invisible college seems to function as a fragmented adhocracy moving toward a polycentric oligarchy. Additionally, findings reveal that the structure of the invisible college around JMH shares key similarities with the Management and Organizational Sciences invisible college and provide useful information for authors and editors to guide the research agendas to strengthen or introduce research topics.

MH: **Not a Handful of "Nothin"—The Contribution of the Human Relations to Management Thought**

Author: **Jeffrey Muldoon**, *Emporia State U.*

The human relations movement has been one of the most influential and controversial programs in management thought. Indeed, there is considerable disagreement over the exact nature of the contribution. Some scholars have pointed out that human relations scholars noted the importance of social factors in motivation. Yet, a wide range of scholars have challenged this finding—noting correctly that social factors had been discovered prior to the human relations movement and that other studies (such as the Rowntree studies) stressed financial, rather than social factors. However, our contention is that what made human relations so notable was that the rejection of homo economicus, becoming the true contribution of human relations. This made it possible to study human behavior as financial incentives that are bounded by social factors—which allowed for a richer and deeper understanding of organizational behavior.

MH: **Undermining Efficiency: A Conceptual History of How Management's 'Axiom Number One' Limits Innovation**

Author: **Stephen Cummings**, *Victoria U. of Wellington*
Author: **Christina Lubinski**, *Copenhagen Business School*

Management studies inertia and lack of substantive innovation is claimed to stem from a combination of individual decisions and institutional pressures. Yet the role of the field's foundational concepts in explaining its stagnation has yet to be explored. This paper engages in a "conceptual history" of the concept of efficiency, from its pre-modern form to its transformation and adoption as management studies' foundational and fundamental good. This history enables us to see how efficiency's transformation from a particular political device to an unquestionable fundamental axiom has obscured alternative paths of development, and exacerbated the stagnation currently observed within the field at a time of existential crises.

MH: **Retracing Expectancy Theory: An Evolution of Management Studies' Second Best Known Motivation Theory**

Author: **Nicholous Mark Deal**, *Mount Saint Vincent U.*
Author: **Robert Lloyd**, *Fort Hays State U.*

Victor Vroom has long been credited as originating expectancy theory, the idea that people are motivated to behave in certain ways so long as their efforts lead to successful performance that is then exchanged for valuable or attractive rewards. Expectancy theory has become widely accepted in practice as an applied framework for managers to understand how employees engage in their work while being motivated to perform their best. It is now an orthodoxy in management studies, featuring prominently in scholarship over the past half century and in management textbooks still to this day. However, a close excavation of the origins of expectancy theory and its development over time reveals a much different version than the one Vroom is said to have founded. We explore the antecedents of Vroom's ideas and leverage our analysis to illustrate a reassessment of expectancy theory in management studies, especially how it has evolved in and around Vroom's influence for several decades. We invite a rethink of who and what has been included in the annals of management theory and encourage those writing textbooks to employ a more thoughtful, inclusive approach in storying histories of management thought.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Mechanisms for Navigating the Future of Manufacturing Jobs

Organizer: **HUI ZHANG**, *U. of Sheffield*
Discussant: **Colin Lindsay**, *Strathclyde Business School, U. of Strathclyde, UK*
Presenter: **Ahmet Onur Agca**, *Loughborough Business School*
Presenter: **CAROLINA MARIN-CADAVID**, *U. of Strathclyde*
Presenter: **HUI ZHANG**, *U. of Sheffield*
Presenter: **Mariachiara Barzotto**, *U. of Bath*
Presenter: **Philip Tomlinson**, *U. of Bath*

This symposium serves as a showcase for existing research, with a specific focus on mechanisms for navigating the social aspects of future manufacturing. Specifically, these mechanisms can help organizations and industries to coordinate and leverage diverse resources, and develop initiatives aimed at realigning the demand and supply of skills and roles for the future. The first two papers explore diverse potential visions of future work in manufacturing, investigating how digital manufacturing may reshape the job dynamics in the sector. The third paper systematically reviews the use of socio-technical scenario tools as a mechanism to engage stakeholders in envisioning future scenarios for work processes and roles, along with developing action plans for transformative change. In the fourth paper, the exploration shifts to coworking spaces as a mechanism for promoting cross-skills fertilization. Recognizing the imperative for diverse skill sets in upcoming manufacturing roles, this paper investigates how coworking spaces can facilitate the exchange of knowledge and collaboration within and across organizations in the manufacturing sector.

Envisioning a Socially Sustainable Future in Digitally-Enabled Manufacturing

Author: **Ahmet Onur Agca**, *Loughborough Business School*
Author: **Kamran Ali Chatha**, *Loughborough Business School, Loughborough U., UK*
Author: **Janet Godsell**, *Loughborough Business School*

How will digitalization impact the future of work in global manufacturing?

Author: **CAROLINA MARIN-CADAVID**, *U. of Strathclyde*
Author: **Colin Lindsay**, *Strathclyde Business School, U. of Strathclyde, UK*
Author: **Jillian MacBryde**, *U. of Strathclyde, Scotland, UK*
Author: **Robert Stewart**, *Strathclyde Business School, U. of Strathclyde, UK*








Envisioning digital change: A systematic review of the socio-technical tools

Author: **HUI ZHANG**, *U. of Sheffield*
Author: **Carolyn Axtell**, *U. of Sheffield*
Author: **Vladislav Grozev**, *Sheffield U. Management School, U. of Sheffield, UK*
Author: **Karina Nielsen**, *U. of Sheffield*

Do coworking spaces reflect a contemporary industrial organization promoting skills development?

Author: **Mariachiara Barzotto**, *U. of Bath*
Author: **Philip Tomlinson**, *U. of Bath*
Author: **Sandrine Labory**, *Department of Economics, U. of Ferrara, Italy*
Author: **Felicia Fai**, *School of Management, U. of Bath, UK*

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **652** | Submission: **12084** | Sponsor(s): **(ODC, MC)**
Scheduled: **Sunday, Aug 11 2024 9:45AM - 11:15AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Wrigleyville**

Exploring Ed Schein's Legacy and Enduring Influence to Inform the Future



Organizer: **David Coghlan**, *U. of Dublin, Trinity College*
Participant: **Jean M. Bartunek**, *Boston College*
Participant: **Jill Waymire Paine**, *IE Business School*
Participant: **A.B. Rami Shani**, *California Polytechnic State U.*
Participant: **Baruch Shimoni**, *Bar-Ilan U.*
Participant: **Ilene Wasserman**, *ICW Consulting Group/Wharton Sr Leadership Fellow*

The contribution of Edgar H. Schein (1928-2023), to the field of management, organization studies, and applied behavioral science is both extensive and deep. For over seventy years he creatively and systematically shaped theory and practice in areas such as: organization development and change, career dynamics, the cultural dynamics of complex systems, leadership, process consultation, and the clinical inquiry/research paradigm. Following his passing on 23rd January 2023, the proposed symposium was intended to examine and explore the way Ed's Schein's seminal work informs the future of the field. We proffer that "Exploring Ed Schein's legacy and enduring future" is congruent with the 2024 meeting's theme of Innovating for the Future.

Panel

Author: **David Coghlan**, *U. of Dublin, Trinity College*
Author: **Jean M. Bartunek**, *Boston College*
Author: **Jill Waymire Paine**, *IE Business School*
Author: **A.B. Rami Shani**, *California Polytechnic State U.*
Author: **Baruch Shimoni**, *Bar-Ilan U.*
Author: **Ilene Wasserman**, *ICW Consulting Group/Wharton Sr Leadership Fellow*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Expertise and Careers in Flux

Session Moderator: **Raphael H. Heiberger**, -

OMT: **Creative Workers on the Move: How Cultural Fit to a New Organization Enhances Individual Performance**

Author: **Raphael H. Heiberger**, -
Author: **Lukas Erhard**, *U. of Stuttgart*
Author: **Steffen Triebel**, *U. of Exeter Business School*
Author: **Alexander Brem**, *U. of Stuttgart*

How does the arrival at a new work environment affect the performance of creative workers? Even though it is a shared experience in many careers, we know surprisingly little about the impact of transferring to an unfamiliar workplace. To test the direct and indirect effects of how creative workers fit new colleagues at scale, we need to have (i) information on career trajectories and (ii) assess the cultural fit (CF) to a work environment computationally. We address these challenges by collecting a unique dataset on early career researchers (ECR) and their transition to another university after graduating in physics and psychology between 2006 and 2015 in the US. Then, we measure the CF by utilizing unsupervised machine learning and comparing each ECR's research to the work of their new colleagues. In a close approximation of both fields (> 2.5 million documents), our results not only show a strong impact of CF on creative performance but also that fitting-in moderates the trade-off between specialization and generalization strategies. Moreover, we reveal how high-status organizations impose social pressures that further augment the effects of CF.

OMT: **Of Professions and Technologies: The Case of Algorithmic Cooptation in Dentistry**

Author: **Anne-Sophie Mayer**, *Vrije U. Amsterdam*
Author: **Anastasia Sergeeva**, *Vrije U. Amsterdam*

Whereas traditionally professionals used their expertise to claim control over an area of work, emerging technologies are associated with the promise of outperforming professional expertise and thus, are increasingly used to challenge professionals' market turf. Yet, we know little about how the process of jurisdictional contest unfolds when emerging technologies are used to disrupt an established profession. Building on qualitative field data—including semi-structured interviews and extensive archival material—we show how over time, despite intensive efforts, the elite profession of orthodontists lost their established exclusive control over their market turf of teeth-straightening to teleorthodontics companies and dentists. Our process analysis shows how the jurisdictional contest initially centered around the outperformance claims of algorithmic technologies, but then eventually degraded into algorithms entering a “parasitic” relationship, in which technological capabilities derived a source of “living” and growth in a co-opted existing professional sub-group of dentistry. Our study makes contributions to the literature on professions and algorithmic technologies.

OMT: **Identities in Flex: How Management Consultants Construct Their Identity Roles**

Author: **Sophie Marie Cappelen**, *Copenhagen Business School*
Author: **Eva Boxenbaum**, *Copenhagen Business School*








This paper studies how management consultants construct themselves in and as part of processes of translation, and how their professional identity constructions shape the translation output. Informed by a Scandinavian institutionalist approach, we conducted a qualitative case study of Danish management consultants. We find that management consultants mobilize four strategies to mediate between two opposing, yet essential, consultant roles when engaging in processes of translation. Consultants mobilize these strategies at different junctions to mediate between these two roles. By flexibly playing both roles, consultants alternate between ‘flexing’ deep academic knowledge (the expert role) and offering simplified, actionable advice (the implementer role). Our findings therefore show how the mediation between different roles allows consultants to simplify academic knowledge while retaining their professional integrity as knowledge experts. We add to prior research on the role of management consultants in the translation of management theory by showing that translation serves as a form of role mediation. We propose that translation actors use translation strategies dynamically to communicate and consolidate their own professional identity. Finally, we point to the need for articulating how translation actors, processes, and outcomes interact with one another and collectively affect how management theory is implemented and perceived in practice.

OMT: **Client Conflict as Barriers to Interfirm Mobilities in Professional Services Industry**

Author: **Tae-Seok Kim**, *Waseda U.*

This study examines whether and to what extent conflict among clients can serve as barriers to the labor market mobilities among employees in the professional services industry. I propose that firms strategically refrain from hiring professionals from source firms in the presence of client conflict due to an increase in the anticipated costs of post-hiring integration and concerns about violating industry norms surrounding client loyalty. I further delineate that the reluctance to hire during client conflict becomes more pronounced if the hiring and source firms share a higher degree of resource overlap (i.e., common clients and knowledge similarity) and occupy higher status positions. I test and confirm my ideas through a joint analysis of 1,253 mobility events of federal lobbyists across 683 lobbying firms and the events of policy conflicts among their clients in the United States between 2007 and 2018.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **654** | Submission: **15330** | Sponsor(s): **(OMT, SAP, MOC)**
Scheduled: **Sunday, Aug 11 2024 9:45AM - 11:15AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
International Ballroom

Risk It All: Integrating Diverse Traditions of Risk and Shaping Futures



Panelist: **Steve Maguire**, *U. of Sydney Business School*

Panelist: **Sim B. Sitkin**, *Duke U.*

Panelist: **Michael Useem**, *U. of Pennsylvania*

Panelist: **Klaus Weber**, *Northwestern U.*

Organizer: **Ming Wang**, *Kellogg School of Management, Northwestern U.*

“Risk” and its “management” are rapidly gaining importance in managerial and organizational contexts. This phenomenon presents an opportunity to advance our research and theories. However, the potential of management scholars is often limited by the complexities of analyzing risk, which arise from diverse theoretical approaches, heterogeneous empirical contexts, and differences in scholarly values. This symposium aims to facilitate an exchange, comparison, and integration of ideas on risk and related research by bringing together four established panelists (Steven Maguire, Sim Sitkin, Michael Useem, & Klaus Weber) for a constructive, interactive discussion. The theme aligns well with the AoM theme, and we anticipate attracting a large audience, particularly from the OMT, SAP, & MOC divisions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Corporate Strategies and Policy Responses in Climate Change Mitigation

Session Moderator: **Yifan Wei**, *Beedie School of Business Simon Fraser U.*

ONE: **Climate Policy, Corporate Climate Action, and Firms' Policy Positions: A Matter of Time Horizons**

Author: **Julia Loder**, *U. of St. Gallen (HSG)*

Author: **Frederik Maibaum**, *Leibniz U. Hannover*

While firms operate in a defined regulatory environment, they can also influence policies. This relationship is especially relevant in the context of climate policy. Therefore, we set out to investigate how institutional regimes influence firms' corporate climate action (CCA) and how firms position themselves regarding major climate policies. Based on a multiple case study of German automotive incumbents, we develop a conceptual model to outline the interrelationships between climate policies, CCA, and firms' positions regarding climate policies leading to four main findings. First, past CCA does not allow to predict future CCA. Second, firms tend to set CCA targets late and with long target time horizons when they perceive great uncertainty about the future. Third, the more established an institution, the more likely CCA adheres to the institutional regime. Finally, firms' political response to climate policy is determined by characteristics of the policy and its compatibility with the focal firm's CCA. Our study contributes to research on decarbonization of firms by providing a more integrated understanding of firms' climate action and its links to climate policy. Furthermore, we emphasize the role of different time horizons for the interplay between CCA and corporate political activity.

ONE: **Mobilizing Firms for Climate Action: Paris Climate Agreement and Corporate Green Bond Issuance**

Author: **Yifan Wei**, *Beedie School of Business Simon Fraser U.*

Author: **Kenneth Guang-Lih Huang**, *National U. of Singapore*

Author: **Ya Gao**, *Asper School of business, U. of Manitoba*

This study examines the effect of the Paris Climate Agreement, as a plausibly exogenous shock, on the issuance of corporate green bonds (CGBs), a new financial instrument to address climate change in line with the goals of the Agreement. We argue that firms in industries that contribute most to climate change are potentially more affected by the Agreement because they perceive themselves as the target of the upcoming national environmental regulations derived from the Agreement. So firms in the affected industries are more likely to issue CGBs after the Agreement than firms in the minimally affected (or unaffected) industries. This differential effect becomes stronger among firms in countries with more media attention on environmental issues, but weaker in countries with more stringent legal enforcement. Using a proprietary cross-national dataset of CGBs and difference-in-differences estimation, we find strong support for our hypotheses. This study advances our understanding of the intersection between firms' green financing as a form of self-regulation and the broader institutional context, and responds to the recent call for more research on integrating multiple pressures that jointly shape firms' environmental behaviors.

ONE: **Carbon Pricing and Multinationals' Climate Change Mitigation Strategy**

Author: **Xia Li**, *London Business School*

Reducing greenhouse gas (GHG) emissions has become a key societal expectation, and governments have incentivized this by introducing carbon pricing, i.e., carbon taxes and emission trading schemes, but their impact on multinationals' actions is unclear. Building on institutional economics, we propose that the implementation of carbon pricing policies in the home country of multinationals results in a reduction of corporate-level GHG emissions because of the constraining effect of the regulations. We add depth to this idea by proposing spillover effect of these regulatory constraints by arguing that the same policies also reduce GHG emissions in companies that are not targeted by the policies and in the multinationals' overseas operations that are outside the reach of the policies because of the creation of awareness over the regulatory constraints in other firms and locations. We test these ideas on public companies headquartered in 112 countries and find that corporate GHG emission intensities decrease after their headquarter countries adopt carbon pricing, this effect is only significant on targeted sectors, and it results in carbon leakage on GHG emissions of these multinationals' foreign operations.

ONE: **Business Responsibility in Low-Carbon Transition: A Conceptual Model to Address Structural Injustice**

Author: **Christian Linder**, *SKEMA Business School - U. Côte d'Azur*

Author: **Samantha Goethals**, *SKEMA Business School - U. Côte d'Azur*

This paper explores the intersection of responsibility, structural injustices, and business behavior in the context of low-carbon transition and climate change mitigation. Focused on the determinants of business strategic responses to structural injustices, our conceptual model emphasizes the intricate interplay between stakeholder power and evolving normative frames of efficiency and legitimacy in the sustainability discourse. We highlight that businesses' perception of stakeholder power significantly influences their response to responsibility in the absence of direct causality for harm. The model elucidates the mechanisms shaping corporate decision-making, revealing variations in business responses based on the anticipated influence of different stakeholders. Importantly, our research addresses the empowerment of traditionally marginalized stakeholders in the changing landscape of sustainability, particularly in the context of a just transition. By bridging the gap between theoretical constructs and practical business conduct, our conceptual model provides a critical link for advancing responsible climate mitigation innovations and encouraging tangible changes in business behavior towards a more sustainable future.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sustainable Business Practices and Ethical Challenges in Corporate Strategy



Session Moderator: **Bob Bastian**, *U. of Trento*

ONE: The Downside of Growth: Examining the Relationship Between Firm Growth and Social Responsibility

Author: **Mark R. DesJardine**, *Tuck School of Business at Dartmouth*

Author: **Jimi Kim**, *U. of New South Wales*

Author: **Pratima Bansal**, *Ivey Business School*

In this paper, we explore the relationship between firm growth and corporate social responsibility (CSR). Researchers often argue that firm growth offers greater opportunities and resources for firms to invest in CSR. Yet, we argue the opposite: firm growth consumes scarce financial and attentional resources, which are also needed for CSR. Firm growth, therefore, is negatively related to CSR. We probe the mechanisms for this relationship by exploring how the level of financial and attentional resources moderate the relationship between firm growth and CSR. We test this relationship by analyzing data from 4,305 firms over 2002 to 2020 across 46 countries, providing support for these ideas. This study offers important implications to research in business strategy, managerial attention, and CSR.

ONE: Sustainability for Business Models: A Problematization Review

Author: **Bob Bastian**, *U. of Trento*

Author: **Andrea Caputo**, *U. of Trento & U. of Lincoln*

Author: **Maria Della Lucia**, *U. of Trento*

In this literature review, we show that a decade of research on sustainability as business models has led to the production of no less than 26 literature reviews on the topic, and how these reviews, through a dominant gap filling approach, propose unclear conceptual boundaries with sustainable assumptions that are largely unchallenged. We then follow the recently proposed problematization review by Alvesson and Sandberg as an alternative methodology to systemize the literature through a deliberate, systematic and ambitious effort and, confront the existing business model literature on sustainability with alternative points of interpretation. We pinpoint a deliberate narrow selection of sustainable business model articles within the management literature to map out problematic issues about their underlying theoretical assumptions. Then, we locate articles within the wider realms of the business model and sustainability literature to problematize these identified dominant assumptions. Our findings demonstrate taken for granted suppositions and categorize these between in-house assumptions, paradigmatic assumptions, and ideology assumptions. Finally, we further critique these findings and set out a future research agenda with the aim to guide management scholarly conversations on rethinking sustainable business model research.

ONE: Overcoming Socialized Moral Hazard: Toward a Theory of Moralized Value Creation

Author: **Wilson Odhiambo Odek**, *PhD Student in Business Studies and management, U. of Southampton*

Author: **Rashedur Chowdhury**, *U. of Essex*

The dark side of moral hazard shows itself when agents hamper the interests of principal. This is a well-established phenomenon in management literature. However, the element of morality is often ignored in moral hazard problems. Such omission of morality may explain the inadequacy of the assumptions underpinning agency theory. The assumptions of agency theory justify, but do not explain, why agents act go rogue by acting against the interests of principals, society and the natural environment. Remedies attempting to correct actions of rogue agents have subsequently lacked a morality element in their recommendations. We conceptualize the absence of morality in moral hazard as socialized moral hazard and show its significance in hampering the pursuit for organizational consciousness for morality and sustainability. Furthermore, we propose a model of moralized value creation that operationalizes morality through incorporating a morality perspective in the day to day running of organizations. Moralized value creation results in tri-dimensional outcomes along social, environmental, and organizational lines that offset socialized moral hazard consequences.

ONE: MME Crowdsourcing Sustainability Innovations

Author: **Haitao Yu**, *U. of Macau*








Author: **Simone Carmine**, *IESEG School of Management*

Sustainability challenges such as food security are global in scale yet experienced and responded to locally. To address sustainability challenges requires businesses to develop locally relevant and globally scalable innovations. MNEs are uniquely positioned to innovate for sustainability. MNEs recognize the contribution of locally relevant innovations, but they often struggle to recognize where the most promising solutions lie. One way to enable MNEs to recognize locally relevant innovations is crowdsourcing. However, it is difficult for MNEs to crowdsource sustainability innovations due to limited attentional resources and the tradeoff between local relevance and global scalability. To investigate this topic, we conducted a qualitative study of Thought for Food (TFF) – a crowdsourcing innovation platform for sustainable food and agriculture. We found that, through crowdsourcing, MNEs find a way to generate multiple new and breakthrough ideas. However, they struggle to successfully integrate these ideas into their innovation path. This research contributes to the literature by 1) explaining the contradictory role of crowdsourcing platforms for MNEs to identify locally relevant sustainability innovations and 2) articulating the cross-scale linkages between the local and the global for sustainable development.

Author: **Angela Greco**, *TU Delft*

The literature on business model innovation for sustainability is contradictory about the mechanisms unfolding in the context of organizational hybridity. Existing hybrid organizations are put under pressure to transform their business model to meet new social and environmental goals while ensuring financial sustainability. However, organizations with a strong social mission might be reluctant to change, having structured their business model to meet a particular social goal. Through an ethnographic study at a Dutch social housing association introducing an energy-neutral house as a new product, we investigate the key stages and enabling mechanisms for a sustainable business model change in which the social and environmental logics are conflicting. We analyze the underlying causal mechanisms in the process of business model innovation for sustainability. We show that the mechanisms responsible for organizational inertia in its conventional (negative) connotation, may in fact enable the intended positive and enduring social and environmental goals over time.

KEY TO SYMBOLS

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

Digital Work

Session Moderator: **Pauline Charlotte Reinecke**, *Hamburg U. of Technology*

SAP: **Digital Puppet-Mastery: Power Practices of Strategists in Digital Strategy Workshops** 

Author: **Lydia Schuster**, *Hamburg U. of Technology*
Author: **Stephanie Schrage**, *U. of Kiel, Germany*
Author: **Pauline Charlotte Reinecke**, *Hamburg U. of Technology*
Author: **Thomas Wrona**, *Hamburg U. of Technology*

Digital communication technologies (DCT) have important implications for power relations in strategy work. Despite the pervasiveness of these technologies, the power effects of strategic practices performed in digital settings remain underexplored. Drawing on data from a nine-month ethnographic single-case study of digital strategy meetings and workshops, including interviews with strategists during and after the observation period, we investigate how strategists used DCT. Our findings reveal how strategists enacted the DCT for three purposes: (i) to construct the reality of the digital workshop setting, (ii) to exploit and (iii) to bypass this setting, ultimately resulting in staging effects of rationalization of workshop interactions and the reinforcement of existing power structures. Our process model of strategy and power in digital workshops contributes an understanding of power effects of DCT in strategy work to the strategy-as-practice (SAP) literature.

SAP: **Mandatory Work from Home During COVID-19 Pandemic: A Spatial Perspective**

Author: **Tarun Kumar Vashisth**, *Indian Institute of Management Bodh Gaya*
Author: **Rajesh Chandwani**, *Indian Institute of Management, Ahmedabad*
Author: **Sushil Nifadkar**, *U. of Nebraska, Lincoln*

Amidst COVID-19 pandemic, organizations worldwide had mandated for their employees to work from home (WFH). The COVID-19 induced mandatory work from home (MWFH) however, was different from our extant understanding of WFH, primarily because in the MWFH scenario, homespace was mandatorily and continuously collocated with workspace. Drawing from qualitative data on information technology employees in India, we studied the MWFH phenomenon anchored on Lefebvre's Theory of Production of Space (Lefebvre, 1991) and developed a spatial model to advance a processual understanding of MWFH. Our study charted employees' experiences of how employees, family members, and organizations dialectically engaged in facilitating MWFH, which resulted in the continual emergence of the homespace. Specifically, moving away from the traditional notion of colonization of homespace by organizations and the intrusive role of family members during WFH, our study highlighted how organizational actors and family members helped employees to construe and manage significant superimposition of workspace over homespace. Further, as we situated our study in a non-Western—specifically, Indian—context, our study highlighted how culture-specific factors such as family norms played an important role in shaping employees' MWFH experiences. Keywords: Mandatory work from home; spatialization; Lefebvre's Theory of the Production of Space; COVID-19 pandemic

SAP: **Organization Studies in the Metaverse: Facing Ontological Reversal**  

Author: **Anja Danner-Schröder**, *U. of Kaiserslautern, Germany*
Author: **Thomas Grisold**, *HSG U. of St. Gallen*
Author: **Christian Alexander Mahringer**, *U. of Stuttgart*








While it is taken for granted that organizing happens primarily in physical space, we argue that the rise of the Metaverse leads to an ontological reversal, in which digital spaces become the driving force for organizing. Building on this ontological reversal, we discuss how key assumptions in organization studies are challenged in the Metaverse. First, we argue that the absence of physical bodies in the Metaverse loosens the entanglement of mind and body in organizing. Second, we suggest that the impact of physical appearance on actors' identities is weakened because actors can flexibly select their avatars. Third, actors may not be able to differentiate between humans and bots in the Metaverse, which is possible in the physical world. Fourth, the Metaverse levers out the laws of physics, enabling new forms of generativity. Fifth, we argue that the Metaverse relaxes the pervasiveness of organizational structures for human agency. Taken together, these arguments have substantial implications for how we think about and how we study organizing in the Metaverse.

SAP: **Interactions Between Play and Work in the Virtual World: Qualitative Evidence from Second Life** 

Author: **Feichin Ted Tschang**, *Singapore Management U.*
Author: **Hye Young Kang**, *Ewha Womans U.*

As workplaces seek to improve work outcomes like creativity through play-like mechanisms, interactions between play and work become important to study. To study how work-play dynamics may work - an underexplored topic in extant research - we conduct a qualitative study of a space agency that entered a play-like virtual world. The agency engaged volunteers in a community of play, to explore the concept of participatory space exploration. We find that as the setting evolved, various forms of play emerged, including, creative forms of play initially synergistically-linked with the agency's work. The synergistic work-play actions was eventually subsumed to more mission-oriented objectives; the more creative aspects of volunteers' creative play shifted to volunteer-led locations; and the forms of work-play that remained in the central location were heavily dictated. We explore certain related concepts' influence on the work-play complex, including how different types of governance can shape these interactions between play and work.

KEY TO SYMBOLS

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

Sensemaking, Framing, and Meaning-Making

Session Moderator: **Lisa Day**, *U. of Liverpool*

SAP: **Managerial Sensegiving in Times of Crisis: Facilitating Strategic Change Under High Distress**  

Author: **Stephan Ryf**, *U. of St.Gallen*

While prior research has provided rich insights into how strategic change unfolds through sensemaking and sensegiving, the existing literature has predominantly focused on contextual conditions characterized by relatively low levels of urgency and threat. My study contributes to addressing this gap by examining how the effort of leaders to effectively construct and disseminate meaning around strategic change is influenced by the context of an organizational crisis. Drawing on the drastic turnaround of multinational corporation ABB in the early 2000s, I find that the CEO effectively mobilized the company's strategic change program to shift institutionalized cognitive schemes through sense breaking, sense specification, sense enactment, and sense reinforcement. In a supportive process, the CEO constructed meaning around the uncertainty surrounding the crisis to ensure continued commitment, establish clear expectations, create cognitive capacity, and invoke the company's core identity. My analysis contributes to the body of work on managerial sensegiving by elucidating mechanisms and dynamics that allow for a particularly quick and abrupt shift in established interpretive schemes, all the while facilitating a continued, positive enactment of change.

 SAP: **Bridging Expectations: Bidirectional Framing for Navigating Legitimacy Tension** 

Author: **Anna Plotnikova**, *Vrije U. Amsterdam, School of Business and Economics*

Author: **Krsto Pandza**, *U. of Leeds*

Large organizations increasingly attempt to encourage employees to participate in their strategy making processes and availability of technology-mediated forms of collaboration creates more opportunities for realizing this objective. In this study we investigate how organizers of an internal online community navigate the legitimacy tensions emerging from the different evaluation criteria of the two stakeholder groups: senior managers and community members. From our analysis, we derive a theoretical framework centered on bridging mechanisms that secure support by community stakeholders. This framework posits that the divergent interests and expectations of the two stakeholder groups can be harmonized through a combination of bidirectional framing and hidden structuring mechanisms.

SAP: **Being Your Own Worst Enemy: Framing-Induced Idea Erosion in the Elaboration of Radical Innovation**   

Author: **Renate Kratochvil**, *BI Norwegian Business School*

This study investigates how strategic leaders who anticipate a technological, radical innovation in their industry shape the evolution of this idea through their use of frames to guide their decisions. My research design is an in-depth, longitudinal case study of a Norwegian construction company whose strategic leaders intended to realize the idea of a "fully digital construction process," harnessing the potential of big data. I develop a process model that reveals how strategic leaders' framing-induced idea erosion unfolds over time. I explain the activities understanding data-driven technologies, organizing idea elaboration processes, and building of technological knowledge, all contributing to their framing of lack of progress in their endeavor. As strategic leaders frame these activities as failures to act, elaborate on ideas, and foster collaboration, the idea erodes. This erosion leads to a pivot from aiming to implement to prepare for an anticipatory radical innovation. Drawing from existing literature, I elucidate that failure framing can be attributed to their limited experience in leveraging setbacks as learning opportunities and working iteratively during the idea journey. This research offers a process perspective on strategic leader social cognition during the trajectory of an idea about a radical innovation.

SAP: **The Dynamic Process of Constructing Digital Technology-Based Interpretation System**

Author: **YI LIU**, *Fudan U.*

Author: **Lingfang Li**, *Fudan School of Management, Fudan U.*

Author: **Shenghui Ma**, *Fudan U.*

We conducted a longitudinal qualitative study to investigate the process involved in constructing a digital technology-based interpretation system in a leading fresh grocery e-commerce company in China. Our findings indicate that the digital technology based-interpretation system formed via 4 period—local experiment, overall engagement, managerial intervention and compulsory implementation period. The findings show that, during the 4 periods, the constructing activity triggered different stakeholders to change their legitimacy judgment of digital technology. In return, stakeholders' legitimacy judgment adjusted the constructing activity such as increasing digital technology affordance, which reinforced some of the stakeholders to support for the digital technology. This mutual reinforcement between constructing activity and forming legitimacy judgment became a mechanism for the construction of the digital technology-based interpretation system. We discuss the theoretical implications of these findings for the process of constructing digital technology-based interpretation systems in organization

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **659** | Submission: **21808** | Sponsor(s): **(STR)**
Scheduled: **Sunday, Aug 11 2024 9:30AM - 10:30AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Chicago Ballroom VI**

STR 2024 Distinguished Scholar Award in Honor of David J. Teece

Organizer: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*
Organizer: **Marie Louise Mors**, *Copenhagen Business School*

The STR Distinguished Scholar Award recognizes an individual who has developed a set of ideas that fundamentally advanced research and understanding in the field of strategic management. While these ideas may involve specific theoretical or empirical discoveries, priority is given to the discovery's importance to the field rather than the accumulation of disparate facts or findings. The intent is to recognize contributions that altered the development of the field. The 2024 STR Distinguished Scholar Award recognizes David J. Teece!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Dynamic Digital Transformation

Session Moderator: **Shusheng WANG**, *School of Business, Renmin U. of China*

TIM: Whom You Know Matters: Network Embeddedness, Industrial Environment and Digital Orientation  

Author: **Shusheng WANG**, *School of Business, Renmin U. of China*

Author: **Yan Yan**, *Renmin U. of China*

Author: **Baolin Wang**, *School of Business, Renmin U. of China*

Author: **Haitong Li**, *Economics and Management School, Wuhan U.*

Researchers in digital orientation (defined as a focal firm's commitment to implement digital technologies) have demonstrated that highly digital orientated firms are able to dynamically evolve competitive advantage and exhibit better performance in the digitalization era. However, it is important to understand the antecedents that enable firms to develop digital orientation. In this study, we explore how firms develop digital orientation from the network embeddedness perspective. We argue that while different types of network embeddedness facilitate firms' proactiveness and efficiency in adopting digital technologies, the extent to which embedded firms are actually supported depends on the environmental munificence of the industry they operate. By empirically examining the model using secondary data of 2,131 U.S. manufacturing firms from 2000 to 2020, our results suggest that positional and structural embeddedness positively support firms' digital orientation, but the impacts differ when firms operate in a highly munificent industry. Collectively, the findings provide insights to how network embeddedness and industry environment interactively support firms' strategic decisions to become digitally orientated.

TIM: Employees' Entrepreneurial Orientation and Digital Competence: Managers Technical Competence Effect

Author: **Kiththi Perera**, *Asian Institute of Technology*

Author: **Yuosre F. Badir**, *Asian Institute of Technology*

In today's rapidly evolving digital landscape, organizations are increasingly embracing digital transformation initiatives to remain competitive. Recognizing the crucial role of human resources in the transformation process, there has been a shift toward fostering an entrepreneurial mindset among employees. Accordingly, this article has two objectives. Firstly, to investigate the relationship between the three dimensions of individual-level entrepreneurial orientation (namely, proactiveness, risk-taking, and innovativeness) and the digital competence of employees. Secondly, to examine the moderating effect of middle managers' technical competence on these three relationships. The empirical study was conducted at Sri Lanka Telecom PLC, involving 87 middle managers and 353 subordinate employees. The findings reveal that proactiveness, risk-taking, and innovativeness each has a significant and positive impact on employees' digital competence. Notably, the middle manager's moderating effect is stronger at lower levels of technical competence in the relationship between innovativeness orientation and digital competence. In contrast, this moderating effect is stronger at higher levels of middle managers technical competence in the relationships involving proactiveness and risk-taking orientations. These findings have important implications for research and practice as they highlight the role of the individual employee entrepreneurial orientation and middle managers' technical competence in facilitating firms' digital transformation.

TIM: Implementing AI-driven Sales in B2B Environments: Challenges and Solutions 

Author: **Roland Z. Szabó**, *Széchenyi István U.*

Author: **Lilla Hortoványi**, *Senior researcher*

The consequence of COVID is that previously reluctant companies have begun to realize the value of big data, AI, and machine learning. Although B2B companies were initially hesitant due to their focus on customer relationships, they are reportedly embracing the technology and implementing AI-driven operations. This study explores innovative AI technologies within a global B2B enterprise. Through interviews with top and middle management, and analysis of meeting notes and hard data, the research uncovers psychological and social barriers, as well as two damaging cycles that impede the benefits of AI. The study highlights the importance of change management strategies to overcome challenges, foster technological and organizational learning by addressing siloed thinking and managing competing interests. It also extends technology management and organizational learning theories by relating them to each identified barrier and suggesting potential solutions.

TIM: A Dynamic Model of Digital Industrial Innovation - Process, Product and Business Model Innovation 

Author: **Lars G. Bengtsson**, *Lund U.*

Author: **Mirella Muhic**, *Umeå U.*

The seminal studies conducted by Utterback and Abernathy (1975), as well as Abernathy and Utterback (1978), stand as cornerstones in the examination of innovation processes within industrial firms, offering a foundational perspective in the realm of management research. The underlying assumptions of the industrial innovation model posit that new products are characterized by high change costs, exclusivity, rivalry, and a non-generative nature. Digital innovations, in contrast, present a challenge to these assumptions, as they tend to exhibit modularity, reprogrammability, non-rivalrous characteristics, and generativity. Despite the transformative nature of digital innovations, contemporary management research and textbooks appear to lack a comprehensive acknowledgment of their implications for our understanding of the innovation process within the industrial firm context. Specifically, there is a notable absence in recognizing the need to formulate a new dynamic model of the industrial innovation process in the era of digitalization. This study contributes significantly to the existing research in three primary ways. Firstly, it furnishes a holistic model delineating the stages of the digital industrial innovation process. Secondly, in contrast to the conventional industrial innovation sequence of "product innovation followed by process innovation," the digital industrial innovation process unfolds in a reversed manner, progressing from "digital process innovation followed by digital product innovation and then digital business model innovation." Thirdly, while industrial firms traditionally leverage scale effects and a system of products and complementary offerings to gain a competitive edge through innovation, the dynamic capability inherent in digital innovation emerges as a pivotal competitive advantage in the realm of products and business models grounded in digital technologies. Consequently, there is a pressing need to orchestrate and govern the digital industrial innovation process, transitioning from digital process innovation to digital product innovation and ultimately to digital business model innovation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Modes and Degrees of Centralization: Implications for Adaptability and Performance

Session Moderator: **Marko Kohtamäki**, *U. of Vaasa*

TIM: **Managing the Emergence of AI-Enabled Product-Service Systems in Autonomous Solutions**

Author: **Marko Kohtamäki**, *U. of Vaasa*

Author: **Thomas Brekke**, *U. of Southeastern Norway*

Author: **Rimsha Naeem**, *U. of Vaasa*

Author: **David Sjödin**, *Luleå U. of Technology*

Author: **Vinit Parida**, *Luleå U. of Technology*

The study explores the management of the emergence of Artificial Intelligence (AI)-enabled Product-Service Systems (PSS) in facilitating a manufacturer's transition toward autonomous solutions. We use a case study involving a leading manufacturer actively developing autonomous and integrated solutions while incorporating AI into Product-Service Systems (PSS) from 2015 to 2022. The study contributes to the literature on digital servitization in two main ways. First, the study integrates AI into product-service systems and uses socio-technical viewpoints for analysis. It proposes a path model involving AI-enabled PSS, relevant technologies, and collaborations within the business ecosystem, all of which interact to foster innovation in PSS. Second, it identifies managerial practices for visioning, evangelizing, and routinizing AI-enabled PSS, providing guidance for managers planning to integrate AI into their product-service systems. The study also outlines a research agenda for future AI-enabled PSS, Digital Servitization (DS), and Product-Service Innovation (PSI), serving as a guide for managers and directing further research in this field.

TIM: **Decoding DAOs: Governance Dynamics and Their Performance Implications in Decentralized Organizations**

Author: **Lukas Beckenbauer**, *TUM School of Management, Technical U. of Munich*

Author: **Marvin Hanisch**, *U. of Groningen*

Decentralized Autonomous Organizations (DAOs) have introduced a notable shift in organizational governance. Characterized by decentralized control and transparency, they challenge traditional governance models based on centralized mechanisms of control and authority. This study investigates how changes in governance activity, coupled with governance interest and network activity, impact the overall performance of DAOs. To this end, we leverage a unique longitudinal sample comprising 36 DAOs, encompassing detailed data on governance activities, including governance proposals and votes, alongside financial performance metrics. Our analysis reveals a nuanced picture: While high rates of governance activity are associated with lower market capitalization, the relationship changes as a function of governance interest and network activity. Specifically, as governance interest, as reflected in proposal votes, increases, governance activity has a positive impact on DAO performance, suggesting that community engagement in DAO governance is necessary to improve performance. At the same time, as network activity increases, the relationship between governance activity and DAO performance becomes increasingly negative, suggesting possible inertia in overcoming governance challenges in highly active environments. This research contributes to the understanding of DAO governance by providing insights into the equilibrium dynamics that constitute effective decentralized governance, while highlighting areas for future research in the context of market volatility and trading activity.

TIM: **Who Takes the Lead? Changes in Organizational Actors' Roles and Importance in Cluster Emergence**

Author: **Kristina Vaarst Andersen**, *Technical U. of Denmark (DTU)*

Author: **Tage Koed Madsen**, *U. of Southern Denmark*

Author: **Erik Stavnsager Rasmussen**, *U. of Southern Denmark*

Clusters can emerge from random and accidental events, but to develop into successful clusters a combination of luck, favorable framework conditions, and the agency of central organizational actors is necessary. To understand cluster development and improve the likelihood that new clusters will emerge and grow it is therefore necessary to understand the roles of organizational actors in the process. This paper analyzes how the roles and importance of central organizational actors change throughout the emergence and growth of an innovative cluster. Based on an in-depth case study of an internationally successful robotics cluster, we develop a theoretical framework for understanding how organizational actors' importance and impact influence cluster development throughout the cluster life cycle phases of emergence and growth.

TIM: **Unraveling of Ecosystems**

Author: **Mehdi Montakhabi**, *Vrije U. Brussel*

Author: **Christopher L. Tucci**, *Imperial College Business School*

Contemporary theories regarding ecosystem firms often overlook the potential for emerging practices in which users or complementors disrupt the benefits of an ecosystem orchestrator. We discuss ecosystems' "virtuous cycles," driven by network effects, learning, and economies of scale. Simultaneously, we put forth the concept of ecosystems' "vicious cycles," arising from individual opportunism and collective action. We delve into how this vicious cycle can impede the virtuous one, emphasizing that factors such as product perishability, flexibility of use, and demand elasticity have varying impacts on this disruptive effect, especially when comparing vertical ecosystems to platform ecosystems.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovation and Firm Performance

Session Moderator: **Chih-Hsing (Sam) Liu**, *National Kaohsiung U. of Science and Technology*

TIM: Identifying the Differences in Innovation Attributes in Creating Organizational Performance 

Author: **Chih-Hsing (Sam) Liu**, *National Kaohsiung U. of Science and Technology*

Author: **Ian Wang**, *Tunghai U.*

Author: **Jun-You Lin**, *National Open U.*

Innovation is recognized as the pivotal factor influencing a firm's survival and growth. This study contributes to the existing body of knowledge in business and management by discerning critical attributes and offering a fresh perspective on the antecedents and consequences of innovation performance. Utilizing a sample of 13,841 entries from the Taiwanese Technological Innovation Survey (TTIS) database, this study employs a resource-based view (RBV) to underpin the formulated hypotheses. These findings reveal the direct effects of innovation breadth and protection on innovation capability, subsequently impacting innovation performance, which confirms the mediating role of innovation capability. Additionally, this study explores the moderating role of innovation barriers in influencing the relationship between innovation breadth, protection, and innovation capability. The theoretical and managerial implications are elucidated in the concluding section, illustrating the significance of these insights for both academia and industry.

TIM: Innovation Outputs and Superior Performance: Evidence from Spanish Companies  

Author: **Jude Edeh**, *INSEEC Business School*

Author: **Encarnación Ramos-Hidalgo**, *U. de Sevilla*

Author: **Ángeles M. Rodríguez-Serrano**, *U. de Sevilla*

Author: **Maria A. Agusti**, *U. de Sevilla*

Evidence on the relationship between innovation and companies' performance remains inconclusive. This study contributes to the innovation literature by examining how innovation outputs lead a company to achieve economic returns above its industry's average performance – superior performance. The study uses a comprehensive panel database from the Spanish Technological Innovation Panel Survey (PITEC) for 2004–2016. The empirical analysis of 1,780 manufacturing companies shows that it is not a mere introduction of product innovation that leads to superior performance; instead, the commercialisation of new products. Moreover, the results reveal that process innovation positively moderates the relationship between the commercialisation of new products and superior performance.

TIM: Innovative and Swift: New Product Introductions as Responses to Performance Feedback   

Author: **Charlotte Ren**, *U. of Pennsylvania*

Author: **C. Jennifer Tae**, *Temple U.*

Author: **Anna Pak**, *Kean U.*

We examine the impact of discrepancies between firm performance and aspirations on the extent of exploration and speed in subsequent new product introductions (NPIs). We argue that both NPI exploration and speed are conditional on i) whether firms perceive the need to explore and/or expedite NPIs (motivation) and ii) their ability to do so (capacity). We further propose that these two conditions are not only determined by the direction of performance feedback (i.e. shortfall or surplus), but also by its degree (i.e., moderate vs. extreme). Using data of movie producers from the U.S. movie industry between 1980 and 2015, we find nonlinear relationships between a firm's performance feedback and its NPI exploration (i.e. propensity to release movies in new-to-the-firm market niches) and speed. Specifically, following performance surpluses, firms either explore or speed up, but do not pursue both simultaneously. Following performance shortfalls, however, the degree of shortfall affects whether firms pursue both exploration and speed or only one. Our findings elucidate why and how an antecedent can jointly impact decisions on NPI exploration and speed as well as identify the boundary conditions on when exploration and speed are pursued together or separately.

TIM: A Meta-Analysis of Adaptability in Innovation Management   








Author: **Felix Hoch**, *U. of Münster*

Author: **Tobias Roeth**, *U. of Bremen*

Author: **Alexander Kock**, *Technische U., Darmstadt*

Adaptability, flexibility, and agility have become crucial concepts in innovation management as firms have to adapt to the ever-changing organizational environments, in which they operate. While extant research largely supports a positive effect of adaptability on innovation, there is notable heterogeneity in firms' ability to leverage this potential. Grounded in a dynamic capabilities lens, we propose conceptual differences and overlapping constructs within different sub-domains of adaptability (i.e., strategy, technology, workforce, supply chain, and customer), as well as contextual contingencies on the firm (i.e., firm size) and country level (i.e., institutional quality and stability) as potential drivers of this heterogeneity. A meta-analysis of 392 effect sizes from 188 independent samples, reveals an overall positive relationship between adaptability and innovation across all sub-domains, with the customer sub-domain being particularly pronounced. Further, we demonstrate that the positive effect is stronger for larger firms and weaker for firms in strong and stable institutional environments. Moreover, our findings indicate that managers should emphasize technology and customer adaptability to drive innovation. Meanwhile, firms operating in environments with institutional instability should prioritize adaptability, ensuring they can swiftly navigate the changing landscape. By synthesizing the fragmented literature on adaptability and the related concepts of flexibility and agility, we provide a holistic conceptualization of adaptability and evidence as well as explanations for its generally positive but highly heterogeneous effect on innovation.

KEY TO SYMBOLS

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

The Many Shades of Ideation

Session Moderator: **Maren Alana Mickeler**, *ESSEC Business School*

TIM: **Identity Provision & Indirect Contributions in Idea Contests: A Field Experiment**

Author: **Maren Alana Mickeler**, *ESSEC Business School*
Author: **Diego Zunino**, *SKEMA Business School - U. Côte d'Azur*
Author: **Marine Hadengue**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*

Organizations increasingly rely on idea contests to solve challenges by asking for potential solutions from their members. Individuals' contributions to the contest can be either direct, by posting original ideas, or indirect, by commenting on extant ideas of other contest participants. So far, research knows little about the drivers of members' indirect contributions. We propose a theoretical framework that explains individuals' indirect contributing behavior as a function of two motivators: Efficacy considerations and reputational gains. Muting the latter by granting individuals' anonymity, we propose that contest holders can influence the number and types of indirect contributions provided by organizational members. We test our hypotheses by running a field experiment whereby individuals participate in an idea contest on a digital platform. We find that anonymity increases the number of comments posted. At the same time anonymous comments are shorter, less constructive, and less likely to be incorporated by original posters in their revised ideas.

TIM: **Playing the Part: How Roleplay Shapes Creativity in Ideation**

Author: **Arabella Pollack**, *Rotterdam School of Management, Erasmus U.*
Author: **Daan Alexander Stam**, *Rotterdam School of Management, Erasmus U.*

There is no innovation without innovative ideas. Organizations chasing innovation often want to maximize the quantity and quality of ideas entering their innovation pipeline and existing research provides many insights into how best to do this. Existing research, however, does not address that diverse professional backgrounds may influence not only group outcomes, but also the creative ideas of the individuals themselves. We test this idea using role play, a tool related to design thinking's foundation in empathizing with the customer. Our experiment shows that role play seems to be an ineffective tool for improving novelty and creativity and can negatively affect the quantity and diversity of ideas generated. In an online experiment, participants role playing a creator unexpectedly generated fewer ideas than a control group, while those who role played a business manager generated fewer ideas and less diverse ideas. Thinking about oneself as a customer had no effect on ideation outcomes, suggesting this common intervention is insufficient to improve idea generation. These findings complement recent findings about role play affecting the evaluation and selection phase of innovation and progress our understanding of roles in the innovation process.

TIM: **The Process and Critical Developments in Building Design Capabilities in Organizations: A Comparative Case Study Analysis**

Author: **Jan Auernhammer**, *Engineering Dept., Stanford U.*
Author: **Steffen Hamann**, *Magenta*








This article outlines the investigation of the process of building design capabilities in large organizations. While various studies have investigated the dynamics between management and design, a sparsity of empirical research examines the process of building design capabilities. This comparative case study research examined three successful, four unsuccessful, and two ongoing cases to identify the essential activities of building organization design capabilities. This research contributes by providing imperative activities and efforts represented in fourteen themes, such as prototyping organizations, strategic storytelling, and building communities. The study identified that the absence of these activities in establishing design teams for strategic projects impacts the success of scaling and establishing organization design capabilities. This research advances current design and innovation management literature by providing a process for building design capabilities and informs managerial practitioners in developing the necessary capabilities for driving design innovation.

TIM: **When More is More and More is Less: Investigating Success Factors of Creativity Workshops**

Author: **Benjamin Möhrle**, *Friedrich-Alexander U. of Erlangen-Nürnberg*
Author: **Peter M. Bican**, *U. of Bremen, Germany*
Author: **Jens Hammer**, *Friedrich-Alexander U. of Erlangen-Nürnberg*

In this study of 152 creativity workshops, we explore the critical role of creativity in driving innovation within organizations. Our research examines 38 distinct creativity techniques and identifies key success factors essential for maximizing the impact of these workshops on innovation. We found that factors such as the duration, location, and participant gender do not significantly affect the creative output in terms of idea quantity or quality. Notably, we observed an inverse U-shaped relationship between workshop size and idea generation, suggesting an optimal group size for maximizing creativity. Crucially, employing multiple creativity techniques simultaneously has a marked positive effect on the creative process, driving innovative thinking and solutions. This indicates a link between the strategic application of creativity techniques and the generation of innovative ideas. Our findings illuminate the intricate interplay between creativity, ideas, and innovation, offering insights for effectively weaving these elements into organizational strategies to catalyze innovation.

KEY TO SYMBOLS

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

Managing Knowledge for Open Innovation

Session Moderator: **Susanne Beck**, *Warwick Business School*

TIM: Crowdsourcing Novel Problem Statements

Author: **Egor Burda**, *LBG OIS Center & Copenhagen Business School*

Author: **Susanne Beck**, *Warwick Business School*

Author: **Marion Kristin Poetz**, *Copenhagen Business School*

Author: **Henry Sauermann**, *ESMT European School of Management and Technology*

Recently, organizations started exploring the use of crowdsourcing not only to solve pre-defined problems, but also to identify novel problems worth solving – not least in the hopes of more effectively aligning research and innovation agendas with issues of societal relevance. Yet, a key challenge is that many crowd-identified problem statements are not novel and simply re-state well-known problems, resulting in an ineffective way to organize problem identification. In this study, we theorize that the extent of “user knowledge” among crowd members, which can be acquired both through one’s own experience as someone affected by a particular situation (e.g., as a patient) and through engagement with the experiences of others (e.g., as a caretaker or medical professional), increases the novelty of problem statements. In addition, we explore whether the novelty of crowd-identified problem statements might be improved by providing crowd members with two types of complementary knowledge related to the problem space: declarative and procedural. Our preliminary results from a large-scale online experiment show a significant positive relationship between “user knowledge” of crowd members and the novelty of the problem statements they submit. Providing crowd members with complementary knowledge related to the problem space does not lead to significant novelty improvements, according to our preliminary analysis. Nevertheless, these initial findings indicate that the impact of experiential knowledge in problem-solving also applies to problem finding. This has significant implications for organizations aiming to effectively utilize crowdsourcing for establishing their research and innovation agendas.

TIM: What the Structure of Crowdsourced Solution Landscapes Reveals About Their Ideas’ Value

Author: **Julian Just**, *U. of Innsbruck*

Author: **Thomas Ströhle**, *U. of Applied Sciences Kufstein Tirol*

Author: **Johann Fueller**, *U. of Innsbruck*

Author: **Katja Hutter**, *U. of Innsbruck School of Management*

In crowdsourcing contests, participants span rich solution landscapes where ideas take different locations depending on their semantic similarity. The characteristics of an idea derived from its location in the solution landscape, e.g., its semantic distinctiveness or network centrality, can affect its likelihood of success. Despite increasing research efforts using different measurement approaches and contextual variations, we lack a thorough understanding of the potentially complex relationship between idea similarity and value. This study comprehensively examines how the similarity structures of ideas embedded in solution landscapes influence the likelihood of success. Using a dataset of 11,615 ideas from 39 crowdsourcing challenges, the research combines natural language processing (NLP) to retrieve multiple semantic-similarity-based idea features and machine learning algorithms to inductively derive patterns and validate them in a hold-out sample. The results show that while distinctive ideas are generally more likely to be successful, associations are non-linear and context-dependent. The study highlights the importance of the density of the spanned landscape. In denser landscapes, distinctiveness in terms of word atypicality is negatively related to success. While highly interconnected ideas are more appreciated, ideas closely connected to others are less successful in dense contexts. By providing a more nuanced view of the role of similarity structures in idea success, the research advances the theoretical understanding of search across crowdsourced solution landscapes. As such, it contributes to a more strategic approach to idea generation and evaluation in crowdsourcing environments.

TIM: Solve Knowledge Seeker’s Problem: The Role of Bounty Amount and Temporal Scarcity

Author: **Min Yu**, *School of Business and Management, Shanghai International Studies U.*

Author: **Mingyue Zhang**, *Shanghai international*

Author: **Baojun Ma**, *shanghai inter*

By investigating user-generated platforms, this study delves into the relatively unexplored domain of competitive contests and peer awards, with a specific focus on assessing the impact of bounty awards on content contribution. Leveraging insights from the optimistic bias and opportunistic behavior of contributors, we posit that competition for bounty awards enhances user engagement, resembling a Rank-Order tournament without explicit rankings. Specifically, we focus on two features of bounty awards which are distinct from traditional incentivizing elements, that is, personalized bounty amount and expiration time. By utilizing Stack Overflow data and employing logistic and negative binomial regression models, we identify an inverted U-shaped relationship between the bounty amount and content contribution, while temporal scarcity exhibits a U-shaped pattern on contributors’ effort allocation. Our research expands the scope of peer award literature and enhances the applicability of the stuck-in-the-middle (STIM) effect, as well as contributing to a nuanced understanding of incentivizing content contribution within knowledge-sharing platforms.

This study examines the combinations of internal and external knowledge flows between R&D incumbents and start-ups in the context of open innovation. While there is a growing body of knowledge which has examined how, in a knowledge economy, a firm's knowledge and innovation activities are closely linked, there is no systematic review available of the key antecedents, moderators, mediators, and outcomes of knowledge spillovers. We have conducted a multi-stage research to identify, through a systematic review of literature (61 research articles), the antecedents, outcomes, moderators, mediators and control variables. In the second stage, we performed content analysis of the selected articles to capture the major themes, theory perspectives, geographical contexts, and keyword occurrences. Finally, the findings of the previous two stages helped us to advance a nomological network that addresses the strength of relationship between the observable constructs that emerged from the review of literature. Our findings demonstrate how knowledge spillovers can help incumbent organizations and start-ups to achieve improved innovation capabilities, R&D capacity, competitive advantage, and creation of knowledge ecosystems leading to improved firm performance. Our study has important implications for practitioners and managers - it provides managers with important antecedents of knowledge spillover (knowledge capacities and knowledge types) which directly impacts the R&D intensity and digitalization driving open innovation. It also suggests that a mix of different types of external knowledge partners, in combination with internal R&D capabilities, may be crucial for understanding the role of open innovation models in emerging economies

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Smart, Fast, Frugal: Innovation That Drives Firm Performance

Session Moderator: **Yue HE**, *Renmin U. of China*

TIM: Leveraging Internal Resources for Smart Products: The Role of Intraorganizational Power

Author: **Yue HE**, *Renmin U. of China*

Author: **Zhang Wenhong**, *Healthcare Researcher*

Author: **Zhongxing Su**, *Renmin U. of China*

Although smart products are not new, their development remains challenging. How can one develop a smarter product? Research indicates that organizational resources are necessary to resolve conflicts related to departmental coordination and cycle coordination during smart product development. This suggests that the availability of organizational resources for a development project can impact the performance of smart products. However, these studies do not examine the positioning of smart products within the organization, nor do they consider the differences in organizational resources that can be allocated to different product projects within a firm. Therefore, this study addresses three main questions: (i) Would the intraorganizational power of the product owner influence smart capability level in the development of a smart product? (ii) Would this influence vary across different types of smart products? (iii) Would external resources have an impact on the product development process within the firm? We collected 71 product reports from the U.S. Food and Drug Administration and the State Drug Administration of China for smart products that have obtained medical device registration certificates. Extensive data collection was conducted on these products, including matching them with the Crunchbase database and the LinkedIn database, as well as soliciting expert ratings. The results of data analyses showed that the power of the product owner positively influenced the product smart capability level. Additionally, the impact of product owner power on product smart capability was moderated by role of digital technologies in product, financial resources, and the CEO's composite professional education background.

TIM: Frugal as the Future of Innovation     

Author: **Mir Dost**, *U. of Winchester*

Frugal innovation (FI) is a concept that has resulted in many affordable and environmentally friendly inventions. It is suggested that FIs create value through lower costs, making such products and services more affordable, accessible, and sustainable. Drawing on the resource-based view and the stakeholder theories, the author investigates the impact of FI on the firm's environmental and financial performance and the moderating role of managerial proactiveness. To test the hypothesised relationship, the author collected data from CEOs of firms (n=580) operating in emerging markets and analysed that data using descriptive statistics and regression analysis techniques. The findings suggest that firms that excel in FI achieve better environmental and financial performance. The managerial proactiveness positively moderated the link between FI and environmental performance. However, it inversely moderated the link between FI and financial performance. The article concludes by suggesting how frugality is the future of innovation for firms to achieve superior environmental and financial performance.

TIM: Fast-Paced Innovation: Its Role and Impact on Diversified Patenting Portfolios   

Author: **Cristina Oana Vlas**, *U. of Massachusetts, Amherst*

Drawing from the signaling and organizational learning theories, I propose that in innovation-intensive industries, the content of firms' patenting matters for investors more than the quantity or the quality of firms' innovations. Content is captured by orthogonalizing exploratory (distant) and exploitative (local) innovation trajectories. Along these trajectories, I differentiate diversification and pace of growth as practices with a crucial signaling role for firms' investors. Findings from a panel of U.S. public firms from telecommunications and software industries indicate that patenting at a fast pace increases firms' appreciation by investors when firms engage an exploratory but not an exploitative trajectory. Overall, this study encourages scholars to acknowledge the signaling role of exploratory and exploitative diversification and the role of pacing innovation along these trajectories.

TIM: Heterogenous Patent Portfolios, Market Uncertainty, and Firm Value 

Author: **Lanhua Li**, *zhejiang U. of technology*

Author: **Xiaodan Yu**, *U. of Nottingham, China*

Author: **Can Huang**, *Zhejiang U.*

Author: **Liyang Wang**, *China Insitute for Small and Medium Enterprises, Zhejiang U. of Technology*

High-technology firms have increasingly adopted heterogeneous patent-portfolio strategies to establish competitive advantage in the marketplace. The signaling role of patent-portfolio size and its impact on a firm's market value has been well established in the literature. The structural characteristics of patent portfolios and the effects of a signaling environment under uncertainty have, however, received little attention. Bridging the patent-portfolio literature with signaling theory, we find that heterogeneity in patented technologies and patent quality negatively moderates the impact of patent-portfolio size on a firm's market value, based on data from publicly listed firms operating in China's high-technology industries. The proposed effects depend on market dynamics, as market uncertainty weakens the moderating effects of technology heterogeneity but enhances those of quality heterogeneity. This study generates both theoretical and managerial implications for improving signaling outcomes with heterogeneous patent portfolios.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

User-Inspired Innovation

Session Moderator: **Ryan Allen**, *U. of Washington*

TIM: Listen to Your Users? Self-Selection in User Community Feedback and Commercial Success   

Author: **Ryan Allen**, *U. of Washington*
Author: **Robert Bremner**, *Stanford U.*
Author: **Rory Morgan McDonald**, *Harvard U.*

Prior research has demonstrated that firms collaborating with user communities benefit from the extreme-value solutions that can emerge from communities' broad exploration. This theoretical logic has coalesced around user communities that produce their own innovations. But this same logic may be less applicable to collaboration with communities that offer market feedback on innovations developed by firms. In these cases, we argue, firms derive value from the degree to which the feedback is representative of the broader market's preferences. Accordingly, we highlight an overlooked negative consequence of a widely recognized characteristic of user communities: self-selection. Due to the voluntary nature of participation, user communities attract members with atypical preferences, which may not mirror the broader consumer base. Feedback from such communities may thus produce biased signals of market demand that, when incorporated into a product, diminish its commercial appeal. Our analysis of quantitative and qualitative data from experimental PC-game development indicates that developer firms that are highly responsive to feedback from (unrepresentative) users tend to release less commercially successful games. We also investigate why developers heed feedback from unrepresentative communities, underscoring the challenges of effectively utilizing communities to develop commercially viable products.

TIM: Dominant Design Selected by Users: Dynamic User Interaction and Convergence  

Author: **Fan Zou**, *School of management, Zhejiang U.*

Dominant design is ultimately shaped by market forces, and users serve as the wellspring of market selection. While existing research has primarily examined dominant design from the vantage point of technology, institutions, or other market factors, there remains a dearth of studies that delve into the user-driven perspective on dominant design. In this article, we present a dynamic interaction model of users, aiming to elucidate the influence of social interaction on the emergence of dominant design. Leveraging simulations, we modeled a spectrum of evolution and convergence pathways for user preferences. It sheds light on how users' technology adoption hinges on the dynamic interplay of sequence and frequency within the context of undifferentiated competition grounded on opinion dynamics theory. The results indicate that dynamic interactions affect user adoption, promoting different potential dominant designs. The findings reveal that not only do dynamic entry and exit—characterized as discontinuous social interactions—contribute to the emergence of a dominant design within undifferentiated competition, but the appropriate sequence and frequency of interactions hold paramount importance. This study aims to uncover the proactive role of users in affecting the dominant design and the subsequent creation of new user value stemming from it.

TIM: How can Artificial Intelligence in Customer Knowledge Development Help Push Innovation Performance?

Author: **Holger Ernst**, *WHU Otto Beisheim School of Management*
Author: **Priscilla Sarai Kraft**, *WHU Otto Beisheim School of Management*
Author: **Kevin Wohlhauser**, *WHU*

Artificial Intelligence (AI) is transforming classical business functions and facilitating new forms of customer interaction. Recent research and industry examples suggest that AI is reshaping how firms develop their customer knowledge—a crucial lever of innovation performance. However, little is known about whether and how AI-based technologies can help increase innovation performance. We rely on stakeholder theory to examine how using AI in customer knowledge development can help better integrate this important stakeholder group (i.e., customers) to increase innovation performance. We use unique data from 143 participants and 113 business units to empirically examine our mediation model. The results largely support our predictions and shed light on two crucial mediating mechanisms that help explain how using AI in customer knowledge development increases innovation performance: through a better understanding of customer pain points and an increased acquisition of new customers. Our findings thus contribute to the growing literature on AI and innovation by increasing our understanding of how AI-based customer knowledge helps innovate more effectively.

TIM: U-Shape Relationship of Design Innovation and User Experience  

Author: **Egbert Amoncio**, *Goethe U. Frankfurt, Germany*
Author: **Gaëtan De Rassenfosse**, *Ecole Polytechnique Fédérale de Lausanne*

This study investigates the crucial yet underexplored relationship between design innovation and user experience, a key component in today's "experience economy." Our research focuses on understanding how design innovation relates to user satisfaction, specifically through the lenses of design newness and design thinking. We analyzed a dataset of 1,222 Amazon products, each linked to its respective design patents through the IPRoduct database, and assessed user experience based on product star ratings. Our results uncover a nuanced U-shaped relationship between design innovation and user experience. In addition, we find that this relationship is moderated by factors such as innovation gestation and design team expertise. In particular, we observed that products with longer gestation periods exhibit a flatter U-shaped curve. At the same time, those developed by teams with greater expertise show a rightward shift in the curve's turning point. Based on these findings, we outline managerial and policy implications, highlighting the complex dynamics between design innovation and user experience.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **667** | Submission: **12125** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 9:45AM - 10:45AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Denver**

Revolutionizing Education with AI: Building Customized GPTs to Enhance Student Learning



Facilitator: **Ted Ladd**, *Hult International Business School*

Participant: **Hendrick Krack**, *Hult International Business School - San Francisco*

Participant: **Luis Guillen**, *Hult International Business School - San Francisco*

Participant: **Federico Quintana**, *Hult International Business School - San Francisco*

In the swiftly evolving landscape of educational technology, the integration of Artificial Intelligence (AI), particularly Generative Pre-trained Transformers (GPTs), stands out as a transformative approach to learning. This proposal explores the potential of custom GPT models to generate structured, interactive, and tailored lesson plans from diverse informational sources such as articles, books, and online content. These AI-driven tools facilitate 24/7 access to tailored learning resources, enabling students to engage with educational content anytime, anywhere, thus supporting asynchronous learning models. This workshop teaches educators to guide students (and themselves) in the development of custom GPTs that can fulfill specific roles in a company (e.g. a marketer agent, a finance agent, an operations agent) based on selected material that the agent's creator specifies. This same tool can also be used to construct agents to help students with their own studies (e.g. micro-economics tutor). These tools revolutionize student-teacher interactions and learning methodologies, fostering a more adaptable and personalized educational experience.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **668** | Submission: **12518** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 9:45AM - 10:45AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Los Angeles**

Films, Simulations and Theoretical Frameworks in Action for Developing Cultural Intelligence



Presenter: **Marco Aponte**, *U. of Southern California-Marshall School of Business*

Presenter: **Kumaran Rajaram**, *Nanyang Technological U.*

Presenter: **Rebecca Heino**, *U. of Southern California-Marshall School of Business*

The purpose of this session is to provide educators and coaches with an innovative, practical and tested approach for developing students' cultural intelligence. It is based on three different methodologies which can be easily implemented in undergraduate, graduate, and executive education programs. The session starts with an introduction to original practice-oriented conceptual frameworks for teaching cultural intelligence. These frameworks, validated through academic research and practical application, provide educators with robust tools for integrating cultural intelligence into diverse educational settings. Then, the session explores how short films from other cultures can be used to develop leaders' cultural intelligence. Drawing from Hofstede's framework and the GLOBE project framework on cultural differences, we propose a film-based three-step approach to develop cultural intelligence: watching the film, analyzing the culture in the film according to the frameworks, and reflecting on the cultural differences noted in the film. Finally, we transition to the realm of experiential learning with the Bafa Bafa simulation. This segment highlights the transformative impact of immersive learning experiences in cultivating cultural understanding and adaptability, essential components of cultural intelligence. Together, these approaches—cinematic exploration, experiential learning, and theoretical framework application—form a comprehensive strategy for developing cultural intelligence, equipping students and leaders with the necessary skills to thrive in global environments.

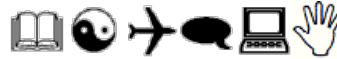
This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **669** | Submission: **21305** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 9:45AM - 10:45AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Miami**

EDUCRACY: Democratizing Student Debates to Develop Non Violent Communication in Gen Z

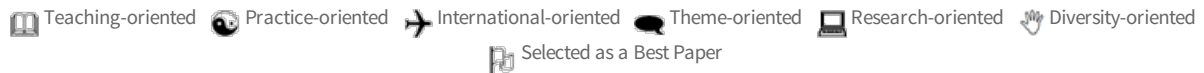


Distinguished Speaker: **Saloni Sinha**, *Birla Institute of Management Technology, Greater Noida, Uttar Pradesh India*
Speaker: **Maya Vimal Pandey**, *Birla Institute of Management Technology, Greater Noida, Uttar Pradesh India*

‘Suicide’ is a severe health issue taboo to be spoken about, in a culturally diverse and sensitive society like India. ‘Suicidal behavior’ is inexplicable despite many explorations (Bryan and Rudd, 2016). Discussing sensitive and difficult topics by the educators is in a way empowerment for students (Sedlovskaya, 2022). The presenters intend to share the impact of a debate organized by a debating club of a leading AACSB accredited premier Higher Education Institutes (HEI) in India. The intervention was to make students discuss and debate a difficult issue such as “death by suicide”. The intention was to ingrain understanding of psychological safety and non-violent communication through a “learning by doing” pedagogy which is strengthening the grand challenge of mental well-being of youth i.e., SDG 3 targets. HEIs need to nurture future ready authentic leaders within their campuses (SDG#4), who upon joining their world of work, play a vital role in establishing a psychological safe organisation and normalize conversations around mental health (SDG#3), thus contributing in mainstreaming and supporting colleagues who are dealing with mental health issues. Deloitte’s Mental Health Survey 2022 has reported that around 80 percent of the Indian workforce has reported mental health issues in 2022. But is anyone talking? So debate it to eliminate it!

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Session Type: **Symposium**
Program Session: **670** | Submission: **13394** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 9:45AM - 10:45AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon A**

Building Key Skills for Gen Z Through Stimulating Reflexivity and Learning by Discovery



Participant: **Amanda Jones**, *King's College London*

The aim of this session is to demonstrate both the need for and methods of developing desirable skills, including reflexive and critical thinking, information literacy, and collaborative skills, among Gen Z students. It will showcase methods of teaching core topics while effectively developing key skills through drawing on students' own cultural differences and leveraging publicly available data sources with which Gen Z are already familiar and engaged. Two applied methods of class design, a reflexivity exercise, and a flipped, interactive 'learning by discovery' approach, both well-grounded in pedagogic research, are demonstrated. Specific information about class preparation and class follow-up is also provided. The session should be of particular interest to those responsible for engaging and educating 'Gen Z' students at postgraduate and undergraduate levels, towards successful future learning and employment. Participants will leave the session with knowledge of a step-by-step process which they can use to produce innovative education delivery which develops key, identified skills to support the future of work.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **671** | Submission: **15202** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 9:45AM - 10:45AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon B**

The U.S. Opioid Crisis & Ethical Business Failure: A Hands-On Exercise for a Business Ethics Course



Session Chair: **Benjamin Nathan Baki Alexander**, *California Polytechnic State U.*

Session Chair: **Anne D. Smith**, *U. of Tennessee, Knoxville*

Session Chair: **Alice C. Stewart**, *U. of Tennessee*

In this session, attendees will learn about what led to the U.S. opioid crisis through a hands-on card sort exercise and facilitated discussion. The emergence and growth of the crisis will be framed using complexity theory, specifically the components of complex adaptive systems analysis. In ethics courses and in the popular press, crises such as the opioid epidemic are depicted by failures of individual decision making, organizational culture, and/or weak institutions. In the case of the opioid epidemic, complexity theory and the components of complex adaptive systems analysis offer a more robust understanding of the evolution of this crisis and is a novel perspective for business ethics courses. Complex adaptive systems analysis highlights the importance of initiating conditions, movement to a “far from equilibrium” state, factors that amplify deviance, and use of repeating patterns (fractals) across time. The relevant components of complex adaptive systems analysis will be used to describe the development of the U.S. opioid crisis from 1995 to present day. The objectives of this exercise are threefold: 1) to expose business students to the role of businesses in the creation of the U.S. opioid crisis; 2) to introduce a framework – complex adaptive systems analysis – that provides a robust and comprehensive explanation of this crisis; and 3) to consider how this crisis could have been resisted or moderated.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **672** | Submission: **16505** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 9:45AM - 10:45AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon C**

AI as the New Ethical Compass? Transforming Business Education for Tomorrow



Presenter: **Tawnya Means**, *U. of Illinois at Urbana-Champaign*
Presenter: **Michelle Darnell**, *Pennsylvania State U.*

In the rapidly evolving landscape of business education and technology, generative AI stands at the forefront. While many worry about the ethics of leveraging generative AI in the classroom (including challenges of ensuring academic integrity), this session proposes that generative AI can serve as a tool and a compass to guide ethical understanding and application. This session delves into the innovative use of generative AI to create and facilitate meaningful application learning activities in business ethics courses. The process begins with the strategic integration of generative AI, particularly ChatGPT, into the development of the curriculum. This involves crafting scenarios, activities, and ethical dilemmas where AI assists in generating diverse, complex, and real-world business situations. These AI-created scenarios are the foundation for student-led discussions, analyses, and decision-making exercises, fostering an interactive and dynamic learning environment. Particularly because of the sense of urgency surrounding AI in business, integrating AI-enhanced activities have demonstrated a profound impact in the classroom, positively influencing affective and cognitive development of students. AI's introduction of multifaceted and evolving scenarios mirrors the real business world's complexity, preparing students for the ethical challenges they will face in their professional lives. This session charts the journey of pioneering this new territory in business ethics education. It shares insights and tangible results from the classroom where AI has not only aided in teaching ethics but has also acted as a catalyst for innovative thinking and ethical decision-making among students. Participants will leave with a blueprint for integrating generative AI into their teaching.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **673** | Submission: **19893** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 9:45AM - 10:45AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon F**








How to Get Your Students to Write a Business Case as a Class Project

Organizer: **Brent D. Beal**, *U. of Texas at Tyler*
Presenter: **Karen MacMillan**, *U. of Western Ontario*
Presenter: **Meredith J. Woodwark**, *Wilfrid Laurier U.*

In this session, we will examine how to use case writing as a pedagogical tool to increase student engagement and learning. Case writing as a student assignment asks students to move from a mostly passive analyst role to take on a variety of roles – researcher, interviewer, writer, and, ultimately, teacher. We will address each component of the student case-writing process including preparing students for case writing, customizing the assignment to fit class learning objectives, requiring incremental work, addressing unique challenges associated with case writing as a student project, facilitating peer critique, providing feedback on incremental assignments, grading finished cases, managing student teams, and assessing publication options.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **674** | Submission: **20325** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 9:45AM - 10:45AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon G**

AI in the Classroom for an Internationally Diverse Audience

Presenter: **Katarzyna Bachnik**, *Hult International Business School*
Presenter: **Pamela Campagna**, *Hult International Business School*
Presenter: **Robert Neer**, *Hult International Business School*

We believe that when designing and launching courses, we must always consider the nature of our audience particularly when, as in our case, 85% of our student body is from outside the United States. International and cultural diversity plays a central role in course design and delivery and is becoming increasingly challenging with the advent of new technologies such as generative AI. In effect, the practices that we want to identify and discuss in our session capture the unique opportunities presented by AI from both a cultural and geographic perspective.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **675** | Submission: **20494** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 9:45AM - 10:45AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon H**

Social Entrepreneurship Increases Risk-Taking and Entrepreneurial Mindset in Disadvantaged Student



Participant: **Ian Norris**, *Berea College*

Recent research demonstrates the impact of entrepreneurship education on entrepreneurial mindset. However, despite ardent calls for the significant benefits of entrepreneurship training for disadvantaged populations, few research studies have actually examined the benefits of such education in low-income or otherwise disadvantaged populations. And yet these populations face significant social-psychological and cognitive barriers that make it all the more important to understand the antecedents and outcomes of their entrepreneurial behavior. The purpose of this presentation is three-fold: First, to engage the audience in a rich discussion of the specific challenges and opportunities of entrepreneurship education in low-income and disadvantaged student populations; second, to present a case study in a specific entrepreneurship program that is designed to serve low-income students working in specifically disadvantaged communities; and third, to share some recent data demonstrating direct, causal effects of immersive, social entrepreneurship training on critical outcomes such as mindset and risk propensity. Specifically, utilizing a pre-test/post-test design across two successive summer cohorts, our 7-week social entrepreneurship program demonstrated significant direct, causal effects on these and other variables. To our knowledge these data are among the first to reliably demonstrate a strong impact of entrepreneurship education on meaningful entrepreneurship-related outcomes in disadvantaged populations.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **676** | Submission: **10193** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 9:45AM - 10:45AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Scottsdale**

The Effective Classroom Voice – A Practical Workshop

Presenter: **Anita Boey**, *Trent U.*

We use our voice daily to communicate, to express ourselves, to talk, to teach. Yet, we take it for granted and rarely give it any thought, as to how we can make our teaching more effective by learning about our own voice and how to use it to the best of our ability. This workshop aims to start this conversation by providing practical tips on how to be mindful of our voice, and how to be comfortable in silence in our classrooms to help carry our voice for a better teaching experience. In this workshop, participants will increase their self-awareness of their own teaching voice, practice the use of varying volume, power pause and silence to emphasize key points in their speech and to increase attention and comprehension of speech. Participants get to leave the workshop with a good idea of how to make small changes that have big impact on their daily communication.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **677** | Submission: **21901** | Sponsor(s): **(AFAM)**
Scheduled: **Sunday, Aug 11 2024 10:00AM - 12:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Pullman**

AFAM Executive Committee

Organizer: **Moses Acquah**, *U. of North Carolina, Greensboro*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



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Selected as a Best Paper

Re-imagining Entrepreneurship to Shape Desirable Futures

Session Chair: **Kathleen Randerson**, *Audencia Business School*
Session Chair: **Cyrine Ben-Hafaiedh**, *IESEG School of Management*
Session Chair: **Claire Champenois**, *Audencia Nantes School of Management*
Panelist: **Siri Ann Terjesen**, *Florida Atlantic U.*
Panelist: **Tanusree Jain**, *Copenhagen Business School*
Panelist: **Colin Patrick Higgins**, *Deakin U.*
Panelist: **Adam Vigdor Gordon**, *AU*
Panelist: **Jeffery S. McMullen**, *Indiana*
Panelist: **Saras Sarasvathy**, *U. of Virginia*
Panelist: **Friederike Welter**, *U. Siegen / IfM Bonn*
Panelist: **Julius Gatune**, *Dedan Kimathi U. of Technology*
Panelist: **Antje Bierwisch**, *MCI The Entrepreneurial School*
Panelist: **Clay Dibrell**, *U. of Mississippi*

Our goal in this PDW is to provide a forum for a fresh dialogue between the research and practice of Entrepreneurship and that of Futures. Indeed, although entrepreneurship has long been considered the armed wing for creating the future, there is less and less consensus on the future thus created, or how it was created. Climate change can no longer be denied, income inequality is exploding, and social and political unrest are pervasive: extant entrepreneurship research and practice could be more the problem than the solution, as the covid crisis has shown us. This PDW sets the stage for a turning point. Mobilizing concepts, activities and tools from Futures studies and practice, participants will be positioned to use these to re-imagine entrepreneurship. To do this, our PDW will have two parts. In the first the chairs, panelists, and attendees will do a projection into 2040, imagining its social, economic, technological, ecological characteristics. A discussion will support the emergence of possible, plausible, desirable futures. In the second, the attendees will have the opportunity to work with panelists, at themed tables, in an activity of reverse causality. This session will provide first a renewed connection between the fields of entrepreneurship and futures rejuvenating or augmenting cross-fertilization; it provides a stage where established meets emerging as each table is designed with experts holding diverse viewpoints on the topic at hand; and finally, our hope is that the discussions thus created will trigger policy, purpose, and /or organizational innovations for a better future.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **679** | Submission: **20005** | Sponsor(s): **(OB)**
Scheduled: **Sunday, Aug 11 2024 10:00AM - 12:30PM CT (UTC-5)** at **Swissotel Chicago in Zurich A**

Enduring Through Gender Biases in Academia: Understanding Experiences, Challenges, and Solutions



Organizer: **Nitya Chawla**, *U. of Minnesota, Twin Cities*
Organizer: **Priyanka Dwivedi**, *Texas A&M U., Mays Business School*
Organizer: **Edwyna Theresa Hill**, *U. of South Carolina*
Organizer: **Benjamin Alan Rogers**, *Boston College*
Panelist: **Jennifer Carson Marr**, *U. of Maryland*
Panelist: **Lionel Paoella**, *U. of Cambridge*
Panelist: **Kristie Rogers**, *Marquette U.*
Panelist: **Ayana N. Younge**, *U. of Virginia, Darden School of Business*
Panelist: **Gerry M. McNamara**, *Michigan State U.*
Panelist: **Michelle K. Duffy**, *U. of Minnesota*

As in organizational life, there are numerous barriers that detriment female scholars in academia generally and in the field of organizational sciences, specifically. Indeed, akin to the 'glass ceiling' phenomenon within organizations, women in academia suffer from similar gender inequities (e.g., field-level structural barriers, lack of organizational support, social support concerns, and limited allyship). As such, the aim of the proposed professional development workshop (PDW) is to shed light on the challenges that female scholars face in our field and generate ideas and solutions for changes that can help women overcome some of these barriers. To do so, this session invites leading scholars to apply insights from their own, and others', research and knowledge on gender and organizational bias to the field of management. Through panelist presentations and roundtable sessions, participants are able to have open conversations with the panelists and discuss possible solutions to the barriers facing women scholars. Combined, this PDW seeks to broaden our understanding of women's experiences in the Academy and find solutions to better meet the needs of female scholars and facilitate their success in the field. This PDW is slated to be one of the flagship PDWs of the OB Division.

KEY TO SYMBOLS

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








How to Manage Academic Collaborations: Tips and Strategies from OB Scholars (5th Annual)



Organizer: **Stefan Berger**, *U. of Groningen*
Organizer: **Hendrik Johan Van De Brake**, *Hendrik van de Brake*
Organizer: **Ulrich Leicht-Deobald**, *Trinity College Dublin*
Organizer: **Sophie Pychlau**, *Iowa State U.*
Distinguished Speaker: **John Mathieu**, *U. of Connecticut*
Panelist: **Rachel McCullagh Balven**, *Arizona State U.*
Panelist: **Hooria Jazaieri**, *Santa Clara U.*
Panelist: **Michael Yanche Lee**, *INSEAD*
Panelist: **Michele Williams**, *U. of Iowa*
Host: **Ashley Elizabeth Hardin**, *Washington U. in St. Louis*
Host: **Kristie Joy Neff Moergen**, *Iowa State U.*

In this PDW, we draw from a variety of perspectives in organizational behavior to learn how we can successfully manage academic collaborations for co-authoring research publications. The primary goals of this PDW are to (1) enhance attendees' awareness of common issues and themes in research teams, and (2) derive practical strategies they can use after the PDW to increase their success and well-being in academic collaborations. The PDW will commence with a keynote from Dr. John Mathieu, highlighting how team science informs our understanding of research collaborations. This will be followed by a panel discussion on a range of pertinent topics, including navigating hierarchical differences, tackling ethical dilemmas, engaging in difficult conversations, and forging productive and meaningful relationships. The panel will feature Drs. Rachel Balven, Hooria Jazaieri, Michael Lee, John Mathieu, and Michele Williams who will bring in their research expertise and personal experience into the panel discussion. Roundtable discussions will follow the panel, providing participants an opportunity to share their experiences in academic collaborations and potentially workshop strategies for attendees' individualized situations. The PDW will conclude with a summative discussion of key learnings.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **681** | Submission: **10145** | Sponsor(s): **(OB, HR, MOC, CAR, ODC)**
Scheduled: **Sunday, Aug 11 2024 10:00AM - 12:00PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich E**

Workaholics Anonymous: A Guided & Interactive Workshop for Attaining Your Desired Work-Life Balance



Organizer: **Christopher Winchester**, *U. of Minnesota Carlson School of Management*
Organizer: **Jayci Robison Pickering**, *Oklahoma State U.*
Speaker: **Matt Call**, *Texas A&M U., College Station*

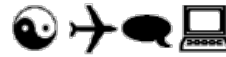
Experts in our field note that workaholism is harmful to individuals' personal, familial, and work well-being. These detrimental effects have resulted in a scholarly emphasis on the importance of managing workaholism; yet many academics still struggle to find both meaning in work and a life outside of work. It is thus critical that we seek to mitigate our workaholic tendencies and rebalance the nine primary components of our lives, including self-care (i.e., sleep/recharge/alone time, exercise/yoga/mediation/religion, creativity/hobbies), work life (i.e., research, teaching, service), and home life (i.e., partner/romantic, family/kids/pets, social life/friends). This guided and interactive workshop provides attendees with personalized resources in an effort to inspire a more sustainable and healthy balance, transforming our perspective from "living for work" to "loving our work." Specifically, this PDW aims to equip attendees with personalized knowledge regarding their workaholism and balance scores, along with customized and crowdsourced strategies for attaining their personal balance goals. Additionally, this workshop boasts a diverse panel from three renowned experts in our field and attendees will be provided a custom-tailored Self-Work-Home Balance Tool free of charge. Given the interactive nature of the workshop, there will be opportunities for individual reflection, group discussions and activities, and broader debriefs and presentations. We welcome all academics wary of falling victim to workaholic tendencies to join us in this attempt to rebalance our lives and shed this label and its associated pressures.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **682** | Submission: **12149** | Sponsor(s): **(ODC, MOC, OB, RM, STR, TIM, ENT, SAP, SIM)**
Scheduled: **Sunday, Aug 11 2024 10:00AM - 12:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Watertower**

Publishing Inductive Qualitative Research in Prominent Academic Journals



Panelist: **Quy Nguyen Huy**, *INSEAD*

Panelist: **Melissa Graebner**, *U. of Illinois at Urbana-Champaign*

Panelist: **Winnie Jiang**, *INSEAD*

This PDW workshop is aimed at fostering information exchange among practitioner scholars interested in publishing inductive qualitative research in prominent academic journals. Practitioner scholars are individuals who pursue rigor in their research process and output as well as produce knowledge that is useful for improved managerial practice. This PDW has been offered for several years now and continues to attract hundreds of scholars each time. The content offered is not predetermined and varies every year depending on the audience's questions and evolving norms in the field. The workshop will feature scholars with a track record of publishing qualitative research in premier journals. The goal will be to help practitioner scholars to disseminate their ideas through prominent journals, while still encouraging these scholars' focus on managerial relevance. The conference presenters will lead exchanges around topics such as understanding the expectations of premier journals; conducting a literature review; designing data collection and analysis processes; selecting and working with co-authors; writing a first research draft; refining a manuscript before journal submission; and dealing with the editor and reviewers during the review process.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **683** | Submission: **19349** | Sponsor(s): **(RM, OB, HR, STR)**
Scheduled: **Sunday, Aug 11 2024 10:00AM - 11:30AM CT (UTC-5)** at **Swissotel Chicago** in **Élevé River View 1**

Checking the Numbers: A Professional Development Workshop to Build Methods-Focused Reviewing Skills



Organizer: **Lindsey Greco**, *Oklahoma State U.*
Panelist: **Nikos Dimotakis**, *Oklahoma State U.*
Panelist: **Janaki Gooty**, *U. of North Carolina, Charlotte*
Panelist: **Scott G. Johnson**, *Iowa State U.*
Panelist: **Jeremy Lee Schoen**, *U. of Auckland*
Panelist: **Chad Van Iddekinge**, *U. of Iowa*

Peer review plays a pivotal role in maintaining the integrity of scholarly research and reviewing is often seen as a “professional responsibility” (Trevino, 2008). A significant priority for all scholars should be ensuring high quality and objective evaluations of manuscripts, yet there are frequent observations that many reviewers lack the necessary expertise needed to perform reviews. While other sessions have provided guidance on the holistic review process, the focus of this session is specifically on the methods and results sections of manuscripts. The methods and results sections of a research article provide information used to judge the study’s validity and while evaluating the theoretical development and contribution may be similar across a wide range of studies, the wide variety and application of research methods presents unique challenges for reviewers. The purpose of this session is to provide potential reviewers with tools to better assess the methodology in substantive articles. The session will consist of two parts: the first half of the session will be devoted to a panel discussion where panelists answer questions from the organizer and audience members about general methods issues encountered in the review process and the second half of the session will be devoted to methods-specific topics (e.g., multilevel, meta-analysis, endogeneity) with recommendations for evaluation and suggestions as a reviewer.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **684** | Submission: **10312** | Sponsor(s): **(STR)**
Scheduled: **Sunday, Aug 11 2024 10:00AM - 4:30PM CT (UTC-5)** at **Sheraton Grand Chicago in Arkansas**








STR Division Junior Faculty Teaching Consortium

Session Chair: **Marlo Raveendran**, *U. of California, Riverside*
Session Chair: **Michael J. Mol**, *Copenhagen Business School*
Distinguished Speaker: **Nilanjana Dutt**, *Bocconi U.*
Distinguished Speaker: **Julien Clement**, *Stanford U.*
Distinguished Speaker: **Chengwei Liu**, *Imperial College London*
Distinguished Speaker: **Pursey Heugens**, *Rotterdam School of Management, Erasmus U.*
Distinguished Speaker: **Daphne W. Yiu**, *Singapore Management U.*
Distinguished Speaker: **Manuela Hoehn-Weiss**, *Oregon State U.*

The STR Junior Faculty Teaching Consortium is intended for both teaching- and research-oriented faculty who are 0-5 years out of their PhD programs. The objective of the consortium is to engage participants so they become more effective in the classroom and more efficient with their teaching-related activities. Participants will have opportunities to learn from award-winning teachers, to discuss with distinguished faculty and peers in small groups particular teaching issues they may be having, to learn about available resources, to meet and interact with future colleagues, and to enhance their teaching and overall development.

Interested participants should apply here: https://ucrbusiness.co1.qualtrics.com/jfe/form/SV_0JTFIVUYIPTO5QW Sign up today as we have limited seating!
Application Deadline: July 1, 2024. If you have questions about the STR Junior Faculty Teaching Consortium, please contact consortium co-chairs Marlo Raveendran (marlor@ucr.edu) or Michael Mol (mmo.si@cbs.dk).

KEY TO SYMBOLS

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

Knowledge and Innovation Across Firm Boundaries

Session Moderator: **Vladislav Maksimov**, *U. of North Carolina, Greensboro*

STR: **Digital Innovation Ecosystem Evolution in Intelligent Automotive Industry: A Patent-Based Analysis**

Author: **Bicong Wu**, *U. Paris 1 Panthéon Sorbonne*

Author: **Syoum Negassi**, *U. Paris 1 Panthéon Sorbonne*

Intelligent automotives, as a burgeoning product within the automotive industry in the digital era, are progressively reshaping human production and lifestyle. The intelligent automotive sector has engendered a multifaceted digital innovation ecosystem. Utilizing the intelligent automobile industry as a case study, we have constructed a social network relationship diagram to investigate collaborative innovation dynamics within the industry. Our analysis is based on patent data spanning from 2002 to 2023, categorized into three distinct stages: the initial stage, the pre-pandemic boom stage, and the pandemic-affected boom stage. Employing UCIENT, we have computed the network characteristics of each stage from both temporal and spatial perspectives. Additionally, a social network analysis has been conducted to scrutinize the evolutionary trajectory of the digital innovation network within the intelligent vehicle sector. Our findings elucidate a consistent expansion in the scale of the digital innovation ecosystem within the intelligent automotive industry. Collaborative relationships have been forged among participating entities, resulting in a relatively cohesive network. Distinct roles are assumed by different entities at various stages of development. Moreover, spatial patterns exhibit an increasing interconnectivity over time, primarily characterized by divergent collaborations centered around the United States.

STR: **Overcoming the Liability of Gender? Inventor Networks and Disruptive Innovation**

Author: **Xiangting Wu**, *U. of Minnesota*

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

Author: **Russell James Funk**, *U. of Minnesota*

Much research has established that women inventors are systematically disadvantaged in the research process – they produce both lower patent numbers compared to male inventors and lower citation counts arising from poorer co-patenting network positions, negative stereotypes, and a “return deficit” from similar network positions as men. However, we argue that women can “overcome” these barriers by producing patents that are both disruptive and produce higher market value for firms. To study this phenomenon, we create intra-firm inventor co-patenting networks for 629 U.S. public firms in the bio-pharmaceutical industry from 1995 to 2013. Our data include 39,614 inventors, of which 9,276 are female and 30,338 are male. We use multi-way fixed effects models to control for unobserved heterogeneity and a battery of robustness tests to demonstrate the consistency of our results. Our results show that, despite their network disadvantages, women do create more disruptive patents of higher market value by employing mechanisms including superior use of network reachability and knowledge diversity.

STR: **Leveraging a Target Firm’s Knowledge and Capabilities Post-Acquisition**

Author: **Charlotte Jacobs**, *Louisiana State U.*

Author: **Vivek Tandon**, *Fox School of Business, Temple U.*

Author: **Kannan Srikanth**, *The Ohio State U. Fisher College of Business*

Author: **Ilya Cuypers**, *Singapore Management U.*

In this paper, we empirically investigate how the centralization and network density of the target inventor network structure influences post-acquisition knowledge and capability leverage by the acquirer. Such an inquiry has the potential to shed light on the importance of considering target characteristics when examining post-acquisition innovation outcomes as knowledge and capability leverage. A lack of understanding of how pre-acquisition characteristics of a target affect this leveraging may result in us inadvertently attributing these effects to acquirer characteristics or the acquirer’s post-acquisition integration approach. In a sample of 146 acquisitions of small firms by established firms in the US, we find that on the one hand, the centralization of the target inventor network positively influences capability leverage but doesn’t directly influence knowledge leverage. On the other hand, target inventor network density has no direct effect on capability leverage and a negative effect on knowledge leverage. We further investigate moderation effects to probe the mechanism underlying these results.

STR: **To the Moon - Launching a Platform with First-Party Complements**

Author: **Alexey Rusakov**, *LMU Munich*

This study investigates the optimal use of vertical forward integration strategies by platforms in the launch phase. To this end, I formally solve a dynamic optimization problem of a platform in determining the number of first-party complements (FPCs) to release during its life cycle. The key finding is that the level of indirect network effects (INEs) exerted by consumers on third-party complements (TPCs) is the main factor that influences the optimal number of FPCs. Interestingly, higher INEs lead to an increase in the optimal number of FPCs during the launch phase. However, excessively strong INEs do not necessitate more FPCs, resulting in an inverted U-shaped relationship between FPCs and INEs. The main argument is that platforms face a trade-off between the reinforcement dynamics they can utilize to facilitate the launch and a substitution effect between FPCs and TPCs. Additionally, with heterogeneous product categories, I explore how potential market size and different types of network externalities influence FPCs strategies, providing new reasons for platforms to use FPCs in smaller product categories. My research contributes to the understanding of FPCs as a platform launching strategy and provides managerial implications for platform owners regarding the dynamic use of FPCs and product category selection.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Grand Challenges and Solutions

Session Moderator: **Farzam Boroomand**, *U. of Minnesota*

STR: **Blue Economy Risk Factors and Resilience Strategies: Evidence from the Great Barrier Reef**     

Author: **Eijaz Khan**, *James Cook U.*

Author: **Carmen Reaiche**, *College of Business, Law and Governance, James Cook U., Australia*

Author: **Stephen Boyle**, *College of Business, Law and Governance, James Cook U., Australia*

This paper develops a decision model to determine the best combination of resilience strategies for managing blue economy (BE) risk factors and improving the performance of the BE. It applies the natural resource-based view (NRBV) and a multimethodology approach. Through a systematic literature review, stage 1 identifies BE risk factors and resilience strategies. Stage 2 determines the most important resilience strategies by applying quantitative case studies and the quality function deployment technique. Fuzzy set qualitative comparative analysis is used in stage 3 to determine the most appropriate resilience strategies to tackle the highly significant BE risk factors and thus improve BE performance. Study results suggest that no single risk factor can negatively affect BE performance, and a resilience strategy alone cannot enhance BE performance. By combining the NRBV with a multimethodology approach, resilience strategies in BE can be reconfigured, which have received limited empirical attention to date.

STR: **Children Left Behind: Charter Schools and the Privatization of Public Education in the US**    

Author: **Farzam Boroomand**, *U. of Minnesota*

The growing interest in private solutions like CSR initiatives, non-profits, and public-private partnerships for addressing social issues such as poverty alleviation, disease eradication, or education provision poses a critical question: Are these solutions Pareto improving, or do they benefit recipients while disadvantaging non-recipients? This concern is particularly pertinent when private providers compete with public actors, potentially reducing the latter's effectiveness. In this paper, I examine how private solutions to social issues might negatively impact existing public providers. First, the entry of private providers could diminish support for public providers, leading to fewer resources. Second, private providers, often profit-motivated, might serve more economically viable segments, leaving less viable ones to public providers, thereby increasing the latter's production costs. I explore these mechanisms in the context of US public education, where charter schools (private providers) coexist with traditional public schools (public providers). I find that the entry of charter schools reduces local support for traditional public schools (TPS), evident in decreased per pupil local revenues and fewer successful school referenda for additional funding. Furthermore, using a quasi-natural experiment, I demonstrate that traditional public school grades exposed to charter schools see an increase in the proportion of economically disadvantaged and disabled students. Additionally, I find these effects are more pronounced following the entry of for-profit private providers than non-profits, providing evidence on the comparative efficiency of the non-profit organizational form in addressing social issues where a service must be provided indiscriminately.

STR: **Chipping Away at a Grand Challenge: Aligning Goal and Governance to Ease off Homelessness**

Author: **Nuno Gil**, *U. of Manchester*

Author: **Sara L. Beckman**, *U. of California, Berkeley*

Author: **Maria Cristina Sousa**, *188322*

As with other intractable grand challenges, little is known how public, private, and nonprofit actors can ease off homelessness. By juxtaposing intersectoral collaborations to aid homeless communities across São Paulo (Brazil), San Rafael and San Diego in California (USA), and Manchester (UK), we explore alternative approaches to aligning shared goals with governance arrangements. We delineate two basic arrangements to pursue targeted goals, characterized by either centralized (Partnerships) or distributed (Coalitions) decision-making authority. To pursue broader goals, organizations can choose to evolve into Missions by adapting their managerial hierarchies to engage in mutually reinforcing local partnerships and coalitions. Or evolve into Movements by not only engaging in partnerships and coalitions, but also by adopting a third governance arrangement – a participation architecture – to encourage collaboration at scale from third parties outside their hierarchical control. We conclude with a framework to shed light on how each goal-governance alignment chips away at today's grand challenges.

STR: **Leviathan as Client: Public vs Private Promotion of Desalination Technology to Address Water Crises**   








Author: **Ilze Kivleniece**, *INSEAD*

Author: **Leandro S. Pongeluppe**, *The Wharton School, U. of Pennsylvania*

Author: **Sergio Giovanetti Lazzarini**, *Western U.*

We examine the comparative role of public versus private actors in addressing grand challenges through adoption of desalination technologies that vary in sustainability dimensions. While prior research has explored how governments promote new technologies via supply-side (e.g., via subsidies), we explore public (versus private) actors' role on demand-side (as clients). Using data on historical droughts and all desalination investments worldwide (1950s-2015), we find that, while private clients respond with more plants launched, public clients are associated with more energy-efficient technology choices. Crucially, this effect is contingent upon the institutional development of the countries. We further demonstrate how both sector investments are associated with negative externalities through environmental pollution. By highlighting sustainability trade-offs, we foster a better understanding of economic organizing for pressing societal issues.

KEY TO SYMBOLS

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








Session Type: **PDW Workshop**
Program Session: **687** | Submission: **10553** | Sponsor(s): **(STR, SIM, PNP, IM, ONE)**
Scheduled: **Sunday, Aug 11 2024 10:00AM - 12:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom I**

Research Frontiers In Nonmarket Strategy

Organizer: **Yilang Feng**, *U. of Illinois at Urbana-Champaign*
Organizer: **Tony Lizhang He**, *Rutgers Business School*
Organizer: **Leandro S. Pongeluppe**, *The Wharton School, U. of Pennsylvania*
Panelist: **Sinziana Dorobantu**, *NYU Stern School of Business*
Panelist: **Srividya Jandhyala**, *ESSEC Business School*
Panelist: **Sergio Giovanetti Lazzarini**, *Western U.*
Panelist: **Jasjit Singh**, *INSEAD*
Panelist: **Timothy Werner**, *U. of Texas at Austin*
Discussant: **William Reuben Hurst**, *U. of Maryland R.H. Smith School of Business*
Discussant: **Carlos Inoue**, *U. of Illinois at Urbana-Champaign*
Discussant: **Anne Jamison**, *Copenhagen Business School*
Discussant: **Narae Lee**, *Korea Advanced Institute of Science and Technology (KAIST)*
Discussant: **Zhao Li**, *New York U.*
Discussant: **Michael Park**, *INSEAD*

This workshop aims to explore research frontiers in the increasingly active area of nonmarket strategy. Through a combination of panel presentations by distinguished scholars and interactive roundtable discussions with workshop participants, we seek to identify how to advance research and how to address some shortcomings in existing approaches – both empirical and theoretical – in nonmarket strategy research. Roundtables will provide a venue for participants to receive feedback on work in progress from leading scholars in the field. The proposed workshop is likely to be of interest to researchers working on topics such as corporate social responsibility, political strategy, (social) innovation, stakeholder governance, and sustainability, providing an informed perspective on cutting-edge research on these topics. This is a continuation of the AOM 2016, 2017, 2019, 2021, 2022, and 2023 PDWs under the same name, sponsored by STR, IM, ONE, PNP, and SIM divisions.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **688** | Submission: **12607** | Sponsor(s): **(STR, TIM, OMT)**
Scheduled: **Sunday, Aug 11 2024 10:00AM - 2:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom IV**

How is AI Transforming Firms' Strategic & Operational Environment? From Practice to Theory and Back

Organizer: **Michael G Jacobides**, *London Business School*
Participant: **Ron Adner**, *Dartmouth College*
Participant: **Carliss Baldwin**, *Harvard Business School*
Participant: **Michael Chui**, *McKinsey & Co., Inc*
Participant: **Fabrizio Dell'Acqua**, *Harvard Business School*
Participant: **Elisa Farri**, *Capgemini Invent*
Participant: **Lisa Kraymer**, *BCG / BHI*
Participant: **Karim R. Lakhani**, *Harvard U.*
Participant: **Yuri Romanenkov**, *Evolution Ltd & London Business School*
Participant: **Mari Sako**, *U. of Oxford*
Participant: **Kristina Steffenson McElheran**, *U. of Toronto*

This PDW will showcase empirical evidence from high-profile initiatives that bridge the world of practice and business academe, involving thought leaders to help make sense of AI's implications for management research. The first part will consist of findings from the world of practice. We will review the well-publicized study on consulting productivity from BCG / BHI by participants from Wharton, HBS and MIT, and the ongoing project funded by the UK's Regional Innovation Fund undertaken by LBS in collaboration with CVC, the UK's Institute of Directors, and Evolution Ltd, and from McKinsey & Co/MGI research. We then consider ManagementGPT (prototypes of AI Co-thinkers engaging managers in human-machine conversations on complex managerial issues), a project developed by Capgemini Invent's Management Lab in collaboration with selected academics, and their survey of business school students on their use of Generative AI. Large-scale survey evidence from the US on the technological and organizational context of AI use in production will be presented; ditto for insights from "verticals" such as legal services and consulting. The second part of the PDW will take us from practice to theory, but also to the purpose of business schools in this context. It will involve a discussion of the implication these changes have both for management research and for the value of business schools (in terms of research and professional qualifications) with respected scholars who engage with practice. The final part of the PDW will consist of participants sharing their AI-related research with the senior practitioners and academic participants.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Strategic Alignment: Aligning HR Strategy with the Changing Nature of Work



Session Moderator: **Huaiqian Zhu**, *School of Business, Renmin U. of China*

HR: **How National Factors Matter in Effects of Pay Transparency on Employee Outcomes?**

Author: **Huaiqian Zhu**, *School of Business, Renmin U. of China*
Author: **Yu Zhou**, *School of Business, Renmin U. of China*
Author: **XINYU HU**, *Renmin Business School Renmin U. of China*

Pay transparency has become a global trend, but extant studies have not reached consensus on how employees react to this practice. Through a met-analysis across 50 samples and 14 countries, this study synthesizes mixed findings concerning the effects of pay transparency on employee outcomes (cognitive, attitudinal, and behavioral reactions) and explores the moderating effects of global contingencies (country-level economic, cultural, technological, regulatory, demographic, and societal factors) drawing on relative deprivation theory and relative gratification theory. The results reveal generally positive effects on cognitive and attitudinal responses, and positive but not significant effects on behavioral reactions. Besides, generally consistent with our predictions, unfavorable external environment (high income inequality and high gender wage gap, etc.) would amplify positive effects owing to relative gratification, while favorable macro environment (high law gender equality, participatory democracy, etc.) would suppress the positive effects. Theoretical and practical implications of these results are discussed.

HR: **All by Ourselves? Review and Research Agenda for Team Self-Leadership**

Author: **Jennifer Hilmer**, *Gottfried Wilhelm Leibniz U.*
Author: **Eduard Esau**, *Gottfried Wilhelm Leibniz U.*

The rapidly changing world of work, which is characterized by dynamic and open organizational systems, represents a challenge for the traditional form of leadership. In response to this change, the concept of self-leadership has gained importance as an alternative to traditional hierarchical leadership. The concept, which was developed over 40 years ago, has been developed in re-search in recent years both at the individual and, above all, at the team level. Teams with a higher degree of decision-making autonomy, known as self-managed teams, are playing an increasingly important role in modern companies and reflect the ongoing change in organizational structures. This literature review examines the antecedents, characteristics, processes and outcomes of self-leadership in teams. Antecedents classified as internal and external forces include organizational structures, cultures, information technology, team composition, and external leadership. The re-search looks at the effects of self-leadership on team characteristics and processes, examining task characteristics, interaction processes and team identity. It also examines the outcomes of team self-leadership, providing a nuanced picture with context-dependent effects on performance, creativity, commitment, job satisfaction and team learning. The paper outlines a research agenda and identifies three avenues for future research: Conflict management in relation to self-leadership, the impact of individuals on team self-leadership, and external factors influencing self-leadership.

HR: **Innovating for the Future: AI and HRM Capabilities for Sustainability in Higher Education**

Author: **Tricia C. Cleland Silva**, *Metropolia U. of Applied Sciences*
Author: **Mika Hämäläinen**, *Metropolia U. of Applied Sciences*








This paper investigates the intersection of sustainability strategies and artificial intelligence (AI) in Human Resource Management (HRM) with a Finnish University of Applied Sciences as its case study. Drawing from a multi-level framework, the paper explores and discusses the interplay of barriers and drivers shaping sustainability practices in teaching and the potential of leveraging AI for consistent messaging and accountability to the organizational goals. The historical evolution of AI in HRM is presented with an emphasis on the need for strategic frameworks. The research design uses a cross-disciplinary approach, focusing on case study analyses within the educational context. Preliminary findings reveal a gap in translating institutional and strategic sustainability capabilities into operational practices, prompting the introduction of AI plugins for enhanced accountability and transparency in the digital learning platform. The study concludes with recommendations for future research, emphasizing the potential of AI in HRM system and practices to drive sustainability in higher education.

HR: **Generative AI as a Strategic Intelligent User Interface for Human-AI Collaboration**

Author: **Chien-Chi Tseng**, *Virginia Tech*

How can firm workers establish the collaboration between humans and artificial intelligence (AI) using generative AI through the intelligent user interface? This paper delves into the emerging role of generative AI for key users in firms, addressing the gap in understanding its potential for fostering unique human-AI collaboration. Introducing the concept of the Intelligent user interface, the study emphasizes its critical role in enhancing human-AI synergies. It outlines the machine learning paradigms necessary for developing effective intelligent user interfaces and examines the strategic paradigm planning under which these learning paradigms can amplify generative AI capabilities. The paper offers insights into the benefits of integrating generative AI in strategic environments, providing a comprehensive framework that links generative AI user similarity and diversity initiatives with effective human-AI collaboration.

KEY TO SYMBOLS

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








Session Type: **PDW Workshop**
Program Session: **690** | Submission: **16704** | Sponsor(s): **(CTO, TIM, OMT, RM)**
Scheduled: **Sunday, Aug 11 2024 10:30AM - 12:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Mississippi**

Computational Social Science in Management

Organizer: **Diego Gomez-Zara**, *U. of Notre Dame*
Organizer: **Nicholas Berente**, *U. of Notre Dame*
Panelist: **Noshir Contractor**, *Northwestern U.*
Panelist: **James Evans**, *U. Of Chicago*
Panelist: **Fang He**, *U. of St. Gallen*
Panelist: **Vicky Chuqiao Yang**, *Massachusetts Institute of Technology*
Discussant: **Arianna Marchetti**, *London Business School*
Discussant: **Yang Yang**, *U. of Notre Dame, Mendoza College of Business*
Discussant: **Marlon DeMarcie Twyman**, *U. of Southern California, Annenberg School for Communication and Journalism*
Discussant: **Aaron Schecter**, *U. of Georgia*
Discussant: **Thomas Grisold**, *HSG U. of St. Gallen*

This PDW is designed for interactive discussion and community building on Computational Social Science (CSS) in management studies. In this first edition at AOM, expert leaders in this interdisciplinary field will discuss 1) how they have conducted their research ideas incorporating computational methods, 2) the achievements and gaps of CSS in management research, and 3) the potential future and directions that CSS can bring. The session will consist of three parts. At the beginning of the workshop, the presenters will share their experiences and prompt the participants with issues and challenges to explore for research at the intersection of CSS and management research. Participants will then engage in roundtable discussions to address topics suggested by the presenters. The session will conclude with a plenary discussion, and presenters will act as panelists. The workshop aims to identify research opportunities and challenges at the intersection of CSS and management, and to foster a community of interdisciplinary researchers centered on employing CSS approaches and techniques to advance management theories and methodologies.

KEY TO SYMBOLS

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

A Matter of Inclusion: Mental Health in Academia

Facilitator: **Richard Longman**, *The Open U., United Kingdom*








Facilitator: **Paulina Segarra**, *U. Anáhuac México*

Facilitator: **Florence Villeseche**, *Copenhagen Business School*

Facilitator: **Kristin Samantha Williams**, *Acadia U.*

Mental health in academia has been a topic which has been touched upon by different scholars; however, we believe that we need to create spaces that allow those with similar struggles and concerns to connect in order to feel included and heard. The aim of this workshop is to open a safe space for participants to share their own experiences and concerns regarding mental health and how the PhD experience has had an impact on it. We believe that opening this kind of space can allow for more open conversations which will help to somewhat destigmatize these issues which most scholars have faced in different ways and levels. We are hoping that this will allow for a sense of community and for scholars to feel not only heard but seen. The idea of this workshop is for attendees to share their own experiences and coping mechanisms – although facilitators can and are willing to share their own experiences. – We believe that this kind of talk needs to be normalized and encouraged for us as scholars to be part of a community which sometimes struggles but can thrive together.

KEY TO SYMBOLS

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

Session Type: **Showcase Symposium**

Program Session: **692** | Submission: **12331** | Sponsor(s): **(MSR, OB, MOC)**

Scheduled: **Sunday, Aug 11 2024 10:30AM - 12:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Clark**

Mindful Innovation: Impacting Individual and Collective Flourishing

Organizer: **Joan F. Marques**, *Woodbury U.*

Panelist: **Sandra A. Waddock**, *Boston College*

Panelist: **Ian Mitroff**, *U. of California, Berkeley*

Panelist: **Chris Laszlo**, *Weatherhead School of Management, Case Western Reserve U.*

The overarching premise of this symposium is to underscore the importance of mindfulness practices amongst stakeholders, especially people attempting creative innovations, both social and of other sorts, in the context of today's polycrisis, the intersecting set of civilization threatening crises now facing businesses and other institutions. Mindfulness has the ability to ignite positive changes its practitioners through increased self-transcendence and an orientation towards the good of the whole, whether organizational or socio-ecological, which means, that mindfulness is beneficial to its practitioners in multiple settings. Mindful awareness of what is happening now, in this context, we argue is essential to understanding when, where, and how innovations are needed and can take place. Such innovations need not always be technological. Sometimes they are social, requiring new ways of interacting and engaging in and outside of the workplace to cope with the myriad of issues now facing businesses and all other institutions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **693** | Submission: **21754** | Sponsor(s): **(PUBS)**
Scheduled: **Saturday, Aug 10 2024 1:30PM - 2:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall G**

AMP OUTGOING Editorial Review Board and Awards

Presenter: **Gideon D. Markman**, *Colorado State U.*
Presenter: **Geoffrey T. Wood**, *U. of Western Ontario*

By Invitation Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **694** | Submission: **21756** | Sponsor(s): **(PUBS)**
Scheduled: **Sunday, Aug 11 2024 10:30AM - 12:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Plaza Ballroom B**

AMD Editorial Review Board and Awards

Presenter: **C. Chet Miller**, *U. of Houston*

By Invitation Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Shareholder Activism and Societal Challenges

Organizer: **Torben Trapp**, *U. of Edinburgh*
Organizer: **John Matthew Amis**, *U. of Edinburgh*
Discussant: **Gerald F. Davis**, *U. of Michigan*
Presenter: **Maria Goranova**, *U. of Wisconsin, Milwaukee*
Presenter: **Rieneke Slager**, *U. of Groningen*
Presenter: **Margarethe F Wiersema**, *U. of California, Irvine*

This presenter symposium engages with the overarching question of how shareholder activism affects societal challenges. While shareholder activism research has gained popularity in recent years, too little is still known about its effects on broader societal problems such as climate change or economic inequalities. Particularly, when accounting for a substantial increase in ownership concentration of assets over recent years, that are managed by fewer and ever more powerful, and oftentimes institutional, investors. These investors have been successful in using shareholder activism to bring about organizational change, reshape priorities of target firms, and affect their agenda on climate change and other societal outcomes in various ways. In this symposium, we will unpack the inherent complexity within this powerful industry, understand more about specific types of institutional investors, learn how intermediaries play a role in shaping their agenda, and discuss how it affects the agenda of firms when some of their largest investors are simultaneously invested in their market competitors.

When Your Shareholders Invest in Your Rivals: Implications of Common Ownership for Stock Buybacks

Author: **Maria Goranova**, *U. of Wisconsin, Milwaukee*
Author: **Richard L. Priem**, *Texas Christian U.*
Author: **Hermann Ndofor**, *Indiana U., Indianapolis*
Author: **Wanrong Hou**, *U. of Texas Rio Grande Valley*

Shareholder Engagement for Societal Challenges: The Role of Intermediaries

Author: **Rieneke Slager**, *U. of Groningen*








Asset Managers and Climate Change: Shareholder Activism of Common and Universal Owners during Crises

Author: **Torben Trapp**, *U. of Edinburgh*
Author: **John Matthew Amis**, *U. of Edinburgh*

Activist Hedge Funds: Their Role and Impact on Strategic Decision-Making and Corporate Governance

Author: **Margarethe F Wiersema**, *U. of California, Irvine*

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **696** | Submission: **19611** | Sponsor(s): **(OSCM)**
Scheduled: **Sunday, Aug 11 2024 10:45AM - 12:45PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Plaza Ballroom A**

Field Experiments in OSCM: Sharing Experiences and Incubation



Organizer: **Henrik Franke**, *U. of Cologne*
Organizer: **Katie S. Wowak**, *U. of Notre Dame*
Organizer: **Daniel Kwasnitschka**, *Swiss Federal Institute of Technology Zurich, ETH*
Organizer: **Fabian J. Sting**, *U. of Cologne*
Organizer: **Rogelio Oliva**, *Texas A&M U.*
Organizer: **Aravind Chandrasekaran**, *Ohio State U.*

Field experiments are among the most interesting and powerful methodologies since they involve gathering evidence that can support causal claims immediately in practice. Still, field experiments are an emerging methodology in the empirically oriented journals that are most present in the Academy of Management Operations and Supply Chain Management (OSCM) division. This PDW is hosted by a group of authors and journal editors that have recently conducted or edited field experiments to share their experiences and to incubate new field experimental research. The workshop is designed for participants of all experience levels, be it an initial interest in field experiments, already set up plans for field experiments, or hands-on experience that can be added to the discussion for collective learning. The first half of this PDW will focus on disseminating these learnings from conducting and editing field experiments in OSCM in the division and to re-discover field experiments as an interesting and impactful methodology. The second half of the PDW will break the participant group out into roundtable discussions to develop ideas and define action plans for field experiments, ideally based on materials and elevator pitches that participants can provide at the tables. Each roundtable will be facilitated by at least one scholar that has hands-on field experiment experience. This PDW does not provide a comprehensive methodological guide but shares personal experiences and learnings. The workshop is open to all divisions and kindly asks participants to register before attending (franke@wiso.uni-koeln.de). Spontaneous attendants are welcome as well.

KEY TO SYMBOLS

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

Green Innovation in China

Session Moderator: **Mengge Wang**, *Tongji U., Shanghai, PR. China*

STR: **Number of Green Patent Applications and Stock Market Reactions: A Signaling Perspective from China**

Author: **Xikai Yu**, *School of Management, Shanghai U.*

Integrating signaling theory and organizational reputation theory, we examine how stock market investors interpret firms engaged in green invention patent applications or green utility model applications. We theorize that the effect of a firm's number of green invention patent applications and green utility model applications (which signals its tendency to engage in environmental practices) on the stock market reactions of investors is contingent on the firm's environmental performance (which signals its actual environmental practice capability). Based on 2,754 observations for 548 Chinese manufacturing firms from 2011 to 2019, we find that when the environmental performance is low (high), the effect of the number of green invention patent applications on stock market reactions is negative and significant (positive and significant). In contrast, when the environmental performance is low (high), the effect of the number of green utility model applications on stock market reactions is positive and significant (non-significant). These findings are robust to a series of additional tests. Our study contributes to research on signaling theory, organizational reputation theory, and green patent.

STR: **Systemic Risk Management Perspective: Common Institutional Ownership and Corporate Green Innovation**

Author: **Hao Huang**, *Huazhong U. of Science and Technology*

This study takes Chinese listed companies as the research object to investigate the impact of joint institutional ownership on corporate green innovation. The study found that common institutional ownership significantly promoted corporate green innovation. For the motivation of systematic risk management, common institutional owners will promote corporate green innovation by reducing agency costs and improving corporate information transparency. When common institutional ownership is a green investor and the industry in which the enterprise is located is a highly polluting industry, the role of common institutional ownership in promoting green innovation is more obvious. This study further distinguishes the types of green innovation and finds that common institutional ownership promotes collaborative green innovation among firms. This paper has enriched the research on the synergistic effect of common institutional ownership, and also provided useful enlightenment for regulatory authorities to standardize and guide common institutional ownership to promote green innovation of enterprises.

STR: **Digital Transformation and Green Innovation: A Resource Orchestration Perspective**

Author: **Yapu Zhao**, *Nanjing U. of Aeronautics and Astronautics*
Author: **Miao Feng**, *Nanjing U. of Aeronautics and Astronautics*
Author: **Yusi Jiang**, *Donghua U., Glorious Sun School of Business and Management*








While there is industry consensus on digital transformation as an effective means to address the resource dilemma in green innovation, scant research has delved into the relationship between digital transformation and green innovation at the firm level. Building upon prior studies elucidating digitalization through the resource-based view, this paper employs resource orchestration theory to investigate the causal link between digital transformation and firm-level green innovation, along with its boundary conditions in terms of "who, where, and when". Using a longitudinal dataset of Chinese publicly manufacturing firms for the period 2007–2018, we find that digital transformation can facilitate firm green innovation. Additionally, this relationship is weakened when the firm displays a greater de?ciency gap (when) and a higher level of managerial myopia (who), as well as when the firm spans few structural holes in board interlocks (where). This study contributes to research at the intersection of digital transformation, green innovation, and resource orchestration.

STR: **Can Green Subsidies Really Promote Firms' and Peers' Substantive Green Innovation?**

Author: **Xuemei Xie**, *Tongji U.*
Author: **Mengge Wang**, *Tongji U., Shanghai, PR. China*

Previous research has indicated that green subsidies promote green innovation in recipient firms, yet whether green subsidies really promote substantive green innovation of recipient firms and whether green subsidies have a similar impact on the green innovation strategies of non-recipient firms have rarely been discussed. Using data from 2,189 listed Chinese manufacturing firms, we conduct two studies to examine the impact of green subsidies on both substantive green innovation and strategic green innovation of recipient and non-recipient manufacturing firms between 2011 and 2020. In Study 1, we find that after receiving green subsidies, recipient firms are more likely to conduct strategic green innovation than they are to conduct substantive green innovation. Likewise, in Study 2, we find that recipient firms' green innovation activities are more likely to promote strategic green innovation than substantive green innovation in non-recipient firms. However, both studies show that firms with high digitalization capabilities tend to engage in substantive green innovation rather than strategic green innovation. Together, the two studies offer compelling evidence in support of our model based on the awareness-motivation-capability (AMC) framework, suggesting that firms translate the awareness of various signals into a motivation to pursue innovation to develop different green innovation strategies.

KEY TO SYMBOLS

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

Boards of Directors

Session Moderator: **Thomas Markus Zellweger**, *U. of St. Gallen*

STR: Anticipatory Impression Management in Earnings Conference: Motivation, Casting, and Market Reactions 

Author: **Lu Ye**, *U. of Melbourne*
Author: **Helen Wei Hu**, *U. of Melbourne*
Author: **Daejeong Choi**, *U. of Melbourne*

This study sheds light on how publicly listed firms in China might use earnings conferences for the purpose of anticipatory impression management (AIM) to proactively build a positive image before the disclosure of negative events. Study the specific event timeline—after committing financial misconduct but prior to regulators' misconduct announcement—we predict that firms aim to use earnings conferences as an AIM tactic. Besides, the number of earnings conferences will increase with the severity of the misconduct. Moreover, considering the significant impact of qualitative information delivered through earnings conference on investor perceptions, we highlight the casting (i.e., the attendance of independent directors) of such AIM conference, which hinges on the independent directors' AIM value for the focal firm and their monitoring capabilities in detecting financial misconduct. Lastly, we also posit that AIM conferences will positively influence investors' perceptions, thus buffering market reactions to misconduct announcements. Based on data from all Chinese-listed firms that committed financial misconduct from 2016 to 2020, we identified 122 AIM conferences, providing strong evidence to support our hypotheses.

STR: Capitalizing on the CFO: Interfirm Linkages and Foreign Debt Capital in Emerging Markets 

Author: **Anish Purkayastha**, *U. of Sydney Business School*
Author: **Christine Shropshire**, *Arizona State U.*

Access to foreign capital can be crucial to emerging market firm (EMF) growth, yet we know little about how emerging market CFOs gain access to foreign debt capital (FDC) or its implications for subsequent strategic and economic outcomes. We draw from extensive research on board interlocks and the diffusion of strategies in our study of the top 500 Indian firms over the previous decade. We conceptualize mediated legitimacy as the means by which FDC may be legitimized for an emerging market CFO, while EMFs themselves gain legitimacy in the eyes of foreign lenders through their CFOs' connections to other firms with FDC experience. Further, we consider moderating governance effects of ownership and board structure, as well as the second-stage impact of FDC on firm strategies and performance. We find support for our hypothesized relationships, offering new insights into research on interlocks, legitimacy and corporate governance alongside the role of the CFO and FDC in emerging markets.

STR: When the Main Owner is the Board Chair: Too Much of a Good Thing for Stakeholders and Firm Growth

Author: **Sebastian Sigg**, *U. of St. Gallen*
Author: **Thomas Markus Zellweger**, *U. of St. Gallen*








We study 'owner duality', hence when an individual is the largest owner of a firm and simultaneously serves as the firm's board chair. To explore the firm growth implications of owner duality, we analyze a sample of publicly listed U.S. firms under control of individual owners. Upon dissecting owner duality into its two constituent elements, namely ownership concentration and board chair position, we find that ownership concentration in the hands of individuals by itself promotes firm growth. However, when ownership concentration is combined with the board chair position, firm growth suffers. Examining the causal mechanism underlying this negative effect, we find that owner duality engenders controversies with non-shareholding stakeholders, which harms their commitment to the firm and undermines growth. We find that executive ownership is effective while board independence is ineffective in curbing the growth penalty tied to owner duality. Our study introduces the concept of owner duality to the literature and adds to the new stakeholder theory of the firm.

STR: Regaining Legitimacy Post Product Recalls and Role of Board Characteristics

Author: **Mohammad S K Shazzad Hossain Sikdar**, *Colorado Mesa U.*
Author: **Gurdeep Singh Raina**, *The U. of Texas, Permian Basin*

In the contemporary business landscape, product recalls have become an increasingly prevalent phenomenon, often stemming from safety concerns or manufacturing defects. These crises can inflict significant damage on a firm's reputation and erode stakeholder trust. Extant research suggests that to regain legitimacy and restore stakeholder confidence, firms strategize actions and communications. However, it remains unclear how different board characteristics shape the series of actions that we refer to as "legitimacy regaining actions" or LRA. This study explores the dynamic interplay between board characteristics and firm's LRA following severe product recalls. Drawing on Expectation Violation Theory and Upper Echelons Theory, we posit that board independence and national diversity positively moderate the relationship between recall severity and LRA while board size does the opposite. The study also presents a nuanced view of how the interplay between board characteristics and recall severity affects firm's legitimacy regaining actions. Based on a sample of 708 drug recall events and 8496 firm-year observations from 2002–2016, we find support for our theorization. This study offers valuable insights for scholars and practitioners in navigating the complex landscape of organizational legitimacy in the aftermath of severe product recalls.

KEY TO SYMBOLS

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

Intermediary Strategy and Structure

Session Moderator: **Bowen Zhou**, *Singapore Management U.*

STR: **Growth Challenge, Platform, and Optimal Growth Rate** 

Author: **David M. Gomulya**, *Singapore Management U.*

Author: **Bowen Zhou**, *Singapore Management U.*

Author: **Xuesong Geng**, *Singapore Management U.*

Although growth is essential for the ultimate success of firms, existing strategy studies remain relatively silent on the effect of firm growth on firm success. This study advances our understanding by examining the relationship between firm growth rate and survival in digitalized era, focusing especially on how it is influenced by platform vs. non-platform business model. Examining this question in listed information-driven firms in the early 2000s, this study offers new insights on the growth strategy of firms. Confirming limited prior empirical findings, we found that even in a largely information-driven industry and in a traditional business model (i.e., non-platform), a faster growth rate can improve firm survival although, beyond a certain point, the relationship will reverse. However, in the case of platform business model, we show that the earlier U-shaped relationship between growth rate and failure will reverse to be more inverse-U-shaped although with a flatter curvature. We also show how firms adopting platform business model face a significantly increased failure risk on average. We detailed our various theoretical contributions in this emerging literature.

STR: **How Complementors Respond to First-Party Complement Provision: The Moderating Role of Multihoming**  

Author: **Xiaowei Zhang**, *Tilburg U.*

Author: **Xavier Martin**, *Tilburg U.*

Author: **Niels G. Noorderhaven**, *Tilburg U.*

We study how complementors respond to the competitive dynamics between platform owners and complementors, specifically in relation to the decision of the platform owner to enter a game genre with a first-party complement (FPCP). We hypothesize that first-party complement provision has a negative effect on the number of subsequent newly released third-party complements, because of the increased within-genre competition. However, this negative effect will be mitigated if the genre has recently experienced a loss of common pool resources, as indicated by an increase in multihoming-to-other-platforms complements. This is because first-party complements help re-establish the platform's distinctiveness and thus its attractiveness for complement providers. Our analysis of the US video game industry from 1995 to 2005 offers general support for these hypotheses. Additionally, we provide an extensive set of robustness and supplemental mechanism analyses and explore complementors' long-term reactions to FPCP, revealing that their responses depend on the extent of common pool resource depletion and the frequency of FPCP.

STR: **Embracing Short Video Era: The Impact of Bilibili's Launch of Story Mode on Content Creators**

Author: **YIN WU**, *School of Economics & Management, Tongji U.*

Platform companies often govern their complementors through design changes. Despite the popularity of platform governance and complementors' responses, previous research has typically overlooked the impacts of complementors' status and products on shaping their responses. In this study, we explore how content creators respond to Bilibili's introduction of Story Mode, a new module focusing on short videos. Our findings reveal that, in response to this introduction, long-video creators tended to reduce video duration and increase update frequency more significantly than short-video creators. However, these effects were less pronounced among high-status creators. Our research sheds light on complementors' response strategies to platforms by emphasizing the impact complementors' status and their products' features.

STR: **Targeting incentives in intermediary markets**  

Author: **Oliver Gürtler**, *U. of Cologne*

Author: **Matthias Heinz**, *U. of Cologne*

Author: **Kai Schäfer**, *U. of Cologne*

Author: **Dirk Sliwka**, *U. of Cologne*

Author: **Max Thon**, *U. of Cologne*

We investigate how to motivate resellers in intermediary markets. We collaborate with a large travel company and run an RCT with more than 1,000 independently owned resellers, which sell the firm's own but also its competitors' products to end customers employing sales agents. We compare the impact of different monetary incentives schemes with improved services provided to sales agents to facilitate their selling efforts. We find that (i) providing sales agents with better services increased sales and profits, (ii) higher commission payments to the agencies' owners had no discernable effects, but (iii) directly incentivizing sales agents through vouchers raised sales for agencies with low prior commission rates but not overall profits. We analyze potential underlying mechanisms using survey data and further administrative data.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Divestitures

Session Moderator: **Cheng-Wei Wu**, *National Taiwan U.*

STR: **Structural Fragmentation and Acquisition Performance: The Role of the Target's Corporate Strategy**

Author: **Louis Mulotte**, *Tilburg U.*

Author: **Marco Testoni**, *Miami Herbert Business School*

In this study, we investigate how the performance of an acquisition is influenced by the acquisitions and divestitures previously conducted by the target firm. By combining insights from the corporate strategy literature and organizational structure research, we propose that the efficiency of an acquisition's post-merger integration phase is negatively affected by the target's levels of structural fragmentation, which, in turn, are increased by acquisitions and reduced by divestitures. Based on this perspective, we hypothesize that the performance of an acquisition worsens as the size of assets acquired by the target prior to the acquisition increases, particularly if those assets are unrelated to the target's core business. Conversely, we suggest that the performance of an acquisition improves when the target has divested assets, especially if they are unrelated to its core business. To support our viewpoint, we analyzed data from a sample of acquisitions announced between 1985 and 2019 among U.S. public firms. The results strongly support our claims, making a significant contribution to the corporate strategy literature, expanding research on organizational structure, and providing valuable managerial insights about how to maximize acquisition performance.

STR: **Parent Firm Network Dynamics and Foreign Subsidiary Divestment**

Author: **Jianhua Ge**, *Renmin U. of China*

Author: **Jane Lu**, *City U. of Hong Kong*

Author: **Xiangting Wu**, *U. of Minnesota*

Why divest foreign operations and which subsidiary to close? This study seeks to advance our understanding of foreign divestment by offering a novel explanation from a dynamic network perspective. We posit that subsidiary exit can bring potential network changes to parent firms, the parent firms thus need to weigh the possible network losses in determining whether and which subsidiary to close. This argument gains robust support from our analysis of Japanese firms' foreign investment data between 1994 and 2019. We find that the greater the expected losses in a parent firm's network position (i.e., centrality, status, and brokerage opportunities) resulting from the exit of a foreign subsidiary, the less likely the subsidiary will be closed. Moreover, while the parent firms have strong motives to close the poor-performing subsidiaries, we find that they do adjudicate between performance and network such that those subsidiaries are poor in performance but important in the network may not be closed. We further reveal that such network impacts in a parent firm's foreign divestment decisions are contingent on its international orientation and geographic proximity with its neighboring firms. These findings shed new light on foreign divestment and contribute to the literature on network changes and corporate behaviors.

STR: **Two Sides of the Same Coin: Divestitures and Alliances as Joint Forces in Innovation**

Author: **Lok Ting Chan**, *National Taiwan U.*

Author: **YUTAO BIAN**, *National Taiwan U.*

Author: **Cheng-Wei Wu**, *National Taiwan U.*

This study aims to bridge a gap in divestitures literature by examining the interplay between divestitures and the formation of alliances. Our mechanism is divided into two dimensions following divestitures: 'where to search', signifying the pursuit of distant opportunities, and 'how to search', indicating the adoption of alliances to leverage this pursuit. The finding shows that firms undertaking divestitures achieve more innovation outputs in the exploratory domain, as opposed to the exploitative domain, relative to their non-divesting counterparts. To amplify exploratory innovation, firms can form alliances that focus on specialized technology after divestitures, thereby improving the learning effect, as suggested by organizational learning theory. Such alliances not only help firms recover lost resources but also enable them to refocus more on innovative activities in highly competitive industries. Overall, our study highlights the importance of the combined impact of divestitures and alliances in adapting to the rapidly evolving technological landscape.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Learning From and With Others

Discussant: **Linda Argote**, *Carnegie Mellon U.*
Organizer: **Jerry M. Guo**, *Frankfurt School of Finance & Management*
Organizer: **Ronald Klingebiel**, *Frankfurt School of Finance & Management*
Organizer: **Thorsten Wahle**, *SKEMA Business School*

This symposium highlights research on vicarious organizational learning, showcasing how individuals within firms learn from others and how this might produce aggregate outcomes for organizations. We showcase micro- foundationally sound work in the field and lab that illuminate learning processes and advance the conversation on vicarious learning in organizations.

Cross-level Exploration and Exploitation in Online Learning Communities

Author: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*
Author: **Emanuel Ubert**, *Rotterdam School of Management*

Organizational Routines in the Age of Algorithms: Replication and Extension of a Canonical Experiment

Author: **Jose Pablo Arrieta**, *U. of Amsterdam*
Author: **Franziska Lauenstein**, *KLU Hamburg*
Author: **Pantelis Analytis**, *U. of Southern Denmark*
Author: **Markus C. Becker**, *U. of Southern Denmark*
Author: **Chengwei Liu**, *Imperial College London*








Should I Stay or Should I Go: Influence Structures and Endogenous Coordination

Author: **Kyosuke Tanaka**, *Aarhus BSS, Aarhus U.*
Author: **Dorthe Doejbak Haakonsson**, *Aarhus U.*
Author: **Erik Reimer Larsen**, *Aarhus U.*

Learning from Peers

Author: **Thorsten Wahle**, *SKEMA Business School*
Author: **Jerry M. Guo**, *Frankfurt School of Finance & Management*
Author: **Ronald Klingebiel**, *Frankfurt School of Finance & Management*

KEY TO SYMBOLS

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

Zooming in on Employees

Session Moderator: **Fernando Deodato Domingos**, *FGV-EAESP*

STR: The Effects of Corporate Staff: A Missing Element in the Research on Strategic Decision Making

Author: **Katsuhiko Shimizu**, *Keio U. Japan*

In this study, we pay attention to corporate staff members who help top management and influence strategic decisions in various ways, a topic that has not received much academic attention. Echoing the repeated call for more research on the microfoundations of strategy and organizations, we develop a preliminary behavioral model that captures the realities of corporate staff in an organization. Contrary to the prevalent emphasis in practitioner-oriented literature, which underscores the importance of corporate staff due to the potential overconfidence and biases of top managers, our study argues and demonstrates two key points: (1) corporate staff may not be as effective as conventionally anticipated for analogous reasons, and (2) consequently, the cultivation of political savviness emerges as a crucial factor for corporate staff in helping strategic-decision makings of top management. These hypotheses are examined through the analysis of survey data gathered from 54 major Japanese firms.

STR: Bearing the Burden: The Effects of Corporate Social Irresponsibility on Employees

Author: **Ligia Azevedo-Rezende**, *USC Marshall School of Business*
Author: **Fernando Deodato Domingos**, *FGV-EAESP*

This paper examines how Corporate Social Irresponsibility (CSI) affects the employees of irresponsible companies. Using an employer-employee matched dataset from Brazil, we investigate whether two major CSI events involving large Brazilian companies led to spillovers to their employees. First, employing a synthetic control method, we find that CSI sharply increases the turnover rates of the offending companies at the time of the event. Second, by expanding the investigation to the individual level, we find that employees who leave the irresponsible firms spend more time out of the formal labor market and make less money over time compared to people leaving companies not involved in CSI scandals. This paper goes beyond the traditional firm-level research on CSI and provides large-scale empirical evidence of the impact of CSI effects on workers, suggesting a reputational spillover effect from irresponsible firms to their employees.

STR: Triggered: How Stakeholder-Specific Activation Counters Employee and Shareholder Apathy toward CSR

Author: **Michael J. Mannor**, *U. of Notre Dame*
Author: **Henrique Ribeiro De Alencar Goncalves**, *U. of Notre Dame*








Do stakeholders notice or care when top executives focus on corporate social responsibility (CSR)? Although stakeholders overwhelmingly express personal interest in socially responsible policies, they are inundated on a daily basis with a wide array of information and have been shown to focus little attention on a firm's guiding logics. We draw from activation theories to argue that situationally-relevant, visible, and accessible activation triggers are needed to induce stakeholder responses. We develop frameworks for understanding both trigger emergence and different types of triggers. Analyzing thousands of earnings call transcripts, market-to-book ratios, social media posts, charitable donations, political contexts, and millions of Glassdoor.com employee ratings for S&P1500 firms over 13 years, we also find that neither shareholders nor employees significantly react to a firm's attention toward a CSR logic. However, we do identify a range of triggers that activate employee and/or shareholder responses. Triggers emerge from individual, firm, industry, and institutional levels of analysis, from internal and external sources, involve both dispassionate and emotionally-charged information, and from both critical events and continuous information flows. In doing so, we provide a framework for both managers and scholars to better understand when stakeholders will react to a firm's embrace of new institutional logics.

STR: Thankless Task: Female CEOs, Workplace Safety, and Employee External Whistleblowing

Author: **Junfeng Wu**, *U. of Texas at Dallas*
Author: **Yilin Liu**, *U. of Texas at Dallas - Jindal School of Management*
Author: **Cuili Qian**, *UT Dallas*
Author: **Zhiang Lin**, *U. of Texas at Dallas*

Taking a more holistic view that incorporates both the benefits of female chief executive officers (CEOs) and the stereotype biases faced by them, this study integrates upper echelons theory with theories of social role and role congruity to uncover a unique dilemma faced by female CEOs in the context of workplace safety. On the one hand, drawing upon the behavioral differences perspective of female leadership derived from social role theory, we argue that female CEOs are more attentive to the health and safety of their employees, resulting in fewer workplace injuries. On the other hand, based on role congruity theory, we argue that female CEOs suffer from the bias in leader evaluations when there are organizational health and safety related issues, leading to more employee external whistleblowing. Further, we argue that the effect of female CEOs on the reduction in workplace injuries is accentuated, but on employee external whistleblowing is attenuated, when the CEO has a longer tenure. Analyzing a sample of 33,913 establishment-year observations from 694 unique firms, we found support for the predictions. Our research contributes to the strategic leadership literature by integrating two prevailing accounts of female leadership in the context of workplace safety and revealing significant challenges facing female CEOs.

KEY TO SYMBOLS

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

Session Type: **Symposium**

Program Session: **703** | Submission: **14760** | Sponsor(s): **(STR)**

Scheduled: **Sunday, Aug 11 2024 10:45AM - 12:15PM CT (UTC-5)** at **Sheraton Grand Chicago in Superior B**

Risk or Opportunity? Firm Strategies in the Face of Policy Uncertainty and Disruptions



Organizer: **Gianni De Bruyn**, *Darla Moore School of Business, U. of South Carolina*

Organizer: **Angela Soomin Ryu**, *Columbia Business School*

Panelist: **Luis Ballesteros**, *Boston U. Questrom School of Business*

Panelist: **Shon R. Hiatt**, *U. of Southern California*

Panelist: **Yongwook Paik**, *KAIST College of Business*

Panelist: **Stephanie L. Wang**, *Indiana U., Bloomington*

Businesses increasingly deal with a complex (geo)political environment, resulting in high uncertainty and ambiguity. Policy uncertainty is generally seen as a barrier to clear decision-making, investment, and production, yet it also presents opportunities for businesses to navigate and potentially exploit this uncertain environment. This raises the question of whether policy uncertainty is a risk, an opportunity, or both. We delve into the key question of what type of firms are more vulnerable to, protected from, or capable of leveraging these uncertainties. In doing so, we first focus on clarifying the concept of uncertainty at different levels (e.g., global, national, industry, firm) and the different types and sources of uncertainty (e.g. financial, regulatory, geopolitical, corporate wrongdoing). In this symposium, the panel will provide insights into different types of uncertainty and their nuances, encompassing domestic and international perspectives. Further, we will discuss methodologies, data, and innovative research designs, setting the stage for addressing the critical questions that will shape the next decade of research on policy uncertainty and firm strategies.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**

Program Session: **704** | Submission: **14419** | Sponsor(s): **(STR, OMT)**

Scheduled: **Sunday, Aug 11 2024 10:45AM - 12:15PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Superior A**

Navigating Multiple Goals in a World of Polarized Stakeholders

Organizer: **Saeedeh Ahmadi**, *Amsterdam Business School, U. of Amsterdam*

Panelist: **Dongil Daniel Keum**, *Columbia Business School*

Panelist: **Flore Bridoux**, *Erasmus U.*

Panelist: **Henrich Greve**, *INSEAD*

Panelist: **Claus Rerup**, *Frankfurt School of Finance & Management*

Discussant: **Aseem Kaul**, *U. of Minnesota*

This symposium builds upon the showcase symposium on multiple goals held at the 2023 Boston Academy of Management. Building on the theme of organizational challenges to managing multiple goals (Cyert and March 1963, Simon, 1972), this session extends previous work and zeroes in on multi-stakeholder management as a key context under which managers are compelled to prioritize specific goals and navigate the repercussions of deprioritized goals. While the symposium offers a brief review of the related body of work from different perspectives, it will focus on providing a perspective on promising future research directions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **705** | Submission: **21647** | Sponsor(s): **(CAR)**
Scheduled: **Sunday, Aug 11 2024 11:00AM - 12:30PM CT (UTC-5)** at **Swissotel Chicago in Lugano**

Careers Division Executive Committee Meeting

Participant: **Daniel Spurk**, *U. of Bern*
Participant: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*
Participant: **Richard Cotton**, *U. of Victoria*
Participant: **Serge P. Da Motta Veiga**, *NEOMA Business School*
Participant: **Jennifer Tosti-Kharas**, *Babson College*
Participant: **Alison M. Dachner**, *John Carroll U.*
Participant: **Erin E. Makarius**, *U. of Akron*
Participant: **Mostafa Ayoobzadeh**, *U. of Quebec at Montreal*
Participant: **Janine Bosak**, *Dublin City U.*
Participant: **Katja Dlouhy**, *U. of Mannheim*
Participant: **Annabelle Hofer**, *U. of Cologne*
Participant: **Madeleine Haenggli**, *U. Carlos III of Madrid*
Participant: **Noemi Nagy**, *U. of South Florida*
Participant: **Alexander Newman**, *Melbourne Business School, U. of Melbourne*
Participant: **Rebecca M. Paluch**, *Sauder School of Business, U. of British Columbia*
Participant: **Caitlin M. Porter**, *U. of Memphis*
Participant: **Jeffrey Yip**, *Simon Fraser U.*
Participant: **Victor Chen**, *Tulane U.*
Participant: **Sherry E. Sullivan**, *Bowling Green State U.*

This meeting is for the executive committee of the Careers Division.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Social Class and Entrepreneurship

Organizer: **Leif Brändle**, *U. of Hohenheim*
Organizer: **Kristie Joy Neff Moergen**, *Iowa State U.*
Organizer: **Eric Y.-F. Zhao**, *U. of Oxford*
Distinguished Speaker: **Garry D. Bruton**, *Texas Christian U.*
Distinguished Speaker: **Sean Martin**, *U. of Virginia*
Distinguished Speaker: **Jennifer J. Kish-Gephart**, *U. of Massachusetts, Amherst*
Distinguished Speaker: **Lauren A. Rivera**, *Northwestern Kellogg School of Management*
Distinguished Speaker: **Christopher I. Rider**, *U. of Michigan, Ross School of Business*
Panelist: **Jianhua Ge**, *Renmin U. of China*
Panelist: **Jean Joohyun Oh**, *Carnegie Mellon U. - Tepper School of Business*
Panelist: **Robert J. Pidduck**, *Old Dominion U.*
Panelist: **Alicia Sheares**, *Stanford MS&E*
Panelist: **Theodor Lucian Vladasel**, *U. Pompeu Fabra and Barcelona School of Economics*
Panelist: **Tiantian Yang**, *U. of Pennsylvania*

Research on social class as a source of inequality in established organizations has enjoyed increased attention in scholarly outlets and academic communities. However, explicit discussion of social class in entrepreneurship studies remains notably scarce. This is particularly surprising given the popular narrative of entrepreneurs moving from rags to riches. Nevertheless, a foundation for examining social class in entrepreneurship has already been laid. It is grounded in extensive scholarly discussion on topics such as necessity, poverty, and underdog entrepreneurship, as well as the impactful work on intersectionality and social inequality in entrepreneurship. This Professional Development Workshop (PDW) aims to integrate these diverse perspectives to foster dialogue and formulate a comprehensive research agenda on social class and entrepreneurship. To this end, the PDW will begin with a panel of distinguished experts from across disciplines, sharing insights on the foundational elements and questions pertaining to social class and entrepreneurship. Following the panel, thematic roundtables will facilitate discussion on related topics and prospective research directions. As part of the roundtable discussions, participants at each career stage will receive constructive feedback on their pre-submitted abstracts. A second panel discussion will feature emerging scholars sharing their perspectives on future research at this intersection, informed by their current research as well as themes emanating from roundtable dialogues. Ultimately, the PDW aspires to unite and support scholars already conducting research at this intersection and provide resources for those interested in joining the emerging conversation.

Participation in the entire PDW is open to all conference attendees and does not require an application. There is a call for abstracts for those interested in individual feedback on their research. Abstracts will be selected depending on the potential contribution to the PDW. Scholars across all career stages (including PhD students) are encouraged to submit. Please submit by July 9 (via <https://forms.gle/4mMGxBr2AP1v8kRr8>) an abstract of your (planned) research on social class and entrepreneurship with max. four double-spaced pages (all inclusive).

KEY TO SYMBOLS

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

Session Type: **Meeting**

Program Session: **707** | Submission: **21611** | Sponsor(s): **(MBR)**

Scheduled: **Sunday, Aug 11 2024 11:00AM - 12:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Randolph 2**

AOM Scholars On... How to Win at Work: Using Technology for Productivity and Innovation

Organizer: **Steve Whalen**, *Academy of Management*

Moderator: **Margaret E. Heffernan**, *RMIT U. + MED PDW Chair-elect*

Panelist: **Hila Lifshitz-Assaf**, *Warwick Business School*

Panelist: **Leon Prieto**, *Clayton State U.*

Panelist: **Matt Beane**, *U. of California, Santa Barbara*

In line with the 2024 Annual Meeting theme –Innovating for the Future– this AOM Subject Matter Expert panel will address the dramatic technological shifts as well as the ever-changing workplace complexities at the intersection of innovation, policy, and purpose. Helping to answer the questions on how organizations and managers can create policies (at macro, meta, and micro levels) that strike a balance between regulating the use of emerging technologies, such as artificial intelligence (AI) and chat bots, and incentivizing innovation that aligns with responsible, purpose-oriented growth? This panel offers research-driven insights into solutions and next steps.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Meeting**
Program Session: **708** | Submission: **21679** | Sponsor(s): **(MOC)**
Scheduled: **Sunday, Aug 11 2024 11:00AM - 1:00PM CT (UTC-5)** at **Sheraton Grand Chicago in Ohio**

MOC Executive Committee Meeting

Division Chair: **Beth Ann Livingston**, *U. of Iowa*
Program Chair: **Burak Oc**, *Lee Kong Chian School of Business, Singapore Management U.*
Professional Development Workshop Chair: **Hana Johnson**, *Washington State U.*
Session Chair: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*

This meeting is restricted to members of the MOC Executive Committee.

KEY TO SYMBOLS

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

Session Type: **Showcase Symposium**

Program Session: **709** | Submission: **15482** | Sponsor(s): **(OMT, SIM, PNP)**

Scheduled: **Sunday, Aug 11 2024 11:00AM - 12:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Embassy Room**

Looking Back and Looking Ahead at Research on Social Entrepreneurship, Innovation, and Impact



Organizer: **Kevin Paul Miner**, *Oxford U., Saïd Business School*

Moderator: **Marya Besharov**, *Oxford U., Saïd Business School*

Panelist: **Johanna Mair**, *Hertie School of Governance*

Panelist: **Cynthia Rayner**, *U. of Cape Town Graduate School of Business*

Panelist: **Phumlani Nkontwana**, *Stellenbosch U., South Africa*

Panelist: **Meng Zhao**, *Nanyang Business School*

Panelist: **Alona Revko**, *Oxford U., Saïd Business School*

Over the past two decades, research and practice in social entrepreneurship, innovation, and impact have transitioned from the margins to the mainstream. Not only have these topics become central to organization and management theory, but they are also now on the agenda in corporate boardrooms and global policy arenas, including the UN, OECD, World Economic Forum, and World Intellectual Property Organization. From addressing climate change to promoting gender and racial equity, social entrepreneurship and innovation are seen as promising approaches for tackling ‘grand challenges’ and ‘wicked problems’. However, are research and practice up for the task? What can the existing scholarship tell us about the future? What questions remain unanswered? This panel symposium will reflect on lessons learned from the past two decades of research on social entrepreneurship, innovation, and impact and highlight opportunities and challenges for the future of the field. The discussion will be based, in part, on a Global Innovation Index Special Topic Report evaluating the state of social entrepreneurship globally. We will bring together a unique group of voices, including researchers who have contributed to building the field and those at the field’s frontier. By bringing together these scholars, this symposium will provide an opportunity to learn about the state of social entrepreneurship, innovation, and impact in 2024, hear concerns from researchers and practitioners, and inspire future scholarship in both unexplored and high-interest subfields.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **710** | Submission: **16604** | Sponsor(s): **(OMT, STR, RM)**
Scheduled: **Sunday, Aug 11 2024 11:00AM - 1:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Gold Room**

Testing Causal Mechanisms of the Decision-Making Process in Corporate Governance



Organizer: **Ilaria Orlandi**, *Copenhagen Business School*
Organizer: **Radina R. Blagoeva**, *U. of Georgia*
Panelist: **Sam Garg**, *HKUST Business School*
Panelist: **Vilmos F. Misangyi**, *Pennsylvania State U.*
Panelist: **Tessa Recendes**, *Penn State Smeal College of Business*
Panelist: **Joanna Tochman Campbell**, *U. of Cincinnati*
Panelist: **Timothy J. Quigley**, *U. of Georgia*
Panelist: **Michael C. Withers**, *Texas A&M U.*

In pursuit of strong theoretical contributions and theoretical advancements in the management field, scholars have emphasized the need for methodological rigor and the importance of robustly testing the claimed theoretical mechanisms. While experiments remain the “golden standard” of establishing causality and testing theorized mechanisms, they might not be feasible or easily implementable in many macro fields, including the field of corporate governance and strategic leadership, where access to corporate leaders to conduct experiments is limited. Scholars in corporate governance who rely heavily on archival data need different tools to overcome the challenges associated with rigorously testing their theories. The purpose of this PDW is to equip participants with some vanguard tools to enhance their methodological rigor in testing the theoretical mechanisms in corporate governance by engaging a group of expert panelists in a moderated and interactive discussion. During this PDW, six panelists will share their thoughts on (1) how to navigate matching the methodology with the mechanisms they theorize about, (2) which steps to follow when designing a study (having in mind the review process), and (3) what are the major opportunity and challenge of using a specific method in the corporate governance and strategic leadership field. The topics covered include the use of videometrics in corporate governance, publishing with novel archival data, dealing with endogeneity, the use of robustness tests and supplemental analysis to substantiate the testing of theoretical mechanisms, gathering and analyzing primary data in corporate governance, and the use of qualitative comparative analysis (QCA).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **711** | Submission: **14700** | Sponsor(s): **(RM, STR, TIM, OMT, ENT)**
Scheduled: **Sunday, Aug 11 2024 11:00AM - 2:00PM CT (UTC-5)** at **Swissotel Chicago** in **Lucerne II**

Using Abductive Methods in Management Research

Panelist: **Rajshree Agarwal**, *U. of Maryland*
Panelist: **David A. Kirsch**, *U. of Maryland*
Panelist: **Saku Mantere**, *McGill U.*
Panelist: **Lamar Pierce**, *Washington U. in St. Louis*
Panelist: **Grazia D. Santangelo**, *Copenhagen Business School*
Panelist: **Zhiyan Wu**, *Erasmus U. Rotterdam*
Organizer: **Seojin Kim**, *Drexel U.*
Organizer: **Sandeep Pillai**, *Department of Management and Technology, Bocconi U.*
Organizer: **Liyue Yan**, *BI Norwegian Business School*

This PDW brings together scholars with extensive experience in abductive methods to provide exemplary practices and guidance in effectively using abduction to publish research in top management journals, and share experiences in navigating the challenges of abductive research. During the panel session, speakers will engage in conversations about epistemological questions on abduction, share experiences in abductive research, and provide editorial perspectives. In the roundtables, speakers will join the audience in interactive discussions to further their understanding of the method and research development.

KEY TO SYMBOLS

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

A World Where You Own Nothing? Demystifying Property Rights Theory

Organizer: **Kun Liu**, *Kent State U.*

Organizer: **Gideon D. Markman**, *Colorado State U.*

Distinguished Speaker: **Peter G. Klein**, *Baylor U.*

Distinguished Speaker: **Sharon Alvarez**, *U. of Pittsburgh*

Distinguished Speaker: **William S Hesterly**, *U. of Utah*

Distinguished Speaker: **Heli Wang**, *Singapore Management U.*

A world without property rights would not only mean no legal ownership or an inability to exclude others from using or accessing assets, resources, or property, it would also mean the absence of legal framework to establish and protect ownership. A lack of legal infrastructure would increase interfirm friction, reduce resource conservation, and economic development would decline due to a lack of incentives for investment and entrepreneurship. If having property rights is so central and valuable, why is it that management scholars appear to take property rights theory (PRT) for granted? What are the conceptual and empirical costs that management scholars pay when diverse fields—e.g., strategy, entrepreneurship, international business, innovation, and especially social and environmental issues and OB/HR—pay very little attention to PRT? The goal of this PDW is to address these questions and motivating more and deeper research on the role of PRT in resource preservation.

This PDW is about property rights theory (PRT). FORMAT 0:00-0:02 — Welcome: Gideon Markman (Colorado State University) 0:02-0:09 — Speaker 1: Peter Klein (Baylor University) -- What is PRT? 0:09-0:16 — Speaker 2: Gideon Markman -- Applied illustrations of PRT in real life 0:16-0:23 — Speaker 3: Bill Hesterly (University of Utah) -- Research questions that urgently need redressing 0:23-0:30 — Speaker 4: Kun Liu (Kent State University) -- PRT in the context of adjacent theories (TCE, RBV, etc.) 0:30-0:40 — Break 0:40-1:40 — 1st Breakout sessions (roundtable discussions of manuscripts). 1:40-1:50 — Break 1:50-2:50 — 2nd Breakout sessions (roundtable discussions of manuscripts; reshuffling attendees and organizers). 2:50-3:00 — Concluding remarks. PDW attendees will be divided into small groups, and each group will be headed by one of the organizers. Participants will describe their working projects and research questions by following this five-point prompt: 1. From prior research we know that... 2. Yet a complication comes about because... 3. This complication is of concern because... 4. To address this concern, we did... 5. Therefore, our paper makes the following 2 contributions... We'll conclude with an interactive discussion about avenues for future research and efforts to advance the theoretical development and application of PRT (~10 minutes).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Ventures and Corporations for a Sustainable Future



Organizer: **Riitta Katila**, *Stanford U.*

Organizer: **Anna Lukkarinen**, *Stanford U.*

Panelist: **Rodolphe Durand**, *HEC Paris*

Panelist: **Ioannis Ioannou**, *London Business School*

Panelist: **Dean Shepherd**, *mendoza*

Panelist: **Tyler Wry**, *The Wharton School, U. of Pennsylvania*

Panelist: **Witold Jerzy Henisz**, *U. of Pennsylvania*

The purpose of this PDW is to advance rigor and coherence in sustainability research. As sustainability considerations are transitioning from peripheral to central among many ventures and corporations, this PDW addresses the imperative of advancing high-quality sustainability research. First, we will focus on crystallizing the sustainability construct and its boundaries. Second, we will discuss the need for research designs and measures that align with the multi-objective nature of sustainability-oriented businesses. Third, the workshop will capitalize on the diverse sustainability-related research streams across management fields to encourage cross-disciplinary dialogue and insights. We aim to seize these three opportunities with an interactive format. The session will engage participants through panelist speeches that include Q&A, a moderated panel discussion with audience participation, and revolving roundtables for personalized expert feedback on participants' work. We trust participants will leave the workshop inspired and equipped with tools and connections for making high-quality theoretical and empirical contributions to the emerging spectrum of sustainability research in management. Aligning aptly with the AOM 2024 theme "Innovating for the Future", the PDW provides essential insights into sustainable innovation in the complex contemporary economic, environmental, and social context.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **714** | Submission: **12589** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 11:00AM - 12:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Denver**

Military Veterans in Business Education: Enhancing Integration and Inclusion



Participant: **Daniel M. Peat**, *U. of Cincinnati*

Participant: **Jaelyn Perrmann**, *Northern Kentucky U.*

Participant: **Victoria Buckley**, *U. of Cincinnati*

Military veterans individuals represent a distinct group of non-traditional students that enroll in business schools at higher rates than other academic programs. Their diverse experiences, teamwork, and leadership skills enrich business classrooms, yet their integration is often challenged by misconceptions, stigmas, and an overall lack of support. This interactive workshop addresses these issues by enhancing understanding of student veteran experiences, leveraging military experience in business courses, and fostering veteran and military-centric best practices for inclusion. The session highlights the critical role of management educators in supporting student veterans and creating more inclusive learning environments that enable military veterans to succeed in business education and their future careers.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **715** | Submission: **12909** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 11:00AM - 12:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Los Angeles**

Writing a Great Case That Students Will Love

Session Chair: **Karen MacMillan**, *U. of Western Ontario*
Presenter: **Brent D. Beal**, *U. of Texas at Tyler*
Presenter: **Meredith J. Woodwark**, *Wilfrid Laurier U.*

Educators who can write effective cases have the power to: fill in worrisome voids in a teaching plan; engage students with relevant, current material; gain a competitive edge by tailoring executive education programs; develop research ideas with practitioners; and, increasingly, receive publishing credit applicable to tenure decisions. Royalty payments can also make writing best-selling cases lucrative. This dynamic, interactive session will offer practical advice on how to tackle each step of the case writing process, including: determining what kind of case to write; finding leads in the field; collecting data; writing a well-liked case and teaching note; getting the case released and tested; and publishing the case.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **716** | Submission: **20336** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 11:00AM - 12:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Miami**

Growing a Scholarship of Teaching and Learning Culture as a Pathway to Professional Development



Presenter: **Brendan Wehby-Malicki**, *Humber College Institute of Technology and Advanced Learning*

Presenter: **Emma Smith**, *Humber College*

Presenter: **Siobhan Williams**, *Humber College Institute of Technology and Advanced Learning*

Developing a research culture in the Canadian college/polytechnic context can be challenging due to structural factors such as high teaching loads and lack of time for research activities (Rosenkrantz, 2013). We will present our strategies and lessons learned from developing an inclusive Scholarship of Teaching and Learning (SoTL) research program at our institution. We have tackled these challenges by focusing on gradual development of both our programs and our faculty's skills and by providing flexible support in order to meet our community members' unique needs. Through a diverse series of offerings including internal grant funding, workshops, a research boot camp and a newly developed SEDA research certificate, our program aims to foster a sustainable and collaborative research culture. Participants will leave the session with insights and actionable strategies to develop and enhance SoTL research within their own institutional contexts.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **717** | Submission: **15387** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 11:00AM - 12:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Salon A**

Inviting Practitioners in the Classroom - Who, Why, How? From Passive to Engaged Active Learning



Participant: **Vincent Lefebvre**, *Audencia Business School*
Participant: **Franck Bares**, *HEC Montreal*

Inviting practitioners in the classroom represents a great opportunity for student learning as they enable to discuss careers, industries and businesses. To take the most of this opportunity, we should ask: (1) Who is the best practitioner for my group? (2) How to organize the visit? (3) What are the expected takeaways and how to measure them? In Entrepreneurship Education (EE), teaching what entrepreneurs do is a core component of entrepreneurial curricula. Each indirect testimonial or illustration of “what entrepreneurs do”, such as case studies, podcasts, videos, or books must be prepared with the same care than direct testimonials. Moreover, as educators, we play a crucial role in the social representation of what “being or becoming an entrepreneur” means. In each of our courses we mobilize several such direct and indirect illustrations, and each story participates to what students think about being or becoming an entrepreneur. The expected student outcomes might be challenging the theories we teach them by confronting them to the real-life experience of entrepreneurs, developing students’ self-efficacy by introducing role models with similar backgrounds, or creating a connection with the entrepreneurial ecosystem. Usual practitioner testimonials are rather indirect and passive. We introduce in this teaching & learning contribution a framework to better organize these testimonials and show how to transform them into an active learning experience using podcasts as a medium to build a relation between students and entrepreneurs.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM](#).

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **718** | Submission: **15555** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 11:00AM - 12:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Salon B**

Creating a Growth Mind-Set in Classrooms

Presenter: **Mahbubul Alam**, *Algoma U.*
Presenter: **Jody Rebek**, *Algoma U.*

Individual students usually hold a belief about their own intelligence and ability. A teacher also develops individual student level beliefs about their intelligence and ability. These beliefs have significant implications for students' learning and achievement. Researchers have distinguished two categories of assumptions or beliefs concerning students' intelligence. They might have a fixed mindset that regards intelligence as a fixed characteristic: some pupils are intelligent, and that's that. A growth mindset, on the other hand, holds that intelligence may be developed through a variety of methods, such as effort and proper instructions. Studies demonstrate that having a growth mind-set is especially important for students who are laboring under a negative stereotype about their intelligence and abilities. Adopting a growth mind-set helps those students remain engaged and achieve well, even in the face of stereotypes. The proposed session will provide practical suggestions on how to create a growth mind-set in a class. Through various activities of short lecture, individual and group exercises, and class discussion, the participants will learn how to: 1) identify personal mind-set, 2) deal with personal believe about students of diverse backgrounds, 3) provide growth mind-set feedback on students' work, and 4) create a culture of growth mind-set in the classrooms. These takeaways will help participants to change their perspective on students' intelligence and provide tools and techniques to develop growth-mind-set classrooms.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **719** | Submission: **17462** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 11:00AM - 12:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Salon C**








Using Generative AI in Client-Based Experiential Learning Projects

Organizer: **Aimee Barbeau**, *U. of Illinois Urbana-Champaign*
Organizer: **Heejin Kim**, *U. of Illinois at Urbana-Champaign*

Business schools, and even higher education more generally, are adapting to a new, powerful tool in generative AI. Instructors struggle to help students practice ethical uses of generative AI that do not involve banning it altogether. While it may be easier to simply admonish learners to avoid using AI, that is neither a realistic expectation for college students, nor a beneficial approach given the use of AI in the workplace, the context business educators aim to prepare their students for. Moreover, it is challenging for students to learn appropriate use of AI on their own; rather, it must be actively taught, scaffolded, and modeled for them. The presenters incorporated generative AI into an existing 8-week long client-based experiential learning project undertaken by 800+ first-term business students at a public university in the United States. In the session, participants will be walked through how students were guided in their use of AI, both in terms of how to utilize it to improve client projects and how to use the tool ethically. Furthermore, participants will see findings from a survey and qualitative feedback from students on how students used AI in the project and what they learned about the appropriate use of AI. The session will help attendees envision how AI might be incorporated into existing assignments and courses while discussing some potential benefits and pitfalls of that integration.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **720** | Submission: **20421** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 11:00AM - 12:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Salon F**

How to Create a Sense of Belonging in a Large Online Undergraduate Course










Presenter: **Elina Ibrayeva**, *Associate professor of practice management*

This presentation discusses three innovative assignments that can make your large online undergraduate management course more engaging for students. These three innovative assignments make student learning more personalized and meaningful (journaling), create faculty presence as well as a sense of belonging to the others in the class (small group zoom meetings) and to the school alumni (video interviews with alums). Participants will be asked to brainstorm the potential adaptation of these assignments in their own teaching practice as any of the assignments can be modified for multiple course formats (online, hybrid, or on-campus) and at any level (graduate and undergraduate). The goal of the presentation is to help participants become more skillful, confident, and pedagogically savvy teachers of their disciplines.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **721** | Submission: **20895** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 11:00AM - 12:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Salon G**

Transforming Education for Future-Proof Graduates with the Newly Developed Cognitive AI Framework



Participant: **Colin Fu**, *Surrey Business School*

Education is constantly evolving. To prepare students for future challenges, we propose a comprehensive approach, integrating advanced technology, precise educational assessment, and a commitment to equity, inclusivity, and community engagement. Central to this is the 5-level Cognitive AI Framework, evolved from 8-level structure that garnered considerable attention at various international conferences. The further streamlined framework harnesses technology for educational innovation and experiential learning, equipping students with future-ready skills in the AI era. This framework includes stages of exploration, enhancing inquiry-driven learning with AI; engagement, providing equitable technology access; examination, critically analysing AI outputs and biases; formulation, applying AI to practical, community-focused problem-solving; and reflection, focusing on AI's ethical aspects. This innovative approach blends practical, real-life learning with Generative AI technology, making education globally relevant and engaging. It promotes active problem-solving, bridging theory with real-world application.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **722** | Submission: **20960** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 11:00AM - 12:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Salon H**

No Student Left Behind: Creating and Maintaining Inclusivity in the Classroom



Presenter: **Belgin Okay-Somerville**, *U. of Glasgow*

Session Chair: **Paul Hunter**, -

Presenter: **Adina Dudau**, *Adam Smith Business School, U. of Glasgow*

Presenter: **Alvise Favotto**, *U. of Glasgow*

Today's classrooms are more diverse than ever before. As educators, are we equipped to lead diverse teaching cohorts? In this interactive session we will work with the audience to develop tools for creating more inclusive and supportive learning environments. We will draw on our experience working with international students, mature students, and students with learning disabilities to explore what inclusive teaching means; discuss barriers to inclusivity in the classroom and share teaching methods for fostering a sense of belonging. Our aim is to equip ourselves and the audience with the tools to foster learning environments where – as our title suggests – no student is left behind.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



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Selected as a Best Paper

Session Type: **Symposium**
Program Session: **723** | Submission: **12127** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 11:00AM - 12:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile** in **Scottsdale**

How to Create Assignments in a Chat GPT World: Adapted Activities and the Poster Project



Presenter: **Anita Boey**, *Trent U.*

The world has seen the steady development of AI in all industries, and AI has also made great waves in academia and education. With the introduction of every new technology, you get mixed reactions from it. Some instructors jump on the opportunity to use it in their classrooms, while others are more hesitant. This workshop will give participants the space to discuss the timely topic of how to create assignments in a ChatGPT world. We hold the assumption that learning is not about output; rather, it is about the process of doing and learning the content. Also, we cannot stop students from using ChatGPT, rather, we should adapt to this new tool. Presenters will share assignment ideas, in particular, poster projects; how to guide students on such projects and how to evaluate them. Participants leave the workshop with poster project instructions, guidebook, and grading rubric, plus the confidence to know that they can successfully facilitate such a project!

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

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Research-oriented



Diversity-oriented



Selected as a Best Paper

Compensation Strategies: Insights into Pay Structures and Employee Motivation



Session Moderator: **Le Xu**, *Hofstra U.*

HR: **CEO-TMT Vertical Pay Gap and Firm Productivity: A Tournament Theory Perspective**

Author: **Le Xu**, *Hofstra U.*

Author: **Ajay Rama Ponnappalli**, *Wayne State U.*

Author: **Chen Wang**, *Western Michigan U.*

Prior research that focuses on the impact of the CEO-TMT vertical pay gap on firm performance has largely yielded equivocal findings. We address the equivocal findings by examining firm productivity, a more immediate reflection of TMT members' effort motivated by the CEO-TMT vertical pay gap. Drawing on tournament theory, we theorize that the increased CEO-TMT vertical pay gap will lead to higher firm productivity. We also contend that the positive relationship will be stronger when firms are headquartered in states with high noncompete enforceability and weaker when CEOs are outsiders. Using data from US public firms from 1993 to 2012, we find broad support for our hypotheses. Our study advances the scholarly understanding of tournament incentives in the form of the CEO-TMT vertical pay gap and provides practical implications on how boards of directors can incorporate tournament incentives into the design of executive compensation.

HR: **An Integrative Model of Performance Feedback Transparency**

Author: **Felix Bölingen**, *LMU Munich*

Author: **Peter Bamberger**, *Tel Aviv U.*

Author: **Ingo Weller**, *LMU Munich*

Integrating the performance feedback and organizational transparency literatures we develop and test a model that explains how and under what conditions performance feedback transparency influences employees' task and contextual performance. We conceptualize performance feedback transparency as the extent to which employees have a line of sight into their own and potentially their peers' performance metrics. The model predicts that performance feedback transparency can elicit both status concerns, with negative effects on task and contextual performance, and a learning focus, with positive effects on task but negative effects on contextual performance. We further theorize that narrative feedback and relative performance position function as boundary conditions, in that they both attenuate the effects of performance feedback transparency on status concerns and enhance the effects on learning focus. A laboratory experiment provides empirical support for the mediating mechanisms with respect to task performance, but not contextual performance. Furthermore, neither narrative feedback nor relative performance position were found to moderate the indirect effects of performance feedback transparency on performance outcomes. We discuss the implications of the theoretical and empirical findings for the feedback literature and the organizational transparency literature.

HR: **Horizontal Pay Dispersion and Organizational Performance: A Meta-Analysis**

Author: **Zhijie Xing**, *Zhongnan U. of Economics and Law*

Author: **Zhengtang Zhang**, *Nanjing U.*

Author: **Jinzhao Qu**, *Xi'an Jiaotong Liverpool U.*

Pay dispersion, one such pay structure property, has received increasing attention in management literature. However, there is currently no consistent evidence on the relationship between pay dispersion, especially horizontal pay dispersion, and organizational performance. In view of this, a meta-analysis was conducted to determine the magnitude of the relationship between horizontal pay dispersion and organizational performance, and test the moderating effect of five measurement characteristics (i.e., horizontal pay dispersion types, organizational performance types, horizontal pay dispersion measures, data source of pay and organizational performance, and data structure) and three sample characteristics (i.e., Location, industry, and job level) on the relationship. Through literature search, screening and coding, 37 studies (including 44 independent samples, 86 effect sizes, $N = 82632$) were identified. Results show that there is no statistically significant correlation between horizontal pay dispersion and organizational performance, and the strength of this relationship significantly varies across different types of horizontal pay dispersion and organizational performance.

HR: **Getting Educated on Pay Education**

Author: **Ormonde Cragun**, *U. of Minnesota, Duluth*

Author: **Lin Xiu**, *U. of Minnesota, Duluth*

Author: **Jason Kautz**, *U. of Texas at Dallas*

We introduce the concept of pay education as a structured and intentional organizational process for teaching and learning about pay systems, policies, and their implications. Distinct from pay learning, which is an individual's acquisition of pay-related knowledge, pay education is a formalized, guided approach emphasizing the organizational role in fostering pay knowledge. Rooted in adult learning and constructivist education principles, pay education is presented as a dynamic, interactive process, encompassing both the technicalities of pay components and the psychological and sociological factors influencing pay perceptions. We propose a model illustrating how this approach leads to improved understanding of pay, thereby enhancing decision-making, pay satisfaction, and equity perceptions among employees. The model highlights key phases such as program design and individual learning processes, emphasizing the transformation from a singular focus on individual learning to an organization-wide strategy in pay understanding. This approach significantly enriches the literature by challenging and expanding the inherent assumptions about learning in pay information disclosure and pay communications, offering a more comprehensive understanding of how organizations can effectively educate and engage employees in the complexities of pay systems and policies.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Can a Rivalry Ever End? Merging Micro and Macro Management Perspectives



Session Chair: **David Andrew Reinhard**, *Graduate School of Business, Nazarbayev U.*

Participant: **Peter T. Gianiodis**, *Duquesne U.*

Participant: **Stephen Michael Garcia**, *U. of California, Davis*

Presenter: **Valentino Chai**, *Stanford Graduate School of Business*

Presenter: **Erica Xu**, *Hong Kong Baptist U.*

Presenter: **Jeremy Yip**, *Georgetown U., McDonough School of Business*

Presenter: **SANG HOON HAN**, *The Ohio State U. Fisher College of Business*

Discussant: **Hillary Anger Elfenbein**, *Washington U. in St. Louis*

Discussant: **Gideon D. Markman**, *Colorado State U.*

Presenter: **Jeffrey P. Thomas**, *London School of Economics and Political Science*

Participant: **Edward Tang**, *Zhongnan U. of Economics and Law*

Participant: **Kan Ouyang**, *Shanghai U. of Finance and Economics*

Participant: **Hun Whee Lee**, *The Ohio State U. Fisher College of Business*

Participant: **Jasmine Hu**, *Fisher College of Business, The Ohio State U.*

Participant: **Hayden Sliger**, *London School of Economics and Political Science*

Participant: **Tatiana Strauss**, *London School of Economics & Political Science*

Participant: **Stéphane Francioli**, *The Wharton School, U. of Pennsylvania*

Participant: **Jiaqing Sun**, *London School of Economics and Political Science*

Participant: **Benjamin Converse**, *U. of Virginia*

Participant: **Patricia Chen**, *The U. of Texas at Austin*

Participant: **Gilad Hirschberger**, *Reichman U.*

What really is a rivalry and can it truly come to an end? If a rivalry can end, who is the determiner and what consequences may arise from the termination? How rivalry is defined and measured, as well as who is asked, will determine the answers. This symposium considers the temporal nature of rivalries (i.e. potential termination) to explore whether Micro and Macro Management perspectives can be integrated and thus provide a platform for new predictions and research directions. Taken together, these talks collectively provide evidence that stakeholders may resist terminating existing rivalries, and engage in behaviors to maintain the rivalry into the future, unless there is another target or source that can serve in that rival's place.

The Rival Within, the Enemy at the Gates

Author: **David Andrew Reinhard**, *Graduate School of Business, Nazarbayev U.*

Author: **Gilad Hirschberger**, *Reichman U.*

Uncivil Leadership: Competitive Incivility Promotes Organizational Cohesion

Author: **Jeremy Yip**, *Georgetown U., McDonough School of Business*

Amicable Rivalry: Competitive Relationships that Increase Motivation Without Compromising Ethicality

Author: **Valentino Chai**, *Stanford Graduate School of Business*

Author: **Patricia Chen**, *The U. of Texas at Austin*

Author: **Benjamin Converse**, *U. of Virginia*

Hidden Ambivalence: Rivalry as a Gateway to both Positive and Negative Emotion

Author: **Jeffrey P. Thomas**, *London School of Economics and Political Science*

Author: **Jiaqing Sun**, *London School of Economics and Political Science*

Author: **Stéphane Francioli**, *The Wharton School, U. of Pennsylvania*

Author: **Tatiana Strauss**, *London School of Economics & Political Science*

Author: **Hayden Sliger**, *London School of Economics and Political Science*

Status Threat Caused by Coworker's Networking and Moderating Role of Rivalry

Author: **SANG HOON HAN**, *The Ohio State U. Fisher College of Business*

Author: **Jasmine Hu**, *Fisher College of Business, The Ohio State U.*

Author: **Hun Whee Lee**, *The Ohio State U. Fisher College of Business*

When Helping Behaviors Induce Hostile Reactions? A Perspective of Competitive Altruism

Author: **Erica Xu**, *Hong Kong Baptist U.*

Author: **Kan Ouyang**, *Shanghai U. of Finance and Economics*

Author: **Edward Tang**, *Zhongnan U. of Economics and Law*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Navigating Career Transitions: Early Development, Alternative Paths, and Late-Career Perspective



Organizer: **Gloria Willhardt**, *Justus-Liebig-U. Giessen*
Organizer: **Katja Wehrle**, *Justus-Liebig U. Giessen*
Organizer: **Mari Kira**, *U. of Michigan, Ann Arbor*
Presenter: **Gloria Willhardt**, *Justus-Liebig-U. Giessen*
Participant: **Ute-Christine Klehe**, *Justus-Liebig U. Giessen*
Participant: **Miriam Schäfer**, *Justus-Liebig-U. Giessen*
Presenter: **Jordan Nye**, *U. of Michigan, Ross School of Business*
Presenter: **Elise B. Jones**, *US Coast Guard Academy*
Participant: **Christina Hymer**, *U. of Tennessee, Knoxville*
Presenter: **Soodabeh Mansoori**, *York U., Toronto*
Participant: **Jelena Zikic**, *York U.*
Presenter: **America Harris**, *U. of Hohenheim*
Participant: **Meghan Davenport**, *U. of North Carolina at Charlotte*
Participant: **Ulrike Fasbender**, *U. of Hohenheim*
Discussant: **Ans De Vos**, *U. of Antwerp/Antwerp Management School*

While successful career transitions are vital for overall career quality, those transitions are complex and can be challenging. Occurring at different career and life stages, workers need to repeatedly maneuver transitions throughout their career journeys, ranging from school to work until retirement. Amidst the evolving modern career landscape, also our understanding of careers is shifting, and workers progressively seek to, e.g., experience meaningfulness and realize work flexibility. While research provides valuable insights into how people successfully manage diverse career transitions, we lack knowledge on what influences workers' career choices and their experiences when transitioning across key career stages. This symposium integrates research on key career stages, ranging from school-to-work transitions, to people moving in between their work and leaving traditional paths of employment to seek fulfillment in alternative careers, to the late career stage and retirement. By this, we explore how workers experience and thus choose to develop their careers, how they make career choices to better align their careers with their identities and with what is important to them, and how they navigate new, alternative, and difficult career transitions. We advance knowledge on career transitions and offer a comprehensive view of how workers maneuver and experience their career journeys.

Setting Sails for your Harbor: Exiting NEET Status through Self-Efficacy and Career Decidedness?

Author: **Gloria Willhardt**, *Justus-Liebig-U. Giessen*
Author: **Ute-Christine Klehe**, *Justus-Liebig U. Giessen*
Author: **Miriam Schäfer**, *Justus-Liebig-U. Giessen*

'Work Moves' in the New World of Work: Examining the Role of Self-Narratives and Significant Others

Author: **Jordan Nye**, *U. of Michigan, Ross School of Business*

Now You See It, Now You Don't: Is Meaningfulness Sought or Discovered in Career Change?

Author: **Elise B. Jones**, *US Coast Guard Academy*
Author: **Christina Hymer**, *U. of Tennessee, Knoxville*

Alternative Career Pathways of Skilled Migrants: Looking for New Meanings amid Starting Again

Author: **Soodabeh Mansoori**, *York U., Toronto*
Author: **Jelena Zikic**, *York U.*

Utilizing Uncertainty Regulation as a Late Career Strategy

Author: **America Harris**, *U. of Hohenheim*
Author: **Meghan Davenport**, *U. of North Carolina at Charlotte*
Author: **Ulrike Fasbender**, *U. of Hohenheim*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **727** | Submission: **13695** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 11 2024 11:30AM - 1:00PM CT (UTC-5)** at **Swissotel Chicago in Arosa**

Employee Helping: Connecting a Community of Researchers and Developing a Future Research Agenda



Session Chair: **Andrea L. Hetrick**, *U. of New Mexico*
Session Chair: **Dana Harari**, *Technion - Israel Institute of Technology*

This caucus will provide a forum for researchers to discuss emerging topics in the area of employee helping. This will include discourse surrounding novel research themes, construct clarity and operationalization, and theoretical frameworks. It will also provide a setting for researchers create connections for potential collaboration in future research projects.

Employee helping is an important aspect of organizational citizenship behavior (Ehrhart, 2018). As the organizational citizenship behavior literature has grown (Podsakoff et al., 2018), the literature examining employee helping behavior has also flourished in tandem (Ehrhart, 2018). This caucus has three main areas of discussion that we see as valuable and worthy in promoting the conversation about helping in organizations: (1) The relationship between helping and overlapping constructs, including organizational citizenship behavior (OCB), (2) When and why is helping more beneficial or detrimental for helpers, help recipients, and organizations? And (3) promising avenues for future research.

KEY TO SYMBOLS

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

Session Type: **Caucus**

Program Session: **728** | Submission: **13599** | Sponsor(s): **(CAU)**

Scheduled: **Sunday, Aug 11 2024 11:30AM - 1:00PM CT (UTC-5)** at **Swissotel Chicago** in **Élevé River View 2**

Inclusive Leadership and Voice for Organizational Innovation










Participant: **Rea Prouska**, *Hult International Business School*

Participant: **Alexandros Psychogios**, *Loughborough Business School*

This Caucus addresses this year's Academy of Management "Innovating for the Future" conference theme as it brings the emerging topic of inclusive leadership and voice as a lens for rethinking conventional ways of leading and managing people and organizations towards innovation. The aim of this Caucus is to encourage the development of a community that creates new ideas about inclusive leadership and voice for driving organizational innovation across international boundaries. In this Caucus, we will: Firstly, discuss the challenges of the conventional ways of leading and managing people in organizations from a leadership and voice perspective. Secondly, introduce the concepts of inclusive leadership and inclusive voice. Thirdly, debate the role of organizational leaders and of HR in creating inclusive cultures directed at innovation through leadership and voice for all employees and workers. Fourthly, discuss research avenues that can progress this field by capturing data from an international comparative perspective.

KEY TO SYMBOLS

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

Session Type: **Caucus**
Program Session: **729** | Submission: **13792** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 11 2024 11:30AM - 1:00PM CT (UTC-5)** at **Swissotel Chicago** in **Grindelwald**

Exploration at the Intersection of Craft & Organizations



Organizer: **Jose Antonio Cerecedo-Lopez**, *U. of Texas At San Antonio*

Organizer: **Marta Gasparin**, *Copenhagen Business School*

Contemporary academic exploration in organizational studies highlights a significant revival of craft, emphasizing its role in fostering a more sustainable economy and society. It integrates aesthetics, ecology, and ethical care into new organizational models, underscoring craft's potential to innovate and create meaningful work, thereby challenging the disenchantment of industrialized environments. This resurgence reflects a shift towards local, community-based economies, where craft culture is pivotal. The proposed caucus offers a platform for dynamic, collaborative discussions on these emergent trends, aligning perfectly with the ethos of craft and its impact on organizational innovation.

In preparation for the caucus, calls for 1-page abstracts will be sent out, inviting research on craft and organizations from individuals currently engaged or interested in this field. Participants submitting abstracts will be grouped at rotating tables, with all abstracts shared in advance to facilitate informed discussions. Each participant will have the opportunity to elaborate on their abstract, discussing common issues and exploring potential research collaborations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



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Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **730** | Submission: **13416** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 11 2024 11:30AM - 1:00PM CT (UTC-5)** at **Swissotel Chicago** in **Verbier**

Building a Community for Studying Oligarchs

Organizer: **David Charles Lingelbach**, *The U. of Baltimore*

Organizer: **Valentina Rodríguez Guerra**, *Center for the Study of Oligarchs*

The emerging field of oligarch research is growing as the phenomenon has accelerated dramatically since the late 1980s. Yet this research spans a wide range of disciplines, remains undertheorized, and faces unique methodological challenges. This Caucus connects researchers across AOM divisions to initiate a community to advance the field.

KEY TO SYMBOLS



Teaching-oriented



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Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **731** | Submission: **17346** | Sponsor(s): **(CMS)**
Scheduled: **Sunday, Aug 11 2024 11:30AM - 1:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Regal Room**

Uncomfortable Truths about Industrial-Organizational Psychology



Organizer: **Ivan Hernandez**, *Virginia Tech*
Organizer: **Christopher Huynh**, *Virginia Tech*
Speaker: **Kayden Stockdale**, *Virginia Tech*
Participant: **Michael Zickar**, *Bowling Green State U.*
Speaker: **Keaton Allen Fletcher**, *Colorado State U.*
Discussant: **Arturia T. Melson-Silimon**, -

This symposium addresses significant paradoxes in Industrial-Organizational (I-O) Psychology, focusing on the gap between the field's stated humanitarian values and its practices regarding employee well-being and worker treatment. The session features presentations that challenge the current state of I-O Psychology and propose a reorientation towards more authentic and equitable approaches. The first presentation critiques the prevailing utilitarian perspective in I-O Psychology, which often conflicts with fundamental human rights. This critique is especially pertinent in areas such as personnel selection and occupational health psychology. The speakers advocate for a shift in philosophical framework and policy towards rights-based standards, emphasizing the need to prioritize ethical considerations over cost-benefit analysis. The second presentation addresses the lack of focus on child labor issues within I-O Psychology research. It reviews the global state of child labor and legislative changes in the U.S., calling for expanded research to include populations affected by child labor and to assess the impact of recent legislative changes. Last, the symposium includes a discussion on the ethical considerations regarding non-human animal workers. This presentation argues for the recognition of the rights and ethical treatment of these workers, advocating for I-O psychologists to support the abolition of non-consensual, non-compensated labor of vulnerable populations. The symposium concludes with an integration of these themes, highlighting the importance of addressing oppression and striving for equity in I-O Psychology.

Industrial-Organizational Psychology: Utilitarian Hell

Author: **Christopher Huynh**, *Virginia Tech*
Author: **Kayden Stockdale**, *Virginia Tech*

Child Labor: A Critical Area of Need and Disconnect for I-O/OB Research

Author: **Keaton Allen Fletcher**, *Colorado State U.*

Extending the Ideals of I-O Psychology to the Forgotten Workers

Author: **Ivan Hernandez**, *Virginia Tech*
Author: **Michael Zickar**, *Bowling Green State U.*

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Selected as a Best Paper








Session Type: **Symposium**
Program Session: **732** | Submission: **18614** | Sponsor(s): **(DEI)**
Scheduled: **Sunday, Aug 11 2024 11:30AM - 1:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Haymarket**

Inclusive Change and Voice in Organizations

Organizer: **Danielle Tucker**, *U. of Essex*
Panelist: **Huong Le**, *Central Queensland U.*
Panelist: **John Richmond**, *U. of Sheffield*
Panelist: **Martyna Sliwa**, *Durham U. Business School*
Panelist: **Angelina Zubac**, *AIM Business School, Australian Institute of Management*
Discussant: **Jane Hendy**, *Brunel Business School*

When is it resistance and when is it employee voice? Interpreting behavior that does not unquestioningly conform to a new organizational reality as 'resistance' positions resisting employees as 'troublemakers'. This is potentially problematic for organizational change as it may result in diminished employee voice and leader-centric bias about what is fair and ethical business practice. Leader-centric approaches fail to encourage an inclusive approach to change, diminishing the voices of minorities within organizations. Yet, as change scholars and practitioners we tend to focus on how effective the change was, not how inclusive the process is. Therefore, the purpose of this panel symposium is to engage a group of panelists in a formal, moderated, interactive discussion of the following questions: (1) Who has a voice in the change process and who does not? Who stays silent and why? (2) What is the impact of silencing certain voices in the organizational change process? (3) How effective are traditional methods of consultation and participation in the change process at achieving representative feedback, particularly from minority groups? (4) How might the actions of change agents help or hinder this process?

KEY TO SYMBOLS

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

Stereotype Threats and Concerns

Session Moderator: **Janine Black**, *Kean U.*

DEI: 'Wade in the Water': An Exploration of Black Entrepreneurs Utilizing Navigational Capital  

Author: **Janine Black**, *Kean U.*
Author: **Saran Anika Nurse**, *Kean U.*
Author: **Kisha Dasent**, *Kean U.*
Author: **Alex Rivera**, *Kean U.*

This research sheds light on the pervasive impacts of racism on Black entrepreneurs and highlights their resilience. Utilizing a Group Model Building approach, triangulated with semi-structured interviews of 49 Black entrepreneurs, and guided by Critical Race Theory, we unveil the multifaceted manifestations of racism including stereotyping, low perceptions of legitimacy, restricted access to capital resources and internalized racism. Despite these barriers, Black entrepreneurs exhibit remarkable resilience, leveraging "navigational capital" – a set of skills and strategies for maneuvering through systems not designed with their needs in mind. Navigational capital includes concealment of racial identity, simultaneously creating co-ethnic and diverse networks, seeking creative sources of funding, and pursuing representation and influence in political decision-making processes. This study challenges prevailing race-neutral entrepreneurship narratives, promoting a more inclusive and pluralistic perspective that lays the foundation for the development of policies tailored to the unique needs of Black entrepreneurs, thereby fostering an environment conducive to their financial and mental well-being.

DEI: More Ecstasy Than Agony?: An Exploration of Pathways to Manage Stigmatized Identity Through Gig Work   

Author: **Anjali Bansal**, *Indian Institute of Management, Lucknow*

Stigma has long been a focus of organizational scholars. Yet, stigma theory has not yet deeply considered how new paradigms of organizing might change stigmatized employees' work experiences. Extant research shows that gig work presents challenges to employees' work-related identities. This research builds on these ideas but examines how stigmatized personal identities are managed outside of traditional organizational structures. In a cross-cultural, inductive study of 71 LGBT gig workers, this research reveals that counter to extant theory, the unique features of gig work may provide avenues for stigmatized workers to transcend stigma and manage their identities in ways that support their identity development and well-being. Specifically, the findings conclude that the research participants engaged in one of three distinct processes to manage their LGBT identities: authentic exploration, confident reorientation, or vigilant curation. These processes reflected the unique features of gig work that drew participants to gig work, the techniques that the workers leveraged to manage their identities on the job, and the identity-related and well-being outcomes associated with these techniques. This scholarship adds meaningful nuance to the gig work and workplace stigma literature by demonstrating the potential power of new ways of working to improve stigmatized employees' work experiences and outcomes.

DEI: Stereotype Threat in Leadership: Effects on Women's Negative Affect and State Self-Esteem 

Author: **Samet Arslan**, *Leeds Beckett U.*
Author: **Ilknur Özalp Türetgen**, *Istanbul U.*
Author: **Cristian Vasquez**, *Sheffield U. Management School*

The aim of this study was to assess the impact of stereotype threat related to leadership on women's negative affect and state self-esteem, and to explore whether this impact is moderated by the woman identity centrality. In our experimental study (N = 110), we manipulated exposure to information regarding the gender gap in top leadership positions, and biographical information about successful male leaders. Results revealed that women exposed to stereotype threat showed increased negative affect compared to those in the control condition. The findings also provide evidence that the detrimental effects of stereotype threat on state self-esteem were mitigated among women with high women identity centrality, thus demonstrating that high women identity centrality serves as a buffering factor against stereotype threat. These findings highlight the importance of understanding the underlying mechanisms that enable woman identity centrality to counteract the negative influence of stereotype threat on state self-esteem, despite the fact that it does not alter the direct effect of such threats on negative affect.

DEI: A Contingent Model of Stereotype Threat Responses and Leader Outcomes

Author: **Stacy Boyer**, *Moravian U.*

Stereotype threat describes a concern for being judged or treated in accordance with a negative, self-relevant stereotype, or of confirming that stereotype, in a valued domain. Stereotype threat has been linked with a multitude of negative cognitive and emotional effects that can impair one's performance in a valued domain (i.e., a vulnerability response). Chronic threat has further been linked with domain disidentification, decreasing diversity in important roles such as leadership. However, there is growing evidence that threat can also have performance-enhancing effects under specific circumstances, such as following an explicit stereotype activation. The drivers of this stereotype reactance response are not yet well understood, leading to inconsistent findings and interpretations in the stereotype threat, queen bee, and self-group distancing literatures. The purpose of this paper is to integrate stereotype threat theory (Steele, 1997; Steele & Aronson, 1995) with psychological reactance theory (Brehm, 1966; Brehm & Brehm, 1981) to clarify conceptual understandings and to develop a contingent model of stereotype threat responses with implications for leader outcomes. Although the short-term effect of reactance on performance appears positive, I explain how both vulnerability and reactance responses to threat can reduce one's motivation to lead and their leadership career aspirations. This paper advances research on stereotype threat in the leadership domain by identifying the factors that contribute to vulnerability and reactance and discussing how these responses manifest in organizational settings.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Neurodiverse Workforce Careers

Session Moderator: **Maria Victoria Novaro**, -

DEI: Navigating Neurodiversity: Career Paths and Workplace Inclusion

Author: **Maria Victoria Novaro**, -

Author: **Maria Jose Murcia**, *IAE Business School & CESIS, Austral U.*

Neurodiversity is an umbrella term encompassing intellectual and learning disabilities such as Autism Spectrum Disorder (ASD), Attention Deficit/Hyperactivity Disorder (ADHD), Dyslexia, Dyscalculia, Developmental Coordination Disorder (DCD), and Tourette's syndrome. Conditions comprised under neurodiversity are not only pervasive (estimated as present in one in seven individuals population-wide), but also often entail invisible or 'hidden' disabilities that subject individuals to workforce exclusion and, and affect their employment, career progression, and overall quality of life. This study distills a model outlining discriminatory, employment, and alternative career outcomes that characterize the experiences of neurodiverse individuals as well as institutional and organizational strategies that moderate the relationship between neurodiversity and each of those outcomes. The study offers a process model as well as practical guidance to tackle neurodiversity management and inclusion in organizations, harnessing individuals' abilities and minimizing their vulnerabilities, potentially fostering organizational competitiveness.

DEI: Neurodivergent Jobseeker Responses to the Strengths-Based Neurodiversity Narrative

Author: **Benjamin Stephen Poag**, *NYU Stern School of Business*

Author: **Olivier D. Boncoeur**, *U. of Notre Dame*

Numerous organizations strive to capitalize on the strengths of neurodivergent employees, embracing a "competitive advantage" narrative in recruiting from this population. However, significant theoretical tension remains over the implications of this narrative for including neurodivergent individuals in the workplace, specifically over whether it empowers this subpopulation of employees or reinforces existing stereotypes. In this paper, we advance a theoretical model that draws from uncertainty management theory (UMT) and self-verification theory (SVT) to build initial understanding of how neurodivergent individuals respond to organizational signaling that frames neurodiversity as a competitive advantage. We argue that this competitive advantage rhetoric may reduce uncertainty about an organization among neurodivergent applicants, but ultimately that this effect is qualified by how positively applicants view their own neurodivergent identity. An experimental study partially substantiates these claims, as an organizational diversity statement with a strengths-based neurodiversity clause induced significantly less uncertainty among jobseekers who expressed more pride in their neurodivergent identity, and such individuals in turn perceived the signaling organization more positively. This research advances the nascent literature on neurodiversity, draws novel theoretical connections that bolster research on diversity initiative effectiveness, and provides guidance for companies seeking to tap into the neurodivergent talent pool.

DEI: Neurodiverse Perceptions of Inclusivity in the Workplace

Author: **Shannon Lively**, *U. of Missouri-St. Louis*

Author: **Ekin K. Pellegrini**, *U. of Missouri, St. Louis*

The increase in neurodivergent professionals has led to a significant need for research to examine neurodiversity inclusion in the workplace. Research has portrayed workplace inclusion as the perception that the individual is a valued member of a workgroup through satisfactory experiences of belongingness and uniqueness. We draw on the person-environment fit and the neurodiversity approach literatures to examine how neurodivergent professionals view inclusion, exclusion, and cope with exclusion in the workplace. Results of semi-structured interviews with 20 neurodivergent professionals suggest six inclusion and six exclusion themes at work. Results were largely consistent with previous inclusion research, however, one novel category, flexible accommodations, suggests the importance of considerate accommodations that are easy to implement, low cost, and significantly matter to neurodivergent employees. Participants also identified six coping strategies that provide insight into how they cope with exclusion, which vary from masking to educating others on their strengths and needs. Results extend theory development on inclusion and person-environment fit, and underscore the importance of neurodiversity awareness, as well as intentional and informed neurodiversity inclusive practices. Business organizations can utilize these findings to improve inclusion of neurodivergent employees and provide neurodivergent individuals a pathway to success in their careers.

DEI: How Do I Disclose My Neurodiversity? Avoiding Authenticity Penalties Through Proactive Disclosures

Author: **Carlina Conrad**, *IE Business School*

Author: **Kriti Jain**, *IE Business School*

Author: **Yupeng He**, *IE Business School*

Amidst the growing awareness on the high levels of neurodiversity within the workforce, a paucity of research exists within the academic literature concerning how this workforce can become more integrated. This research addresses this gap by focusing on how disclosures of neurodiversity are perceived at the workplace. By investigating how disclosure methods, namely proactive vs reactive disclosures, and work impairments interact to influence how the discloser is perceived by the recipient, we offer insights into how neurodiverse individuals can garner more support within organizational settings. Results from a micro-narrative study and from a scenario-based experiment support our proposition that individuals who use reactive disclosures are perceived as less authentic when their work performance is already impaired. This ultimately leads the receiver of the disclosure to want to avoid this individual more, shown by decreased helping and collaboration intentions. These findings provide a nuanced understanding on disclosure methods crucial for fostering inclusive environments for neurodiverse individuals in the workplace.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **735** | Submission: **11969** | Sponsor(s): **(DEI, HR)**

Scheduled: **Sunday, Aug 11 2024 11:30AM - 1:00PM CT (UTC-5)** at **Hyatt Regency Chicago in Michigan 3**

Decoding the Fabric of Gender Inequality: Psychological Factors and Social Contexts



Organizer: **Hee Man Park**, *The Pennsylvania State U.*
Participant: **Seunghoo Chung**, *Hong Kong Polytechnic U.*
Presenter: **Julia D. Hur**, *New York U.*
Presenter: **Beth Ann Livingston**, *U. of Iowa*
Participant: **Felice Klein**, *Boise State U.*
Participant: **Sujin Jeong**, *U. of Iowa*
Participant: **Anushka Chakroborty**, *Tippie College of Business, U. of Iowa*
Participant: **Ivuoma Onyeador**, *Northwestern Kellogg School of Management*
Presenter: **Sa-kiera Hudson**, *Haas School of Business, UC Berkeley*
Participant: **Julian Rucker**, *U. of North Carolina at Chapel Hill*
Participant: **Natalie Daumeyer**, *Yale U.*
Participant: **Michael W. Kraus**, *Yale School of Management*
Participant: **Jennifer Richeson**, *Yale U.*
Presenter: **Kelly Harrington**, *Kellogg School of Management, Northwestern U.*
Participant: **Alexandra Feldberg**, *Harvard Business School*
Participant: **Kathleen L. McGinn**, *Harvard U.*

This symposium aims to introduce novel psychological states and emphasize the importance of social contexts for gender inequality, suggesting that management scholars must adopt a broader lens beyond the traditional focus on gender disparities in human capital and occupations when considering gender inequality issues in organizations. Specifically, while introducing novel psychological states and individual characteristics for gender inequality, we emphasize the significance of scrutinizing social contexts (i.e., occupation, corporate, and familial environments) where gender inequality is more likely to manifest. By providing specific contexts that are more likely for gender disparities to occur, this symposium intends to not only identify psychological factors that yield different rewards or gendered psychological states contributing to gender inequality but also attempts to examine 'when' those gender gaps in psychological factors are more pronounced, providing policymakers and organizational authorities insights into where they need to pay attention to in order to mitigate gender inequality.

The Misperception of Gender Economic Equality.

Author: **Ivuoma Onyeador**, *Northwestern Kellogg School of Management*
Author: **Sa-kiera Hudson**, *Haas School of Business, UC Berkeley*
Author: **Natalie Daumeyer**, *Yale U.*
Author: **Julian Rucker**, *U. of North Carolina at Chapel Hill*
Author: **Michael W. Kraus**, *Yale School of Management*
Author: **Jennifer Richeson**, *Yale U.*

Extraversion Revisited: How Personalities and Occupations Jointly Shape Gender Pay Inequality

Author: **Hee Man Park**, *The Pennsylvania State U.*
Author: **Seunghoo Chung**, *Hong Kong Polytechnic U.*

Bridging the Aspiration Gap: The Unexpected Role of Performance Incentives

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

Tight Ships or Loose Cannons: Couples' Approaches to Domestic Tasks and Gender Differences at Work

Author: **Kelly Harrington**, *Kellogg School of Management, Northwestern U.*
Author: **Alexandra Feldberg**, *Harvard Business School*
Author: **Kathleen L. McGinn**, *Harvard U.*

Mind the Gap: An Integrated Conceptual Review of Research on the Gender Pay Gap

Author: **Beth Ann Livingston**, *U. of Iowa*
Author: **Sujin Jeong**, *U. of Iowa*
Author: **Felice Klein**, *Boise State U.*
Author: **Anushka Chakroborty**, *Tippie College of Business, U. of Iowa*

KEY TO SYMBOLS

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

Venture Capital: Investment Decision

Session Moderator: **Victor Martin-Sanchez**, *U. of Southern Denmark*

ENT: **Time Tells: Unraveling the Temporal and Risk Dynamics of Venture Capitalists**

Author: **Mario Daniele Amore**, *HEC Paris*
Author: **Orsola Garofalo**, *Copenhagen Business School*
Author: **Cedric Gutierrez**, *Bocconi U.*
Author: **Victor Martin-Sanchez**, *U. of Southern Denmark*
Author: **Valerio Pelucco**, *Department of Management and Technology, Bocconi U.*

Access to funds is critical for new ventures, yet many struggle to secure financing. Why are some investors more likely than others to finance new ventures? We address this question by studying the influence of time and risk preferences on venture capital's investment decisions. Using data from a large-scale incentivized survey of venture capitalists in Europe, our findings reveal that patient venture capitalists favor early-stage firms, whereas risk-averse venture capitalists invest in more mature ones. Moreover, we show that risk and time preferences provide different pathways to success: risk-averse investors are more likely to exit through a trade sale, whereas patient investors exit more often through an initial public offering (IPO). The most favorable path to an IPO occurs when investors demonstrate both patience and a willingness to take risks, highlighting an interplay between risk and time preferences.

ENT: **The Performance Puzzle in Venture Capital and Private Equity Style Drifts**

Author: **Douglas Cumming**, *Florida Atlantic U.*
Author: **Armin Schwienbacher**, *SKEMA Business School*
Author: **Yelin Zhang**, *Gonzaga U.*

Prior research shows directly conflicting evidence on the performance implications of style drift in venture capital and private equity, which represents an unresolved puzzle. In this paper, we identify one compelling source for this conflicting evidence. We differentiate between initial style drift, occurring when a venture capital (VC) fund invests in a company for the first time, and follow-on style drift, which occurs when a VC makes subsequent investments in the same company. We hypothesize that follow-on style drift investments involve an exacerbated escalation of commitment, leading to a negative impact on performance. Consistent with this hypothesis, we provide large sample evidence that initial style drift investments have superior, positive exit performance, while follow-on style drift investments have substantially worse exit performance. We discuss implications and future research suggestions.

ENT: **Inside the Black Box: Understanding Organizational Decision-Making Processes in VC Funds**

Author: **Anna Khoroshylova**, *Technische U. Darmstadt*
Author: **Norbert Linn**, *Technische U. Darmstadt*
Author: **Carolin Bock**, *Technische U., Darmstadt*







Venture capital (VC) firms are known for their opaque decision-making processes, making it difficult to understand the group dynamics in early-stage investment decisions. This study uses a multidisciplinary approach to examine the distinct stages, individuals, roles, interpersonal dynamics, and factors that influence interactions within the decision-making process in venture capital firms. This research draws on previous studies in psychology, sociology, human resources management, and strategic planning to deepen the understanding of related concepts and their applicability in the context of early-stage VC investments. The findings of this study suggest that the decision-making process in VC firms is influenced by a range of factors, including the stage of the decision-making process, the individuals involved, the roles they play, and interpersonal dynamics within the decision-making group. This study highlights the importance of understanding these factors to improve the efficiency and effectiveness of VC funds and support the development of innovative new ventures.

ENT: **Principal Problem in Venture Governance by Venture Capitals: A Meta-Analysis**

Author: **Jin-Su Kang**, *NYCU*
Author: **Pei-Yi Lin**, *National Yang Ming Chiao Tung U.*
Author: **Sanjay Goel**, *U. of North Dakota*

Despite predominant views of venture capitals (VCs)' positive effects on the success of funded firms (i.e., ventures), empirical studies in aggregate reflect inconsistent findings in terms of the direction and magnitude of the relationship. Drawing on the principal problem perspective, our study investigates relationships between VCs' (i.e., principals) governance tools, ownership and board involvement, and various venture outcomes. Based on a sample of 61,891 for VC ownership and 5,485 for VC board, respectively, in the US from 1980 to 2019, the results of our meta-analysis support VCs' short-term orientation as both VC ownership and board involvement enhances IPO performance, but not financial performance. However, entrepreneur ownership positively moderates on the VC ownership-IPO performance and VC ownership-financial performance, respectively, suggesting that it mitigates any effect of VCs' short-term orientation.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Entrepreneurial Intentions

Session Moderator: **Paul L. Drnevich**, *U. of Alabama*

ENT: **Local Contexts and Entrepreneurial Agency within a Fragile State**

Author: **Esther Salvi**, *IMD Business School*
Author: **Frank-Martin Belz**, *Technical U. of Munich*
Author: **Julia Katharina Binder**, *IMD*
Author: **Ali Aslan Gümüşay**, *LMU Munich*

Fragile states are generally associated with the concept of institutional voids. Yet, in this study, we move beyond state fragility to explore how distinct local contexts within a fragile state are shaped by multiple institutional logics. Through an explorative multiple case study design, we shed light on two constellation types – relation-centered and market-centered constellations – that constitute the local contexts, with which entrepreneurs interact, within a fragile state. Depending on their entrepreneurial (mis)alignment, we find that the entrepreneurs agentically engage and interact with their local contexts, hereby – consolidating relational centrality, molding relational centrality, reinforcing market centrality, and navigating market centrality.

ENT: **Conceptualizing an Anthropological Approach to Entrepreneurial Action**

Author: **Monique Boddington**, *Cambridge Judge Business School*

This paper examines an anthropological approach to entrepreneurial action. While the scientific approach, which involves the development and testing of hypotheses through experimentation, has been widely adopted in the literature, it has limitations in terms of developing holistic mental models and avoiding blind spots in uncertain environments. In addition, in the literature, there is support for broader methods of theorizing by entrepreneurs. Presenting an anthropological perspective offers a lens to examine alternative patterns of the reasoning behind entrepreneurial action. An anthropological perspective considers the social mechanisms and cognitive processes of entrepreneurial action. It employs participant observation and ethnographic methods to gain a more nuanced and empathetic understanding of customer needs. This approach also accounts for the relationship between the observer and the observed, and cultural dynamics within the entrepreneurial process are increasingly recognised in the literature, something not explicitly addressed in the scientific approach. By utilising anthropological methodologies and theories, entrepreneurs can identify and create value under conditions of uncertainty while accounting for social and cognitive processes. This paper contributes to the literature on the micro-foundations of entrepreneurship by providing an alternative explanation of how entrepreneurs generate information to produce value under conditions of uncertainty within a co-creative approach

ENT: **Capitals and Self-Efficacy: Catalysts for Entrepreneurial Intention of Potential Entrepreneur**

Author: **Soyeon Kim**, *Gakushuin U.*
Author: **Kyounghee Chu**, *Chosun U.*








This research explores the significance of capitals and their relative importance in shaping entrepreneurial self-efficacy and intention. Specifically, the study intends to clarify the differing effects of bonding and bridging social capital on entrepreneurial intention. Grounded in resource-based theory and social capital theory, this study sheds light on the roles of human, bonding social, bridging social, and psychological capitals, and their mediation through entrepreneurial self-efficacy. Survey data from young adults in their 20s with an interest in management and entrepreneurship (n=511) were analyzed using structural equation modeling and dominance analysis. The findings reveal that these four types of capital significantly influence entrepreneurial self-efficacy, with varying effects. Human, bridging social, and psychological capitals positively impact entrepreneurial self-efficacy, while bonding social capital has a negative effect. Notably, human and bridging social capitals exert greater effects on entrepreneurial self-efficacy than bonding social and psychological capitals. Furthermore, the relationship between these capitals and entrepreneurial intention is mediated by entrepreneurial self-efficacy. This research offers a deeper understanding for potential young entrepreneurs, providing valuable insights into the current discussions of entrepreneurship studies.

ENT: **Job Attitudes and Intrapreneurial Intention: The Moderating Role of Core Self-Evaluations**

Author: **Gentrit Berisha**, *U. of Prishtina*
Author: **Besnik Krasniqi**, *U. of Prishtina*
Author: **Drin Govori**, *Independent Researcher*

Job attitudes have been given merit in predicting employee behavior and outcomes, but their fame has not made it in intrapreneurship research. We contemplate shedding light on the relationship between job attitudes, namely work engagement and workplace belongingness, and the intrapreneurial intention of managers. Furthermore, we rely on self-efficacy and self-esteem as moderators to better understand the hypothesized relationships. Our hypotheses are tested using a sample of 233 managers employed in various sectors and company sizes in Kosovo. The results indicate that work engagement is positively related to INI, while workplace belongingness is not. The moderation analyses show that self-efficacy moderates the relationship between workplace belongingness and INI, whereas OBSE moderates the relationship between work engagement and INI. Our findings inform research and practitioners of the relevance of job attitudes in intrapreneurship research and managerial interventions to increase intrapreneurial activity through job attitudes.

KEY TO SYMBOLS

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

Buzz Momentum

Session Moderator: **Shijian Wei**, *U. of Alabama*

ENT: **The Expectations Game: The Contingent Role of Hype in Resource Mobilization Processes Among AI Firms**

Author: **Judy Rady**, *Virginia Tech*

Author: **David Matthew Townsend**, *Virginia Tech*

Author: **Richard Hunt**, *Virginia Tech*

In the early stages of resource mobilization processes, startups must strike a delicate balance between establishing legitimacy with stakeholders and crafting a unique identity that appeals to potential investors. This process can be seen as an 'expectations game,' where startups must convince investors on an ongoing basis that they possess exceptional qualities that will yield substantial returns in the future. By doing so, they will continue to secure the necessary resources to deliver on their future promises. Startups employ various rhetorical strategies to shape investors' expectations and motivate their interest which collectively, sometimes involve developing firm-level hype in order to generate an enticing vision of the future. Our study builds on these emerging perspectives to theorize that the effectiveness of hype is contingent on several factors, including both categorical and firm-level factors that influence how investors perceive the comprehensibility, desirability, credibility, and feasibility of a startup's hyperbolic claims. By shedding light on the contingencies shaping the role of hype in attracting resources for AI startups, we contribute to a better understanding of the challenges startups face in leveraging hype to navigate the challenges of early-stage resource mobilization processes.

ENT: **What's the Buzz? Capturing the Role of Localized Innovative Atmosphere**

Author: **Carlo Corradini**, *Henley Business School, U. of Reading, United Kingdom*

Author: **Emma Catharina Folmer**, *Groningen U. (RuG)*

Author: **Anna Rebmann**, *King's College London*

What makes some places more conducive to individuals becoming entrepreneurs than others? Ample research shows that entrepreneurial culture and other informal institutions are important factors in explaining differences in entrepreneurship across regions. Yet, for the most part, what constitutes these informal institutions still remains a black box. In this paper, we introduce the concept of buzz from Economic Geography as an important part of the informal institutional context of a place, shaping both social interaction and the transmission of information and norms. In particular, we introduce the concept of innovative buzz is or the extent to which people talk about topics related to innovation in a particular region. We hypothesize that regions with higher levels of innovative buzz are more likely to support the emergence of individuals who intend to become entrepreneurs, who start new ventures and furthermore, that these ventures are more likely to be higher quality start-ups i.e. opportunity-based or high-growth aspiration ventures. We provide evidence for our hypotheses by merging individual entrepreneurship indicators from GEM with novel indicators of innovative buzz produced by applying natural language processing (NLP) methods to a corpus of almost two billion words across 180 million tweets, representing the population of geolocated tweets in the UK for 2014. Our contribution offers a novel conceptualization of buzz for entrepreneurship research, as well as new evidence on the opportunities in big data and language analysis for entrepreneurship research.

ENT: **Understanding Entrepreneurial Buzz Elements Over Time: Toward a Theory of Buzz Momentum**

Author: **Emily Neubert**, *Neeley School of Business - Texas Christian U.*

Author: **Clau Sganzerla**, *Texas Tech U.*

Author: **Nathan Hayes**, *U. of North Carolina, Charlotte*

Author: **Jared Shaw Allen**, *Texas Tech U.*

Author: **Pavas Pandey**, *Texas Tech U.*

Creating excitement, or 'buzz,' around a venture's products, future plans, or trajectory provides a viable means by which entrepreneurs can attract the resources and stakeholder support necessary to grow and scale their ventures. Within this paper, we introduce a buzz framework that unpacks the core elements of entrepreneurial buzz (agent, audience, and anticipated future) and how they interact to generate entrepreneurial buzz. We then leverage our buzz framework to theorize a model of buzz momentum across the stages of a venture's development to highlight how entrepreneurs can realize buzz at each stage, the effects of realizing buzz, and how buzz can help safeguard against potential legitimacy losses from entrepreneurial hype.

ENT: **My Signaler is Better than Yours: How Online Influencers Establish Legitimacy of New Ventures**

Author: **Kevin D. Heupel**, *Oklahoma State U.*

Author: **Matthew W. Rutherford**, *Oklahoma State U.*

From prior research, we know that new ventures often face challenges in establishing legitimacy, with signals playing a pivotal role in persuading stakeholders of their potential and viability. Yet a complication arises as traditional signals might not resonate with modern consumers who yearn for genuine, human connections, especially in the age of digital media. This complication is of concern because new ventures, devoid of tangible proofs (e.g., product successes), struggle to convey their authenticity, thereby risking their chances of early-stage customer acquisition. The course of action to address this concern entails a rigorous examination of how new ventures can leverage signaler from various spokesperson categories—founders, employees, celebrities, and online influencers—and how signaler reliability impacts the effectiveness in establishing new venture legitimacy.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Social Entrepreneurship

Session Moderator: **Vrinda Khattar**, *Indian Institute of Management Mumbai*

ENT: **Defining Scaling and Disentangling Founder Leadership Styles in Scaling Technology Social Ventures**

Author: **Vrinda Khattar**, *Indian Institute of Management Mumbai*
Author: **Upasnaa Agarwal**, *Professor at IIM Mumbai*

Technology social ventures (TSVs), a form of hybrid ventures, are among the most important and impactful forms of entrepreneurship. Like new social and commercial ventures, scaling is important for new TSVs to become established firms. Yet, what constitutes scaling is significantly different for TSVs as compared to other forms of ventures, namely, not-for-profit social organizations and profit-driven commercial ventures. However, scholarship is fragmented over defining scaling in TSVs. Therefore, the first objective is to contribute to the definition of scaling TSVs. To meet the first objective, we conduct an adapted Delphi study, where we formulate a literature-driven and expert-ratified definition of scaling TSVs. Our second objective is to identify founders' leadership styles to aid scaling in TSVs. In the second study, based on our scaling definition, we identify three scaling TSVs, and then, using a multiple case study approach, we explore their founders' leadership styles that aid scaling. It emerges that the founders do not use a single leadership style but use a combination of transformational and transactional leadership styles. Interestingly, it emerged that founders used humble leadership styles. Using these leadership styles, founders encouraged high performance and created an environment that aided scaling.

ENT: **Disclosing Everyday Practices of Social Entrepreneurs: Resource Based Perspective**

Author: **Meriam Razgallah**, *PSB Paris School of Business*
Author: **S everine Le Loarne Lemaire**, *Grenoble  cole de management*
Author: **Adnan Maalaoui**, *Mbsc Prince Mohammad Bin Salman College*

This study explores how social entrepreneurs get access to resource, in an everyday basis, depending on the development phase of their organisation. The literature considers that the social entrepreneur mainly acquire resources through bricolage. To better understand this topic, we conducted a qualitative analysis of two contrasting social entrepreneurship contexts – a European context, where resources are relatively easy to access, and a North African context, where resources are relatively scarce. For each of these contexts, individual interviews on the history of the social enterprise, with a focus on the modes of resource acquisition, are conducted. The interviews show that the resource acquisition process is not only based on bricolage, but it is also based on practices of causation and effectuation. In addition, we find that the modes of resource acquisition mainly differ according to the stage of development of the social enterprise. During the emergence phase, the social entrepreneurs are more effectuation-oriented. During the growth and sustainability phases, they are more bricolage oriented. They also use causation practices, but a very low degree. Our study contributes to the literature of social entrepreneurship by providing insights in setting strategies for resource mobilisation depending on the development phase of the social enterprise.

ENT: **The Role of Institutions in the Pursuit of Social Motives in Entrepreneurial Ventures**

Author: **Leonie G rtner**, *U. of Bayreuth*
Author: **Yasmine Yahyaoui**, *U. of Bayreuth*
Author: **Rodrigo Isidor**, *U. of Bayreuth*








While the role of institutions is studied extensively in entrepreneurship, little attention is paid to social entrepreneurship, which is central to addressing global challenges. Thus, we analyze the influence of political institutions, including economic freedom, democracy, and political ideology, on the pursuit of social motives in entrepreneurship. In addition to these formal institutions, we further consider informal institutions by investigating the moderating effect of cultural tightness. Therefore, we use a multinational sample consisting of 23 countries and 10,545 new ventures. The results of our multilevel analysis show that democracy and a socialist/communist ideology relate to the pursuit of social motives in entrepreneurship. Furthermore, we demonstrate that cultural tightness moderates this relationship. Our study makes an essential contribution to social entrepreneurship research by providing an understanding of the influential role of formal and informal institutions. In addition, we add to the debate on institutional void and institutional support theory in the context of entrepreneurship by providing evidence supporting the institutional void theory as a contextual factor determining entrepreneurial action.

ENT: **The Dynamic Effects of Cultural Leadership Ideals on Nascent and Operating Social Entrepreneurship (WITHDRAWN)**

Author: **Byungku Lee**, *U. of La Verne*
Author: **Yeri Cho**, *U. of La Verne*

This study examines the relationships between cultural leadership ideals and social entrepreneurship, using a large sample of 241,558 social and commercial entrepreneurs across 41 countries in the Global Entrepreneurship Monitor survey. This study hypothesizes that the relationships vary in shape due to the dynamic characteristics of cultural leadership ideals (i.e., humane-oriented, self-protective, and charismatic leadership ideals) and the distinctive phases of social entrepreneurship (i.e., nascent and operating social entrepreneurship). This study discusses the implications of the findings to the previous literature on the culture-entrepreneurship fit.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **740** | Submission: **10074** | Sponsor(s): **(ENT)**
Scheduled: **Sunday, Aug 11 2024 11:30AM - 1:00PM CT (UTC-5)** at **Hyatt Regency Chicago in DuSable**

Fostering Creative Success: Power, Intersectionality, AI Feedback, and Social Influence



Organizer: **Carl Blaine Horton**, *Columbia Business School*
Organizer: **Analexis Glaude**, *Haas School of Business, UC Berkeley*
Presenter: **F Katelynn Boland**, *Columbia Business School*
Presenter: **Sahoon Kim**, *U. of Illinois at Urbana-Champaign*
Discussant: **Justin M. Berg**, *U. of Michigan, Ross School of Business*
Presenter: **Carl Blaine Horton**, *Columbia Business School*
Presenter: **Analexis Glaude**, *Haas School of Business, UC Berkeley*

“Almost always, the creative dedicated minority has made the world better.” — Martin Luther King Jr. Scholars and practitioners have long recognized the importance of creativity and innovation in shaping management practices (Amabile, 1996; Birkinshaw et al., 2008), fostering organizational longevity (Heunks, 1998), and influencing decision-making (Chen et al., 2009; Damanpour, 2018; Staw, 1995). Success in many organizational contexts, from hiring to entrepreneurship, is driven by our ability to generate novel ideas, evaluate unconventional solutions, and implement innovative practices. To better understand these processes, this symposium presents four articles that collectively deepen our understanding of these phenomena. Each presentation contributes unique insights exploring related topics. These include how brainstorming sessions might be better structured to account for the differential effects of power, the intersectional effects of race and gender when evaluating a target’s creative abilities, whether rapid-feedback from AI has the potential to help entrepreneurs by fostering revision and higher quality ideas, and the ways social influence impacts our ability to “objectively” evaluate entrepreneurial ideas and predict creative success. In sum, this session lays the groundwork for important discussions and transformational advancements at the crossroads of creativity, organizational behavior, and management science. Presentations

The first paper, “Low Power Warm-up Effect: Understanding the Effect of Power on Creativity over Time” by Sahoon Kim, Brian J. Lucas, and Jack A. Goncalo investigates the relationship between power dynamics and creativity. Building upon past research that shows how feeling less powerful can hinder creative expression due to a greater likelihood of conformity, they introduce the concept of a “low power warm-up effect.” Specifically, they suggest that individuals with lower power can overcome initial creative disadvantages by engaging in creative tasks multiple times, eventually achieving creative parity with those in high-power positions. Three studies support this claim, revealing that while high-power individuals initially demonstrate greater creativity, low-power individuals catch up over time, with their creativity increasing more steeply across multiple rounds of a creative task. This work contributes to organizational literature on power, creativity, and brainstorming by demonstrating the dynamic effect of individual power on task performance over time, and by highlighting the rewarding nature of persistence for individuals in low-power states. The second paper, “The Intersection of Race and Gender on Creativity and Innovation” by Analexis A. Glaude, Merrick R. Osborne, and Sa-kiera T.J. Hudson, discusses the intersectionality of race and gender in the context of creativity and innovation. Specifically, they examine how perceptions of a target’s abilities differ by race, gender, and domain across three studies. Their results suggest that while perceptions of creativity and innovation play an important role in who gets hired or promoted, this role continues to depend upon race and gender. For example, all else equal, White men are perceived to be significantly more innovative than their peers. These findings illustrate the importance of taking an intersectional lens when seeking to develop better business practices. The third paper, “Feedback and Revision in Entrepreneurship: Comparing AI and Human Influence on the Willingness of Entrepreneurs to Revise” by Katie Boland, Rachel Jensen, and Sheena Iyengar delves into the challenges faced by entrepreneurs, highlighting the high failure rates of new businesses. They focus on how the psychological ownership entrepreneurs feel toward their ideas contributes to the persistence of suboptimal strategies, such as escalation of commitment and premature commitment to solutions. Broadly, their study aims to shed light on how the source of feedback, whether AI or human, influences entrepreneurs’ willingness to revise and their emotional responses to feedback. Specifically, they explore the potential of Artificial Intelligence (AI) as a source of accessible, high-quality, rapid feedback for entrepreneurs—testing whether entrepreneurs revise their ideas at all based upon feedback from AI, and whether AI feedback may be less likely to threaten one’s sense of psychological ownership over an entrepreneurial idea. Indeed, preliminary results from their ongoing exploratory study suggest that entrepreneurs are more likely to revise their startup ideas when receiving feedback from AI compared to human sources. In the fourth paper, “Predicting Evaluations of Creative Ideas: Quantifying Social Influence” by C. Blaine Horton Jr. and Sheena S. Iyengar, the authors investigate how social influence affects perceptions of entrepreneurial ideas. Their study employs a “small world” design to illustrate the conditions under which social influence shapes evaluations of entrepreneurial creativity among quasi-experts (i.e., MBA students). Their studies confirm several key findings. For example, social influence increases agreement among evaluators, but blurs meaningful distinctions between creativity dimensions, and weakens correlations with expert judgment made by angel investors. Validating theory put forth in past research (Salganik et al., 2006), these effects appear to depend upon idea quality. While highly creative and non-creative ideas consistently succeed or fail across conditions, the success of ideas that would otherwise be considered average is largely explained by anchor effects. And yet, despite average ideas faring unpredictably well or poorly under social conditions, their outcomes are also more predictable with less data. For example, various regression models suggest that while an idea’s “inherent creativity” explains roughly 27% of variance when considering group-level outcomes across conditions, anchor effects explain roughly 26% of additional variance. Collectively, these papers offer a multifaceted exploration of creativity and innovation, probing the social, temporal, and intersectional dimensions of these constructs. The symposium promises to spark insightful discourse on the importance of creativity and creative processes in management science and beyond.

Low power warm-up effect

Author: **Sahoon Kim**, *U. of Illinois at Urbana-Champaign*

Author: **Brian J. Lucas**, *Cornell U.*

Author: **Jack Anthony Goncalo**, *U. of Illinois at Urbana-Champaign*

The Intersection of Race and Gender on Creativity and Innovation

Author: **Analexis Glaude**, *Haas School of Business, UC Berkeley*

Author: **Merrick Osborne**, *Haas School of Business, UC Berkeley*

Author: **Sa-kiera Hudson**, *Haas School of Business, UC Berkeley*

Feedback and Revision in Entrepreneurship: Comparing AI and Human Influence on Revision Willingness

Author: **F Katelynn Boland**, *Columbia Business School*

Author: **Rachel Jensen**, *Columbia Business School*

Author: **Sheena S. Iyengar**, *Columbia U.*

Predicting Evaluations of Creative Ideas: Quantifying Social Influence

Author: **Carl Blaine Horton**, *Columbia Business School*

Author: **Sheena S. Iyengar**, *Columbia U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Insight and Outlook

Session Moderator: **Shelby Meek**, *Kennesaw State U.*

ENT: **Who You Ask Matters: Combining Perspective Taking and Positioning for Novel and Useful Opportunities**

Author: **Shelby Meek**, *Kennesaw State U.*

Author: **Matthias Alfred Tietz**, *U. of St.Gallen - Singapore/Switzerland*

In recent years, perspective taking has been found to predict innovative organizational outcomes. However, hidden in this direct perspective taking-innovation relationship is that individuals approach the situation from different angles and thus may differ in the type of value they bring to innovation efforts. This research considers an individual's positioning and perspective taking ability together as joint components of social embeddedness and contributes a deeper understanding of how perspective taking influences innovative organizational outcomes. Based on a series of opportunity identification experiments, this paper presents evidence that among organizational insiders, perspective taking enhances the usefulness of opportunities identified, whereas among organizational outsiders, perspective taking enhances the novelty of opportunities identified.

ENT: **What Will They Do? The Role of CVC Investors' Market Orientation for Ventures' Financial Performance**

Author: **Alexander Ewertz**, *Chair for Technology & Management, TU Dortmund U.*

Author: **Tessa Christina Flatten**, *Chair of Technology Management / TIE Institute, TU Dortmund U.*

Although research in the Corporate Venture Capital (CVC) domain significantly expanded during the last decade, only a few studies examine the role of CVC investments for the ventures' financial performance. Since these studies even yield ambiguous results, research calls for examining the underlying drivers of venture's financial performance in the CVC context. Based on the resource-based view, our study investigates the role of the CVC parent's market orientation (MO) for the venture's financial performance. Particularly, we examine the role of CVC parent's long-term orientation and profitability orientation for the provision of resources to ventures. Further, we assess how this relationship is moderated by the autonomy of the CVC unit from the CVC's corporate parent. We analyze a unique data set of 765 firm-year observations from 2001 to 2022. While we find a positive relationship between CVC parent's long-term orientation and venture's financial performance, we find an adverse effect for CVC parent's profitability orientation. Further, we find that these observations do not hold for high levels of CVC autonomy from the corporate parent. In doing so, we contribute to literature on entrepreneurial finance by providing a more differentiated perspective on the drivers of venture's financial performance and advancing market orientation literature in the CVC domain.

ENT: **When Life Gives You Lemons: From Trauma to Entrepreneurship**

Author: **Nishant Garg**, *Indian Institute of Management, Lucknow*

Author: **Neha Garg**, *SVYASA Yoga U.*

Author: **Guninder Pal Singh**, *Jindal Global Business School, OP Jindal Global U., Sonapat, India*

In the evolving entrepreneurship landscape, where the emphasis often leans towards external influences, this study addresses a critical gap by delving into the transformative impact of traumatic experiences on entrepreneurial motives. Utilizing a qualitative longitudinal approach, we explore the sensemaking processes of military veterans transitioning to entrepreneurship. Unveiling three distinct sensemaking paths and two pivotal stages—meaning emergence and motive development—this research enriches entrepreneurial literature by introducing a nuanced perspective that recognizes the intricate interplay between personal experiences, sensemaking, and the emergence of entrepreneurial motives. Beyond theoretical contributions, the study offers practical insights for tailored support systems and interventions, acknowledging the potential of trauma to catalyse innovative thinking and purposeful action in the entrepreneurial journey.

ENT: **What Are They Looking at? The Role of Cognitive Process in Entrepreneurial Attention Allocation**

Author: **Daria Kautto**, *Aalto U. School of Business*

Author: **Perttu Kahari**, *Aalto U. School of Business*

Author: **Anna-Riikka Maria Smolander**, *Aalto U. School of Business*

Building on the premises of attention-based view, cognitive-experiential self-theory, and cognitive motivation, we examine how entrepreneur's cognitive process of information gathering and processing affect attention allocation across attributes contributing to start-up location choice. We derive four theoretically defined groups of factors influencing entrepreneurial location choice: functional economic, experiential economic, personal social ties, and personal quality of life attributes. We run the best-worst scaling conjoint experiment on 121 founders of start-up ventures located in the metropolitan area of Helsinki, Finland. Our findings suggest that founders with higher rational decision-making style pay significantly more attention to economic rather than to personal location attributes. Experiential decision-making style does not significantly affect attention distribution. The founders with higher need for cognitive closure pay more attention to experiential economic location attributes, which helps to minimize the need for additional information search and ambiguity. The use of effectual decision-making heuristic did not moderate the relationship between rational decision-making style and importance of economic vs personal location attributes. The paper clarifies the relationship between the lower (motivational) levels of entrepreneur's cognitive processing and attention allocation in decision-making and provides empirical evidence of the remarkable role of individual information processing differences in start-up location choice.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Family Firms I

Session Moderator: **Ludovica Del Barone**, *U. of Salento*

ENT: **Family Firms Innovativeness Across Generations**

Author: **Ludovica Del Barone**, *U. of Salento*
Author: **Maria Carmela Annosi**, *Wageningen U.*
Author: **Evelyn Rita Micelotta**, *Telfer School of Management, U. of Ottawa*
Author: **Filomena Buonocore**, *Parthenope U. of Naples*

After succession takes place, family businesses either diverge from predecessors or maintain continuity. We know very little, however, about the processes and mechanisms that underpin these differences. Through a multiple case study of seven Dutch family firms in the food sector, we delve into the dynamics of incumbent-successor interactions and identify the tensions that shape differences in innovation paths. Our study uncovers four distinct innovativeness trajectories, explained by three forces: incumbent imprinting, successor self-determination in innovation, and the impact of the successor's past experiences on the innovativeness trajectory. The paper contributes to the literature on family business innovation post succession.

ENT: **Generational Involvement in Family Firms: From Family to Societal Generations**

Author: **Sofia Brunelli**, *LIUC U. Cattaneo, Castellanza (VA), Italy*
Author: **Emmadonata Carbone**, *U. of Naples Federico II*
Author: **Alessandro Cirillo**, *U. of Naples Federico II*
Author: **Torsten Michael Pieper**, *U. of North Carolina, Charlotte*
Author: **Salvatore Sciascia**, *LIUC U. Cattaneo, Castellanza (VA), Italy*

The proposed research will offer a structured literature review on generational involvement in family firms. Then, we integrate family business and non-family business literature through generational theory which proposes that experiences and historical events that people have lived through shape individuals' behaviour. The core assumption of this theory that will be used in the proposed study is that each generation differs in terms of leadership style, wealth management as well as attitudes toward balancing work and life. Hence, the integration of family generational issues with societal generational characteristics provides the opportunity to enhance our theoretical understanding of the drivers of decision-making and distinct family business behaviour, and ultimately the causes of family business heterogeneity. Additionally, we also offer a brief overview of the contributions of each paper, and drawing on this review we identify some important research gaps and suggest future research directions.

ENT: **Exploring Key Drivers of CEO Trust in Family and Non-Family Firms**

Author: **Solvej Lorenzen**, *Witten/Herdecke U.*
Author: **Maïke Gerken**, *U. of Witten/Herdecke*








This study examines the influence of trustworthiness on manager trust in CEOs from family and non-family firms and its subsequent effects on job performance. Drawing from a sample of 482 managers working in family firms and non-family firms, our results show that managers, unlike in non-family firms, build trust in family CEOs based on their perceived integrity and benevolence, while the perceived abilities of family-firm CEOs do not play a role. Further, trust in family-firm CEOs has a positive mediating effect on managers' job performance, leading to higher job satisfaction and reduced turnover intentions. However, this effect does not significantly differ between family firms and non-family firms, suggesting that trust in CEOs does not give family firms a distinct advantage over non-family firms. Our study contributes to the understanding of trust dynamics in organizational leadership and provides insights for future studies on trust and trustworthiness in family and non-family business contexts.

ENT: **Fortitude Amidst Turmoil: Assessing Family Firms' Resilience to Adverse Shocks**

Author: **Nupur Pavan Bang**, *Indian School of Business*
Author: **Taj Uddin Malik**, *Indian School of Business*
Author: **Sougata Ray**, *Indian School of Business*
Author: **Ramachandran Kavil**, *Indian School of Business*

In an era of "global disorder," scholars have been captivated by the question of why some organizational forms are more resilient to systemic shocks than others and what factors contribute to this heterogeneity. Drawing from organizational resilience theory and the resource-based view, Utilizing insights from organizational resilience theory and the resource-based view, we aim to add new insights to this inquiry by leveraging a unique proprietary database of listed family firms in India. We argue that family ownership and management will positively influence the stability dimension of resilience while family business group affiliated firms will find their agility curtailed and therefore may not be as resilient as the standalone family firms. Using the GLS model, we test our hypothesis against the backdrop of the Covid-19 pandemic. We assess the stability of firms by gauging the severity of various factors, including productivity loss, liquidity, financial stress, social responsibility, profitability, and employee welfare. Our results show that family-owned firms exhibit a greater level of stability in managing liquidity and coping with financial stress compared to non-family firms. Additionally, our research reveals that family-managed enterprises also experience a reduced severity in terms of expenditure on employee welfare. On the other hand, business group affiliated firms face adverse effects on their stability. Our findings enrich the understanding of resilience in diverse organizational forms and variability in responses to a crisis within family firms.

KEY TO SYMBOLS

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

Social Dynamics

Session Moderator: **Parul Manocha**, *U. of Alabama at Birmingham*

ENT: **How Enabling is the Entrepreneurship Industry? EI Intermediaries and Spectrum of Actions & Outcomes**

Author: **Parul Manocha**, *U. of Alabama at Birmingham*
Author: **Kip Kiefer**, *Rollins College*

Entrepreneurship Industry (EI) intermediaries are pivotal in initiating entrepreneurial action, guiding decision-making, and shaping outcomes. Despite their evident influence, EI intermediaries remain under researched, leaving a critical gap in the nuanced conceptualization of the roles played by EI intermediaries in the entrepreneurial landscape. Our study adopts a structured framework, by focusing on EI intermediaries' transition mechanism. Guided by seminal work by McMullen & Shepherd (2006), we assert that EI intermediaries facilitate transition from the third-person to first-person stage of opportunity recognition and exploitation. We delve into the homogenization of business models resulting from the use of EI intermediaries and scrutinize non-uniform access to EI intermediaries: highlighting barriers that exacerbate inequalities within the entrepreneurial ecosystem. By using the research context of name, image, and likeness rule change that resulted in half a million potential entrepreneurs, findings offer scholarly contributions and actionable policy recommendations. The study calls for a more inclusive, equitable, and innovative entrepreneurial environment.

ENT: **I Go Where You Go: Imitation Behavior and Social Proof in Early-Stage Investments**

Author: **Henrik Wesemann**, *IE Business School*
Author: **Torben Antretter**, *U. of St. Gallen*
Author: **Dean Shepherd**, *mendoza*
Author: **Joakim Wincent**, *Luleå U. of Technology*

This study explores the dynamics of imitation behavior in angel investments. Drawing from signaling theory and the social proof principle, we investigate the impact of external and internal social proof on investment decisions. Our findings, based on an analysis of 77,312 decisions by 469 angel investors and an experiment involving 1,092 investor assessments, show that inexperienced investors largely depend on easily accessible but less useful external social proof, whereas experienced investors largely rely on more difficult-to-obtain but also more valuable internal social proof. Moreover, we show that reliance on internal social proof correlates with superior investment returns, but external social proof only produces irrational herding behaviors. These results contribute to the understanding of early-stage investment networks, the dynamics of social information in uncertainty, and signaling theory in the context of angel investing.

ENT: **Identity Construction in Conditions of Poverty: How Necessity Entrepreneurs Shape Who They Are**

Author: **Pierre-Yann Dolbec**, *John Molson School of Business, Concordia U.*
Author: **Robert Nason**, *McGill U. - Desautels Faculty of Management*
Author: **Jack Sadek**, *McGill U. - Desautels Faculty of Management*







While the myth of the entrepreneur equates financial wealth with success, the reality for many entrepreneurs is that they operate in contexts of poverty with limited opportunities for significant financial gain. How, then, can entrepreneurs in contexts of poverty create a successful entrepreneurial identity? To answer this question, we use an inductive qualitative approach based on single and repeat interviews with 45 small coffee farmers in rural southwestern Colombia and field data from a three-day workshop with an additional 37 farmers. We find that the farmers in our sample were socialized into an alternative system of worth that leveraged culturally available resources despite materially poor conditions. They shield their alternative system of worth from global market imposition and are able to craft a fulfilling entrepreneurial identity that is distinct from Western ideals and that, in some cases, has emancipatory effects. As a whole, our study identifies a territorialized approach to identity construction and points to a model for entrepreneurial organizing that eschews market hegemony while embracing pluralistic institutional influences.

ENT: **How Do Female Entrepreneurs Acquire Entrepreneurial Skills? The Inadvertent Role of Patriarchy**

Author: **Augustine Awuah Peprah**, *Southampton Business School, U. of Southampton*
Author: **Bede Akorige Atarah**, *U. of Professional Studies, Accra*
Author: **Tahiru Azaaviele Liedong**, *School of Management, U. of Bath*

ABSTRACT The question of how female entrepreneurs develop entrepreneurial skills in patriarchal societies remains critical for researchers and policymakers. We use interviews in Ghana to explore how female entrepreneurs' navigation of patriarchy affects where and how they acquire entrepreneurial dexterity and managerial capabilities. Our findings reveal three socialization contexts (i.e., nuclear family, extended family, and community) from which three gendered skills are acquired (i.e., domestic submissiveness, domestic judgement, and domestic bricolage). The findings also show how the utilization of these three skills are mapped to three entrepreneurship phases (i.e., opportunity recognition, opportunity evaluation, and opportunity exploitation) and how their leverage in the entrepreneurship process is contingent on four feminine statuses (i.e., marriage, motherhood, divorcehood, and widowhood). These findings have important theoretical and practice implications.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Signaling and Communication

Session Moderator: **Lewin Von Saldern**, *Heinrich-Heine U. of Dusseldorf*

ENT: **Signaling of Social Startups: How Intellectual Property Rights can Translate into Funding Success**

Author: **Lewin Von Saldern**, *Heinrich-Heine U. of Dusseldorf*

We follow the call for more quantitative research in Social Entrepreneurship (SE) and examine whether technological and marketing capabilities are positively associated with the funding success of for-profit social startups. Using a unique panel data set with 254 social startups from the US, we operationalize patents as proxies for technological capabilities and trademarks as proxies for marketing capabilities and examine whether these forms of Intellectual Property are positively associated with funding success. While our survival analysis reveals no such effect for technological capabilities, we find a positive and significant effect between marketing capabilities and time to first funding. Further, we find that communicating about the social mission boosts the effect between marketing capabilities and funding success. Our research has three key contributions: First, we provide statistical insights in SE, a research field that is still predominantly conceptual and case study based. Second, we add to Signaling Theory by showing how social startups can employ trademarks as signals for marketing capabilities. Lastly, we complement the entrepreneurial finance and marketing literature by showing how social startups can position themselves to increase funding chances. For practitioners, our findings suggest that commercialization activities should be prioritized over invention activities until the first funding round.

ENT: **Evoking and Creating Meaning: The Role of AI in Social Entrepreneurial Rhetoric Creation and Framing**

Author: **Liang Shang**, *The Education U. of Hong Kong*

Author: **Yanto Chandra**, *City U. of Hong Kong*

Author: **Stratos E. Ramoglou**, *U. of Southampton*

Author: **Jeffery S. McMullen**, *Indiana*

Artificial Intelligence (AI), and specifically large language model AI, presents a wealth of opportunities to advance entrepreneurship scholarship. One of which is exploring ChatGPT as a new type of methodology to advance research on social entrepreneurial rhetoric creation, framing, and refinement. Utilizing prompt engineering as experiments, we engaged ChatGPT to produce a corpus of social enterprise ideas (n=311) aimed at alleviating poverty in Africa. We then tasked ChatGPT to refine these ideas (baseline corpus) into persuasive pitches in a 'pitch to win' scenario (pitch corpus). By comparing the baseline and refined pitch corpus using a mixed-method that combines natural language processing analysis and qualitative interviews, our analysis unveiled that ChatGPT strategically employed a variety of entrepreneurial framings in the language refinement process. At the word level, it leveraged call-to-action, impact, visionary, and collective framings. At the phrase, sentence, and paragraph levels, it employed solution, reinforcement, and plotline framings. In addition, by viewing entrepreneurial framing as an external, meaning-evoking strategy, we theorized a process model that demonstrates how entrepreneurial framing leads to desired communication outcomes by engaging audiences in a meaning-making process. Methodologically, our research reports one of the first empirical evidence of the potential of AI in refining social entrepreneurial rhetoric through a 'prompting as experimenting' approach. This work paves the way for future research to explore the limitless possibilities of AI for social entrepreneurship research, practice and policy with a particular attention on rhetoric.

ENT: **A Promising Future or a Pie in the Sky? Distinct Follower Responses to Vision Communication**

Author: **Fu Yang**, *Southwestern U. of Finance and Economics*

Author: **Mengqian Lu**, *Southwestern U. of Finance and Economics*

Vision communication, as one of the most pivotal and enigmatic aspects of leadership, has gathered substantial attention from both practitioners and scholars. However, a more comprehensive understanding of entrepreneurial vision communication necessitates the recognition that entrepreneurs cater to diverse audiences and there may be both intended positive and unintended negative consequences across these audiences. We integrate the concepts of construal fit and misfit from construal level theory, building up a dual-path model that sheds light on the divergent reactions to daily entrepreneurial vision communication based on followers' different types of psychological contract orientations. We conducted an experience sampling methodology (ESM) study and collected overall 865 daily observations from 113 participants who responded to multiple surveys for 10 consecutive working days. Results from multilevel path analyses indicate that after entrepreneurial vision communication, followers with relational contract orientation tend to focus on opportunities and in turn, exhibit a reduced intention to resist future change, whereas followers with transactional psychological contract orientation tend to focus on limitations, and become more likely to resist future change. This research challenges the consensus that vision communication generally has positive impact on followers, and contributes to research on dynamic motivation processes.

ENT: **Co-Creating a New Venture's Organizational Culture: A Study on Stakeholder Influence Strategies**

Author: **David Nawrath**, *Technical U. of Munich*

Author: **Anne Tryba**, *Technical U. of Munich*

New ventures rely on stakeholders to compensate for resource constraints. Although we know that stakeholders can profoundly shape a new venture's initial strategy and behavior, we lack a more nuanced understanding of their role in creating a venture's organizational culture – the DNA of a venture that is, once established, difficult to change. Drawing on a resource dependence perspective and a longitudinal multiple case study of eight new ventures, we build a conceptual model that illustrates how stakeholders employ different culture intervention strategies and related sets of influence tactics contingent upon their level of social identification with the new venture. Based on the respective responses of the venture's founding teams, stakeholders adapt their tactics, ranging from sharing well-meant advice to employing rational persuasion and coercive maneuvers. These ultimately determine the extent to which stakeholders' values and norms imprint the venture's culture and leave a mark on the collaboration with the venture's founding team. Our findings contribute to research on emergent venture organizing, organizational culture creation, and stakeholder engagement.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **745** | Submission: **12811** | Sponsor(s): **(HCM)**
Scheduled: **Sunday, Aug 11 2024 11:30AM - 1:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Imperial Ballroom**

Future of Healthcare Innovation

Moderator: **Yasser A. Bhatti**, *Prince Mohammad Bin Salman College of Business & Entrepreneurship - MBSC*

Panelist: **Sue Dopson**, *U. of Oxford*

Panelist: **Tomas Farchi**, *HEC Paris*

Panelist: **Matthew Harris**, *Senior Clinical Lecturer*

Panelist: **Grazia Antonacci**, *Imperial College Business School*

Panelist: **Jackie Del Castillo**, -

Panelist: **Kgaile Benjamin Mogoye**, *U. of the Witwatersrand*

Panelist: **Cyan Brown**, *Stanford U.*

Panelist: **Chandni Hindocha**, *Imperial College London*

Panelist: **Hafiza Sultana**, *Queen Mary U. of London*

This symposium discusses future trends in innovation theory and practice as applied in the healthcare sector. It presents scholars dedicated to addressing the complexities of modern healthcare an opportunity to identify and scope out interdisciplinary research in healthcare innovation. The panel discussion focuses on three aspects reflective of the innovation process- development, diffusion, and evaluation. The symposium will conclude with a summary of the main takeaways for future research opportunities bearing in mind impact on healthcare practice and management.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Balancing Acts: HR Practices and Labor Relations in the Modern Era



Session Moderator: **Bora Kwon**, *Sacred Heart U.*

HR: **Employer-Sponsored Voice Practices: When is it Worth Speaking Up?**

Author: **Bora Kwon**, *Sacred Heart U.*

Author: **Elaine Farndale**, *Penn State U.*

Author: **Jong Gyu Park**, *Chazanoff School of Business, CUNY College of Staten Island*

Organizations implement employer-sponsored voice practices (ESVPs) to encourage employees to speak up about issues related to their work. However, the mere presence of ESVPs tells us little about how employees experience them. Building from signaling theory, we develop a multilevel employee voice process model to investigate how an organization's ESVPs affect employees' perceived ESVPs and, in turn, employee perceptions of voice efficacy and voice safety. We suggest that this process is further moderated by the organizational climate for employee participation. A cross-level investigation of employee voice perceptions involving 476 employees across 22 organizations was conducted. The results show that organizational ESVPs are indirectly positively related to employee perceptions of voice efficacy via perceived ESVPs, while the same pattern was not found for employee perceptions of voice safety. The results further demonstrate a moderation effect of participative climate on the relationship between perceived ESVPs and employee perceptions of both voice efficacy and safety. The findings have important implications for both employee voice theory and practice.

HR: **Investment in Employee Development & Job Engagement: Demographic and Job Characteristics Moderators**

Author: **Rola Chami Malaeb**, *American U. of Beirut*

Author: **Thomas Garavan**, *U. College Cork*

Author: **Hussain Alhejji**, *Gulf U. for Science & Technology*

Author: **Irfan Ullah**, *School of Management and Economics, Beijing Institute of Technology, Beijing*

This paper offers a theoretical model explaining whether and when investment in employee development by hospitality organizations in Lebanon, Kuwait, and Saudi Arabia enhances job engagement. Drawing from Social Exchange Theory (SET) we first investigate direct relationships between perceived investment in employee development (PIED) and overall job engagement, then the relationship with its dimensions- cognitive, emotional, and physical engagement. We specifically interrogate whether these relationships hold up for gender, age, job experience, and job level. Second, we investigate the moderating effects of work intensity and irregular working hours on these direct relationships and whether these contingencies result in organizations losing the value of employee development investments. We utilize data from hotels in Lebanon, Kuwait, and Saudi Arabia involving 729 front-line employees and managers. Our results show that PIED is positively associated with overall job engagement and its three dimensions. We found that these relationships are stronger for male and older employees, those with less job experience, and managerial employees. Work intensity negatively moderates the relationships between PIED, job engagement, and its dimensions whereas irregular work hours positively moderate the PIED - job engagement relationship and both cognitive and physical engagement. We discuss implications for theory and practice.

HR: **Sharing is Caring: Employee Stock Ownership Plans and Employee Satisfaction in U.S. Manufacturing**

Author: **Adrianto Adrianto**, *U. of Minnesota*

Author: **Jason Sockin**, *U. of Pennsylvania*

Author: **Avner Ben-Ner**, *U. of Minnesota*

Author: **Ainhoa Urtasun**, *U. pública de navarra*

Do employees fare better in firms they partly own? By examining workers' reviews of their employers on the website Glassdoor, we offer the first expansive comparison of employee satisfaction between firms in which workers own company shares through an employee stock ownership plan (ESOP) and conventional firms in which they do not. Focusing on production workers and managers in an industry-labor market matched sample within U.S. manufacturing, we find that employees report greater satisfaction in employee-owned firms overall and within specific aspects of jobs such as their firms' culture. Such differences in job quality cannot be rationalized by differences in skill demand and are greater when the ESOP is the product of collective bargaining. This work highlights how match quality can differ by ownership arrangement.

HR: **What Did Unions do for Working Parents During the COVID-19 Pandemic?**

Author: **Yonjin Suh**, *U. of Illinois at Urbana-Champaign*

The Covid-19 pandemic dramatically affected workers' lives and their ability to manage dual demands stemming from both the work and family domain, especially in the case of working parents. In this study, the authors focus on the positive role that unions played in increasing access to workplace benefits during the pandemic and examine how such efforts may have contributed to the wellbeing of working parents. Using nationally representative survey data collected from South Korea across two time points, this study finds that unions had a positive influence on the availability and awareness of family-friendly practices, which in turn contributed to lowering working parents' Covid-related parenting stress. The results also show that social class, union instrumentality, and government Covid-19 crisis management moderated the mediated relationship. Overall, the study seeks to enrich scholarly understanding of what unions did for working parents during the pandemic by shedding light on how they may contribute to workers' wellbeing by having a positive influence on family-friendly workplace benefits. The paper further provides novel insights into the effects unions have on the family domain by bringing family-related factors into the spotlight.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovation Through HR: Leveraging Research Insights for Organizational Growth



Session Moderator: **Yan Wang**, *East China Normal U.*

HR: **The Paradoxical Influence of Algorithmic Control on Platform Workers' Customer-Directed Deviance**

Author: **Yan Wang**, *East China Normal U.*

Author: **Zhenyuan Wang**, *East China Normal U.*

Algorithmic control has been widely adopted by online labor platforms to ensure that workers consistently deliver quality services. However, extensive evidence suggests that platform workers under the tight control of algorithms still regularly engage in customer-directed deviant behavior, thus raising questions about the effectiveness of algorithmic control. To address this critical tension, the authors draw on ego depletion theory to examine why and when algorithmic control fails in constraining worker customer-directed deviant behavior. The present study conducted an online questionnaire survey at three time points with 377 ride-hailing drivers in China. Data were analyzed with structural equation models. The results show that algorithmic control does help reduce worker customer-directed deviance, but it also results in worker ego depletion, which in turn creates conditions for more undesirable behavior toward customers. Algorithmic transparency alleviates the influence of algorithmic control on ego depletion and financial dependence on platform work mitigates the impact of ego depletion on customer-directed deviance. The indirect effect via ego depletion is more pronounced when algorithmic transparency and financial dependence are both low. The study provides feasible directions to optimize algorithmic control system design and reduce customer-directed deviant behavior.

HR: **Leveraging Artificial Intelligence: The Machine/Human Agentic Impact on Evolving Practices in L&D**

Author: **Debolina Dutta**, *Indian Institute of Management, Bangalore*

Author: **Anasha Kannan Poyil**, *Indian Institute of Management, Bangalore*

The practices and processes enabling learning within organizations have emanated from human agencies and have led to structures and protocols for building a learning culture. Besides, rapid technological advancement has increased the adoption of artificial intelligence (AI) in various domains of Human Resource Management (HRM) (e.g., use of bots, natural language processing, and machine learning, among others). Ironically, though, their adoption in Learning and Development (L&D) remains abysmally low. In this paper, using the lens of technology in practice, we examine the machine agency and its impact on structures and practices within L&D. In the process, we adopt a qualitative approach and interview 24 HR leaders within the L&D function of global organizations. Further, deploying Gioia's methodology for qualitative analysis, we eventually theorize about the socialization of human-to-human and machine-mediated human interactions to develop the four emerging structures of how human-machine-conjoined agencies support L&D. Keywords Learning & Development (L&D), Artificial Intelligence (AI), Human-Machine Agency, Technology in Practice, AI adoption, AI-driven learning

HR: **How Does Quantum Leadership Stimulate Employees' Innovation in the VUCA Era?**

Author: **Yufei Ma**, *Nanjing U.*

Author: **Qing Ni**, *Anhui U.*

Author: **Shuming Zhao**, *Nanjing U.*

In the VUCA era, using quantum thinking mode to improve leadership effectiveness is one of the frontier issues in organizational management. Based on the social cognitive mechanism and social learning mechanism of social cognitive theory, we constructed a moderated dual mediation model to explore the mediation mechanism and boundary conditions of quantum leadership on employees' innovative work performance. This study revealed that quantum leadership positively influenced employees' innovative work performance. Creative process engagement and critical thinking played a partial mediating effect on the positive impact of quantum leadership on innovative work performance. Moreover, the findings of this study revealed that high levels of employees' perception of HRMS strengthened the positive relationship between quantum leadership and innovative work performance. The findings of this study both enriched the research on the mechanisms of quantum leadership and provided managerial insights for improving employees' creative work performance.

HR: **The (Lingering) Curse of the Bell Curve? Performance Management in MNC IT Service Firms in India**

Author: **Uday Bhaskar**, *Institute of Management Technology Ghaziabad, India*

Research on performance management systems (PMSs) in general and the bell curve system specifically has accentuated the subjectivity of the system, which has led to widespread dissatisfaction with the bell curve system and an increasing number of firms abandoning it. However, little is known about whether the new PMSs are more effective than the seemingly discarded bell curve system and the broader human relations management (HRM) implications the new PMSs may have. Equally, the institutional context in which PMSs are implemented in multinational companies (MNCs) in emerging markets has not been sufficiently examined. In particular, little is known of the main institutional forces that shape performance rewards behind the scenes. Drawing on case study data from two Indian-owned and three foreign-funded MNCs in the IT industry in India, we found that the PMSs adopted after abandoning the bell curve system have led to reduced rewards that do not differentiate and acknowledge top talents sufficiently, and there is reduced transparency of ratings and hidden application of the bell curve even though it has been officially abolished. Our study also shows that there are strong similarities and convergence of the PMSs and practices across the five firms and that western MNCs operating in India have been strategically adopting a cost-centered approach to HRM to take advantage of the labor market and labor institutions, although this is not entirely successful, due to the booming IT sector and a high level of attrition.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Talent Management Excellence: Strategies for Developing High-Potential Employees



Session Moderator: **Anna Sender**, *Lucerne U. of Applied Sciences and Arts*

HR: **How Who I Am Affects If I Want to Stay: Talent Status, Identification, and the Role of Embeddedness**

Author: **Anna Sender**, *Lucerne U. of Applied Sciences and Arts*
Author: **Marion B. Eberly**, *U. of Washington, Tacoma*

Even though organizations implement talent management (TM) programs with the explicit goal to increase retention, results are mixed whether these programs do indeed reduce turnover among talents. We examine the relationship between talent status and turnover intentions through a social identity theory lens. We propose that talents, compared to their non-talent peers, report greater organizational identification but reduced workgroup identification, which in turn should lead to opposing effects on turnover intentions. We also examine whether job embeddedness moderates the mediated effect via workgroup identification. Our three-wave survey study over the course of two years included 352 employees at a multinational machinery manufacturing company in China, of which 45 had recently been nominated as a talent in the company's newly established TM program. Our results showed that talents did not report greater organizational identification compared to non-talents. However, we found support for the moderated mediation hypothesis such that talents with low job embeddedness reduced their workgroup identification and, as a result, reported higher turnover intentions compared to non-talents. This study highlights the critical role of boundary conditions such as job embeddedness in talent and non-talents' attitudes over time and emphasizes the potential identity strain talents experience, which may trigger thoughts of leaving.

HR: **The Role of Previous Experience in Human Capital Redeployment: The Value of Solo Experience**

Author: **Hyoungwon Thomas Yoon**, *Bocconi U.*

Research on strategic human capital and resource redeployment emphasizes how firms benefit from human capital redeployment in facilitating effective knowledge transfer and recombination. However, we argue that the very purpose of redeployment for knowledge transfer may burden geographically redeployed individuals and reduce their performance. Empirical analysis of individual-level patent data on inventors and their productivity at 545 U.S. technology firms confirms the negative individual-level productivity implications of geographic redeployment. We then examine how redeployed individuals have differential performance implications from accumulating different types of knowledge. The findings of our study suggest the necessity of careful redeployment of human capital across locations.

HR: **Stars Out of Alignment: The Dynamic of Leader-Member Star Symmetry/Asymmetry on Unethical Behavior**

Author: **Michelle C. Hong**, *North Dakota State U.*
Author: **Hsing-Er Lin**, *National Sun Yat-Sen U.*

While existing star literature has extensively probed into strategies for recruiting and retaining star performers, a notable gap remains in understanding the potential dark side of having stars within an organization. Stars, akin to any individuals, are susceptible to ethical misconduct. Using a leader-member dyadic sample, this study explores the dynamic interplay of leader-member star status in influencing their behaviors. Our findings reveal that when both the leader and member share high star status (leader-member star symmetry), leaders demonstrate a diminished likelihood of engaging in unethical behavior. However, leaders are prone to compromising their ethical standards when their star status falls behind that of their followers. Similarly, followers are more predisposed to ethical misconduct when their star status surpasses that of their leaders. This study concludes by discussing the practical implications for optimizing the team composition of stars between leaders and followers.

HR: **Chasing Stars: Firm and Environmental Factors Influencing the External Hiring of Star Employees**

Author: **Ryan Terry**, *Wichita State U.*
Author: **Jeffrey E McGee**, *U. of Texas At Arlington*
Author: **Jodi Pelkowski**, *Wichita State U.*

The understanding that not all employees contribute equally to a company's strategic value has intensified the competition among firms to attract and retain star employees. Organizations have considered stars as vital assets and pivotal drivers of organizational performance, yet little research has examined the antecedents for acquiring these key individuals. This study set out to shed some light on this topic by examining internal and external characteristics that shape firm behavior for pursuing stars. We find that firm aggressiveness and competitive rivalry positively influence a firm's decision to hire stars externally, while a negative relationship exists for a firm's competitive position. Results also indicate that firm aggressiveness further influences the competitive rivalry and competitive position relationships with a firm's propensity to externally hire stars. These findings suggest that firms carefully consider both internal and external factors in the decision to retain or chase stars.

KEY TO SYMBOLS

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

Change Leadership: Strategies for Navigating Organizational Transformations



Session Moderator: **Rana Muhammad Naeem**, *The Islamia U. of Bahawalpur, Pakistan*

HR: **Empowering Leadership and Employee Well-being in Extreme Context: The Moderated Mediation Model** 

Author: **Rana Muhammad Naeem**, *The Islamia U. of Bahawalpur, Pakistan*
Author: **WENG Qingxiang**, *U. of Science and Technology of China*
Author: **Zahid Hameed**, *Prince Mohammad Bin Fahd U.*

Emergency service organizations are currently grappling with challenges related to the poor well-being of their staff and higher turnover intention. Limited research investigates the factors that may increase work engagement and decrease turnover intention among those working in extreme contexts. Drawing from the Job Demands-Resources model, this study examines the relationship between empowering leadership (EL), work engagement and turnover intention, with psychological resilience as the mediator and social support as the moderator. We tested our hypothesized model using three-wave data (with a two-month time lag between each wave) collected from 396 emergency service employees. Results from multi-wave data reveal that EL positively influences psychological resilience, leading to increased work engagement and decreased turnover intention. The study results suggest that psychological resilience significantly mediates between EL and outcome variables. Furthermore, the EL and psychological resilience relationship is strengthened at high levels of social support, indicating a beneficial effect for emergency service employees working in extreme work contexts. These findings carry significant theoretical and practical implications.

HR: **Feeling the “Heat” in Energy-squeezed Europe: Green HRM as a Resilience Strategy, Revisited**

Author: **Laura Khachan**, *U. Paul Valery, Montpellier*
Author: **Ibrahim Tanko Tanko GAMPINE**, *U. Paul Valery, Montpellier*

STUDENT FIRST AUTHOR - The urgency of addressing climate change and the necessity of bolstering organizational resilience have become critical. As part of the organization's approach to Corporate Social Responsibility, the HR function must also adjust internally to external developments and to social and environmental needs. While SMEs and VSEs are free from legal duties, large and mid-cap corporations in France are bound by ecological rules and regulations. Could Green HRM serve as a strategy to foster resilience? And how does HR management fit into CSR at the scale of VSEs and SMEs and translate into real-world applications? In this study, we gather and analyze qualitative data using the grounded theory method. We investigate the effect of green HRM on organizational resilience by looking at best Green HRM practices in environmentally mature organizations in France and relate these practices to the strengthened dimension of resilience. The application of environmental practices, the effective management of transition and change, the management of sustainable performance, and the anticipation of the wave of environmental legislation at the level of VSEs and SMEs can all strengthen Green HRM's position as a strategic pillar of Organizational Resilience. In this study, we aim to equip VSEs with appropriate instruments and suggestions to expedite their ecological shift and cultivate their adaptability.

HR: **Does a New Broom Sweep Clean?: When and Why New Managers Can Excel** 

Author: **Hyesook Chung**, *U. of Texas at Dallas*
Author: **Sangyun Kim**, *U. of Zurich*

While managerial changes are common in contemporary organizations, the existing body of literature tends to disproportionately focus on the detrimental effects of such changes. It often focuses on the disruptive effects caused by the departure of incumbent line managers, with less attention given to the potential advantages brought by new managers' arrival. Utilizing a unique longitudinal data set that includes episodes of managerial change, this study identifies conditions that can lead to successful managerial transitions. In particular, We propose that a stable structure and workforce composition – modular work groups and full-time employees – can facilitate the learning processes for new managers, thereby helping them to quickly overcome the initial managerial change and potentially achieve better performance outcomes. Therefore, this research underscores that the key to successful managerial change lies not only in minimizing the disruption caused by the transition but also in effectively capitalizing on the opportunities it presents.

HR: **Employee Reactions Toward Change in the Context of Digital Transformation**

Author: **Jiayi Chen**, *Nanjing U. School of business*
Author: **Yixuan Zhao**, *Nanjing U.*
Author: **Man Cao**, *Nanjing U. of Science and Technology*
Author: **Ru Li**, *Nanjing U. of Finance and Economics*
Author: **Chenhong Hu**, -

Digital transformation is imperative for organizations to adapt to the digital era and gain new competitive advantages. Given the pivotal role of employees, it is particularly crucial to internalize organizational strategic intentions into employees' cognition and behavior. Recognizing the influential role of human resource management (HRM) in shaping employee cognition and behavior, we deployed HR attribution theory and conducted a two-stage survey involving 110 senior managers and 682 employees from 110 enterprises undergoing digital transformation to examine the impact mechanism and boundary conditions of digital HRM on employee reactions to change. The study reveals that digital HRM influences employee reactions to change through HR attributions. Paradoxical leadership not only moderates the relationship between digital HRM and employees' HR attributions, but also moderates the indirect effects of digital HRM on employee reactions to change through HR attributions. This study not only broadens the understanding of the mechanisms and boundary conditions related to the influence of digital HRM on employees' cognition and behavioral responses, but also provides new insights for managers to seek inspiring employees' bottom-up supportive behaviors toward organizational digital transformation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Architecting Empirical Frontiers: National Infrastructure to Investigate Multi-Team Systems



Organizer: **Aman Kabra**, *Penn State Smeal College of Business*
Participant: **Stephen Humphrey**, *Pennsylvania State U.*
Participant: **Maximilian Watson**, *Penn State U.*
Participant: **Margaret M. Luciano**, *Penn State U.*
Organizer: **Lakshita Boora**, *Michigan State U.*
Participant: **Ryan Scott Hemsley**, *Michigan State U.*
Participant: **Victor Elijah Blocker**, *Michigan State U.*
Participant: **Donghun Seo**, *Broad College of Business, Michigan State*
Participant: **Brian Alan Burgess**, *Michigan State U.*
Participant: **John R. Hollenbeck**, *Michigan State U.*
Organizer: **Eunjeong Kwon**, *Arizona State U.*
Participant: **Soohyun Yoon**, *Arizona State U.*
Participant: **Michael Cannon**, *Arizona State U.*
Participant: **Jeffery LePine**, *Arizona State U.*
Presenter: **Daniel Jacob Griffin**, *U. of South Florida*
Discussant: **John Mathieu**, *U. of Connecticut*

As organizations tackle increasingly complex challenges, multiteam systems (MTSs) have become critical for coordinating specialized teams. Despite growing recognition of the importance of MTSs, empirical research remains limited, stemming from difficulties concerning adequate data collection. This symposium demonstrates high-powered experimental and computational modeling MTS studies enabled through an innovative approach of establishing a national infrastructure facilitating large-scale collaboration. The case for the advantage of establishing such an infrastructure is best made by showcasing previously unexamined topics that are made possible to study through this collaborative capability. Each of the four papers in this symposium empirically examines important yet understudied questions in the MTS literature. Collectively, the papers exhibit multifaceted questions approachable through pooled access to participants, with insights spanning levels and methods. This symposium, therefore, illustrates the potential that architecting dedicated infrastructures can play in advancing empirical frontiers. The discussant, John Mathieu – a prominent scholar in this topic area – will highlight the key theoretical and practical implications of this innovation in MTS research.

Confidence Asymmetry Between Echelons: Implications for Multi-Team System Outcomes

Author: **Aman Kabra**, *Penn State Smeal College of Business*
Author: **Stephen Humphrey**, *Pennsylvania State U.*
Author: **Maximilian Watson**, *Penn State U.*
Author: **Margaret M. Luciano**, *Penn State U.*

Leaders & subleaders: the effect of their promotive voice on leadership effectiveness

Author: **Lakshita Boora**, *Michigan State U.*
Author: **Ryan Scott Hemsley**, *Michigan State U.*
Author: **Victor Elijah Blocker**, *Michigan State U.*
Author: **Donghun Seo**, *Broad College of Business, Michigan State*
Author: **Brian Alan Burgess**, *Michigan State U.*
Author: **John R. Hollenbeck**, *Michigan State U.*

Exploring the Role of Pre-Teamwork in Multiteam Systems

Author: **Eunjeong Kwon**, *Arizona State U.*
Author: **Soohyun Yoon**, *Arizona State U.*
Author: **Michael Cannon**, *Arizona State U.*
Author: **Jeffery LePine**, *Arizona State U.*

Studying Coordination in Multi-Team Systems Using Agent Based Models

Author: **Daniel Jacob Griffin**, *U. of South Florida*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented

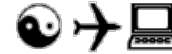


Diversity-oriented



Selected as a Best Paper

Innovating for the Future Through Technology-Mediated HRM



Host: **James Duggan**, *Cork U. Business School*
Discussant: **Mahesh Vaidyanathan Subramony**, *Northern Illinois U.*
Participant: **Stefan Jooss**, *U. of Queensland*
Participant: **Alberto Ferraris**, *U. of Turin*
Participant: **Christian Di Prima**, *U. degli Studi di Torino*
Participant: **Sweta Gupta**, *Indian Institute of Management Lucknow, India*
Participant: **Pushendra Priyadarshi**, *Indian Institute of Management, Lucknow*
Participant: **Surya Prakash Pati**, *Indian Institute of Management, Kozhikode*
Participant: **Prantika Ray**, *Indian Institute of Management, Kozhikode*
Participant: **Abdul-Nasser El-Kassar**, *Lebanese American U.*
Participant: **Sophie Lythreatis**, *Bristol Business School*
Participant: **Manal Yunis**, *Adnan Kassar School of Business, Lebanese American U., Beirut, Lebanon*
Participant: **Yang Shen**, *U. of Bristol Business School*

This symposium aims to advance our understanding of the relatively novel phenomenon of technology-mediated HRM by examining the key complexities that it represents for HRM and employment relations scholarship. With the lack of human managers in certain employment settings (e.g. platform-based gig work), HRM activities are primarily outsourced to algorithmic systems and, in some cases, customers, who engage in performance management processes by submitting anonymous ratings of workers. Thus, the uniqueness of this symposium lies in its multi-stakeholder perspective, which contributes to academic research by shedding light on and addressing the implications of this technology mediated form of people management for HRM theory and practice. In doing so, the papers featured in this symposium examine various perspectives of the working relationship, including worker, organizational, customer, and legal perspectives.

Competing Tensions in Algorithmic HRM: A Multistakeholder Perspective

Author: **James Duggan**, *Cork U. Business School*
Author: **Stefan Jooss**, *U. of Queensland*

HR Analytics: Where Should it be Strategically Placed? An Empirical Analysis

Author: **Alberto Ferraris**, *U. of Turin*
Author: **Christian Di Prima**, *U. degli Studi di Torino*

Algorithm Versus Manager: Perceived Justice in Performance Management

Author: **Sweta Gupta**, *Indian Institute of Management Lucknow, India*
Author: **Pushendra Priyadarshi**, *Indian Institute of Management, Lucknow*

Behind The Screen: Exploring the Realities of Well-being and Burnout of Digital Content Creators

Author: **Geethika Raj**, *Indian Institute of Management, Kozhikode*
Author: **Surya Prakash Pati**, *Indian Institute of Management, Kozhikode*
Author: **Prantika Ray**, *Indian Institute of Management, Kozhikode*

Adoption and Effects of AI-Based HRM Applications in the Context of Three Emerging Markets

Author: **Abdul-Nasser El-Kassar**, *Lebanese American U.*
Author: **Sophie Lythreatis**, *Bristol Business School*
Author: **Manal Yunis**, *Adnan Kassar School of Business, Lebanese American U., Beirut, Lebanon*
Author: **Yang Shen**, *U. of Bristol Business School*

KEY TO SYMBOLS

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

Context Matters: New Perspectives on How Social Context Shapes Employee Prosocial Behavior



Organizer: **Remy E. Jennings**, *Florida State U.*
Participant: **Daniel Kim**, *U. of Florida*
Organizer: **Yingge Li**, *Florida State U.*
Participant: **Klodiana Lanaj**, *U. of Florida*
Participant: **Alexander Settles**, *U. of Florida*
Presenter: **Thomas Kelemen**, *Kansas State U.*
Participant: **Phillip S. Thompson**, *Virginia Tech*
Participant: **Michael Matthews**, *U. of Texas Rio Grande Valley*
Participant: **Mark C Bolino**, *U. of Oklahoma*
Participant: **Young Eun Lee**, *Florida State U.*
Participant: **Saehee Kang**, *Florida State U.*
Presenter: **Michael Paik**, *Florida State U.*
Participant: **Mijeong Kwon**, *U. of Colorado, Denver*
Presenter: **Dong Pei**, *Singapore Management U.*
Participant: **Kenneth Tai**, *Singapore Management U.*
Discussant: **Christopher C. Rosen**, *U. of Arkansas*

Prosocial behaviors are a ubiquitous part of daily organizational life for most employees. Whether it is helping an overwhelmed colleague with their work tasks, asking for advice from a team member about a work or personal problem, or observing a coworker offering assistance to another organizational member, prosocial behaviors are highly prevalent and visible in the workplace. Research has suggested that prosocial behaviors may offer benefits for both the giver and the receiver as well as improve organizational performance. However, more recent research has cautioned that prosocial behaviors may also have some costs for actors. Given the complex implications of prosocial behavior for actors, it is important to understand factors that influence the extent to which employees choose to engage in prosocial actions toward their coworkers. This symposium seeks to offer new insights into the complexity of behaving prosocially toward coworkers by considering the social context in which prosocial behaviors in organizations occur. Due to the inherently interpersonal nature of prosocial behaviors, social judgments about coworkers may affect employees' willingness to give help, advice, or other assistance to their coworkers. Indeed, prosocial behaviors at work do not occur in a vacuum but rather are embedded in the context of ongoing coworker relationships and social pressures in an organization. Thus, our work seeks to contribute to our understanding of when employees behave prosocially toward their coworkers by considering various types of social perceptions at work as predictors of prosocial behaviors. Specifically, utilizing a diverse set of methods (e.g., experience sampling study, experiment, multi-wave dyadic study), the papers presented here collectively study relational judgements, social comparisons, and social pressures as antecedents of different types of prosocial behaviors at work (e.g., personal help giving, advice giving, OCB). Together, the papers suggest that how employees construe themselves in relation to their coworkers is a significant driving force of decisions to help (or not to help) coworkers.

The Costs and Benefits of Seeking Personal Help at Work

Author: **Remy E. Jennings**, *Florida State U.*
Author: **Daniel Kim**, *U. of Florida*
Author: **Yingge Li**, *Florida State U.*
Author: **Klodiana Lanaj**, *U. of Florida*
Author: **Alexander Settles**, *U. of Florida*

Are You More Helpful Than I Am? Implications of OCB Comparisons for Coworker Sympathy and Inspiration

Author: **Thomas Kelemen**, *Kansas State U.*
Author: **Phillip S. Thompson**, *Virginia Tech*
Author: **Michael Matthews**, *U. of Texas Rio Grande Valley*
Author: **Mark C Bolino**, *U. of Oklahoma*

The Contrasting Effects of Gender Upon Experiencing Citizenship Pressure

Author: **Young Eun Lee**, *Florida State U.*
Author: **Saehee Kang**, *Florida State U.*
Author: **Michael Paik**, *Florida State U.*

Intrinsic Motivation, Extrinsic Motivation, and Envy

Author: **Mijeong Kwon**, *U. of Colorado, Denver*
Author: **Dong Pei**, *Singapore Management U.*
Author: **Kenneth Tai**, *Singapore Management U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Executive Education

Session Moderator: **Roman Terekhin**, *George Washington U.*

MED: How Collaborative Accountability in Workplace Coaching Impacts Employee Sustained Change  

Author: **Roman Terekhin**, *George Washington U.*
Author: **Scott N. Taylor**, *Babson College*
Author: **Ellen B. Van Oosten**, *Case Western Reserve U.*

Workplace coaching often implies some form of accountability in the coach–employee relationship, but there is minimal treatment of accountability in the extant coaching literature. Much of the research on accountability in general treats it as a tool needed for evaluation and ensuring certain activities occur. We draw upon three theories (self-expansion theory, intentional change theory, and self-determination theory) to propose an essential construct for workplace coaching called collaborative accountability. We present this construct as part of a framework of vision-based workplace coaching that describes how a coach enables employee psychological safety, vision clarity, and intrinsic motivation, such that the coach and employee in turn experience relational mutuality and self-expansion. These two elements enable collaborative accountability, which is essential to and enables employee sustained change. We present propositions that serve to invite further coaching research, and we discuss the implications our framework has for the practice of workplace coaching.

MED: Executive Education and Elite Formation Dynamics 

Author: **Virpi Sorsa**, *Jyväskylä U. School of Business and Economics, Jyväskylä, Finland*
Author: **Pasi Nevalainen**, *U. of Jyväskylä*
Author: **Juha Kansikas**, *U. of Jyväskylä School of Business*
Author: **Aleksi Korhonen**, *Aalto U. School of Business*








Executive education influences business leaders, corporate practices, and society. Yet, the role of these educational programs in shaping local business elites has not been explored. Our study advances the research on executive education’s impact on the development of business elites by examining the Finnish LIFIM executive education program from the 1950s through the 2000s. We propose a model that offers a comprehensive understanding of the multifaceted role of educational programs. This model extends beyond the scope of educational content to include the formation of social networks. It provides a framework for understanding how an educational program can evolve into a prestigious tradition among local business elites and the factors contributing to the loss of this status.

MED: Shifting Paradigms in Leadership: The Rising Influence of Intuition in Executive Development  

Author: **Anderson De Souza Sant’Anna**, *FGV-EAESP*
Author: **Fatima Bayma De oliveira**, *Fundação Getúlio Vargas/EBAPE*
Author: **Luiz Salgado Vogel**, *FGV-EAESP*

This article examines the application of the Myers-Briggs Type Indicator (MBTI) in leadership development within the context of executive education programs. Utilizing a comprehensive empirical study of 7,924 executives enrolled in executive education programs at a leading Brazilian business school from 2010 to 2016, this research aims to explore shifts in psychological profiles, particularly the prevalence of the Intuition function. The study utilizes a quantitative and descriptive approach, analyzing data through MBTI assessments to categorize executives into 16 personality types. The findings reveal a dominant presence of “Thinking” and “Sensing” functions, with a notable increase in the “Intuition” function over time. This indicates a shift towards more visionary and adaptable leadership styles in response to global business changes, such as globalization and technological advancements. The study contributes to the literature on leadership development by highlighting the evolving nature of leadership competencies and the increasing importance of diverse psychological profiles in leadership roles. This research is significant for practitioners and organizations aiming to develop leaders equipped to navigate 21st-century business challenges. The study, however, recognizes the limitations of its regional focus and reliance on self-reported data, suggesting the need for further research incorporating broader samples and additional psychological assessments.

KEY TO SYMBOLS

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

Making ChatGPT Work for Non-Technical Faculty








Organizer: **Sunyoung Park**, *Louisiana State U.*

Organizer: **Seungwon Yang**, *Louisiana State U.*

Advancements in artificial intelligence (AI) and large language models (LLMs) have opened exciting new possibilities for enhancing higher education. Since the release of ChatGPT in November 2022 (DeVon, 2023), academia has expressed divergent opinions about the use of this technology. This AI-based chatbot has a lot of potential to improve academic work efficiency by interacting with users in a conversational way, using human-like language to answer questions and generate content (Meyer et al., 2023). Specifically, ChatGPT has been used to support faculty work, including research and teaching (Kiryakova, & Angelova, 2023; Meyer et al., 2023; Rahman & Watanobe, 2023). However, there have been limited opportunities to support faculty members learning and applying ChatGPT efficiently and effectively in their academic work practices, addressing ethical and privacy concerns involved with ChatGPT. Therefore, the purpose of this workshop is to guide participants on how to apply ChatGPT to enhance faculty work (research, teaching, and service) and everyday tasks, through specific examples and hands-on activities by using prompt patterns and useful tips. This workshop can help to promote the transfer of knowledge on ChatGPT into faculty work and bridge the divide between knowing ChatGPT theoretically and using it practically. The expected outcomes of this workshop are: (a) to increase knowledge and understanding about using ChatGPT in personalized ways and (b) to improve individual capability of applying specific prompt patterns to ChatGPT by expanding application cases and examples. Additionally, this workshop also provides opportunities for participants to practice ChatGPT in their work contexts and share their experiences and ideas to improve its applications

Please bring your laptop.

KEY TO SYMBOLS

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








Session Type: **PDW Workshop**
Program Session: **755** | Submission: **14113** | Sponsor(s): **(MED, SIM, ONE)**
Scheduled: **Friday, Aug 9 2024 3:30PM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall I**

A Toolbox for Humor in Management Education – From Award Winning Instructors and Top Comedy Schools

Organizer: **Svetlana Ivanova**, *Vienna U. of Economics and Business*
Presenter: **Andre Martinuzzi**, *WU Vienna U. of Economics and Business, Institute for Managing Sustainability*
Presenter: **G. James Lemoine**, *U. at Buffalo, The State U. of New York*
Presenter: **Lisa T. Stickney**, *The U. of Baltimore*
Presenter: **Angelo Spörk**, *WU Vienna U. of Economics and Business*

This highly successful PDW, than won the last years's best PDW award from the MED division, will be offered in Chicago again, as humor in the classroom provides a broad diversity of positive effects. It helps to motivate students and supports a positive relationship between them and educators. When integrated into course design, humor increases students' understanding of the topic, improves learning outcomes, and positively impacts their creativity, critical thinking and ability to deal with ambiguity. In this PDW we will present a well-founded, modular toolbox with established effectiveness that can be used in different teaching contexts and does not require extensive training and initiate a dialogue about its usage based on first-hand experiences. It supports you in in utilizing humor in your teaching strategies, courses, and exercises by introducing the basic functions of humor, by illustrating how it can be successfully applied, and by providing effective tools. If accepted, this PDW will feature a distinguished guest from one of the top comedy schools – the 'The Upright Citizens Brigade' or 'The Second City'. Their insights will be enriched by practical cases of using humor as a teaching and learning tool successfully implemented at business schools in the U.S. and Europe. In an interactive exercise, session participants will gain insights into how to effectively utilize humor in their teaching strategies while avoiding possible negative effects.

KEY TO SYMBOLS

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

We Cannot Escape History: On the Co-evolution of History in Organizations

Coordinator: **Matteo Cristofaro**, *U. of Rome Tor Vergata*
Moderator: **Jeffrey Muldoon**, *Emporia State U.*
Panelist: **Bradley Gerald Bowden**, *Journal of Management History*
Panelist: **Marcelo Bucheli**, *U. of Illinois at Urbana-Champaign*
Panelist: **Geoffrey Jones**, *Harvard Business School*
Panelist: **Arie Y. Lewin**, *Duke U.*

Our plenary delves into the pivotal theme of the contextual significance of history to organizations. Current organizations' identity, processes, strategies, and behavior are a product of multi-level co-evolution, where organizational actions intertwine with environmental responses. As such, there is a path dependence that speakers in our plenary seek to illuminate. Their focus will be to examine the intricate dynamics that shape organizational paths, seeking to deepen our understanding of nuanced relationships between actions and reactions. Attendees can anticipate a thought-provoking exploration of how organizational narratives unfold within the context, offering valuable insights into the holistic understanding of management history.

Management History Division plenary session

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



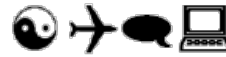
Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **757** | Submission: **12103** | Sponsor(s): **(ODC, STR, TIM)**

Scheduled: **Sunday, Aug 11 2024 11:30AM - 1:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Northwestern**

Purpose-Driven Strategic Renewal, Open Innovation & Generative Change: Models, Governance, Practice



Panelist: **Michael L. Tushman**, *Harvard U.*

Panelist: **Henk W. Volberda**, *Amsterdam Business School, U. of Amsterdam*

Panelist: **Alberto Di Minin**, *National Biodiversity Future Center (NBFC)*

Panelist: **Gervase R. Bushe**, *Beedie School of Business Simon Fraser U.*

Session Chair: **Albena Björck**, *ZHAW School of Management and Law*

Session Chair: **Johanna E. Pregmark**, *Chalmers U. of Technology*

Organizer: **Gianluca Gionfriddo**, *Institute of Management, Scuola Superiore Sant'Anna, Pisa*

Organizer: **Tobias Fredberg**, *Chalmers U. of Technology*

Unprecedented challenges of disruptive technologies, climate change and social crises, as well as stakeholder disorientation, call for a re-evaluation of organizational capabilities, growth priorities, and the way organizations change and innovate for the future. Established companies face a sharp increase of exploration and exploitation tensions and the need for renewal of business practice, models, and governance is existential. In these conditions, examples of high-growth companies place the corporate purpose central to their strategy and innovation, leveraging it to restructure playing fields and value propositions (Knowles & Hunsacker, 2022; Malnight et al., 2019), to catalyze systematic change (Henderson, 2021), to serve multiple stakeholders' interests (Battilana et al., 2022), and to radically reinvent themselves (Binns, O'Reilly & Tushman, 2022). In continuation of the AOM2023 symposium "Purpose-driven Innovation and Transformation" and building on existing and emerging empirical research, the aim of this symposium is to deepen the discussion and explore the under-researched role of corporate purpose in the specific fields of strategic renewal, generative change as well as groundbreaking and collaborative innovation. For a insightful and lively debate on these topics, we invited leading experts in organizational transformation and evolution, strategic renewal, disruptive and open innovation, visionary leadership, and ambidexterity. The members of the panel have academic as well as practitioner backgrounds and experiences.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **758** | Submission: **12254** | Sponsor(s): **(ODC, TIM)**
Scheduled: **Sunday, Aug 11 2024 11:30AM - 1:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Grace**

Examining AI Adoption and Productivity Improvement: From Resistance to Acceptance



Organizer: **Jeremy Wei**, *Harvard U.*

Organizer: **Sida Peng**, *Microsoft Corporation*

Panelist: **Mert Demirer**, *MIT*

Panelist: **Peter Cihon**, *GitHub*

Panelist: **Jin Paik**, -

Panelist: **Michael Schwarz**, *Microsoft Corporation*

In an era driven by technological advancements, AI-human collaboration has sparked profound discussions regarding its adoption and impact on productivity, particularly in domains such as chess, medical diagnostics, and individual resilience against adversities. The symposium aims to unveil a novel framework anchoring on established technology acceptance and innovation diffusion theories, encompassing recent AI adoption and productivity improvement studies in the real world. Notable professionals representing esteemed institutions like Microsoft, GitHub, Harvard, and MIT will actively participate in panel discussions to bridge the divide between real-world observations and academic discussions, igniting innovative ideas and crafting analytical frameworks. This symposium includes three parts. At the beginning of this symposium, Jeremy Wei and Sida Peng will revisit the technology acceptance model, the diffusion of innovations model, and institutional theories from a critical perspective, summarizing new studies on software engineers about the impacts of functional and psychological barriers on the resistance to AI adoption and how the transition from resistance to acceptance emerges. At the second part of this symposium, Sida Peng and Mert Demirer will lead a discussion on productivity improvement by introducing their recent experiments about software developers' productivity using GitHub Co-pilot in the real world. In conclusion, this symposium gathers diverse perspectives from the panel speakers and participants to contribute to understanding the acceptance and resistance to AI adoption, thereby yielding practical implications for theory and management.

KEY TO SYMBOLS

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

Theorizing Change: Turn, Turn, Turn

Session Moderator: **Vanessa Pouthier**, *U. of Melbourne*

OMT: **“New” to Whom? How French New Wave Gendered Change**

Author: **Xiaoran MA**, *U. of Melbourne*
Author: **Vanessa Pouthier**, *U. of Melbourne*

Despite institutional work studies' growing concern with gender, few attempts have been made to examine how gender-work binding has been made throughout institutional change. Addressing this literature lacuna helps explain the stubborn transmission of gender inequality from one form of organizational novelty to another (Ridgeway, 2011). By conceiving gendering as a specific form of institutional work, we examine how gendering work is performed such that male superiority and labor division are perpetuated underneath the progressive, revolutionary appearance of an institutional change. After investigating the historical case of French New Wave, we identify four types of institutional work – namely, deconstructing, constructing, defending, and silencing, baking gender hierarchy into new roles that the art movement proposed. Our study makes two contributions. First, by dissecting the gendered change of New Wave, we contribute to unraveling the puzzling persistence of gender inequality despite continuous waves of social change and organizational novelty (Tilly, 1998). In so doing, we also explain why our collective imagery about artistic creativity and craftsmanship has been colonized by masculinity. Second, we contribute to gendering literature by illustrating diachronic (i.e., deconstructing, constructing, and defending) and synchronic (i.e., silencing) axes underpinning gendering work dictating what women are willing and capable of doing. On the one hand, we demonstrate “history as strategy” to expose and break the body-work associations (Ashcraft & Ashcraft, 2015). On the other hand, we foreground the discursive disentanglement of cruel optimism (Berlant, 2011) – that is, cruel (i.e., the unsaid darkness) x optimism (i.e., the said fantasy) – as crucial to making visible the delicate but potent gendering work in contemporary organizing. Keywords: institutional work, gendering, institutional change, cinema

OMT: **From Institutionalization to the Simulacra: The Repetition of Signs in the Micro-Macro Processes**

Author: **Yuan Li**, *Saint Mary's College of California*

This paper seeks to reconceptualize the micro-macro institutionalization process as repetition of signs. A sign is a triadic structure, known as the semiotic triangle, that consists of signifier, signified, and referent. The semiotic triangle allows for a more balanced consideration of the symbolic (i.e., signifier and signified) and the material (i.e., referent) aspects of social actions and social structure as we theorize the micro-macro relation. It can be extended to present meaning processes that involve potentially infinite chains of semiosis regression toward the signifier, signified, or referent as the sign spreads, generating three types of sign repetition. Repetition is a Deleuzian concept understood as intensive encounters. I argue that early management and organization practices are semiosis regression towards the referent, followed by regression towards the signified and, more recently, we are observing semiosis regression towards the signifier, which is akin to what Baudrillard would call the simulacra or copies without originals. This reconceptualization brings heterogeneity and more dimensionality to the micro-macro dynamic. It enhances the theoretical rigor of loosely coupled institutional change and enables organization theorists to engage the broader ideological context which is often missing in micro-macro research.

OMT: **Becoming While Changing**

Author: **Emamdeen Fohim**, *U. of Bern*
Author: **Claus Jacobs**, *U. of Bern*

Institutional entrepreneurship has been identified as one (not exclusive) condition that can foster institutional change. Scholars have studied how external changes in the institutional environment trigger institutional entrepreneurship as well as institutional entrepreneurs' characteristics and actions influential on the amendment of institutions. However, few empirical studies have investigated how the motivation for institutional entrepreneurship during changes in the institutional environment is formed (or, in some cases, not). By a multiple-case study approach combined with phenomenological interviews, we investigated the experiences of Swiss cantonal planners (CP) – high-level civil servants responsible for sustainable urban planning – when being exposed to the same change in the institutional environment (a new federal law in Spatial Planning) that affected the institution they were responsible for (the cantonal plan). We found out that those CPs motivated to engage in institutional entrepreneurship did so to align an imagined identity of themselves and an imagined alternative institution with their evoked core values that emerged when experiencing an institution as socially reconstructable. The resulting theoretical model sheds light on the becoming of institutional entrepreneurs and the role of imagination in this process. It contributes to organizational literature on addressing the process of how people turn into actors and the role of values in imagining alternative futures.

OMT: **All Change: How Peripheral Actors Theorize Change in Mature Fields**

Author: **Ibrat Djabbarov**, *Imperial College London*
Author: **Andrey Pavlov**, *Cranfield School of Management*
Author: **David Denyer**, *Cranfield U.*

This study explores how challengers theorize change in mature fields and how their theorization evolves in view of contestation from the incumbents. As peripheral actors, challengers often lack the legitimacy and resources to enact major change, and their attempts to change the field's arrangements do not go uncontested by the incumbents. We studied how a social enterprise configured solutions to improve access to vaccination services in resource-poor countries and, in doing so, changed the institutional arrangements in the mature field of global health. Based on a longitudinal qualitative study, we extend the concept of theorization in institutional theory. In particular, we show how incumbents' contestations lead the challengers to complexify their theorization by elaborating solutions to secure endorsement and introduce change in the global health field. We highlight how, in pluralistic mature fields, challengers may develop multiple streams of change aimed at diverse categories of incumbents in response to different issues, interests, and institutional arrangements, yet simultaneously form a master theorization by assembling the diverse solutions together.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Social Activism and Corporations: New Vantages on the Role of Firms in Societal Change



Organizer: **Paul Merritt**, *Cornell U.*
Presenter: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Presenter: **Shon R. Hiatt**, *U. of Southern California*
Presenter: **Sara B. Soderstrom**, *U. of Michigan*
Organizer: **Tessa Recendes**, *Penn State Smeal College of Business*
Presenter: **Forrest Briscoe**, *Cornell U.*
Discussant: **Kate Odziemkowska**, *U. of Toronto, Rotman School of Management*
Presenter: **Maurice Jerel Murphy**, *U. of Georgia*
Presenter: **Lei Xu**, *U. of Missouri-St. Louis*
Presenter: **Milo Shaoqing Wang**, *W. P. Carey School of Business, Arizona State U.*
Presenter: **Todd Schifeling**, *Fox School of Business, Temple U.*
Presenter: **Joanna Reddick**, *U. of Georgia*
Presenter: **Michael Pfarrer**, *U. of Georgia*
Presenter: **Katherine Chen**, *The Wharton School, U. of Pennsylvania*

From research spanning decades, scholars have shown that society shapes organizations and that organizations shape society. Social activists can force organizations to take stances on social issues, and in turn, those social stances alter the public's understanding of those issues. LGBT marriage benefits are a de facto case. Pro-LGBT social activists created a cycle of targeting firms for benefits, and then firms reflected their claims' legitimacy back through society via satisficing and the media (Briscoe & Safford, 2008). Firms' products hold similar power, where a given product can impact society's perception of an entire category (Negro, Hannan & Rao, 2011). Building on a rapidly growing body of recent research, this symposium extends research on how social activists change firms and invoke social change. Each of the papers presented in this symposium goes deeper into the mechanisms, frameworks, and consequences of social activism. Our goal is to provide fresh, practical insights for academics and practitioners who are navigating the evolving space of socially-conscious management. Using our symposium's empirical papers, we explore firm-linked social change in several contexts, including community-led economic development, climate change, race, and gender. Our symposium ends with a framework to aid in identifying future topics.

Rage Against the Machine: The Hidden Effects of Social Activism on Corporate Decision-making

Author: **Paul Merritt**, *Cornell U.*
Author: **Tessa Recendes**, *Penn State Smeal College of Business*
Author: **Forrest Briscoe**, *Cornell U.*

From Protests to Profits: Exploring the Unintentional Effects of Social Activism on Entrepreneurship

Author: **Lei Xu**, *U. of Missouri-St. Louis*
Author: **Milo Shaoqing Wang**, *W. P. Carey School of Business, Arizona State U.*
Author: **Shon R. Hiatt**, *U. of Southern California*

Selling Climate Reform: Stretching and Switching Frames in a Cross-Sectoral Network

Author: **Sara B. Soderstrom**, *U. of Michigan*
Author: **Todd Schifeling**, *Fox School of Business, Temple U.*

Are Identity Movements Competitors or Complements? Shifts in Board Diversity During #MeToo and #BLM

Author: **Katherine Chen**, *The Wharton School, U. of Pennsylvania*
Author: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*

Why Do Firms Engage in Activism Despite the Risks? Corporate Sociopolitical Activism as a Signal

Author: **Maurice Jerel Murphy**, *U. of Georgia*
Author: **Joanna Reddick**, *U. of Georgia*
Author: **Michael Pfarrer**, *U. of Georgia*

KEY TO SYMBOLS

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

Climate Action and Organizational Adaptation: Behavioral and Strategic Responses



Session Moderator: **Toby Li**, *Texas A&MU*.

ONE: Dynamics of Lifestyle Change: The Effect of Pro-Environmental Behaviours on Australians  

Author: **Subhadarsini Parida**, *lecturer, U. of South Australia*
Author: **Deepak Sardana**, *College of Business and Law, RMIT U.*
Author: **Narain Gupta**, *Management Development Institute Gurgaon*
Author: **Sameer Deshpande**, *Griffith U., Australia*
Author: **Graham Bradley**, *Griffith U., Australia*

This research delves into the complex landscape of Australian perceptions and attitudes toward climate actions, emphasizing the varying perspectives among the population. The study encompassing an extension of the Theory of Planned Behaviour (TPB) to examine the influence of climate change risk perception, climate change concern, knowledge about climate change, willingness to engage in pro-environmental behaviour, on lifestyle changes. This quantitative study collected data from 3605 individuals in Australia. The theoretical contributions are twofold, to the domain of climate change lifestyle, a groundbreaking application of the TPB to explore psychological determinants of sustainable lifestyle choices. The study also introduces the willingness to engage in pro-environmental behaviour as a mediator, forging novel connections between cognitive factors such as risk perception, concern, and knowledge, and their translation into tangible lifestyle changes in response to climate change. Practically, the study underscores the significance of fostering willingness as a catalyst for broader climate change lifestyle changes, and thus, offers valuable insights for interventions and campaigns aimed at promoting sustainable living. On a policy level, the survey's findings have the potential to inform and shape policy interventions in Australia, encouraging and supporting pro-environmental behaviour.

ONE: Firm Speed and Environmental Accidents 

Author: **Toby Li**, *Texas A&MU*.
Author: **Ashton Lewis Hawk**, *U. of Colorado, Boulder*

Firms can achieve competitive advantage by performing activities faster than rivals, but less understood is how firm speed may have environmental consequences. This study empirically examines the role of firm speed in organizations' subsequent environmental performance. Our basic premise is that faster operations are more likely to lead to worse environmental performance in the form of more environmental accidents. We then examine how firms can mitigate this speed versus environment tradeoff. Specifically, we expect that this relationship is mitigated by more automation, more project diversity, and greater labor market thickness. We find support for these ideas using data from oil and gas drilling projects in Pennsylvania.

ONE: Climate Change and Corporate Vulnerability: Impact of Natural Disasters on JVs and WOSs  

Author: **Huan Zou**, *SOAS U. of London*
Author: **Laixiang Sun**, *U. of Maryland at College Park*
Author: **Zhao Zeng**, *College of Management and Economics, Tianjin U.*

Increasing natural disasters pose significant challenges to multinational enterprises, given the complex, disruptive and long-lasting impact induced by climate change. This study adopts a multidisciplinary approach, amalgamating climatological insights, engineering design perspectives, and industrial economics theories to evaluate corporate vulnerability of MNEs based on two operating modes – joint ventures and wholly foreign-owned subsidiaries in Shanghai, China. Modelling Typhoon Winnie as the future climate conditions, we unfold the exacerbated economic loss in 2050 scenarios in comparison to that in 2013 scenarios for wholly owned subsidiaries. Nevertheless, with a microgeographical approach, our study demonstrates that in each district within the mega metropolitan city, the 'location advantage' position needs to be revisited in the way that clusters have double-impact role in MNEs' performance in the wake of a natural disaster. This research carries important implications for business operations and policy making in highlighting the importance of developing dependencies across value chain activities and supportive institutional support.

ONE: Where Do We Go from Here? Muddling Through Business Adaptation to Climate Change  

Author: **Kerrigan Marie Machado Unter**, *U. of St. Gallen*
Author: **Jorge Rivera**, *George Washington U.*

We study the interrelations among climate change (CC)-related extreme events, adaptation strategies, and product price performance within the California wine industry. Drawing upon the resource-based view of the firm, we formulate a hypothesis suggesting that the influence of CC-related extreme events on product performance is mediated by the adaptation strategies employed by firms. Adaptation to CC can be a source of differentiation advantage to firms. In this context, firms strategically adapt to the physical environment to secure access to vital natural resources amidst extreme CC disturbances. Subsequently, these adaptive measures translate into enhanced firm value. To assess our hypotheses, we employ a sample comprising 50,156 wine-winery-year observations for 535 wineries, spanning the years 1981 to 2019, matched with wildfire events. Our results indicate that the adoption of CC adaptation strategies can be a source of value for firms, enabling them to produce products that can be sold at a price premium. We also suggest that firm CC adaptation strategies mediate the relationship between CC-related extreme events and product price.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership and Strategy in Green Innovation and Corporate Sustainability



Session Moderator: **Kamal Badar**, *Nottingham U. Business School (Malaysia)*

ONE: Green Innovation: The Roles of Green Inclusive Leadership, Green Knowledge and CSR Communication   

Author: **Kamal Badar**, *Nottingham U. Business School (Malaysia)*

Author: **Ahmad Nabeel Siddiquei**, *Bond Business School, Bond U., Australia*

Drawing upon the natural resource-based view (NRBV), organizational learning (OL), and contingency theories, we develop and test a theoretical framework that examines the impact of green inclusive leadership on green innovation. Our framework further examines the simple and serial mediation of green knowledge acquisition and sharing and the moderation of internal CSR communication. Using survey questionnaires, we collected multiwave data from 215 middle managers from different manufacturing and production organizations operating in Pakistan. The hypotheses were inspected using the PROCESS macro. According to the findings, green inclusive leadership and green innovation are positively associated, and green knowledge acquisition and green knowledge sharing are efficient serial mediators of this relationship. Further, the results suggest that internal CSR communication moderates the serial mediation such that the indirect relationship between green inclusive leadership and green innovation was stronger at high levels of internal CSR communication rather than at lower levels. Our research offers implications for manufacturing industry leaders and policymakers. By merging NRBV, OL, and contingency theories and drawing links across different genres of literature, our study provides unique insight into leadership, knowledge management, corporate communication, sustainability and CSR, and innovation.

ONE: Performance Effects of Corporate Sustainability Strategies Using a Semiotic Square Approach 

Author: **Marco S. Giarratana**, *IE Business School*

Author: **Martina Pasquini**, *IE Business School*

This theoretical study utilizes the semiotic square to comprehensively categorize corporate sustainability approaches and their impact on company performance. First, it introduces four main strategies: no sustainability orientation, business-oriented sustainability, foundation-oriented sustainability, and ambidextrous sustainability, connecting them to the classical institutional response framework. We then formulate hypotheses derived from this structure. Our theory suggests that the ambidextrous approach, which combines both business and foundation-oriented strategies, may lead to conflicts and resource allocation challenges that hinder its viability. Conversely, business-oriented sustainability and foundation-oriented sustainability are expected to yield the highest performance outcomes. Additionally, we investigate the role of sustainability certifications and the pursuit of diverse social goals as significant moderators that influence the relationship between these strategies and performance. Furthermore, this study delves into the importance of social identity and lobby capabilities as key mechanisms that impact the effectiveness of sustainability approaches.

ONE: Green Innovation Roots: Exploring CEO Psychological Traits as Precursors  

Author: **Ajith Venugopal**, *Texas A&M International U.*

Author: **SAHA IQBAL HOSSAIN**, *Texas A&M International U.*

Author: **Abdul Rasheed**, *U. of Texas At Arlington*

Author: **Glory George**, *Indian School of Business*

Chief Executive officers (CEOs) wield significant influence on their companies' green innovation efforts. Despite considerable prior research on the traits of CEOs and their firms' green innovation, our comprehension of how the psychological attributes of CEOs impact the course of green innovation remains somewhat constrained. We explore the relationship between three facets of CEO psychological characteristics and their firms' green innovation. Using upper echelon theory, we posit and show how CEO openness to experience and openness to change affect firms' green innovation. Besides, we also examine the moderating role of CEO cognitive complexity in these relationships. We formulated measures for CEO psychological attributes through machine-learning algorithms and computer-assisted textual analysis tools, drawing on the language patterns found within the question-and-answer segments of quarterly conference calls with CEOs, and conducted our tests on a sample of 371 CEOs of 277 publicly listed firms. We found that CEO openness to experience CEO openness to change positively influences their firms' green innovation efforts. Additionally, we found that CEO cognitive complexity enhances the positive influence. Our results maintain consistency after various robustness checks. The findings of our study broaden the scope of research on strategic leadership and its impact on corporate innovation.

ONE: Proactive vs. Reactive Green: How Political Connections Shape Corporate Environmental Practices 

Author: **Nan Zhang**, *School of Management, Northwestern Polytechnical U., Xi'an, Shaanxi, Chi*

Author: **Huiying Li**, *School of management, Northwestern Polytechnical U.*

Author: **Yu Chang**, *Northwestern Polytechnical U.*

Existing research on the relationship between political connections and corporate environmental practices yields mixed and contradictory findings. We argue this ambiguity stems from overlooking the heterogeneity of environmental practices. In this study, we address this gap by classifying corporate environmental practices into governance-oriented (reactive) and prevention-oriented (proactive) categories based on their characteristics. We then explore how political connections influence each type. Using data from Chinese listed firms from 2013 to 2020, we reveal that political connections have distinct effects on different types of environmental practices. Specifically, political connections positively impact governance-oriented environmental practices but negatively affect prevention-oriented ones. We further demonstrate that these effects are moderated by both CEO green experience and regional government environmental regulation, highlighting how these strategic choices interact with the internal and external factors. These findings provide new insights into the dialogue on political connections and corporate environmental practices.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **763** | Submission: **21622** | Sponsor(s): **(ONE)**

Scheduled: **Sunday, Aug 11 2024 11:30AM - 1:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Streeterville**

ONE Executive Meeting

Organizer: **Sara B. Soderstrom**, *U. of Michigan*

Organizer: **Nardia Haigh**, *U. of Massachusetts*

Organizer: **Martina K. Linnenluecke**, *U. of Technology, Sydney*

Organizer: **Sukhbir Kaur Sandhu**, *U. of South Australia*

Organizer: **Kai N. Hockerts**, *Copenhagen Business School*

Organizer: **Ajith Venugopal**, *Texas A&M International U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **764** | Submission: **13194** | Sponsor(s): **(ONE, SIM)**

Scheduled: **Sunday, Aug 11 2024 11:30AM - 1:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Wrigleyville**

Editor Panel: Sustainability Research from Underrepresented Regions of the World



Organizer: **Christina Bidmon**, *Utrecht U.*

Organizer: **Nancy E. Landrum**, *Munich Business School*

Organizer: **Shili Chen**, *Xi'an Jiaotong-Liverpool U.*

Organizer: **Remy Balarezo**, *U. de Piura*

Panelist: **Michael V. Russo**, *U. of Oregon*

Panelist: **Céline Louche**, *Waikato Management School, The U. of Waikato*

Panelist: **Harry J. Van Buren**, *U. of Tennessee, Chattanooga*

Panelist: **Garima Sharma**, *American U., Kogod School of Business*

Panelist: **Maoliang Bu**, *Nanjing U.*

Across disciplines, most publications in top journals are authored by scholars in Western high-income countries. Increasing geographic diversity seems particularly important for sustainability research, not least because regions around the world have different perspectives on sustainable development and tensions related to business sustainability often include a spatial element. While many journals have started paying attention to the question of how to increase diversity of authors and research contexts, guiding the publication process for researchers from and on underrepresented regions also holds challenges. With an esteemed group of editors from business sustainability and management journals, we will discuss these challenges and what journals, editors, reviewers, and authors can do to foster publications from and on underrepresented regions of the world.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Reviewing as Craft in and for AMLE (co-hosted with MED)

Presenter: **Bill Harley**, *U. of Melbourne*








Presenter: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*

Join us for an essential Professional Development Workshop (PDW) designed specifically for both current and aspiring reviewers of AMLE. This session aims to foster a deeper understanding of the reviewing process and its significance in an academic career. Through interactive discussions, we will address three key questions:

1. **Why Review?** Understand the critical role of peer review.
2. **How to Craft a Review?** Gain practical strategies and insights into the art of crafting constructive reviews.
3. **What Benefits Do You Gain from Reviewing?** Explore how engaging in the review process enhances your own research skills, builds your academic reputation, and contributes to your professional growth.

Reviewing is more than a duty—it's a cornerstone of academic development. Particularly for early-career scholars, mastering the art of crafting a review can be transformative, enriching both your own work and the broader academic community. This workshop will delve into what makes AMLE distinctive and the specifics of reviewing for this renowned journal. Participants will leave equipped with the skills to effectively contribute to the development of impactful journal research. This session is an invaluable opportunity to enhance your reviewing capabilities, understand the unique aspects of AMLE, and ultimately, advance your academic career.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **766** | Submission: **21755** | Sponsor(s): **(PUBS)**
Scheduled: **Sunday, Aug 11 2024 11:30AM - 12:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Stetson Suite F**

AMP INCOMING Editorial Review Board

Presenter: **Michael L. Barnett**, *Rutgers U.*

By Invitation Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **767** | Submission: **10117** | Sponsor(s): **(SAP, CTO, RM)**

Scheduled: **Sunday, Aug 11 2024 11:30AM - 1:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Rouge Room**

Qualitative Methods and AI: Friends or Foes?

Organizer: **Susan Hilbolling**, Aarhus U., BSS

Organizer: **Renate Kratochvil**, BI Norwegian Business School

Panelist: **Kevin G. Corley**, Imperial College London

Panelist: **Vern Glaser**, U. of Alberta

Panelist: **Karen Golden-Biddle**, Boston U. Questrom School of Business

Panelist: **Hila Lifshitz-Assaf**, Warwick Business School

Panelist: **Anne D. Smith**, U. of Tennessee, Knoxville

With the rapid development in artificial intelligence (AI), specifically the capabilities of large language models (LLMs), the question may not be if but rather how AI will or can enhance the research process. In this panel, we focus specifically on the work of a qualitative researcher. Qualitative methods research is particularly suited for leveraging the power of LLMs, given its focus on words (as opposed to numbers). While these new technologies available may create new opportunities for innovating research methods, it may also challenge the fundamentals of qualitative methods. Therefore, before we can have an opinion on whether AI and qualitative methods are "friends or foes," in this panel we want to discuss the core skills and strengths of a qualitative research scholar. Reflecting on these foundations can help us assess which and how new technologies can help us learn and conduct qualitative research and when their use poses a risk of lowering the quality (in the short or long term). This session aims to seek informed answers to questions such as: What are the foundations of qualitative methods? What makes qualitative research and the researchers conducting it unique? How can AI complement, threaten, or augment qualitative data collection, data analysis (including coding), theorizing, and composing qualitative research? Is there a risk of AI/LLMs eroding the unique skills of qualitative researchers? How can we develop and maintain unique qualitative research skills, such as the creative leap, to produce absolute novelty? How do we consider using AI/LLMs in light of the multiplicity of ontologies, epistemologies, and methodologies in qualitative research? How should we (re-)consider the quality criteria used to assess qualitative research (e.g., credibility, transparency) when evaluating research that includes using LLMs?

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **768** | Submission: **23050** | Sponsor(s): **(SPO)**
Scheduled: **Sunday, Aug 11 2024 11:30AM - 1:30PM CT (UTC-5)** at **Swissotel Chicago** in **Vevey 1**

Reimagining the Future of Higher Education in Business and Innovation

Organizer: **Pablo Cortes**, *NEOM*

In this interactive session, we will discuss higher education learning environments of the future. After a brief introduction on the opportunity space in higher education innovation and an overview of how that is playing out in the mega-project NEOM, we will have table discussions and brainstorming on topics related to the future of higher education. The topics are not only relevant to the development of the NEOM ecosystem (blending individualized and lifelong learning with future focused innovation) but are also highly relevant to business schools globally as they evolve / struggle to remain relevant in the next several decades. Some topics to be discussed are: physical and virtual learning environments / spaces, skills development, individualized learning, and how to maintain research productivity in the face of all of these changes. After a short debrief, all participants are invited for a buffet lunch.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Acquisitions Strategies

Session Moderator: **Xin Deng**, *Alliance Manchester Business School, U. of Manchester*

STR: **The Value of Quickly Closing an Acquisition** 

Author: **Andrew Garofolo**, *Georgia Southern U.*
Author: **Ashton Lewis Hawk**, *U. of Colorado, Boulder*

Accelerating an acquisition can help acquirers realize revenues and synergies sooner, preempt a rival bidder, and can give the firm a competitive advantage in their industry. Moving faster while desirable however, does come at a cost due to the phenomenon of time compression diseconomies (TCD). TCD suggests that as firms attempt to accelerate a project, this comes with additional resource requirements and with diminishing returns. Building off competitive strategy literature on intrinsic speed capabilities, this paper explores acquisition speed capabilities, referring to an acquirer's ability to complete an acquisition more quickly than a competitor. We predict that high acquisition speed capabilities will be positively related to firm value, and that firm innovativeness and prior M&A experience will enhance this effect. We find support for our hypotheses using data in the biopharmaceutical industry.

STR: **Predicting Market Reactions to Acquisition Announcements and Its Role in Acquisition Decision Making** 

Author: **Xinying Qu**, *Lally School of Management, Rensselaer Polytechnic Institute*
Author: **Shyam Kumar**, *Lally School of Management, Rensselaer Polytechnic Institute*
Author: **Tony Tong**, *U. of Colorado, Boulder*

Prior theory suggests that predicting market reactions to acquisition announcements using historical transactions may not only enable capturing the wisdom of the crowds, but that these predictions can also constitute an important basis for a forward-looking, expectations-based model of learning by managers. Building on these perspectives, we develop machine learning models to predict market reactions to acquisition announcements and demonstrate that these predictions can confer value by informing decision making in areas such as deal selection. Next, we show that when the actual market reaction to an announcement deviates from the predicted reaction, there is learning, as evidenced in a longer deal completion time. Our results highlight that predictions of market reactions have an important role to play in acquisitions, and that they can be a distinct source of learning.

STR: **Exploitation or Exploration? The Impact of Peers' M&A**    

Author: **Xin Deng**, *Alliance Manchester Business School, U. of Manchester*
Author: **Huma Javaid**, *Loughborough Business School*

This paper investigates the impact of peers' Mergers and Acquisitions (M&A) activities on the innovation strategy of firms that are not directly involved in these transactions. We find that while peers' M&A activities positively affect a firm's exploratory innovation, they adversely influence its exploitative innovation. This dynamic is predominantly driven by peer firms acting as acquirers. We further explore two mechanisms: the learning effect and the competition effect. With regard to the learning effect, the relationship between peer acquirers and exploratory innovation is more pronounced when these peer acquirers merge with their own competitor firms (horizontal M&A) and when they possess a strong absorptive capacity, enabling them to leverage value from acquisitions more effectively. In terms of the competition effect, the link between peer acquirers and exploratory innovation is stronger amid high competition intensity and technological peer pressure. Moreover, we find that the negative relationship between acquirers and outsider firms' exploitative innovation becomes more pronounced particularly under high technological peer pressure.

STR: **Paving Evolutionary Path with Experience Transition in Dynamic Capabilities** 

Author: **Julia Lee**, *U. of Nevada, Las Vegas*

The dynamic capabilities approach underscores the role of experience accumulation as a firm-specific resource in sustaining a competitive advantage through evolutionary paths. However, little is known about experience transition and its effect on firm performance. This topic is important because it touches upon a long-standing debate about strategy commitment and flexibility. To explain and predict experience transition, this study draws insights from sequence analysis to examine the effects of sequence stability. Drawing from the acquisition sequences of 234 publicly traded firms within the biotechnology industry from 2012 to 2019, this study corroborates with the dynamic capabilities approach and finds that the significantly negative effect of sequence stability is contingent upon complementary assets. While a negative relationship exists between sequence stability and advertising investment, the causal direction reverses when the interaction term shifts to physical capital investment. This study contributes to the resource-based view by highlighting that successful experience transition depends on resource alignment with corporate strategy.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Institutional Theory and Non-Market Strategy

Session Moderator: **Jiang Bian**, *HKU Business School, The U. of Hong Kong*

STR: Keeping it Real in the Death Zone: (In) Authenticity and Mt. Everest Climbing Expeditions, 1921-2019 

Author: **Cameron Verhaal**, *Tulane U.*

Author: **Carmen Weigelt**, *Tulane U.*

This study investigates how the emergence of new and inauthentic organizational forms impact incumbent actors in environments where authenticity is fundamental to the prevailing collective identity. While prior research has investigated how new organizational forms leverage an authentic identity against mainstream incumbents, we know less about how the introduction of new and inauthentic organizations challenge individuals' adherence to existing collective norms. Specifically, we theorize about the degree to which individuals engage in behavior that may violate a prevailing collective identity because they see individuals associated with the new organizational form succeed at higher rates. To test our theory, we turn to the alpine climbing community on Mount Everest from 1921 to 2019. Historically, only the most experienced mountaineers climbed Everest. However, beginning in the late 1980s, commercial climbing expeditions emerged and successfully ferried many relatively inexperienced climbers up Mount Everest by violating established authentic norms, namely employing increasing amounts of supplemental oxygen (even while sleeping on the mountain). Ultimately, our study sheds light on a burgeoning dynamic in contemporary market environments – the proliferation of commercially-oriented organizations in identity-driven markets thereby generating ideological conflict, contested practices, and increased competition in environments typically built on intrinsic rather than extrinsic motivation.

STR: The Sum of All Fears: The Role of Collective Emotions on the Temporary Rise of the War Logic 

Author: **STEFÂNIA CAMPANHA DE SOUZA**, *Instituto U. de Lisboa (ISCTE-IUL) Unidade de Investigação Empresarial (BRU-IUL)*

Author: **Maria Major**, *Instituto U. de Lisboa (ISCTE-IUL) Business Research Unit (BRU-IUL)*

The study of emotions within organizations has been often associated with institutional logics. Emotions can, in their energetic form, supplying actors with elements to accept, reject, model and conform to constellations of logics, and the dynamics of competitiveness within hybrid organizations. This paper explores, in a longitudinal case study, the impact of organizational emotions when faced with a situation of extreme uncertainty, such as the Covid-19 pandemic. The sum of several fears, including the lack of knowledge about the disease, triggered a collective reaction among managers and healthcare professionals that collapsed the predominant logics, care and business. Without its usual logic, the organization as a whole appropriated, through a warlike discourse, of values, beliefs and norms compatible with a state of war, composing what we call the war logic. This logic remained as the sole dominant during the peaks of the disease, being discarded after the reduction in cases. We discuss the mechanisms by which fear became first an energetic emotion, and then a collective emotion, shaking the foundations of existing logics and serving as structure for the new logic. But we also examine the relationship between the reduction of fear as responsible for the rejection of this same logic of war.

STR: The Company They Keep: Young Medical Device Ventures and Legitimacy of Physician-Relationship 

Author: **Jiang Bian**, *HKU Business School, The U. of Hong Kong*

Author: **Riitta Katila**, *Stanford U.*

Using an institutional lens, we trace physician-venture relationships post sunshine regulation – when a previously highly-valued involvement of physicians as outside experts in medical device firms is delegitimized by regulatory institutions. Exploiting a quasi-natural experiment provided by the staggered enactment of state-level “sunshine laws” that promoted transparency regarding potentially-conflicted relations between physicians and firms in particular U.S. states, we observe changes in (1) physician involvement, and (2) innovation in ventures. Consistent with perceived incompatibility with physician’s professional logic, we observe decreases in R&D involvement by junior and academic physicians (but not by senior or clinical ones), and in patent and product applications filed by non-physician (but not physician) founded firms. Our findings indicate that the new value of transparency promoted by regulatory institutions is perceived differently across the profession and has an unintended effect on young firms’ R&D and innovation. This study contributes to research in the intersection of institutional theory and contemporary research on entrepreneurship, and on how professionals perceive and creatively respond to institutional delegitimation pressures. In so doing, we unpack bases for resistance to delegitimation among professional actors—contributing to novel insights about the microfoundations underlying delegitimation.

STR: Breaking the “One-hit Wonder” Curse: Balanced Logics and Enterprises’ Sustained High Growth in China

Author: **Peipei Yang**, *The Fraunhofer Institute for Systems and Innovation Research ISI*

Author: **Yimei Hu**, *AAUBS, Aalborg U.*

High-growth enterprises are widely perceived as pivotal actors in regional and national development, but most of them cannot realize sustained high growth, especially for those of small and medium sizes, resulting in the so-called “One-hit Wonder” curse. However, few studies have explored the mechanism to break this curse. Drawing upon the perspective of institutional logics and employing an analysis of a panel dataset of Chinese gazelle enterprises—a kind of high-growth small and medium-sized enterprises—we find that both the state logic and market logic are indispensable in ensuring their sustained high growth within the Chinese context. Notably, the modes of the logic balance matter. We propose two balancing modes, namely the external balance and internal balance, and find that the external balanced logics can promote these small and medium-sized enterprises’ sustained high growth significantly, whereas the internal balanced logics fall short in achieving this outcome. The positive effect of external balanced logics is moderated by demonstration zones and shareholders’ equity: operating in demonstration zones weakens it, while high shareholders’ equity strengthens it.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

CEO Characteristics and Experience

Session Moderator: **Philip J. Steinberg**, *U. of Groningen, Faculty of Economics and Business*

STR: When Innovator Casts A Shadow: CEO Inventor Experience and Corporate Social Irresponsibility 

Author: **Yungu Kang**, *UNIST*

Author: **Seok-Hyun (Stephen) Hwang**, *Hong Kong Baptist U.*

Author: **Taejin Jung**, *IE Business School*

This study explores the impact of chief executive officer (CEO) inventor experience on firms' engagement in corporate social irresponsibility (CSI). While recognizing the growing interest in CEO inventor experience and its positive association with firm innovation and performance outcomes, this research takes a divergent approach by proposing an adverse effect of CEO inventor experience on firms' social performance. Drawing on strategic leadership literature and insights from studies on inventors and unethical behavior, we propose that CEO inventor experience will be associated with a heightened sense of entitlement and a greater tendency for self-serving justifications for unethical decisions, thereby being associated with greater CSI engagement. To further examine the underlying mechanisms, we investigate the moderating effects of CEO career variety, CEO founder experience, and the prevalence of inventor CEOs within an industry. These factors are expected to shape and interact with the relationship between CEO inventor experience and CSI engagement. Using a longitudinal dataset encompassing S&P 1500 firms, our empirical analysis supports our hypotheses. By showing that CEOs with more inventor experience are associated with greater CSI activities, this study unveils the adverse social implications of CEO inventor experience, adding to the growing interest in this unique CEO attribute.

STR: Entrepreneurial Imprinting: Does CEO Entrepreneurial Experience Catalyze or Hinder Risk Taking?

Author: **Ting Cao**, *Xiamen U.*

The purpose of this study is to examine the effect of CEO entrepreneurial experience on a firm's strategic risk taking. Drawing from the entrepreneurial imprinting literature, we theorize that the imprint of CEO entrepreneurial experience may inhibit their perception of risk, thereby increasing the firm's propensity for strategic risk-taking. Utilizing a longitudinal sample of SMEs listed on NASDAQ in the Bio-pharmaceutical industry from 1996 to 2020, we hypothesize, and find strong evidence supporting the assertion that CEO entrepreneurial experience is positively associated with a firm's strategic risk taking. We also aimed to examine the boundary conditions of the effect of CEO entrepreneurial experience imprint. Specifically, we separately investigate the moderating effects of the inhibiting condition (i.e., CEO educational experience) associated with the formation of CEO entrepreneurial imprint and facilitating condition (i.e., CEO founder status) related to the expression of CEO entrepreneurial imprint on the relationship between CEO entrepreneurial experience and a firm's strategic risk taking. Our results align with our hypotheses and contribute to understanding the joint role of individual and organizational imprinting on a firm's strategic risk taking.

STR: Famine Imprint: CEOs' Childhood Famine Experiences and R&D Investment 

Author: **Lu Shang**, *School of Economics and Management Tsinghua U.*

Author: **Siqi Han**, *U. of International Business and Economics*

Author: **Xinyu Yang**, *School of Economics and Management Tsinghua U.*

The 1959–1961 Great Famine had a profound impact on China. An intriguing research question is whether the experiences of the great famine during CEOs' childhood still affect R&D investments today. Based on upper echelons theory and imprinting theory, we use 4,131 observations from 827 enterprises listed on China's A-share stock market from 2010 to 2022 to empirically explore the impact of CEOs' childhood famine experiences on enterprises' R&D investment. Our empirical results show that CEOs' childhood famine experiences negatively affect R&D investment. Furthermore, we explore the boundary conditions of the CEOs' work experience. To address endogeneity issues, we employ instrumental variable methods and test robustness through alternative measurements and subsample regressions. In additional analyses, we delve into the intensity of the childhood famine imprint and the cohort effects related to CEOs' age. We find that the longer the overlap between CEOs' childhoods and the Great Famine, the more significant the negative impact on R&D investment. Notably, only CEOs who experienced famine during their childhood exhibit a significant negative impact on R&D investment. Our study makes contributions to the literature on innovation, upper echelons theory, and imprinting theory and provides valuable practical insights.

STR: The Role of CEO Creativity in CEO Successor Selection After Corporate Misconduct 

Author: **HE Li**, *Xi'an Jiaotong Liverpool U.*

Author: **Philip J. Steinberg**, *U. of Groningen, Faculty of Economics and Business*

Author: **Jordi Surroca**, *U. of Liverpool Management School*

Author: **Hille C. Bruns**, *Groningen U. (RuG)*

Although research has discussed various characteristics associated with CEO successors in firms with corporate misconduct, few studies have explored the CEOs' less visible cognitive abilities. This study investigates the role of CEO creativity, as a prominent cognitive ability, in CEO successor selection following corporate misconduct. Based on prior research on the "dark side" of creativity, we propose that companies with disclosures of misconduct tend to select less creative CEOs as successors because less creative CEOs are more likely to be well-received by stakeholders after corporate misconduct. Additionally, the role of creativity in selecting a CEO successor is influenced by industry conditions. Results from analyses of S&P 1500 firms generally support our hypotheses.

Author: **Lars Kimmig**, RWTH Aachen U.

Considering the significant implications of top management teams (TMTs) on organizations, it is highly relevant to understand the criteria that impact TMT composition. However, prior research has not explored (1) which TMT criteria have the highest relevance for CEOs when forming the TMT, and (2) how the CEOs' decision-making is influenced by the organizational context. By conducting a choice-based conjoint experiment with CEOs, our research explores the relative importance of TMT criteria while considering the moderating impact of organizational factors. Our findings reveal that interpersonal relations (i.e., trustworthiness) and the executives' mindset (i.e., leadership qualities and entrepreneurial thinking) are most relevant for CEOs, followed by the executives' competencies (i.e., industry/functional knowledge and network strength) and cultural/diversity perspectives (i.e., cultural fit and team diversity). We further find that organizational factors (i.e., ownership type, organizational size, and international orientation) significantly impact the preferences of CEOs when forming the TMT. We contribute to TMT literature by deepening our knowledge on how CEOs make TMT appointment decisions and add empirical insights on the relevance and relative importance of these criteria. Implications and contributions for theory, practice and future research are discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Creating an Inclusive Future: Connecting Diversity to Creativity and Creative Work



Organizer: **Martina Pizzinato**, *UCL School of Management*
Organizer: **Chesta Ahuja**, *UCL School of Management*
Discussant: **Devon Proudfoot**, *Cornell U.*
Participant: **Khwan Kim**, *INSEAD*
Participant: **Frederic Clement Godart**, *INSEAD*
Participant: **William Maddux**, *U. of North Carolina, Chapel Hill*
Participant: **Wyatt Lee**, *Cornell U.*
Participant: **Clarissa Cortland**, *UCL School of Management*

Over the past decades, scholars in management studies have continuously engaged in vibrant discussions around the topic of creativity - the production of novel and useful ideas at work (Amabile, 1983). In particular, researchers have tried to understand and delve deep into an important factor that influences creativity and creative workers: diversity. However, although diversity can positively impact creativity and creative work (i.e., Chua, 2018; Godart, Maddux, Shipilov, & Galinsky, 2015; Hoever, Van Knippenberg, van Ginkel, Barkema, 2012; Tadmor, Galinsky, & Maddux, 2012), organizational scholars have also found that these constructs can negatively influence each other (i.e., Hora, Baudra, Lemoine, & Grijalva, 2022; Lu, 2023; Proudfoot, Kay, & Koval, 2015; Proudfoot, Berry, Chang, & Kay, 2023). The purpose of this presenter symposium is to contribute to our ambiguous understanding of the link between diversity, creativity, and creative work and provide novel insights on how some important kinds of diversity (i.e., cultural, and gender) might shape creativity and the experiences of creative workers.

Artists Become More Successful Through Multicultural Exploration and Exploitation in the Global Art

Author: **Khwan Kim**, *INSEAD*
Author: **Frederic Clement Godart**, *INSEAD*
Author: **William Maddux**, *U. of North Carolina, Chapel Hill*

Culture and Creativity Assessment

Author: **Wyatt Lee**, *Cornell U.*

Orchestrating Careers

Author: **Chesta Ahuja**, *UCL School of Management*
Author: **Clarissa Cortland**, *UCL School of Management*

Where Is My Seat? Fighting for Belonging in Creative Work

Author: **Martina Pizzinato**, *UCL School of Management*

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **773** | Submission: **10602** | Sponsor(s): **(AAM, CTO)**
Scheduled: **Sunday, Aug 11 2024 12:00PM - 1:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Tennessee**

Empowering Tomorrow: Unleashing the Power of Digital Transformation and Innovative Management in Asia



Organizer: **YIRUI JIANG**, *Cranfield U.*

In the dynamic realm of digital transformation, Asia emerges as a leader in innovation, steering economic growth and technological advancements. Amid the swift evolution of digital technologies, there is a growing imperative for managers and business leaders to delve into effective strategies that can effectively channel these advancements for organizational innovation and success. This workshop delves into the impact of international political dynamics, economic disparities, and the ever-evolving digital technologies on the formulation of new business models and management approaches in Asia. Participants will glean insights into how Asian enterprises leverage cutting-edge technologies, such as artificial intelligence and big data, to reshape their business landscapes and maintain competitiveness in the ever-changing digital landscape. Additionally, the workshop emphasizes the pivotal role of sustainable management in the digital age. By fostering cross-disciplinary collaboration, the workshop seeks to facilitate the exchange of knowledge among early career researchers, research professionals, industry professionals, and public sector representatives.

Welcome, attendees! If you are interested in the "Empowering Tomorrow:Unleashing the Power of Digital Transformation and Innovative Management in Asia". Please email your CV or contact the organizer to [Email Address: yirui.jiang@cranfield.ac.uk] with [Email Title: AOM-AAM-Your Name-Your Affiliation] no later than [1st August, 2024]. This will facilitate our preparations and enhance networking opportunities during the event. Should you have any questions or require assistance before or during the event, please feel free to contact our event coordinator, DR YIRUI JIANG, at [Email Address: yirui.jiang@cranfield.ac.uk]. We look forward to welcoming you and ensuring an enjoyable experience for all attendees. Thank you for your participation!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **774** | Submission: **21903** | Sponsor(s): **(AFAM)**

Scheduled: **Sunday, Aug 11 2024 12:00PM - 2:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Grant Park**

AFAM Business Meeting

Organizer: **Moses Acquah**, *U. of North Carolina, Greensboro*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **775** | Submission: **17620** | Sponsor(s): **(CMS, MED, SIM)**
Scheduled: **Sunday, Aug 11 2024 12:00PM - 1:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
Ambassador Room

Breaking the Managerialist Ice? Critical Management Education Through Conversational Card Games



Facilitator: **Karryna Madison**, *Australian National U.*

Facilitator: **Jonathan Roberts**, *Monash U.*

Facilitator: **Michelle Greenwood**, *Monash U.*

Facilitator: **Julie Wolfram Cox**, *Monash U.*

Facilitator: **Laura Visser**, *Monash U., Australia*

Teaching critical thinking skills is proven to be difficult. Learners often get overwhelmed by the complexity of critical concepts and are at risk of pre-emptively opting out. In this interactive workshop, we will introduce and illustrate the application of conversational card games in management learning and education. This approach to introducing participants to the teaching content translates theories into reflective, engaging questions and offers an accessible and provocative means to introduce concepts relevant to critical management studies. It also bridges the potential gap between complex critical management studies and practical application, making critical ideas accessible to a broader audience including students, industry professionals, and fellow researchers. In demonstrating and encouraging discussion of this approach, the workshop aims to foster an environment of active engagement, where participants are encouraged to consider how conversational card games can be a tool for introspection and challenging established practices in educational and industry settings.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **776** | Submission: **13388** | Sponsor(s): **(DEI, SIM)**
Scheduled: **Sunday, Aug 11 2024 12:00PM - 1:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall L**

The State of DEI in Business Schools



Session Chair: **Monica C. Gavino**, *San Jose State U.*
Facilitator: **Jennifer Robin Bishop**, *Impact of Gender Diversity on work Performance at Work place*
Organizer: **Marla White**, *Virginia Tech*
Organizer: **Darryl Rice**, *Farmer School of Business, Miami U.*
Organizer: **Patricia G. Martinez**, *Loyola Marymount U.*
Organizer: **Danielle Beu Ammeter**, *U. of Mississippi*
Organizer: **Barbara Lofton**, *U. of Arkansas*

To some extent, diversity, equity, and inclusion (DEI) has been present in business schools and higher education institutions for some time, given AACSB standards as well as the PhD Project. However, in the wake of the killing of George Floyd in the summer of 2020, the demand for DEI expertise grew drastically across organizations in the United States and worldwide. More recently, many states have attacked, defunded, or banned DEI efforts. In collaboration with the Business School DEI Collaborative (BUSDEIC), the Academy of Management's (AOM) DEI Division embarked on a study to collect data and conduct interviews on DEI efforts in business schools. This PDW aims to 1) provide an overview of the state of DEI in business schools; 2) share innovative practices to inspire our DEI efforts; 3) foster connections and networks for those who are interested in DEI efforts in business schools; and 4) create a forum for DEI scholars, practitioners and those in DEI roles, and administrators to discuss best practices and challenges to DEI efforts in higher education.

KEY TO SYMBOLS

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








Session Type: **Meeting**
Program Session: **777** | Submission: **21690** | Sponsor(s): **(GOV)**
Scheduled: **Sunday, Aug 11 2024 12:00PM - 1:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Fountainview Room**

Ethical Attribution in the Era of Generative AI

Organizer: **Rachel McCullagh Balven**, *Arizona State U.*
Organizer: **Rebecca Wendy Frankel**, *Sage Publications*
Organizer: **John Pescatore**, *Academy of Management*

As artificial intelligence platforms such as Chat GPT continue to be useful tools for both professors and students, questions arise as to the accuracy and reliability of AI responses as well as appropriate ways in which we can credit the help of AI in our work. In this forum, the Ethics Education Committee aims to offer guidance on citation and attribution when using AI. Our conversation will include when and why the use of AI may be important, issues regarding the accuracy of AI responses, and attribution-related best practices when using AI. Further, our forum will include small group discussions to draw on the experiences of participants regarding their experiences with the nuances of AI platforms.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **778** | Submission: **21686** | Sponsor(s): **(HCM)**
Scheduled: **Sunday, Aug 11 2024 12:00PM - 4:00PM CT (UTC-5)** at **Offsite** in **Rush Medical Center**

Advancing Sustainability Through Healthcare Management: Site Visit to Rush Univ. Medical Ctr



Session Chair: **Matthew John DePuccio**, *Rush U.*
Session Chair: **Maïke Vanessa Tietschert**, *Erasmus School of Health & Policy Management, Rotterdam*
Organizer: **Sara Singer**, *Stanford U.*
Organizer: **Andrew N. Garman**, *RUSH U. / IHF-Geneva Sustainability Centre*
Organizer: **Erik M. Van Raaij**, *Erasmus U. Rotterdam*

In line with the Academy of Management 2024 theme “Innovating for the Future,” this professional development workshop (PDW) will bring together scholars, practitioners, and students from various divisions of the Academy to learn from sustainability experts about health system initiatives to address challenges around climate change.

This immersive workshop, hosted at a leading academic medical center, includes a virtual tour showcasing multiple sustainability initiatives, an interactive management simulation focusing on reducing health systems’ carbon footprint, and breakout roundtable discussions that will discuss the role of theory and research in promoting sustainable healthcare. This PDW seeks to develop a comprehensive research agenda, leveraging management theories for advancing healthcare sustainability. By emphasizing hands-on learning and collaborative dialogue, the organizers intend to develop a repository of theories and research methods to guide future research in this vital area. With healthcare sustainability as the central context, the ultimate goal of this PDW is to drive progress towards a more sustainable healthcare sector, addressing environmental concerns while ensuring healthcare’s essential functions.

The bus departs for Rush University Medical Center from the AOM HCM Hotel lobby at 12:00 PM and will return at 4:00 PM. Light refreshments will be provided.

Pre-registration is required to ensure adequate transportation.

Please contact Matt DePuccio at Matthew_J_DePuccio@rush.edu by June 30th to register for this event.

Participants should bring their own laptop and/or tablet for the simulation portion of the session. Please share any dietary restrictions or special accommodations when you fill out the registration form. Please use this link: https://www.surveymonkey.com/r/AOM_Session_21686

Participants should bring their own laptop and/or tablet for the simulation portion of the session. Please share any dietary restrictions when you fill out the registration form. Please use this link: https://www.surveymonkey.com/r/AOM_Session_21686

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



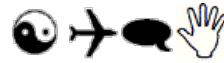
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **779** | Submission: **13976** | Sponsor(s): **(MSR, INDAM, OB)**
Scheduled: **Sunday, Aug 11 2024 12:00PM - 1:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **O'Hare**

Preventing Parallel Spiritual Pandemic Innovative Insights and Practices From the Bhagavad Gita



Facilitator: **Satinder Dhiman**, *Woodbury U.*

Participant: **A.D. Amar**, *Seton Hall U.*

Participant: **Dharm Prakash Sharma Bhawuk**, *U. of Hawaii at Manoa*

Participant: **Satish Modh**, *Vivekanand Education Society's Institute of Management Studies and Research*

Participant: **Charles Chow**, *East-West Group, Singapore*

Participant: **Gursharan Kaur**, *Vrije U. Amsterdam*

We live in a world of environmental degradation, geopolitical polarities, weakening social and moral fiber, and incessant wars bordering on self-annihilation. We work ourselves to sickness, only to find that we have been priced out of healthcare. And, in our furious struggle for success in a business world red in tooth and claw, we discover we no longer have a community, but only narrow self-centered clans united by aversion. And yet, these developments have also stirred us into thinking about novel approaches to live and lead organizations and societies. As management scholars and practitioners, we must continue to harness our inner resources and discover innovative ways to confront current reality and to embrace effective work and change principles to not only survive but also to thrive during these turbulent times. This PDW seeks to explore the pathways to developing values-based, resilient organizations effectively following the time-tested moral and spiritual insights and practices enshrined in the Indian wisdom text called the Bhagavad Gita. It is designed as an offering to counter the present parallel spiritual pandemic and as a dedication to creating a better, kinder world through living and leading from a higher moral stance based on the teachings of the Gita. We believe that operationalizing the Bhagavad Gita's key principles and practices of equanimity, workplace excellence, selfless action, and seeking the welfare of all have a universal relevance for a world plagued by war, conflict, and uncertainty

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **780** | Submission: **13798** | Sponsor(s): **(OMT, RM, OB, ODC, MOC, SAP, CTO)**
Scheduled: **Sunday, Aug 11 2024 12:00PM - 2:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in State Room**

Behind the Scenes of Highly Cited Organizational Ethnographies: The Supervisory Relationship



Organizer: **Deborah Anderson**, *U. of Alabama*
Organizer: **Celeste Diaz Ferraro**, *U. of Texas At San Antonio*
Organizer: **Leanne Mara Hedberg**, *MacEwan U., Edmonton, Alberta*
Organizer: **Asma Zafar**, *Brock U.*
Organizer: **Natalia Mityushina**, *Brock U.*
Panelist: **Pedro Monteiro**, *Copenhagen Business School*
Panelist: **Davide Nicolini**, *U. of Warwick*
Panelist: **Trish Reay**, *U. of Alberta*
Panelist: **Michael Smets**, *U. of Oxford*

This PDW is aimed at facilitating conversations, knowledge sharing, and connections among scholars who are interested in investigating social phenomena in organizational settings using immersive techniques. Our personal experiences and scholarly text produced on immersive techniques inform us that immersive methods, including organizational ethnographies can be daunting and illusive. Therefore, through our 'Behind the Scenes' PDW we aim to highlight processes and practices that lead to successful completion of ethnographic and immersive research endeavors that result in interesting publications. This year, we bring a novel twist to this ongoing and overarching theme: supervision in the context of organizational ethnographies. While the give and take between mentors and mentees in their ethnographic journeys is highly significant, it is less spoken and written about. Thus, through this PDW we address the broad question: what goes into supporting and supervising emerging organizational ethnographers? Structured into three interactive segments, the PDW provides participants with the opportunity to hear from and engage in conversations with our panelists and fellow participants. These segments include individual presentations where panelists briefly reflect on their experiences in developing and supervising impactful work, a moderated panel discussion addressing questions posed by workshop participants, and themed roundtable discussions allowing small groups of participants to discuss their own work with an expert panelist. The PDW covers both traditional and new methods (such as team and digital ethnography) and addresses issues related to training and supporting young scholars in applying various ethnographic methods in their research. Given the increasing interest in qualitative and mixed-method approaches, the PDW will be of great interest to PhD students, junior scholars, and senior members of the field interested in immersive research methods or whose team members or supervisees require support for their ethnographic research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **781** | Submission: **19053** | Sponsor(s): **(OMT, SIM, DEI, CMS)**
Scheduled: **Sunday, Aug 11 2024 12:00PM - 3:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
Chancellor Room

Charting the Course for Decolonization – Feasible Future or Puzzling Paradox



Organizer: **Emily Salmon**, *Beedie School of Business Simon Fraser U.*

Organizer: **Francois Bastien**, *U. of Victoria*

Organizer: **Shelley Price**, *Acadia U.*

Organizer: **Mary E. Doucette**, *Cape Breton U.*

Organizer: **Theadora Carter**, *Alberta School of Business*

Organizer: **Katelynn Carter-Rogers**, *Saint Mary's U., Canada*

Organizer: **Mick Elliott**, *Haskayne School of Business, U. of Calgary*

Following a surge of new Indigenous-related research over the past decade (Salmon et al., 2022) and widespread efforts within the academe to decolonize, Indigenize, and rematriate research (Newcomb, 1995; Smith, 1999; Banerjee & Linstead, 2004; Colbourne et al., 2020; Gray, 2022; Price & Hartt, 2023), teaching (Tuck, 2011; Hrenyk & Salmon, Forthcoming) and the institution of business education more generally (Bastien et al., 2022; Woods et al., 2022; Price et al., 2022), this PDW aims to bring together Indigenous and non-Indigenous scholars to discuss pathways to decolonization. The workshop will also provide opportunities for Indigenous and Indigenous engaged scholars to share and build on their knowledge, experience and professional networks. Indigenous-related efforts within the management academe frequently impose Western knowledge systems and structures on Indigenous peoples and contexts (Bastien et al., 2022; Doucette et al., 2021; Bell et al., 2017). As a result, when business schools seek to decolonize and indigenize the academy, they frequently employ performative and tokenistic approaches that fail to create supportive and safe spaces for Indigenous students and scholars to thrive in ways that are inclusive of Indigenous knowledge and practices (Bastien et al., 2022; Scobie et al., 2021; Staniland et al., 2021). Emphasizing Indigenous agency, knowledge, relational practices and strengths, this workshop, guided by Indigenous scholars, will build upon the momentum and interest expressed within the first Indigenous Research PDW held in Boston in 2023. Specifically, we will focus on decolonization efforts and engage in collaborative conversations with participants to discuss opportunities to pursue decolonial institutional change in teaching, research, and practice.

No registration is necessary, and we welcome all individuals interested in Indigenization/decolonization to attend and actively participate in the workshop. To facilitate meaningful discussion, we kindly request that attendees come prepared by reading a minimum of two (2) articles from the following list (listed alphabetically): Bastien, F., Foster, W. M., & Coraiola, D. M. 2023. Indigenous Peoples and Organization Studies. *Organization Studies*, 44(4): 659–675 Gaudry, A., & Lorenz, D. 2018. Indigenization as inclusion, reconciliation, and decolonization: navigating the different visions for indigenizing the Canadian Academy. *AlterNative: An International Journal of Indigenous Peoples*, 14(3): 218-227. Gray, R. R. (2022). Rematriation: Ts' msyen law, rights of relationality, and protocols of return. *Native American and Indigenous Studies*, 9(1), 1-27. Tuck, E., & Yang, K. W. 2012. Decolonization is not a metaphor. *Decolonization: Indigeneity, Education & Society*, 1(1): 1-40.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Qualitative Research with ChatGPT and Other Large Language Models



Organizer: **Stine Grodal**, *Northeastern U.*
Organizer: **Henri Schildt**, *Aalto U. School of Business*
Presenter: **Timothy Hannigan**, *Telfer School of Management, U. of Ottawa*
Presenter: **P Devereaux Jennings**, *Alberta School of Business*
Presenter: **Yusaku Takeda**, *U. of Illinois at Urbana-Champaign*
Presenter: **Nataliya Wright**, *Columbia Business School*
Discussant: **Mia Chang-Zunino**, *ESCP Business School*
Discussant: **Steven Randazzo**, *Warwick Business School*

New generative artificial intelligence tools based on large language models can summarize, evaluate, and even create text. As this technology is being rapidly adopted to automating and augmenting diverse professional work tasks in companies, it is pertinent to ask whether and how qualitative researchers can benefit from such tools. While scholars have long used computational tools to quantify and categorize textual data, the next generation of computational text analysis tools holds a promise to facilitating new and innovative forms of interpretive qualitative analyses. Yet, the new powerful technology is not without its limitations and perils for both research ethics and practice. The ability of tools to conduct increasingly sophisticated analyses may be deceptive, pushing researchers to conduct analysis that excels in replicability but lacks in creativity and originality. We propose that rather than outsourcing analytical steps to ChatGPT and its ilk, qualitative researchers may benefit the most from computational tools by approaching them as partners in abductive scientific exploration. The purpose of this PDW is to share emerging insights on the new research approaches and to form a community of qualitative scholars interested in developing new research methods around artificial intelligence to augment qualitative analysis.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **783** | Submission: **13827** | Sponsor(s): **(SIM)**

Scheduled: **Sunday, Aug 11 2024 12:00PM - 1:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Belmont**

Changing Course: Reimagining and Innovating in Business in a Human- and Eco-Centric Future



Organizer: **Sandra A. Waddock**, *Boston College*

Organizer: **James P. Walsh**, *U. of Michigan*

Panelist: **Sandra A. Waddock**, *Boston College*

Panelist: **James P. Walsh**, *U. of Michigan*

Panelist: **Philip H. Mirvis**, *Babson Social Innovation Lab*

Panelist: **Chris Laszlo**, *Weatherhead School of Management, Case Western Reserve U.*

Panelist: **A. Wren Montgomery**, *Ivey Business School*

This proposed panel symposium raises the question of how the purposes and social-ecological behaviors of firms - and indeed whole economies - may need to change (or, in the words of the call for papers, innovate) if humanity is to build a future that decenters business and economics and re-centers humans in the natural world. The time is now. After all, we appear to be heading toward a polycrisis, an intersecting, entangled set of existential crises that pose global systemic risks (Henig and Knight, 2023; Homer-Dixon et al., 2021). This polycrisis is the legacy of a past that, in both conscious and unconscious ways, leaves us on the precipice of unimaginable loss (Ord, 2020). While the future is not ours to wholly design, we do have an opportunity to shape its evolutionary contours. We need to have a conversation about how we as business scholars might change the path of history, one that leaves us so vulnerable to crisis and even the possibility of human extinction. Do we need to reconsider the purpose, responsibility and accountability of business to society and to nature at this moment of crisis? We think the answer to that question is "Yes." And so, we hope to convene a symposium in Chicago that both considers the need for paradigmatic change and the nature of that change itself. The following scholars have agreed to participate in this symposium, if accepted: Sandra Waddock will describe the symposium, define the context of polycrisis, explore the implications of three cultural myths in fostering that crisis, and issue a call for catalyzing transformative and innovative action. James P. Walsh will examine accountability in a world of responsibility management, exploring the motivation for the symposium and a need for innovation in business paradigms. Phil Mirvis will address the evolution of purpose over the past 20 years, along with the issues that have arisen for companies in designing purposes. Chris Laszlo will present the science of prospecting, in which the acts of reimagining and innovating in business can be seen as calling forth solutions to polycrisis, rather than as exercises in extending knowledge about the past or present. Wren Montgomery will examine whether corporate sustainability promises that do not align with and impact science-based targets and planetary boundaries are "not credible" or "future washing", and are simply new forms of greenwash.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Meeting**
Program Session: **784** | Submission: **13738** | Sponsor(s): **(TIM)**
Scheduled: **Sunday, Aug 11 2024 12:00PM - 1:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Chicago Ballroom X**

TIM Distinguished Scholar Luncheon

Organizer: **Elena Novelli**, *Bayes Business School*
Award Recipient: **Daniel Levinthal**, *U. of Pennsylvania*

Since 1996, the Technology & Innovation Management Division has been presenting the Distinguished Scholar Award to scholars whose contributions have been central to the intellectual development of the field. As individuals, each recipient embodies a career of scholarly achievement and has had a significant impact on TIM scholarship. Join the TIM Division to hear from our 2024 Distinguished Scholar, Dan Levinthal, the Reginald H. Jones Professor of Corporate Strategy at the Wharton School, University of Pennsylvania.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **785** | Submission: **16670** | Sponsor(s): **(TIM, OMT, STR)**
Scheduled: **Sunday, Aug 11 2024 12:00PM - 2:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Mayfair**

The Organization of Science: A Paper Development Workshop

Panelist: **Maryann P. Feldman**, *Arizona State U.*

Panelist: **Markus Perkmann**, *Imperial College London*

Panelist: **Mathijs De Vaan**, *U. of California, Berkeley*

Panelist: **John P. Walsh**, *Georgia Institute of Technology*

Panelist: **Matt Marx**, *Cornell U.*

Panelist: **Russell James Funk**, *U. of Minnesota*

Organizer: **Waverly W. Ding**, *U. of Maryland*

What are the costs and benefits of pursuing research projects on the organization of science? A focus on science and the production of knowledge has spurred the development of managerial and innovation topics ranging from status differentials to regional spillovers to the core capabilities of firms in the knowledge economy. And yet, in an age when Science is increasingly important, it is our belief that a significant amount of research on the Organization of Science, the examination of science as conducted by individuals embedded in organizations, has fallen dormant. Why is this so? And what can be done about it? In this Professional Development Workshop (PDW), we take a fresh look at a long-standing topic from a developmental perspective. This proposed PDW unfolds in two acts. In a first segment, we present short presentations by top management scholars that focus on an array of topics including a) gender status, and organizational age in Science, b) atypical organizational forms, and c) science spillovers and general purpose technologies. Second, and more importantly, we provide an interactive venue for audience participants to receive direct feedback on their working papers and projects. The goal of this PDW is to promote a better understanding of the of the rewards and pitfalls of research in the Organization of Science, as well as to foster a burgeoning community on this important topic.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Navigating the Hybrid Work Paradigm: Strategies for Work-Life Harmony and Employee Engagement



Session Moderator: **Shiva Taghavi**, *NEOMA Business School*

HR: **Temporal Boundary Control in Work-From-Home**

Author: **Shiva Taghavi**, *NEOMA Business School*
Author: **Moumita Das**, *Ohio U.*
Author: **Dhruv Pratap SINGH**, *NEOMA Business School*

Working from home is the new normal. As the world adapts to this new boundaryless work environment, the issue of managing boundaries comes to the forefront. Who benefits more from working from home, and how? To answer these questions, we build on past research on boundary control theory to examine the effect of perceived Temporal Boundary Control (TBC) on work-family balance satisfaction and job engagement, and the moderating impact of work-home identity integration (HWI) for employees who work from home. We tested our hypotheses via a field study (N=218) and a lab experiment (N=402) in which we recruited employees working a substantial amount of time from home. Results confirmed that perceived TBC positively impacts work engagement through increasing work-family balance satisfaction. Perceiving more control over the temporal boundaries of work and home activities resulted in more satisfaction with work-family balance, and this effect is significantly stronger for individuals who have less integrated work and home identities. Our research contributes to the literature of boundary control for work-from-home employees, as well as the literature of job demands and resources perspective by introducing new dimensions of job crafting.

HR: **Finding Your Totem: A Digital Intervention to Promote Strengths-Oriented Feedback Within Work Teams**

Author: **Marc-Antoine Gradito Dubord**, *U. of Montreal*
Author: **Marylene Gagne**, *Curtin Uni*
Author: **Philippe Dubreuil**, *Business School, U. du Quebec a Trois-Rivieres, Canada*
Author: **Jacques Forest**, *École des sciences de la gestion (ESG UQAM)*

Workplace strengths interventions have been linked to improved worker well-being and performance, but their accessibility and sustainability are often questioned. This research examined the impact of an online strengths-based activity, the Totem activity, on need satisfaction, autonomous motivation, psychological well-being, and perceived team effectiveness. Using a mixed-methods approach combining quasi-experimental and longitudinal design features, we studied the outcomes of this activity on a sample of full-time workers (n = 395) and contrasted them to those of a control group (n = 61). Data was gathered pre- and post-intervention for both groups, with the experimental group providing additional feedback three weeks post-intervention. The findings revealed that the experimental group displayed notable increases in all of the outcome variables post-intervention compared to the control group, with effect sizes varying from low to medium. Longitudinal analyses via a latent change score model (LCSM) indicated that changes in need satisfaction post-intervention were predictive of shifts in work motivation, psychological well-being, and team effectiveness over three weeks. Additionally, autonomous motivation appears to partially mediate the link between changes in need satisfaction pre- and post-activity and the shifts in perceived team effectiveness over three weeks. However, variations in need satisfaction consistently emerged as the sole significant predictor of well-being during the same period.

HR: **Understanding the User Experience of Work-at-Home During a Pandemic: A Configuration Analysis**

Author: **Kip Kiefer**, *Rollins College*
Author: **Jawadul Islam**, *Islamic U. of Technology*
Author: **Justin Paul**, *U. of Puerto Rico*
Author: **Paolo Saona**, *Saint Louis U.*
Author: **Md. Abul Kalam Azad**, *Islamic U. of Technology*

Abstract Purpose: The Covid-19 pandemic had huge implications for all employees. Many employees were forced to remain at home while in-person workspaces were replaced by virtual work environments. This study investigates the virtual user experience of work-at-home (WAH) employees for various levels of employment (top-level, mid-level, and entry-level). **Methodology:** This paper utilizes an online fuzzy-set qualitative comparative analysis (fsQCA) survey strategy by distributing questionnaires on several social media platforms. We contacted corporate individuals world-wide to gather information from workers who worked at home during the coronavirus crisis. The study obtained and analyzed 323 effective replies. **Results:** The fsQCA analysis reveals four key elements shaping the work-at-home (WAH) experience: Job demands (emotional load and workload), Job resources (task variety and autonomy), Work-Home Interface, and Learning Opportunities. The study introduces two employee topologies for WAH: 1. Work-Home Interface and 2. Learning Opportunities, both influencing the user experience of WAH. Surprisingly, despite previous research indicating adverse effects, the results show a very positive emotional outlook among WAH users, emphasizing the complexity and varied outcomes in the WAH landscape. **Originality:** Our novel dataset, directly obtained from WAH employees during the pandemic, provides a unique portal into the true nature of employee's user experiences in WAH environments. The application of the fsQCA technique allows for a unique perspective of reshaping WAH for people and is varied according to companies' work-home interface and learning opportunity orientation and is specifically employed to analyze the WAH environment. **Implications:** This study shares new methods for managers leading firms during crises (i.e., a global pandemic) and in WAH environments. The study also highlights dimensions and indicators such as flexibility and work-life balance, remote work infrastructure, adaption challenges, performance measurement and accountability, mental health and well-being that have the greatest influence on workers. Findings suggest ways managers can predict and eliminate the negative impacts on work-life balance and domestic-life situations while working in WAH environments.

Using a sample of Standard and Poor's 500 firms, we examine determinants and consequences of U.S. firms' return-to-office (RTO) mandates. Results of our determinant analyses are consistent with managers using RTO mandates to reassert control over employees and blame employees as a scapegoat for bad firm performance. Also, our findings do not support the argument that managers impose mandates because they believe RTO increases firm values. Further, our difference in differences tests report significant declines in employees' job satisfactions mandates but no significant changes in financial performance or firm values after RTO mandates. In summary, our research contributes to the ongoing debate over RTO versus working from home and has important implications for practitioners.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Latest Research on Meaning: Examining Novel Theories and Factors That Promote Meaning at Work



Organizer: **M. Catalina Enestrom**, *IESE Business School*
Discussant: **Ryan M. Vogel**, *Fox School of Business, Temple U.*

In light of the wide-ranging benefits of meaning-making in the workplace, and employees' desire to experience meaningful work, it is important that researchers understand the different ways that people experience meaning in their work and the factors that can promote meaning in work. While prior research has provided initial insights, a large percentage of employees still do not find their work to be meaningful. This symposium assembles some of the latest research that investigates work meaningfulness, providing possible solutions for how to overcome the current lack of meaning in work. In doing so, the contributions of this symposium include: (1) Proposing work meaning as being empirically distinct from work meaningfulness and testing a model of work meaning relevant for the modern workplace; (2) Reconceptualizing the work orientations literature to suggest job, career, and calling as three separate dimensions of how employees experience their work; (3) Suggesting moderators that can allow employees to experience an often negative work situation (i.e., work absurdity) as meaningful; and (4) Providing self-oriented and other-oriented mechanisms that explain how beneficiary contact promotes work meaningfulness.

Meaning-Making in the Modern Workplace: Introducing a Novel Model of Work Meaning

Author: **M. Catalina Enestrom**, *IESE Business School*
Author: **Anneloes M. L. Raes**, *IESE Business School*
Author: **Felipe Moreno**, -

I Want It All: Toward a Three-Dimensional Model of Work Orientations

Author: **Samuel Mortimer**, *Saïd Business School U. of Oxford*
Author: **Katherine Klein**, *U. of Pennsylvania*

The Benefits of Workplace Absurdity When People Embrace A Lighter Perspective on Life and at Work

Author: **Felipe Moreno**, -
Author: **Ryan M. Vogel**, *Fox School of Business, Temple U.*
Author: **Anneloes M. L. Raes**, *IESE Business School*

The Mediating Role of Prosocial Motives and Flow in Linking Beneficiary Contact to Meaningful Work

Author: **Evgenia Lysova**, *Vrije U. Amsterdam*
Author: **Nishat Babu**, *Loughborough Business School, Loughborough U., UK*
Author: **Lakshmi Chandrasekaran**, *Marsh & McLennan Companies*

KEY TO SYMBOLS

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

Change, Cyclicity and Routines

Session Moderator: **Ya Jiao**, *Waseda U.*

OMT: **The After-Crunch Syndrome: Creators' Iterative Idea Journeys with Adaptive Project Leaders**

Author: **Ya Jiao**, *Waseda U.*
Author: **Hitoshi Mitsuhashi**, *Waseda U.*

Creators in project teams, led by adaptive or planning leaders, iteratively engage in idea search and selection processes for innovation (i.e., idea journey). Adaptive leaders, using emergent strategies, demand creators' mandatory overtime and extensive work efforts, a practice called "crunch." We explore how creators' experiences of crunch with adaptive leaders affect subsequent career and innovation. We hypothesize that crunch experiences with adaptive leaders make creators discontinue working as creators. If they persist, enhanced innovativeness occurs due to knowledge transfer. Analyzing the data of creators in the video game industry, we find that creators tend to become inactive after experiencing crunch with adaptive leaders (i.e., the after-crunch syndrome), but effects on survivors' subsequent innovativeness are inconclusive. The analysis also suggests reverse-buffering effects of teams' social cohesion because it causes potential feelings of indebtedness. These results challenge the idea that an adaptive approach in managing project teams, considered essential for innovation, is unquestionably beneficial, and that social support during crunch might not be an effective solution for the after-crunch syndrome.

OMT: **Industry Cycles versus Attention Cycles: The Effects of Shifting Entrepreneurial Attention**

Author: **Aleksios Gotsopoulos**, *SKK Graduate School of Business*
Author: **Jose Lejarraga**, *IE U.*
Author: **Maud Pindard-Lejarraga**, *IE U. - IE Business School Madrid, Spain*

In the majority of industries, organizational density follows a common pattern: A slow start is followed by a rapid ascend to a peak, which then gives its place to an often equally abrupt, precipitous decline. Analyzing this dominant pattern, extant literature has focused predominantly on economic explanations: abnormal economic returns attract entrepreneurs and increase entry until a new industry's carrying capacity is saturated. Subsequently, intensifying competition leads to concentration, exit, and lower levels of density. Nevertheless, similar patterns can be created by attention-based dynamics of diffusion and abandonment that have little to do with the availability of economic resources. Using data on Greek stock brokerage firms, we explore alternative, economic and social, explanations. Results suggest that social dynamics such as fads can be more important than the availability of economic resources in driving entrepreneurial action. Bringing such dynamics into the analysis of industry life cycles and entrepreneurship can thus contribute significantly to a richer and more nuanced understanding of industry evolution.

OMT: **Why Organizations Have Routines: A Critical Synthesis of the Routinization Process**

Author: **Guillermo Ruiz Pava**, *Pontificia U. Javeriana*








The question that originated this article (why organizations have routines) has several answers. Our current understanding of routines doubts the precise meaning of this parsimonious theory. This study performed a critical synthesis concentrated on a single answer: Organizations have routines because they solve recurrent problems. The synthesis selects sufficient conditions or limits to conclude that the routinization process solves recurrent problems. Recent advances in routine theories facilitated the formalization of a routinization concept associated with collective and conflictive problem-solving processes. In particular, this article demonstrates that if actors share an extension of bounded rationality, a routine as a procedure can emerge, implementing a valuable solution for a specific type of recurrent and ill-structured problem. Likewise, the routinization process could become a persistent iteration in problem-solving if the implemented solutions are not valuable for the organization at each moment.

OMT: **Organizing for Information Exchange: Modularity, Relational Contracts, and Virtual Bargaining**

Author: **Hossam Zeitoun**, *U. of Warwick*
Author: **Tigran Melkonyan**, *U. of Alabama*

The exchange of information is often a key ingredient of high performance in collaborations within and between organizations. Research has shown that modular organization design can shape the extent and complexity of information exchange, thus facilitating self-organizing coordinated processes. However, the (top-down) design of organizational modularity may not always cohere with the (bottom-up) information-sharing behavior by employees, thereby undermining effective collaboration. Specifically, employees may withhold information if they fear that their partners might misuse the shared information for their own benefit. Using a formal model, we analyze how two cognitive mechanisms—relational contracts and virtual bargaining—may help overcome this problem and enable employees to exchange information in a self-organizing way. We explain and predict how different parameters of organizational design influence the extent of information exchange under these cognitive mechanisms. We propose that managers who succeed in aligning the modular organization design with the employees' information-sharing behavior will achieve more effective self-organized collaboration and higher performance.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **789** | Submission: **23001** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 12:15PM - 2:15PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Chicago Ballroom DE**

The Innovation Nexus: AI's Role in Integrating Research into Modern Teaching



Organizer: **R. Scott Livengood**, *U. of Colorado, Boulder*

Organizer: **Sandrine LE PONTOIS**, *COACTIS - U. Lyon-Univ Jean Monnet - IAE Saint-Etienne*

Explores how artificial intelligence can bridge the gap between cutting-edge research and dynamic teaching methodologies.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Isolation in Remote/Hybrid Work: Challenges and Opportunities for Work Design and Worker Well-Being



Organizer: **Julia Eisenberg**, *Pace U. - Lubin School of Bus*
Organizer: **Jennifer Gibbs**, *U. of California, Santa Barbara*
Organizer: **Elisa Mattarelli**, *San Jose State U.*
Organizer: **Anu Sivunen**, *U. of Jyväskylä*
Panelist: **Boukje Cossen**, *Leuphana U. Lüneburg*
Panelist: **Timothy Golden**, *Rensselaer Polytechnic Institute*
Panelist: **Jerry Kane**, *U. of Georgia*
Panelist: **Anca Metiu**, *ESSEC Business School*
Panelist: **Niina Nurmi**, *Aalto U. School of Science*
Panelist: **Sumita Raghuram**, *San Jose State U.*
Panelist: **Jennifer Rhymer**, *UCL School of Management*
Panelist: **Mary Beth Watson-Manheim**, *U. of Illinois at Chicago*

Concerns about work isolation have become prevalent as more employees perform work away from their co-workers, whether from home, a coworking space, or a company office with co-workers in different locations. Remote and hybrid work complicates the notion of isolation, which may take on various dimensions – physical, social, or professional – which may or may not be aligned with one another. Further, while isolation is often considered to be detrimental for workers, especially when it leads to loneliness or hinders career growth, it may also be beneficial for certain groups, e.g. experts, digital nomads, those with family responsibilities, and marginalized groups, as it allows them greater flexibility and autonomy. Today’s organizations must navigate this tension and design remote work in a way that meets their employees’ needs for flexibility while also fostering a work climate that is inclusive and engaging, regardless of one’s location. Our PDW is aimed at bringing together cross-disciplinary experts with diverse backgrounds in relevant fields to discuss their research, the latest trends and challenges associated with isolation in remote work, and various ways to address them. We will begin with a panel presentation, followed by a moderated question and answer session. The workshop participants will then separate into themed small group discussions led by one or more of the panelists. Finally, we will regroup for a summary of key points, takeaways, and research action plans developed at each table. These will be captured by the organizers and shared with participants after the workshop.

KEY TO SYMBOLS



Teaching-oriented



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International-oriented



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Selected as a Best Paper

Session Type: **Meeting**
Program Session: **791** | Submission: **21708** | Sponsor(s): **(GOV)**
Scheduled: **Sunday, Aug 11 2024 12:30PM - 1:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Old Town**

Division & Interest Group 3-Year Review Orientation Session (2024-25)

Organizer: **Michael McShane**, *Academy of Management*
Organizer: **Lucy Leety-Wheeler**, *Academy of Management*

During this orientation session, an overview of the 3-Year review process and timeline will be provided for DIGs under review in 2024-25.

KEY TO SYMBOLS



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Selected as a Best Paper

Finding a Job in Europe

Organizer: **Silja Hartmann**, *TU Berlin*
Organizer: **Julia Backmann**, *U. of Münster*
Organizer: **Abiola Sarnecki**, *Wiesbaden Business School*
Organizer: **Katja Wehrle**, *Justus-Liebig U. Giessen*
Panelist: **Tatiana Andreeva**, *Maynooth U.*
Panelist: **Marion Fortin**, *TSM-Research, Toulouse Capitole U.*
Panelist: **Jochen I. Menges**, *U. of Zurich*
Panelist: **David Leonard Patient**, *Vlerick Business School*
Panelist: **Anneloes M. L. Raes**, *IESE Business School*
Panelist: **Ansgar Richter**, *Frankfurt School of Finance & Management*

Europe, with its numerous highly ranked universities and business schools and ease of mobility between countries, is an attractive location for pursuing an academic career. However, navigating different recruiting and selection processes, cultures, and languages can be challenging. Although this PDW is particularly targeted towards late-stage PhD students and junior faculty, who are interested in starting or continuing their academic careers at a European university, it is also relevant for all AOM members interested in finding an academic job in the European market, regardless of career level and country where they completed their PhD. Our panelists currently work at European universities and are either involved in and/or have recently gone through the recruiting process in a country different from where they completed their PhD. Our discussion will include topics such as where to search for job openings, how to manage the application process and how to build an academic profile for the European market. The PDW begins with panelists sharing their individual experiences with the application and recruiting processes, a joint discussion, and a short Q&A session. These will be followed by roundtable discussions focusing on job-search strategies and recruiting processes in six European countries. The workshop will conclude with a final Q&A session.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **793** | Submission: **11878** | Sponsor(s): **(PNP)**
Scheduled: **Sunday, Aug 11 2024 12:30PM - 1:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
Diplomat Room

PNP Executive Committee

Program Chair: **Erynn Beaton**, *Ohio State U.*

Meeting for PNP leadership to discuss the operations of the division, engage in strategic planning for the future, and introduce new officers and awards chairs for next year's conference.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **794** | Submission: **21757** | Sponsor(s): **(PUBS)**
Scheduled: **Friday, Aug 9 2024 2:00PM - 3:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Stetson Suite BC**

Publishing in AMC

Presenter: **Benjamin Martell Galvin**, *BYU*

Presenter: **Elizabeth L. Rose**, *Indian Institute of Management, Udaipur*

Academy of Management Collections (AMC) is a new and exciting publication that will make an important contribution to the AOM's portfolio of publications. AMC has a unique format, in that each issue consists of a selection of articles from AOM publications, tied together by an original paper that serves to curate the collection. In this session, the AMC editors will introduce you to the publication, share its mission, and talk about how AMC will benefit both scholars and practitioners. They will also provide an overview of what a collection – including the curating essay – will look like, how a successful proposal can be developed and submitted, and how the review process works. There will also be time to ask questions and obtain insights directly from the AMC editors.

KEY TO SYMBOLS



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Selected as a Best Paper

PDW Proposal: Visualizing Qualitative Data and Theory 2.0



Organizer: **Elizabeth Long Lingo**, *Worcester Polytechnic Institute*

Organizer: **Ozumcan Demir Caliskan**, *Imperial College London*

Organizer: **Karen Jansen**, *NC State U.*

Facilitator: **Victor Seidel**, *Babson College*

Presenter: **Colin Muneo Fisher**, *UCL School of Management*

Presenter: **Spencer Harrison**, *INSEAD*

Building on last year's successful inaugural PDW, this interactive session tackles the challenge of how scholars might utilize visualization to analyze and present complex, multi-level qualitative data and theory in a compelling and parsimonious way. This year, we will present a newly developed framework that imagines visualizing qualitative data and theory as a collective creative process. We articulate the particular challenges and opportunities arising at different phases of this process and offer pragmatic solutions drawn from lived experience and the design field. Taken together, we seek to create a space for discovery and elaboration around questions such as: what are potential untapped opportunities to utilize visualization to drive theory development in qualitative research? What common challenges arise when scholars attempt to use visualization to communicate their emergent theory to collaborators, research community, editors, and reviewers? What unique nuances need to be considered when attempting to visualize time and temporality or iterative, intersecting, and recursive processes? What are possible new best practices that could be adopted? Bridging both theory and practice, this hands-on PDW will: (1) strengthen participants' awareness of the challenges and opportunities of visualizing as a fundamental qualitative methodological practice; (2) offer participants the opportunity to receive feedback on their work-in-progress visualizations and to learn from others' visualization efforts; (3) articulate new best practices and technological tools available for designing more effective visualizations; and (4) forge a community of scholars interested in visualization as a subject of theoretical and methodological inquiry.

The first part of our workshop will involve presentations by our organizers and presenters around challenges and best practices related to qualitative data visualization. The second part, Small Group Working Sessions, will offer participants the opportunity to present and/or to learn from others' work-in-progress visualizations, feedback, and constructive discussion. Both parts are open to all participants of the AoM Annual Meeting. Everyone is invited to bring their latest version of a work-in-progress visualization to our PDW session. (Rough sketches and drafts are great!) Both paper and digital versions are welcome--the goal is to be able to easily share it with others at a round table. While not required, we invite participants seeking feedback on their work-in-progress visualizations to "pre-register/apply" for the PDW via this link: <https://forms.gle/JJpoY2tDpqNgJDvG8>.

KEY TO SYMBOLS



Teaching-oriented



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Selected as a Best Paper

CEO Decision Making

Session Moderator: **Thomas Keil**, *U. of Zurich*

STR: Closeness or Competence: The Effect of CEO Cognitive Style on Successor Choice in Family Firms

Author: **Chunhui Cao**, *School of Business and Management, Shanghai International Studies U.*
Author: **Mengfei Cheng**, *School of Business and Management, Shanghai International Studies U.*
Author: **Jiangyan Li**, *Chongqing U.*

According to earlier studies, closeness and competence are two crucial attributes that exhibit a family firm's preference for its successor. However, it remains unobvious about when and why family firms have heterogeneous preferences when making successor choices. Integrating the attention-based view of the firm with upper echelons theory, we propose that the cognitive styles of incumbent family chief executive officers (CEOs) affect their attention towards closeness and competence attributes, which in turn influence the successor choices. Specifically, CEOs with higher levels of intuitive cognitive style tend to pay attention to closeness and select a family member successor, whereas CEOs with higher levels of systematic cognitive style tend to concentrate on competence and choose a non-family member successor. We further suggest that such relationships are moderated by pre-succession socioemotional endowment loss and performance loss. We find empirical support by conducting two studies, one based on a sample of 85 family CEOs from S&P 1500 firms between 2000-2020 by measuring cognitive style using a video-metric technique, and one based on a sample of 134 Chinese family CEOs collected from questionnaires. The findings of this study offer an attention-based view of family business succession, particularly by digging out the cognitive style heterogeneity of family CEOs in their successor selection.

STR: A National Identity Perspective on CEO Decision-Making  

Author: **Gian-Luca Angelo Asquini**, *U. of Zurich*
Author: **Stevó Pavicevic**, *Frankfurt School of Finance & Management gGMBH*
Author: **Thomas Keil**, *U. of Zurich*

This paper addresses a critical gap in upper echelons literature by examining the impact of executives' national identity on strategic decision-making. Focusing on CEOs of firms targeted for an acquisition, we develop and test a theory that explains how the strength of a CEO's national identity influences the choice between selling a firm to foreign or domestic acquirers. Drawing on social and political psychology insights, we argue that CEOs with a strong national identity are less likely to support the firm's sale to foreign acquirers due to heightened feelings of threat and unease when considering the prospect of target firms becoming foreign assets. Analyzing 1,577 acquisitions of public US firms, we find a significant negative relationship between CEO national identity strength and the likelihood of selling to foreign acquirers, particularly in highly regulated industries. This study contributes to the understanding of CEOs' influence on strategic decisions, extends research on social identity, and advances the literature on acquisitions.

STR: Uncovering Trait Activation Within the Big Five: Neurotic CEOs and Firms' Climate Change Response 

Author: **Ben David Dalka**, *U. of Goettingen*
Author: **Sebastian Firk**, *U. of Groningen*
Author: **Yannik Gehrke**, *U. of Goettingen*
Author: **Michael Wolff**, *U. of Goettingen*








Research in psychology emphasizes that trait-associated behavior is a result of an interaction between personality and the specific situational context. Despite the well-known importance of this person-situation interaction, the issue has received surprisingly little attention within upper echelons research. In this study, we build upon trait activation theory to theorize CEO influence on firms' strategic outcomes as a function of personality and situational trigger events activating trait-associated behavior. Focusing on neuroticism, a trait central to psychology and associated with high reactivity to external stimuli, our theory suggests that trait-associated behavior varies considerably depending on the exposure to situational trigger events in both a CEO's professional and personal context. We test our hypotheses by examining the association between CEO neuroticism and firms' climate change response on a longitudinal sample covering 1,277 CEOs of S&P 1,500 firms. Our empirical results show that while neurotic CEOs on average do not show a climate change response different from their peers, this association changes significantly when considering the exposure to situational trigger events, even leading to opposite results. We emphasize the importance of not isolating CEO personality from the context of the decisions, but to consider personality and situation as two sides of the same coin.

STR: From Self-Hardship to Alleviating Others' Struggles: CEO Trauma Experiences and Poverty Alleviation 

Author: **Du Yongzhi**, *Northwestern Polytechnical U.*

How does a CEO's poverty trauma affect a firm's participation in poverty alleviation? Do CEOs with poverty trauma prefer generic to strategic involvement when addressing poverty alleviation, or vice versa? Drawing upon self-improvement motivation literature, we suggest that CEOs with early-life poverty trauma engage more in both strategic and generic poverty alleviation efforts, and they show a more pronounced preference for strategic tactics over generic ones. We further argue that firm efficiency orientation has a stronger effect on the relationship between CEOs' early-life poverty trauma and strategic involvement in poverty alleviation, as compared to generic ones. Data from Chinese publicly listed firms from 2016-2021 largely supports our predictions.

KEY TO SYMBOLS

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

CEO Political Ideology

Session Moderator: **Christina Walker Robichaud**, *U. of Montana*

STR: CEO-Board Political Alignment: Performance Declines from Homogeneity and Mitigating CEO Traits

Author: **James Grabowski**, *U. of Arkansas at Little Rock*

Author: **Christina Walker Robichaud**, *U. of Montana*

Author: **David B. Wangrow**, *Marquette U.*

People increasingly group themselves with others who share their political ideologies. Such ideological alignment is likely to occur in workgroups, including boards of directors. This study focuses on how a firm's performance is affected by political alignment between its CEO and board members. While some research has highlighted positive outcomes from shared group characteristics, homogeneity has been found to be harmful for considering alternative perspectives, information-sharing, and complex problem solving. We suggest that substantial political alignment between a CEO and board members negatively impacts firm performance, but that CEOs who possess discretion-oriented psychological traits can mitigate these negative effects. Utilizing a dataset that models political donation history and CEO psychological traits, we find that firm performance declines with CEO-Board political alignment. We further find that these deleterious effects are mitigated by CEOs with a more internal locus of control or substantial cognitive complexity. We discuss implications from these findings.

STR: Ideology and Innovation: Decoding the Impact of CEO's Political Ideology on Corporate Innovation

Author: **Michael Hagen**, *Heinrich-Heine U. of Dusseldorf*

Over the past 20 years, there has been a noticeable growth in political polarization and partisan hostility. Still unexplored are the effects of political ideology, more specifically the level of political liberalism, including the interaction with CEO duality on innovation strategies. Following the upper echelons theory, we hypothesize that whereas conservative CEOs are more likely to pursue technology-based innovation outputs, liberal CEOs are more likely to invest more in innovation and seek market-based innovation outputs. Moreover, we hypothesize that when a CEO also holds the position of board chair, the influence of their political ideology on innovation is amplified. By examining data from S&P 500 firms and their CEOs between 2000 and 2022, we find evidence to support our hypotheses. The findings demonstrate how CEO values affect how decisions are made within their companies.

STR: CEO Political Ideology and Woke CEO Activism: The Role of Board Engagedness  

Author: **Scarlet Lausen**, *Leeds U. Business School*

Author: **Jatinder Singh Sidhu**, *Leeds U. Business School*

There is much interest in understanding what drives CEOs to become activists. Recent research positioned CEOs' political ideology as a key driver of their activism because one's values affect one's conduct. The findings of this study confirm this proposition by showing that the more a CEO espouses a liberal political ideology, the more they engage in what this paper terms 'woke CEO activism' that supports progressive and left-wing causes. However, anecdotal evidence has previously suggested that a CEO's political ideology might not always predict the direction and frequency of their activism. Some conservative CEOs have for example been observed to engage in activism that espouses liberal political values. Consequently, this research suggests that this is because CEOs are not solely driven by their values, but also by instrumental motives. This study furthermore develops new theory by proposing that differences in the engagedness of corporate boards can explain why these drivers might not always predict CEOs' woke activism engagement. The findings suggest that as boards become more engaged, that is, smaller, less busy and more independent, they become more successful at mitigating CEOs' inclination to engage in woke activism because of their more active monitoring approach.

STR: Reconsidering CEOs' Political Ideology in Evenhanded Outcomes and Pro-Social Corporate Practices

Author: **Moritz Appels**, *Rotterdam School of Management, Erasmus U.*

Author: **Marc Kowalick**, *Rotterdam School of Management, Erasmus U.*

Author: **Michael Woywode**, *U. of Mannheim*

Reflecting their fundamental value systems, CEOs' political ideology is considered a central predictor of their strategic decision-making. Extant scholarship predominantly applies the motivated cognition paradigm to accredit a preference for evenhanded outcomes and pro-social practices particularly to liberal CEOs due to their distinct endorsement of equality. Yet, moral psychologists increasingly call for a broader understanding of the values differentiating liberals and conservatives. We therefore introduce moral foundations theory to the study of upper echelons, according to which liberal and conservative CEOs differ in their focus on individual- versus group-centric concerns but should both endorse evenhanded outcomes and pro-social behaviors. We find considerable evidence for corresponding U-shaped rather than linear effects of CEOs' political ideology in a sample of over 1,300 S&P CEOs.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Technology, Innovation, and the Institutional Environment in China

Session Moderator: **Qadeer Abdul**, *Xi'an Jiaotong U. School of Management*

STR: **Speed of Pro-market Reforms and Environmental Innovation: An Institutional Dynamics Perspective**

Author: **Qadeer Abdul**, *Xi'an Jiaotong U. School of Management*

Author: **Xu Jiang**, *Xi'an Jiaotong U.*

Do rapid pro-market reforms stimulate firms to conduct environmental innovation or discourage such risky activities? This study sought to answer that question taking an institutional dynamics perspective. Results obtained with a sample of publicly-listed firms in China covering 2010 through 2018 indicate that faster pro-market reforms enable firms to obtain more environmental innovation subsidies, but conversion of the subsidies into environmental innovation performance is negatively moderated by the speed of pro-market reforms. Reform speed displays an inverted U-shaped relationship with environmental innovation performance, implying that gradual reform is most suitable for encouraging firms' environmental innovation performance. These findings provide implications for institutional theory from a dynamic view by explaining whether rapid pro-market reforms facilitate or discourage environmental innovation in a major transition economy.

STR: **R&D Investment During a Crisis: Chinese Listed Firms in the US-China Trade War**

Author: **Junru Shang**, *School of Management, Shanghai U.*

Research and development (R&D) investment is a strategic response to crises for firms. We study the relationship between the US-China trade war and R&D investment in affected firms from a threat-response perspective. By treating the US-China trade war as a quasi-natural experiment and using panel data from Chinese A-share listed firms for the 2010-2022 period, we present robust evidence. On average, the threat posed by the US-China trade war led experimental group firms to increase R&D investments, firms with trade activities with the US only demonstrated a temporary increase in R&D investment, while those in technology-intensive industries showed a sustained increase. Additionally, facing the threat of the US-China trade war, when firms have trade activities with the US, compared with non-state-owned firms and firms with a high degree of internationalization, state-owned firms and firms with a low degree of internationalization increase R&D investment; When firms belong to technology-intensive industries, there is no significant difference in R&D investment between state-owned and non-state-owned firms, as well as firms with high and low degree of internationalization.

STR: **Change Starts at the Top: How to Align TMT Characteristics Towards Successful Digital Transformation**

Author: **Ying Huang**, *Business School of Hohai U.*

Author: **Yan TAO**, *Nanjing U.*

Do the top management team characteristics have vital impacts on digital transformation? How can a firm effectively construct the appropriate executive team to ensure digital transformation? There is a scarcity of theoretical arguments and empirical evidence investigating these problems. This paper adopts necessary condition analysis (NCA) to explore the necessity causality between TMT characteristics and digital transformation using a multi-source dataset of 1679 Chinese listed companies from 2019 to 2021. Based on the dynamic managerial capabilities theory, we developed a research framework to discuss the necessity impact of nine crucial TMT characteristics on digital transformation in terms of managerial cognition, managerial human capital, and managerial social capital dimensions. Our findings indicated that all TMT characteristics except "Knowledge network" are necessary conditions, and their relations to digital transformation present different criticality and direction: managerial myopia has a very large negative effect; the political connection has a large negative effect; business linkage, age, and functional experience heterogeneity also have large effects, but they present two directions of necessity, which shows as inverted U pattern; opportunity belief, technology focus, and education level have medium positive effects. Furthermore, various stages of digital transformation require differentiated TMT characteristics in kind and degree: managerial myopia and political connection are of primary concern in the initial stage; the inverted U effect of business linkage and functional experience heterogeneity emerges in the growth stage; all conditions must be in place in the maturity stage. Besides, opportunity belief, technology focus, education level, and functional experience heterogeneity show the feature of necessity inefficiency, and improper resource allocation on these TMT Characteristics will decrease the effectiveness of digital transformation. This study sheds light on the pivotal significance of the top management team for digital transformation by providing a nuanced understanding of the necessary conditions. Also, it has novel implications for organizations to align TMT characteristics toward successful digital transformation.

STR: **Technological Entry and Exit After Innovation Underperformance**

Author: **Yang Ye**, *Southwestern U. of Finance and Economics*

Author: **Ran Quan**, *Syracuse U. Whitman School of Management*

The Behavioral Theory of the Firm delves into how performance under the aspiration level influences a firm's strategic actions. However, much of the existing research has predominantly concentrated on financial performance, neglecting the impact of other non-financial metrics. In addressing this gap, our study posits a crucial link between firms' technological performance and their strategic decisions regarding entry into new technological domains and exit from existing ones. Building on insights from Behavioral Theory and Faultline Theory, we contend that the challenges associated with technological entry can be mitigated through conflict-resolving corporate governance mechanisms, specifically the presence of strong managerial task-related faultlines. Leveraging patent assignment and reassignment data from Chinese publicly listed firms spanning from 2007 to 2020, we empirically tested our theoretical framework. Our findings substantiate that when a firm's technological performance falls below the aspiration level, it is more inclined to enter new technological domains and less likely to exit existing classes. Furthermore, we uncovered nuanced moderation effects; specifically, strong Top Management Team (TMT) task-related faultlines and social classification faultlines differentially influence the firm's implementation of strategic changes in response to negative performance feedback.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Managerial Discretion and Learning

Session Moderator: **Mirzokhidjon Abdurakhmonov**, *U. of Nebraska, Lincoln*

STR: Attention to Internal Environments and Managerial Discretion: From a Contingency Perspective  

Author: **Jaemin Kim**, *Oakland U.*
Author: **Michael Greiner**, *Oakland U.*

Previous research has shown that managers' focus on the internal environments, which are more controllable and certain than the external environments, enhances the current direction of strategy. This study examines executive attention to two distinct, internal environments – discretionary and routinized - that may trigger attentional conflict differently and how each attention impacts a firm's strategic change. To measure the executive attention, we apply LDA topic modeling to 571 shareholder letters issued by publicly traded firms and match the identified topic with practically grounded classification to increase the validity. For robustness, we adopt dictionary-based content analysis. Our findings indicate that a firm's strategic change increased as executives paid more attention to internal environments related to human involvement. Furthermore, CEO duality makes the attention more impactful on strategic change. This study contributes to extending the attention-based view by integrating it with a contingency theory that under CEO duality, the attention to internal, discretionary environments accelerates managers to become stewards who make risky decisions rather than avoid risks that could harm their careers.

STR: How Does Political Slack Influence the Process of Learning from Performance Feedback?  

Author: **Jaemin Lee**, *Korea U.*
Author: **Xiaowei Luo**, *INSEAD*
Author: **Ji-Yub (Jay) Kim**, *INSEAD*

We extend performance feedback research by considering the influence of dominant coalitions' political goals on firms' responses to performance feedback. We propose that dominant coalitions use the opportunity afforded by strong performance to make changes that reinforce their dominance, while taking defensive maneuvers to neutralize the threats to their dominance posed by poor performance. However, dominant coalitions' ability to leverage the opportunities or address the threats depends on the amount of political slack they have. Our analysis of South Korean family-controlled firms shows that endowed with enough political slack, a family coalition can retain the incumbent family CEO despite below-aspiration performance and initiate a family CEO succession, especially by a next-generation family member, even when above-aspiration performance calls for the retention of the incumbent CEO.

STR: CEO Current Option Wealth at Risk and Lobbying Breadth: A Behavioral Agency Perspective 

Author: **Le Xu**, *Hofstra U.*
Author: **Mirzokhidjon Abdurakhmonov**, *U. of Nebraska, Lincoln*








CEO compensation research that draws on the behavioral agency model has largely focused on the market-related behaviors that CEOs undertake in response to growing equity risk bearing. In this study, we examine the impact of CEO equity risk bearing on corporate political activity (CPA) — an overlooked nonmarket behavior. Specifically, we hypothesize that CEOs with large current stock option wealth will increase the breadth of lobbying, the most common and effective form of CPA. We argue that while industry regulation and the presence of foreign institutional ownership strengthens, being government contractors will weaken the main relationship. We find broad support for our hypotheses in a sample of publicly traded US firms listed in the S&P 1500 index between 2009 and 2016. Our study sheds new light on CEOs' nonmarket behavioral response to their growing equity risk bearing and provides new insight on CEO compensation as an important individual-level driver of CPA decisions.

STR: Organizational Political Deviance and the Voluntary Turnover of Politician Directors 

Author: **Can Ouyang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Xuchang Chen**, *Peking U.*
Author: **Stephanie L. Wang**, *Indiana U., Bloomington*
Author: **Tao Bai**, *U. of Queensland*

The existing literature on corporate political action has predominantly focused on firm decisions, neglecting the individual-level perspective. Our study addresses this gap by investigating the voluntary turnover of politician directors, who are board members with prior work experience in the government. Drawing upon the unfolding model of turnover, we argue that firm actions that deviate from government agendas can serve as a shock to politician directors, threatening their personal ideologies and political connections. While political deviance as a shock may trigger voluntary turnover among these directors, individual responses vary. We further argue that politician directors are more likely to opt for voluntary turnover as their response when they perceive the shock to be sufficiently strong and view voluntary turnover as a viable means to mitigate the shock's impacts. To test our hypotheses, we analyze a sample of 8,077 politician directors from publicly listed Chinese firms. We specifically examine these directors' responses to firms' environmental misconduct, which contradicts the Chinese government's environmental protection agenda. Our findings contribute to the research on corporate political action, employee turnover, and environmental misconduct.

KEY TO SYMBOLS

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

Value Creation and Firm Boundaries

Session Moderator: **Murat Tarakci**, *Erasmus U.*

STR: Entrepreneurial Orientation Similarity and Joint Venture's Shareholder Value Creation

Author: **Sicong Zhang**, *The Southwestern U. of Finance and Economics (SWUFE)*

This study explores the connection between entrepreneurial orientation (EO) and joint venture (JV) capital market performance. We propose that the similarity in EO between JV partners fosters mutual trust and reduces conflicts. Furthermore, we posit that the impact of EO similarity on performance is more pronounced in the presence of ambiguous JV contracts and when a focal partner holds a higher equity ownership. To measure EO similarity, we utilize computer-aided textual analysis and develop a novel measure. Empirical testing is conducted using JV formation data from 2000 to 2020, involving U.S. publicly traded firms. The findings support our hypotheses, indicating that EO similarity positively influences JV capital market performance.

STR: Institutional and Organizational Drivers of Alliance Formation? Evidence from China's MAH Reform

Author: **Murat Tarakci**, *Erasmus U.*

Author: **Xuemei Xie**, *Tongji U., Shanghai, P.R. China*

Author: **Hongwei Wang**, *Tongji U.*

Prior research on alliances extols the merits of alliances such as pooling expertise and resources to sharing risks and costs. Yet, firms still shun on forming alliances. We develop theory that combines the new institutional economics (NIE) and transaction cost economics (TCE) to overcome barriers toward alliances. Our theory argues that institutional deregulation can help mitigate the perceived risks of forming alliances, but that its effectiveness is limited mainly to small firms. This is because small firms are more eager for complementary resources and other benefits that come from partnering with other organizations and adapting to the regulatory change. To test these hypotheses, we look at a quasi-natural experiment in China (i.e., MAH system) where regulatory barriers to alliance formation were eased in pilot provinces but not in others. The results suggest that easing these barriers facilitated alliance formation and small firms benefited from it more. The study contributes to the literature on alliance formation, including offering insight into why firms may be hesitant to engage in interorganizational collaborations and unearths the role of organizational frictions above and beyond institutional barriers. It also highlights the potential for regulatory interventions to facilitate alliance formation.

STR: Should I Stay or Should I Go? Implications of Acquirer-Advisor Relationships for Serial Acquirers  

Author: **Yan Xinyan**, *U. of South Florida*

Author: **Shawn Mobbs**, *U. of Alabama*

Author: **Paul L. Drnevich**, *U. of Alabama*

Acquisitions are complex transactions which often require long-term relationships between firms and their advisors. Such relationships hold a very high potential for agency concerns, which have remained a persistent challenge in both research and practice. We leverage exchange and agency theories to examine the benefits associated with the status of a serial acquirer's exchange relationships with regards to balancing the benefits of advisory relationships while minimizing agency concerns and costs. We initially study a 20-year sample of serial takeover sequences using firm-level propensity scored matching and find that acquirers demonstrating a willingness to switch experience more favorable reactions from shareholders, pay lower acquisition premiums and fees, and complete deals more quickly. Further subsequent analysis on an expanded 30-year sample indicates that when acquirers have more bargaining power over their advisors, switching advisors can help acquirers get a better deal by paying a lower premium without having to pay higher fees, however shareholders may frequently fail to recognize such benefits. Collectively, these observations offer some interesting implications for future M&A research and practice.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**

Program Session: **801** | Submission: **17956** | Sponsor(s): **(STR)**

Scheduled: **Sunday, Aug 11 2024 12:30PM - 2:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Superior B**

Leveraging Strategic Human Capital for Entrepreneurial Performance



Organizer: **Yeojin Kim**, *U. of North Carolina, Chapel Hill*

Organizer: **Bukky Akinsanmi Oyedeji**, *London Business School*

Presenter: **Andrea Contigiani**, *The Ohio State U. Fisher College of Business*

Presenter: **Florence E M Honore**, *U. of Wisconsin, Madison*

Presenter: **Jungwon Alexander Son**, *U. of Wisconsin-Madison*

Presenter: **Yeojin Kim**, *U. of North Carolina, Chapel Hill*

Presenter: **Bukky Akinsanmi Oyedeji**, *London Business School*

Discussant: **Rebecca Rheinhardt Kehoe**, *Cornell U.*

Entrepreneurial new ventures harness founders' and employees' human capital to enhance performance. Individual knowledge, skills, abilities, and other characteristics (KSAOs) aggregate at the firm level to create competitive advantage for new ventures. In this symposium, we bring together four papers that study how individual human capital influences firm-level outcomes. Different types of human capital at different levels of analysis are introduced, thereby highlighting novel mechanisms of how they influence entrepreneurial ventures' strategy and performance.

Cognitive Diversity, Experimentation, and Performance in Early-Stage Ventures

Author: **Andrea Contigiani**, *The Ohio State U. Fisher College of Business*

An Exploration of How Prior Team Experience Shapes Management Practices for Manufacturing Startups

Author: **Florence E M Honore**, *U. of Wisconsin, Madison*

Author: **Jungwon Alexander Son**, *U. of Wisconsin-Madison*

Hiring, Founder, and Entrepreneurial Innovation

Author: **Yeojin Kim**, *U. of North Carolina, Chapel Hill*

Workers' Perceptions of Firm-Specific Human Capital and New Venture Survival

Author: **Bukky Akinsanmi Oyedeji**, *London Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **802** | Submission: **12121** | Sponsor(s): **(STR, ENT, OMT)**
Scheduled: **Sunday, Aug 11 2024 12:30PM - 2:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Ontario**

Bridging Micro and Macro Perspectives in Business Ecosystem Dynamics: Strategic Leadership at Scale



Organizer: **Ciaran Heavey**, *U. College Dublin, Smurfit*
Organizer: **Elizabeth J. Altman**, *U. of Massachusetts Lowell*
Organizer: **Brian C. Fox**, *Bentley U.*
Panelist: **Michael L. Tushman**, *Harvard U.*
Panelist: **Ron Adner**, *Dartmouth College*
Panelist: **Shiva Agarwal**, *U. of Texas at Austin*
Panelist: **Brice A. Dattee**, *EMLYON Business School*
Panelist: **Saeed Khanagha**, *Vrije U. Amsterdam*
Panelist: **Carmelo Cennamo**, *Copenhagen Business School*
Panelist: **Tobias Kretschmer**, *LMU Munich*

The purpose of this symposium is to bridge the micro and macro perspectives through a strategic leadership perspective. Such integration is essential for a comprehensive understanding of how individual components, interactions, and interfaces within an ecosystem contribute to the larger landscape, as well as understanding how strategic leadership operates within business ecosystems. In essence, the bridge between micro and macro perspectives is a conduit for understanding the dynamics of ecosystems and understanding strategic leadership influences at larger scale.

KEY TO SYMBOLS

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

The Influence of Shareholder Activism on Boards



Organizer: **Eugene See**, *Coastal Carolina U.*
Discussant: **Christina L. Ahmadjian**, *Hitotsubashi U.*
Presenter: **Maria Goranova**, *U. of Wisconsin, Milwaukee*
Presenter: **Christina L. Ahmadjian**, *Hitotsubashi U.*
Presenter: **Albert Minkyu Ahn**, *Hong Kong Baptist U.*
Presenter: **Eugene See**, *Coastal Carolina U.*

Recent years have seen an upsurge in shareholder activism, or the actions taken by shareholders to influence firm policies and practices. As boards of directors are responsible for fundamental decisions that affect change in a firm's strategy, activist shareholders rely upon board representation as the primary mechanism for promoting their vision of change in the firms they target. Despite the prevalence of activist board representation, management research has thus far lagged in addressing theory regarding its implication for firms. Through four distinct papers addressing the influence of shareholder activism on boards, this presenter symposium aims to promote theoretical dialogue regarding how we may advance our understanding of this unique but understudied phenomenon.

Activists on Board: Implications for Strategic Management

Author: **Maria Goranova**, *U. of Wisconsin, Milwaukee*
Author: **Lori Verstegen Ryan**, *San Diego State U.*

The Rise of Activist Investors: Time for a New Theory of Boards?

Author: **Christina L. Ahmadjian**, *Hitotsubashi U.*
Author: **Anna Grosman**, *Loughborough U.*
Author: **Virginia Bodolica**, *American U. of Sharjah*

Activist Directors and Their Impact on Corporate Strategy

Author: **Albert Minkyu Ahn**, *Hong Kong Baptist U.*

Celebrity Activists on Boards and Their Influence on Firm Strategic Change

Author: **Eugene See**, *Coastal Carolina U.*

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**

Program Session: **804** | Submission: **12561** | Sponsor(s): **(STR, TIM, ENT, AAM)**

Scheduled: **Sunday, Aug 11 2024 12:30PM - 3:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Columbus A**

Behavioral Strategy in Action: Innovation Lessons and Opportunities in China



Organizer: **Christina Fang**, *New York U.*

Organizer: **Tieying Yu**, *Boston College*

Presenter: **Weiru Chen**, *China Europe International Business School (CEIBS)*

Participant: **Sean Wuxiong Cao**, *CBC Group*

Presenter: **Taiyuan Wang**, *China Europe International Business School (CEIBS)*

Presenter: **Minyuan Zhao**, *Washington U. in St. Louis, Olin Business School*

Facilitator: **Qi Li**, *Chinese U. of Hong Kong*

Behavioral Strategy is concerned with finding profit opportunities. In teaching as well as practice, the implicit assumption is that not all opportunities have been exploited. Rather, there is money left on the table, the only problem is how to spot these arbitrage opportunities. Yet despite the centrality of this question to strategy, little progress has been made both theoretically and empirically. Theoretically, to examine this question we need to combine evidence on how and why arbitrage opportunities can persist in factor and product markets, across the behavior sciences including organization theory. Empirically, new business phenomena have raised many more interesting questions than we can answer as a field, ranging from crypto strategy to mega platforms. One such phenomenon is the rise of Chinese entrepreneurs and strategists who have been innovative despite the lack of institutional resources. In this PDW, we have two primary goals. First, we would like to contribute to the behavioral strategy discourse, by bringing together researchers from the frontlines of Chinese innovations to discuss 1) how real life strategists in China have been able to discover and exploit market opportunities and 2) what general strategy lessons may help inform behavior strategy theory. A second goal is to create an opportunity for junior scholars interested in this line of work to be exposed to current development in this area, to identify ways in which they can improve the quality of their work and shape future directions of research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Data-Driven HR Strategies: Uncovering Insights through Advanced Analytical Techniques



Session Moderator: **Farveh Farivar**, *Curtin University*

HR: **Exploring Work-Life Conflict and Work Engagement: Untangling the ‘Chicken or the Egg’ Dilemma**

Author: **Farveh Farivar**, *Curtin University*

Author: **Louis Geneste**, *Curtin U.*

Author: **Mohsen Yaghoubi**, *Nian Electronic*

This study adopted an asymmetric configurational approach known as fuzzy-set qualitative comparative analysis (fsQCA) to investigate the directional relationship between work-life conflict and work engagement. Previous studies found ‘chicken or the egg’ controversies centred on whether work engagement increased the conflict between work and non-work responsibilities or whether work-life conflict prevented employees from engaging in work. We suggest that this ‘chicken or the egg’ puzzle can be solved by shifting the analytical approach from regression-based techniques to a set-theoretic approach. We add to the literature by estimating work engagement as the intersection of vigour, dedication, and absorption, widely considered as work engagement’s sub-factors. Analysing data from 416 employees, we found that some work-life conflict dimensions contribute to the lack of work engagement and found no evidence to support the directional relationship occurring the other way around. By applying fsQCA, we initiate an argument that work-life and life-work conflict dimensions possibly contribute to the lack of work engagement rather than having a negative relationship with work engagement.

HR: **Exploring Causal Complexity in the Adoption of Human Resource Analytics – Necessary and Sufficient Conditions (WITHDRAWN)**

Author: **Sateesh Shet**, *Northumbria U.*

Author: **Francesco Veri**, *U. of Zurich*

Although human resource analytics (HRA) is being increasingly adopted into businesses, limited empirical research is available on the factors affecting its adoption, such as sufficient conditions and what “level” of Technological – Organization – People (TOP) factors make HRA adoption necessary. To discuss HRA adoption, we developed three hypotheses based on complexity theory that defined causal relationships in terms of the configuration of structural and agent-based factors. We analyzed the survey data related to HRA adoption based on technological, organizational, environmental, data governance, and individual factors using fuzzy set qualitative comparative analysis (fsQCA). The analysis reveals that the configuration of structural and agent-based factors takes different trajectories. Although technology and/or environmental factors are necessary for HRA adoption, their interaction, along with agent-based factors as individual and organizational elements, constitutes a sufficient condition. Our study findings may help both practitioners and researchers to understand the factors that play a role in their decision to adopt HRA. Keywords: Human resource analytics, fsQCA, complexity theory, data analytics, big data

HR: **Driver Configurations for Sustainable Human Resource Management**

Author: **Wei Liu**, *Shandong U., China*

Author: **Guiyao Tang**, *Shandong U.*

Author: **Junyun Jia**, *Shandong U.*

Author: **Yu Tu**, *Shandong U.*

Author: **Xinyi Zhou**, *Shandong U.*

Author: **Qian Sun**, *School of Management, Shandong U.*

Sustainable Human Resource Management (HRM) represents a new approach to managing human resources, seeking to reconcile the relationship between HRM practice and achievements beyond financial metrics. However, there is little integrative research examining the multifaceted determinants of sustainable HRM. Based on institutional theory and upper echelons theory, we advance a multilevel argument that challenges prevailing explanations regarding an organization’s single driver to implement a specific HRM system. Employing a configurational approach, we investigate how six antecedents encompassing external and internal organizational factors shape the landscape of sustainable HRM. There emerge three configurations facilitating highly sustainable HRM and two configurations leading to non-highly sustainable HRM. In the case of highly sustainable HRM, the three antecedents external to the organization—government regulation, public service, and innovative environment—synergistically complement one another. Conversely, the three factors within the internal organizational environment—organizational governance structure, sustainability strategy, and executives’ sustainability perception—show substitutional relationships. Additional analyses further revealed two configurations resulting in not-highly sustainable HRM. Theoretical and managerial implications are discussed.

HR: **Determinants of Employee Winning Rate in Telecommuting Labor Disputes: A Configuration Approach**

Author: **Zhenwu Jiang**, *Business School of Hunan U., China*

Author: **Yuhua Xie**, *Business School of Hunan U., China*

Author: **Chang Gao**, *Business School of Hunan U., China*

Author: **Huiru Li**, *Business School of Hunan U., China*

This research responds to the critical need to safeguard labor rights during major crises, with a specific focus on the COVID-19 pandemic. Employing a novel fuzzy-set configurational approach, we conducted an in-depth analysis of 292 labor dispute cases related to telecommuting in China throughout 2020. The study reveals that the elevated success rates observed among telecommuting employees in labor disputes result from the synergistic interplay of multiple factors, forming five cohesive configurations. Our recommendations emphasize the refinement of governmental policies to reduce labor disputes and the establishment of robust internal communication mechanisms within enterprises. This research represents a pioneering effort by empirically testing power interrelations using a configurational approach, offering nuanced insights into the success rates of telecommuting workers. Its distinctive contribution lies in the holistic exploration of interdependent power configurations, enriching the existing literature on telecommuting and providing practical implications for effective labor governance during times of crises.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Interpersonal Dynamics of Remote and Hybrid Work: Social-Relational Examinations



Organizer: **Yiduo Shao**, *U. of Iowa*
Organizer: **Elaine Richards**, *U. of Florida*
Discussant: **Timothy Golden**, *Rensselaer Polytechnic Institute*
Presenter: **Anne Burmeister**, *U. of Cologne*
Participant: **Laura Venz**, *Leuphana U. Lüneburg*
Participant: **Fabiola Heike Gerpott**, *WHU Otto Beisheim School of Management*
Participant: **Ulrike Fasbender**, *U. of Hohenheim*
Participant: **Yixuan Li**, *U. of Florida*
Presenter: **Michal Biron**, *U. of Haifa*
Participant: **Keren Turgeman Lupo**, *Ramat Gan Academic College*
Participant: **Talia Strauss**, *U. of Haifa*
Participant: **Rinat Hilo-Merkovich**, *Ramat Gan Academic College*
Presenter: **Min Ju Lee**, *UT Austin*
Participant: **Andrew Brodsky**, *U. of Texas at Austin*

Following the dissipation of the pandemic, the professional landscape has settled into what may be described as a new normal. Current data indicates that 55% of employees have resumed on-site work, 15.5% are working entirely remotely, and 28.6% are engaged in a hybrid model of employment (Barrero, Bloom & Davis, 2023). In light of these emerging new ways of working, there is a need for research to better understand employees' experiences in remote and hybrid work settings. Notably, while effective communication has been recognized as crucial to the success of remote workers (Shockley, Allen, Dodd, & Waiwood, 2021), there is a lack of detailed investigation into the interactional dynamics between remote/hybrid employees and their coworkers or leaders. This symposium will feature four research presentations that bridge this gap, specifically focusing on social-relational interactions in remote/hybrid work environments. The symposium aims to provide insights into several critical questions related to how to harness the benefits of both in-person and remote work while concurrently addressing their respective limitations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



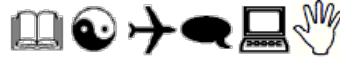
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **807** | Submission: **20590** | Sponsor(s): **(ENT, MED, RM)**
Scheduled: **Sunday, Aug 11 2024 1:00PM - 3:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Toronto**

Experiment 529 Micro-Missions: HE's Unique Capacity to Shape Entrepreneurial Ecosystems via Open Edu



Session Chair: **Emmalinde Roelofse**, *Black Capital Study + Projects*
Distinguished Speaker: **ReShonda Young**, *U. of Northern Iowa*
Distinguished Speaker: **Matthew Glibert**, *U. of Northern Iowa*

Losing hope in the cookie-cutter internships that leave learners and organizations hungry for real impact? Join us for a nutritiously dense multi-award-winning project, Experiment 529 Micro-Missions. It is a revolutionary approach to learning through short-term, tech-fueled real-world projects that empower students, high/new growth entrepreneurs, nonprofits, and government to supercharge their innovation and problem-solving skills, tools, and resources; automate processes; and unlock the highest potential future growth potential. In Higher Education's changing learning landscape, this workshop delves into the unique superpower of the educator-researcher to guide learners' micro-missions and ignite a dynamic ecosystem of open education adventures using action research fundamentals for a real-time, data-informed approach to changing needs and evolving patterns around hot spots and bottlenecks in an entrepreneurial ecosystem.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **808** | Submission: **19819** | Sponsor(s): **(MH, CMS)**
Scheduled: **Sunday, Aug 11 2024 1:00PM - 3:00PM CT (UTC-5)** at **Swissotel Chicago in Alpine I**

Navigating the New Publishing Game: Challenges and Opportunities in Mobilizing History in Management



Organizer: **Nicholous Mark Deal**, *Mount Saint Vincent U.*
Panelist: **Anthony Gould**, *U. Laval*
Panelist: **Christopher Michael Hartt**, *Dalhousie U.*
Panelist: **Christina Lubinski**, *Copenhagen Business School*
Panelist: **Jeffrey Muldoon**, *Emporia State U.*

Regardless of career stage, getting research published in management and organization studies is becoming increasingly difficult for a variety of reasons including: conventional expectations of normal science, increased institutional pressures on research productivity, the rise of predatory outlets, and disruptions in the environment such as the global pandemic and artificial intelligence. Mobilizing historical knowledge also shares its own set of challenges. This PDW brings together the editorial teams from the journals specializing in the advancement of history in management and organization studies to give voice to these challenges and opportunities facing the publication game. Drawing upon their experiences editing *Business History*, *Industrielle / Industrial Relations*, the *Journal of Management History*, and *Qualitative Research in Organizations and Management*, our panelists will shed light on these issues confronting journals and authors. We aim to be interactive as possible by holding spacing for authors and participants to ask questions, share frustrations and insights into the publication process, and engage with one another in collegial dialogue about the wider changes impacting the intellectual reach of history journals in our field.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**

Program Session: **809** | Submission: **15843** | Sponsor(s): **(NEU, RM, MOC, HR)**

Scheduled: **Sunday, Aug 11 2024 1:00PM - 4:00PM CT (UTC-5)** at **Swissotel Chicago** in **Élevé River View 1**

Eye-Tracking Methods for Management Research

Organizer: **George Christopoulos**, *Nanyang Business School, NTU Singapore*

Presenter: **Frédéric Ooms**, *HEC Liège - Management School of the U. of Liège*

Presenter: **Jakub Edward Cichor**, *TUM School of Management, Technical U. of Munich*

Presenter: **Jit Wei, Aaron Ang**, *Nanyang Business School, Nanyang Technological U., Singapore*

Eye tracking (ET) is a non-invasive sampling method capable of identifying a person's visual attention focus. Its main advantages are high temporal granularity (less than a second), relatively low susceptibility to social desirability or other biases, and detecting unconscious attentional influence ("blindsight"); eye-blinking patterns can also be used as a means to measure mental fatigue. The PDW will (i) explain the psychophysiology of visual attention and how information is transformed from simple visual signals into complex cognition such as attention; (ii) explain what kind of (organizational) research questions can be addressed using ET (iii) introduce the different methods of ET analyses and methodological principles and pitfalls when designing ET experiments (including choosing appropriate equipment) (iv) (time allowing) allow participants to experiment with a prepared set of data to come up with possible research questions and run preliminary analysis on it. We will end with a generic discussion on how to use eye-tracking, future applications and specific questions that the audience might have.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **810** | Submission: **21697** | Sponsor(s): **(OB)**
Scheduled: **Sunday, Aug 11 2024 1:00PM - 2:00PM CT (UTC-5)** at **Swissotel Chicago** in **Monte Rosa**

OB Global Committee Meeting

Organizer: **Minna Marinova Paunova**, *Copenhagen Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **811** | Submission: **11812** | Sponsor(s): **(OB, HR, CAR, OMT)**
Scheduled: **Sunday, Aug 11 2024 1:00PM - 2:30PM CT (UTC-5)** at **Swissotel Chicago** in **Montreux 2**

Global Research Collaboration PDW



Organizer: **Tatiana Andreeva**, *Maynooth U.*
Organizer: **Constanze Eib**, *Stockholm School of Economics*
Organizer: **Robert Litchfield**, *Washington and Jefferson College*
Organizer: **Hongxia Peng**, *Rouen U.*
Panelist: **Matej Cerne**, *School of Economics and Business, U. of Ljubljana, Slovenia*
Panelist: **Gokhan Ertug**, *Singapore Management U.*
Panelist: **N. Sharon Hill**, *George Washington U.*
Panelist: **Dana B. Minbaeva**, *King's College London*

Numerous societal grand challenges (George et al., 2016), such as climate change, sustainable development, eradication of poverty, decent working conditions, and economic growth, require global collaboration. To meet these challenges, management scholars may increasingly require not just content knowledge but also skill in collaborating with one another across national and cultural boundaries. The 'Global Research Collaboration PDW' centers around questions related to how to initiate, organize, coordinate, and maintain a global research collaboration, as well as how to overcome obstacles and manage different institutional and cultural logics in the global context. By recognizing research collaborations as an explicit area where scholars may develop and exercise skills, this workshop will foster reflection and practice exchange amongst researchers. This workshop will encourage global and/or early career management scholars interested in global collaboration projects to learn from established researchers and ask questions about global collaboration projects. We will accomplish these goals through an in-person workshop with two interlocking features. First, a selected group of experienced scholars share their global research collaboration experiences. Second, PDW attendees will engage in roundtable discussions to help identify success factors for global collaboration and discuss practices to facilitate and improve existing and future projects.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Nevertheless She Persisted: Supporting Women's Success as Academics

Session Chair: **Sara B. Soderstrom**, *U. of Michigan*
Session Chair: **Maria Teresa Farkas**, *Imperial College Business School*
Session Chair: **Jill Waymire Paine**, *IE Business School*
Session Chair: **Natalya Vinokurova**, *Lehigh U.*
Speaker: **Lyda S. Bigelow**, *U. of Utah*
Speaker: **Shoshana Dobrow**, *London School of Economics*
Speaker: **Constance E. Helfat**, *Tuck School of Business at Dartmouth*
Speaker: **Maryam Kouchaki**, *Northwestern Kellogg School of Management*
Speaker: **Jacoba Marja Lilius**, *Queen's U.*
Speaker: **Anne S. Miner**, *U. of Wisconsin, Madison*
Speaker: **Laurie R. Weingart**, *Carnegie Mellon U.*
Facilitator: **Jeannette Anastasia Colyvas**, *Northwestern U.*
Facilitator: **Vanessa Conzon**, *Boston College*
Facilitator: **Monique Alexandria Alvarez Domingo**, *Louisiana State U.*
Facilitator: **Ellen Ensher**, *Loyola Marymount U.*
Participant: **Darcy Kathryn Fudge Kamal**, *Sacramento State*
Facilitator: **Lucy L. Gilson**, *U. of New Hampshire*
Participant: **Katrin Heucher**, *Faculty of Economics and Business, U. of Groningen*
Facilitator: **Felice Klein**, *Boise State U.*
Facilitator: **Brittany Kathleen Mercado**, *Elon U.*
Facilitator: **Szu-Han Lin**, *U. of Georgia*
Facilitator: **Michele Medina Craven**, *Mississippi State U.*
Facilitator: **Amy Y. Ou**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*
Facilitator: **Alankrita Pandey**, *Eastern Michigan U.*
Facilitator: **Seemantini Madhukar Pathak**, *Ivey Business School*
Facilitator: **Manuela Priesemuth**, *Villanova U.*
Facilitator: **Phanikiran Radhakrishnan**, *U. of Toronto at Scarborough*
Facilitator: **Shoshana Schwartz**, *Christopher Newport U.*
Facilitator: **Gisa Todt**, *LMU Munich*
Facilitator: **Chia-Jung Tsay**, *U. of Wisconsin-Madison*
Facilitator: **Chantal Van Esch**, *Cal Poly Pomona*
Facilitator: **Anna Katherine Ward**, *Virginia Tech*

Women academics face challenging circumstances in their professional lives. Relative to their male colleagues, they can expect longer review times (Hengel, 2016), less credit for their research contributions when working in a team (Sarsons, 2017), biased evaluations of their teaching from students (Mengel, et al., 2017, Boring, et al., 2016), and cultures that are more likely to frame men through a professional lens and women through personal and physical lenses (Wu, 2017; Wolfers, 2017; Rivera, 2017). Many of these effects have been shown to be heightened where gender intersects with other marginalized demographics such as race (Miller and Roksa 2020). In the face of this rough terrain facing women in academia, it can be easy to lose sight of the institutionalized barriers to success as a woman academic and personalize negative experiences. We can also lose sight of the allies, supporters, and mentors who catalyze our ability to persist or our ability to act as insider social change agents to build stronger communities of practice. Through this PDW, we offer a three-pronged approach to helping women academics and allies broaden their sight to develop and grow a feeling of community, support, and self-efficacy. We will share stories of persistence, highlight work by academics on this area, and work towards recommendations for leadership and communities of practice to support women academics. This PDW builds off the success of the past six years of "Nevertheless she persisted" PDWs to emphasize the ways in which women and their allies working together help each other to succeed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **813** | Submission: **13648** | Sponsor(s): **(ODC, MC, OB, OMT, SAP)**
Scheduled: **Sunday, Aug 11 2024 1:00PM - 3:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Armitage**

Scholarly Foundations of Organization Development and Change



Organizer: **Danny Van Montfort**, *Nyenrode Business U.*
Organizer: **David Bright**, *Wright State U.*
Organizer: **Ignacio Pavez**, *Pontificia U. Católica de Chile*
Organizer: **Melanie De Ruiter**, *Nyenrode Business U.*
Organizer: **Steven H. Cady**, *Bowling Green State U.*

This timely and engaging PDW is part of a new multi-year initiative aimed at exploring the scholarly foundations of ODC. In 2024, the effort consists of a series of webinars that will explore different perspectives on the research and practices related to creating vibrant, healthy, and flourishing teams, organizations, and communities. This PDW will help to deepen and strengthen the insights of the webinars, also serving as a forum to generate awareness and engagement with this endeavor, capture tacit knowledge from ODC scholars and colleagues from related fields, and develop perspectives on future directions. The PDW includes five phases: (1) Introduction to the ODC Foundations initiative, (2) review and dialogue on the highlights of the webinars, (3) engaged dialogue as an invitation to join the initiative, (4) exploration of future possibilities, and (5) designing for the next steps. This lively workshop aspires to attract the engagement of people who relate to ODC from different perspectives and in different forms, such as scholars, practitioners, lecturers, students, and executives. After all, only in the spirit of collaboration will we be able to explore the scholarly foundations of ODC to create vibrant, healthy, and flourishing teams, organizations, and communities. Preregistration is requested but not required to attend. Please email d.vanmontfort@my.nyenrode.nl to register.

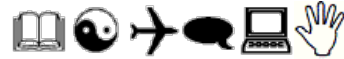
Not applicable

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **814** | Submission: **14037** | Sponsor(s): **(OMT, OB)**
Scheduled: **Sunday, Aug 11 2024 1:00PM - 2:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Royal Room**

Publishing High-Quality and Impactful Review Articles in Top Management Journals



Organizer: **Sven Kunisch**, Aarhus U.
Organizer: **Markus Menz**, U. of Geneva
Panelist: **Hari Bapuji**, U. of Melbourne
Panelist: **Jamie L. Callahan**, Durham U. Business School
Panelist: **Matthew A. Cronin**, George Mason U.
Panelist: **Elizabeth George**, Cambridge Judge Business School
Session Chair: **Mariano L.M. Heyden**, Monash Business School
Panelist: **Corinne A. Post**, Villanova U.
Session Chair: **Zeki Simsek**, Clemson U.
Panelist: **Gerry M. McNamara**, Michigan State U.

The panel symposium turns a spotlight on literature reviews as stand-alone research articles, their roles for the production of new knowledge and advancing theory as well as methodological approaches to conduct them. In this symposium, a panel comprised of editors of some of the most influential journals that publish reviews discuss the roles of reviews in management research, what forms they could take and what makes effective reviews. They will provide junior and senior scholars across multiple AOM divisions with advice and guidance for conducting and eventually publishing rigorous and impactful review articles.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**

Program Session: **815** | Submission: **13713** | Sponsor(s): (**STR, OMT, MOC, SAP**)

Scheduled: **Sunday, Aug 11 2024 1:00PM - 3:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Streeterville**

Research Frontiers on the Attention-Based View of the Firm



Organizer: **Stefano Brusoni**, *ETH Zürich*

Organizer: **William Ocasio**, *U. of Illinois at Urbana-Champaign*

Participant: **Matthew James Hurst**, *Warwick Business School*

Participant: **Tingting Lang**, *School of Business, Renmin U. of China*

Participant: **Caroline A. Bartel**, *U. of Texas at Austin*

Participant: **Dylan Boynton**, *Eli Broad School of Business, Michigan State U.*

Participant: **Davide Nicolini**, *U. of Warwick*

Participant: **John Joseph**, *U. of California, Irvine*

Organizer: **Amit Nigam**, *City, U. of London*

Participant: **Anna Plotnikova**, *Vrije U. Amsterdam, School of Business and Economics*

Participant: **Claus Rerup**, *Frankfurt School of Finance & Management*

Participant: **Ravi S. Kudesia**, *Fox School of Business, Temple U.*

Participant: **Theresa Cho**, *Seoul National U.*

Participant: **E. Geoffrey Love**, *U. of Illinois at Urbana-Champaign*

Participant: **Richard Whittington**, *U. of Oxford*

Participant: **Timo Olavi Vuori**, *Aalto U.*

This PDW will provide insights on how to conduct research and develop theory on the Attention-Based View (ABV) of the firm. ABV views organizations as systems of structurally distributed attention, where the focus of decision makers' attention shapes strategy and organizational actions. While the original theory has been widely applied, ABV has subsequently delivered multiple theoretical advances and variations. These include research on attentional engagement, attention(al) control, dynamic ABV, with variations of the ABV highlighting mindfulness, emotions, communicative practices, and attentional infrastructure. The PDW will provide examples of theoretical and methodological advances and variants to the audience, all represented by leading scholars. The format of this exploration into ABV will be comprehensive and interactive. It includes breakout groups led by a diverse group of contributors to a 2024 special issue of Strategic Organizations on ABV, who will shed light on their research efforts. This will foster an environment of active engagement and debate among participants. The event will culminate in a final plenary session, summarizing the key takeaways and setting the stage for future research directions in the fields of strategic management, organizational theory, managerial and organizational cognition, and strategy as practice.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Dealing With Career and Job Insecurity in Future Careers

Session Moderator: **Rentao Miao**, *Capital U. of Economics and Business*

CAR: **The Double-Edged Sword Effect of Job Insecurity: A Dual Mediation Model of Career Self-Management**

Author: **Rentao Miao**, *Capital U. of Economics and Business*
Author: **Zhengrui Li**, *School of Labor Economics, Capital U. of Economics and Business*
Author: **Nikos Bozionelos**, *EMLYON Business School*
Author: **Jiayue Zhang**, *School of Labor Economics, Capital U. of Economics and Business*

Uncertainty in the employment environment has led to concerns about the growing job insecurity of employees. Although much of the literature alleges negative effects of job insecurity, the possibility that insecurity may also have positive utility is not negligible. Based on the cognitive appraisal theory of stress and the conservation of resources theory, we investigated the relationship of job insecurity with job engagement and turnover intention, and examined the role of internal and external career self-management (CSM) and career resilience in this relationship. Using a two-wave time-lagged design with two sourced data (employees and their supervisors), we found that (a) job insecurity was positively related with job engagement; (b) internal CSM mediated the relationship between job insecurity and job engagement, and external CSM mediates the relationship between job insecurity and turnover intention; (c) Career resilience negatively and positively, respectively, moderated the relationship between job insecurity and internal and external CSM, and (d), career resilience moderated these mediating effects. The findings make substantial theoretical implications that enable a more thorough understanding of the impact of job insecurity.

CAR: **Examining Career Insecurity: The Role of Workplace Characteristics in Remote Work**

Author: **Nitin Sharma**, *Doctoral Scholar, Indian Institute of Management Ahmedabad*
Author: **Manjari Singh**, *Indian Institute of Management, Ahmedabad*

Employees' anxieties get exacerbated by remote management of work. The surge in the number of remote workers in organizations because of the pandemic condition has considerably impacted their sense of career insecurity. Furthermore, as the organizations' business declined, the organizational atmosphere for these individuals became increasingly stressful, heightening a sense of precariousness. Using the concepts from protean theory, we propose a conceptual model that depicts the relationship between workplace characteristics and career insecurity in remote work environments. Through a systematic literature review of 30 academic publications, we examine the aspects of remote work and career insecurity, as well as how they influence employee behavior. The paper contributes to the protean career literature, contingent work arrangements in the form of remote work, and aspects of career insecurity. The research further seeks to provide prescriptive insights that organizations can analyze and align their practices and policies to run more efficient remote operations.

CAR: **Is Looking Forward to the Future Good for Your Career? The Role of Work Engagement and Job Security**

Author: **Chia-Wu Lin**, *National Dong Hwa U.*
Author: **Bright Malema Mbeye**, *National Dong Hwa U.*
Author: **Chia-Yen Wu**, *Office of Institutional Research, National Dong Hwa U., Taiwan*
Author: **Chen-Ju Lin**, *National Dong Hwa U.*

This study employs self-determination theory to investigate the influence of a future temporal focus on the development of protean career orientations among self-determined employees. Data was collected through a two-phase survey using paper-based questionnaires from 240 full-time employees across diverse industries in Taiwan. The findings reveal that a future temporal focus positively affects job engagement and expected financial security, subsequently fostering protean career orientation. Additionally, the study identifies the moderating role of perceived job security in the relationship between future temporal focus and work engagement. When job security is perceived as low, individuals find it challenging to maintain their focus on the future, impacting their anticipated financial security and, consequently, their protean career orientation. These results underscore the importance of creating conducive working conditions that support career orientation among employees. This research makes a valuable contribution by illuminating the key factors influencing work engagement and career development. Keywords: Future temporal focus; perceived job security; work engagement; expected future financial security; protean career orientation; self-determination theory

CAR: **Not Only a "Foe": Examining the Opposing Effects of Career Insecurity on Proactive Career Behavior**

Author: **Tonglin Wu**, *U. of International Business and Economics*
Author: **Zijun Cai**, *Beijing Normal U.*
Author: **Li Guo**, *U. of International Business and Economics*

Despite the prevalence of career insecurity, the research about it is only at the beginning stage. Existing studies mainly portrayed it as a "toxic" phenomenon, focusing on its negative influence on work and career outcomes. Based on the control model of self-regulation, the current study aims to challenge this view by revealing its opposing effects on proactive career behavior, which is critical for long-term and sustainable career success. We argue that career insecurity reflects a perceived discrepancy that one's current career path deviates from the desired one, which triggers a "discrepancy-reduction" process in which people more reflect on past experiences and then engage more in proactive career behavior and an "expectancy-assessment" process in which people downward regulate their career confidence and then engage less in proactive career behavior. Furthermore, adopting a goal hierarchy perspective, the model argues that self-relevant goals influence specific regulation strategies. We thus propose that self-esteem, which describes to what extent people desire to build a positive self-perception, would enhance the positive indirect effect and buffer the negative indirect effect. Through an online recall experiment and a three-wave time-lag study, we found support for the above arguments. The findings could encourage scholars to adopt a more balanced view of career insecurity and enrich the understanding of why and when it matters.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **817** | Submission: **17006** | Sponsor(s): **(CAR, HR, OB)**
Scheduled: **Sunday, Aug 11 2024 1:15PM - 2:45PM CT (UTC-5)** at **Swissotel Chicago in St Gallen 2**

Innovating for the Future of Careers: Innovative Pathways for Researching Sustainable Careers



Organizer: **Ans De Vos**, *U. of Antwerp/Antwerp Management School*
Organizer: **Jos Akkermans**, *Vrije U. Amsterdam*
Organizer: **Beatrice Van Der Heijden**, *Radboud U. Nijmegen*
Presenter: **Rodrigo Mello**, *U. of Vaasa*
Participant: **Anneleen Forrier**, *KU Leuven*
Presenter: **Jelena Zikic**, *York U.*
Presenter: **Aniqa Rehman**, *Macquarie Business School, Macquarie U.*
Participant: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*
Presenter: **Mirit K. Grabarski**, *Lakehead U.*
Participant: **Alison M. Konrad**, *Western U.*
Participant: **Lucas Monzani**, *Ivey Business School*
Participant: **Jenifer Lynn Robertson**, *U. of Western Ontario*
Participant: **Maria Mouratidou**, *U. of Cumbria, UK*
Presenter: **Jos Akkermans**, *Vrije U. Amsterdam*
Participant: **Beatrice Van Der Heijden**, *Radboud U. Nijmegen*
Participant: **Ans De Vos**, *U. of Antwerp/Antwerp Management School*
Participant: **Annabelle Hofer**, *U. of Cologne*

In a context of rapid and disruptive change, there is a need for innovations in the way careers are being conceived, researched and managed. In recent years, the topic of sustainable careers has received increased interest from scholars as a promising perspective to understand contemporary careers, as evidenced by various academic publications. Sustainable careers research focuses on the dynamic interplay of person, context, and time to study how person-career fit can enhance the long-term sustainability (i.e., happiness, health, and productivity) and success of people's careers. Recent research has applied the sustainable career model to, for example, the challenges of career sustainability for different groups of workers, the processes involved in career sustainability over time, and the interplay of multiple stakeholders in different contexts affecting sustainable careers. However, there is a need for further (critical) examination of the key relationships between context, person and time in affecting career sustainability as well as in the meaning of and interplay between its key indicators (health, happiness, productivity). There is a need to further develop and expand existing models with more specific concepts to allow for targeted empirical research testing the basic principles of career sustainability. Therefore, this symposium brings together five state-of-the-art research projects that each add a valuable phenomenon that expands and deepens the model of sustainable careers: (1) digitization, (2) multiple job holding, (3) career empowerment, (4) career sacrifice, and (5) sustainable career orientation. The first paper addresses the pertinent challenges for careers brought along by rapid digitization and provides a comprehensive review of empirical studies addressing how the increase in various types of digital tools impacts individuals' career trajectories. In the second paper, the enriching versus depleting impact of multiple jobholding on career sustainability is explored through a qualitative study, thereby considering the dimensions of person, context and time. The third paper builds upon the interplay between person and context and addresses the role of the leader in stimulating career empowerment as a vehicle for career sustainability. The fourth paper takes a sensemaking perspective to theorize about career sacrifice valuation as a process which may explain whether and how unconventional and sometimes imperfect decisions may still lead to sustainable careers over time. In the fifth paper, the concept of sustainable career orientations is introduced and operationalized via a scale validation study, aimed to further our understanding of who might be more or less likely to focus on establishing high levels of career sustainability. Taken together, the five papers included in this symposium provide new insights into the meaning of sustainable careers, offering suggestions for further refinement, adaptations, and empirical examination.

Digitalization and Sustainable Careers: A Literature Review and Research Agenda

Author: **Rodrigo Mello**, *U. of Vaasa*

Multiple Jobholding and Career Sustainability

Author: **Aniqa Rehman**, *Macquarie Business School, Macquarie U.*

Author: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*

Author: **Grant Michelson**, *Macquarie U.*

Empowering Sustainable Careers

Author: **Mirit K. Grabarski**, *Lakehead U.*

Author: **Alison M. Konrad**, *Western U.*

Author: **Lucas Monzani**, *Ivey Business School*

Author: **Jenifer Lynn Robertson**, *U. of Western Ontario*

Author: **Maria Mouratidou**, *U. of Cumbria, UK*

How Sustainable are Sacrifices: Career Sacrifice Valuation as Unconventional Career Decision Making

Author: **Jelena Zikic**, *York U.*

Author: **Anneleen Forrier**, *KU Leuven*

Conceptualization and Measurement of Sustainable Career Orientations

Author: **Jos Akkermans**, *Vrije U. Amsterdam*

Author: **Beatrice Van Der Heijden**, *Radboud U. Nijmegen*

Author: **Ans De Vos**, *U. of Antwerp/Antwerp Management School*

Author: **Annabelle Hofer**, *U. of Cologne*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **818** | Submission: **17991** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 11 2024 1:15PM - 2:45PM CT (UTC-5)** at **Swissotel Chicago** in **Arosa**

Exploring Immersive Technology and Knowledge Creation in Higher Education Institutions



Organizer: **Juana Du**, *Royal Roads U.*
Organizer: **Jun Li**, *U. of New Hampshire*

This caucus invites researchers to engage in a conversation on immersive technology in higher education institutions through the lens of diversity, equity and inclusion (DEI). From a knowledge management perspective, insights regarding immersive technology as a catalyst for knowledge creation and campus inclusion, particularly for marginalized groups will be discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Discursive Foundations of Responsible and Sustainable Innovation

Coordinator: **Andre Martinuzzi**, *WU Vienna U. of Economics and Business, Institute for Managing Sustainability*
 Organizer: **Svetlana Ivanova**, *Vienna U. of Economics and Business*
 Facilitator: **Anja Grüll**, *WU Vienna U. of Economics and Business, Institute for Managing Sustainability*
 Facilitator: **Angelo Spörk**, *WU Vienna U. of Economics and Business*
 Participant: **Amon Barros**, *FGVEAESP Sao Paulo School of Business Administration*
 Participant: **Christina Bidmon**, *Utrecht U.*
 Participant: **Claudio Biscaro**, *Johannes Kepler U. Linz*
 Participant: **Stephan Bohn**, *Humboldt Institut for internet and society (HIIG)*
 Participant: **Renato Chaves**, *FSA ULaval (Laval U.)*
 Participant: **Diego Coraiola**, *U. of Victoria*
 Participant: **David Grant**, *UNSW Business School, Australia*
 Participant: **Ashneet Kaur**, *S P Jain Institute of Management and Research*
 Participant: **Stephen Knox**, *U. of Stirling*
 Participant: **Yuan Li**, *Saint Mary's College of California*
 Participant: **Niall MacKenzie**, *Adam Smith Business School, U. of Glasgow*
 Participant: **Steve Maguire**, *U. of Sydney Business School*
 Participant: **Sudhanshu Maheshwari**, *S P Jain Institute of Management and Research*
 Participant: **Arvind Malhotra**, *U. of North Carolina, Chapel Hill*
 Participant: **Anna Eileen McKean**, *U. of Utah, David Eccles School of Business*
 Participant: **Daniel Nyberg**, *The U. of Queensland*
 Participant: **Clifford Oswick**, *City U. London*
 Participant: **Rosie Oswick**, -
 Participant: **Jussara Pereira**, *FGV- EAESP*
 Participant: **Nelson Phillips**, *U. of California, Santa Barbara*
 Participant: **Linda L. Putnam**, *U. of California, Santa Barbara*
 Participant: **Alberto Bertello**, *U. of Turin, Department of Management*

This caucus builds on previous AOM symposia and presentations, addresses researchers working on discursive institutional approaches and focuses on responsible and sustainable innovation. It provides a platform for participating scholars to discuss results and methods, aims at establishing a network of researchers and at exploring potential future joint actions.

Why this caucus? This caucus builds on a variety of previous AOM symposia and presentations (e.g. AOM 2022 “The Role and Relevance of Discourse and Discursive Perspectives in Organizational Change”). It will bring together scholars working on discursive institutional theory in areas related to sustainability, responsibility and innovation and provides a platform for participating scholars to discuss results and methods. It aims at establishing a network of researchers working in this area and at exploring potential future joint actions, such as AOM symposia, special issues or even joint research projects. As the topic of the caucus is strongly related to the general theme of the AOM 2024 meeting, we expect a broad outreach to AOM members, especially in the TIM, SIM, ONE and ODC division. Discursive institutionalism and organizational change Discursive institutionalism, a key concept of new institutional theory, focuses on the interplay of ideas, discourse and institutions, on competing logics and on how content and interactive processes of discourse lead to change (Campbell and Pedersen 2001; Schmidt 2002, 2008, 2010). Discursive institutionalism aims at understanding narratives, discourses and framing strategies that influence policy, governance and social practices. While discursive institutionalism originates from political science, it also influenced organization scientists, who developed a discourse-centered understanding of organizational change (Grant and Marshak 2011; Heracleous and Barrett 2001; Marshak 2002). Focusing on innovation, responsibility and sustainability While application of discursive institutionalism in innovation management is rather at the beginning (e.g. Knox 2023), several studies applied such approaches to analyze the dissemination of Corporate Social Responsibility (Coraiola & Barros 2022), institutional aspects of Responsible Innovation (Ivanova et al. 2023), corporate engagement for sustainable development (Vidra & Van den Broek, 2019) and sustainability transitions (Genus 2016). These studies have in common that discourses are perceived as a foundation of legitimacy on the one hand, and as instruments of change on the other (e.g. through re-framing, adaptation and/or adoption of discursive frames). Relating to the conference theme Addressing innovation from the perspective of discursive institutionalism provides an innovative lens for examining the interplay of innovation, policy, and purpose in the organization, while providing insights for managers to navigate the tensions that arise between the profit-oriented purpose of business on the one hand and responsibility and sustainability-oriented expectations of society on the other. What we want to achieve The main desired outcome of this caucus is to establish a network of scholars interested in the discursive foundations of responsible and sustainable innovation. It provides a platform for participating scholars to discuss results and methods, aims at establishing a network of researchers and at exploring potential future joint actions in applying discursive institutionalism in organization studies and organization change. In order to encourage collaboration and exchange of ideas the agenda of the caucus consists of (a) short introduction of the topic and the participants (b) discussions of joint actions in smaller groups, (c) wrap up of future collaborations and planning of next steps.

KEY TO SYMBOLS

Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Caucus**
Program Session: **820** | Submission: **14332** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 11 2024 1:15PM - 2:45PM CT (UTC-5)** at **Swissotel Chicago** in **Grindelwald**

Creativity at Work: Building a Research Committee and Charting the Path Forward

Organizer: **Martina Pizzinato**, *UCL School of Management*
Organizer: **Colin Muneo Fisher**, *UCL School of Management*

Because creativity is essential at work, its study has a long history within management studies (Harrison, Rouse, Fisher, & Amabile, 2022). However, attempts to create a community of creativity researchers have been rare. This caucus aims at connecting scholars in the field to: (1) discuss the future of creativity research; (2) encourage collaboration; and (3) foster a scholarly community.

KEY TO SYMBOLS

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








Session Type: **Caucus**
Program Session: **821** | Submission: **13840** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 11 2024 1:15PM - 2:45PM CT (UTC-5)** at **Swissotel Chicago** in **Verbier**

Artificial Intelligence: Boon or Curse to Management Research

Participant: **Shalini Sabharwal Gopalkrishnan**, *Golden Gate U.*

AI can exponentially accelerate management research through literature discovery of novel connections between ideas, surfacing unnoticed but relevant papers, by running simulations and by estimating prevalence of false positives across fields. AI's unlimited memory and tireless analysis promises to unlock new research areas and enhance existing practices but needs to be deployed judiciously.

KEY TO SYMBOLS

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

Gender Pay Gap and Disparities

Session Moderator: **Sunjin Pak**, *California State U., Bakersfield*

DEI: **Identifying the Working Hours Thresholds Impacting Health and Gender Wage Disparities**     

Author: **Sunjin Pak**, *California State U., Bakersfield*
Author: **Amit Kramer**, *U. of Illinois Urbana-Champaign*
Author: **Yun-Kyoung Kim**, *Salisbury U.*

In this study, we investigate the intricate interplay of working hours and perceived health, and its subsequent influence on gender wage disparity in South Korea. Drawing from the Korean Labor and Income Panel Study (KLIPS) spanning 2013 to 2021, a causal link between working hours and perceived health is established. Employing cross-lagged and instrumental variable approaches, this study highlights the distinct health impacts of working hours on men and women, resulting in gender-specific wage differences. The 2018 policy amendment in South Korea, which lowered the maximum weekly working hours, served as an instrumental variable. Key findings reveal an inverted U-curve relationship between working hours and health, with discerned inflection points at 41.36 hours per week for men and 28.95 hours for women. Additionally, our analysis uncovers a bidirectional relationship between self-perceived health and earnings. Consequently, prolonged work durations have a more pronounced negative impact on women's health, which might contribute to wage discrepancies. In summary, South Korea's 2018 initiative to curtail weekly working hours might play a pivotal role in narrowing both the health and wage disparities between genders. As the workforce transitions towards schedules that prioritize individual health boundaries, it is plausible to anticipate a progression towards more balanced health and wage outcomes across genders in the South Korean work environment.

DEI: **The "Hidden" Gender Gap in Self-Promotion**   

Author: **Jenny Chang**, *Carnegie Mellon U. - Department of Social and Decision Sciences*
Author: **Silvia Saccardo**, *Carnegie Mellon U. - Department of Social and Decision Sciences*
Author: **Jana Gallus**, *UCLA Anderson School of Management*

Advertising one's credentials is crucial for career outcomes in organizational settings where individual performance is not easily observable. Consequently, if women engage in self-advocacy less often or advocate for themselves less fervently, it may exacerbate gender gaps in labor market outcomes. Across a series of pre-registered experiments involving 14,092 participants, including 8,546 adults and 5,546 adolescents, we investigate gender differences in whether and how men and women promote their credentials. We observe a consistent pattern across both adults and adolescents: women not only exhibit lower rates of self-promotion but, even when prompted to do so, convey lower self-ratings compared to their male counterparts. Importantly, this intensive margin gender gap persists even among those individuals who choose to self-promote on the extensive margin. In additional study waves employing various information treatments to address these gaps, we find that no treatment impacts both extensive and intensive margin gaps simultaneously, suggesting that these gaps are driven by different mechanisms. These gender gaps have important implications for economic outcomes, as self-promotion improves hiring outcomes for both men and women in our study context. Our findings highlight the importance of considering both extensive and intensive margin measures when documenting gender gaps and designing interventions.

DEI: **Occupational Devaluation, but Organizational Revaluation? Understanding Gendered Pay Discrimination** 

Author: **Sophie Johanna Moser**, *U. of Konstanz*








This article aims to understand how wage differences between women and men who do the same work differ across occupations and organizations. Specifically, the study investigates whether the share of women within an occupation is a potential driver of within-job wage gaps and whether organizational gender diversity goals act as buffers thereof. Drawing from a culturalist perspective, I hypothesize that occupational devaluation, the tendency that female-dominated occupations are devalued and thus underpaid, affects women to a greater extent than men and thus intensifies within-job pay gaps. Further drawing from a rational choice perspective, I hypothesize that organizational revaluation, a tendency that organizations engage in less pay discrimination against women due to their ambitious diversity goals buffers the pay gap, especially when female underrepresentation is high. An extensive field study that combines three years of salary information on 51,713 employees provided by the employer review platform Kununu with occupation data from the German Microcensus and organization data from 160 annual reports is conducted and supports the study hypotheses. I discuss how my findings can inform the development of novel theory on gender wage inequality and derive implications for managers and policymakers in practice.

DEI: **A Meta-Analytic Review of Pay Transparency Laws and Their Effectiveness in Reducing Gender Pay Gaps**    

Author: **Sebastian Von Beck**, *LMU Munich*
Author: **Felix Bölingen**, *LMU Munich*

Governmental efforts to reduce the gender pay gap have resulted in a plethora of pay transparency laws. The effectiveness of such laws is subject to a vigorous scholarly debate and has prompted several policy evaluations. Despite the efforts to assess whether individual pay transparency laws are effective in reducing the gender pay gap, surprisingly little attention has been paid to which kind of pay transparency laws are effective in reducing the gender pay gap. Our article leverages both a systematic review of European and U.S. pay transparency laws and a systematic review of empirical studies evaluating the effectiveness of pay transparency laws to meta-analytically extrapolate which configurational aspects, which we call law design features, of pay transparency laws render them effective. Our article seeks to emphasize how choices of law design features can influence the effectiveness of pay transparency laws in reducing the gender pay gap. We aim to provide policy makers with a better-informed basis for designing potent pay transparency laws.

KEY TO SYMBOLS

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

Gender Non-Conformity and Abuse

Session Moderator: **Galen J. Talis**, *James Madison U.*

DEI: Transgender and Gender Non-Conforming Leaders and Leadership: A Foundational and Integrative Review    

Author: **Galen J. Talis**, *James Madison U.*

Gender and leadership research has traditionally employed a binary framework, overlooking the experiences of transgender and gender non-conforming (TGNC) leaders and forcing leaders of all genders and intersectional identities into a dichotomous frame. This paper reviewed interdisciplinary literature using a robust search strategy in three academic databases and Google Scholar, as well as across eight leadership studies journals. Sixteen sources involving 440 leaders' experiences were found. The author conducted a thematic analysis to explore how TGNC leaders' experiences challenge and advance leadership theories, deepen understanding of discrimination, and offer ways to support their emergence and success. TGNC leaders' experiences bring new perspectives to the areas of identity development, leader emergence, leadership style, and workplace discrimination. By exploring these areas with a more inclusive conception of gender and from the vantage point of an exceptionally marginalized group, this work proposes ways to increase the validity of future research questions and bolster ongoing efforts toward greater diversity, equity, and inclusion for all people.

DEI: From Experience of Institutional Contradiction to Change-Oriented Behavior of LG Employees in China   

Author: **Chris Zhang**, *U. of Houston - Downtown*

Author: **You-Ta Chuang**, *York U.*

Author: **Jing Wang**, *York U.*

Author: **Robin Church**, *Toronto Metropolitan U.*

Although research on the experiences of sexual minority employees has made significant progress in the past two decades, most studies have focused predominantly on the negative consequences sexual minority employees encounter in the face of workplace heterosexism. The role of change agent that sexual minority employees may play in terms of disrupting and advocating equal treatment has been overlooked. Further, very few studies related to sexual minority employees were conducted outside of USA. Through 2 studies conducted in China, we link the literature from institutional change and reasoned action theory to examine the factors would trigger lesbian and gay (LG) employees to engage in changing workplace heterosexism, the behaviors would LG employees display to change workplace heterosexism, and factors would impede/facilitate LG employees' engagement in changing workplace heterosexism. Study 1 revealed that LG employees display both explicit and implicit change-oriented behaviors. Study 2 found that the experience of institutional contradiction derived from LG employees' personal interest of receiving equal treatment and workplace heterosexism is the trigger for LG employees to have the intention to change workplace heterosexism and subsequently display change-oriented behaviors. In addition, LG employees' organizational continuance commitment and perceived changeability play different roles in shaping LG employees' intention to change and change-oriented behaviors. Key words: LG employees, institutional contradiction, change-oriented behavior, proactivity continuance commitment, perceived changeability

DEI: Guilt and Shame Proneness on Perceived Abuse Among Transgender Employees in the United States  

Author: **Bryan Blake Darden**, *Western Carolina U.*

Author: **Emma Best**, *Wake Forest U.*

We investigate how transgender and cisgender employees differ in their perceptions of perceived abusive supervision considering proneness towards guilt and shame. Our findings show that times have begun to change, and past workplace and personal aggressions have created a resilient transgender workforce in the United States. We draw on resilience theory to better understand how feelings of guilt and shame, along with perceived abusive supervision, have created a different transgender workforce in the United States that previously hypothesized. We found that in a survey of 395 full-time employees, including 150 transgender employees, transgender employees have reduced proneness to guilt. In addition, when guilt proneness, guilt repair, shame proneness and shame withdraw are included, transgender employees also exhibited less perceived abuse compared to their cisgender respondents.

DEI: Interplay of Structural and Agency Forces in the Adoption Timing of LGBTQ-Friendly HR Policies  

Author: **Dongdong Huang**, *Business School, Nankai U.*

Author: **Junghoon Park**, *Loyola Marymount U.*

Author: **Jeffrey Augugliaro**, *Iona U.*

Author: **Sihan A**, *Business School, Nankai U.*

Author: **Huinan Zhang**, *Nankai U.*

We investigate the interplay of top-down structural and bottom-up agency forces on the timing of adopting lesbian, gay, bisexual, transgender, and queer (LGBTQ)-friendly human resource policies. Utilizing configurational analyses on data from Fortune Global 500 firms, we identify distinct adoption patterns. Early adopters are associated with a combination of strong legislative and ideological support for LGBTQ rights, alongside active NGO involvement and influential internal change agents, leading to rapid institutional change. Late-adopters, influenced by limited human rights policy and NGO activism, adopt these policies at a slower pace. Non-adopters show resistance to change, typically devoid of any change forces except for NGO activism. These findings underscore the need for a synergistic approach that integrates various forces to accelerate institutional change and promote diversity and inclusivity in corporate settings.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **824** | Submission: **15485** | Sponsor(s): **(DEI, HR, OB)**

Scheduled: **Sunday, Aug 11 2024 1:15PM - 2:45PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Michigan 2**

Flexible Working in a Post-Pandemic World: Clarifying Concepts and Insights for the Future



Organizer: **Ellen Ernst Kossek**, *Purdue U.*

Panelist: **Ellen Ernst Kossek**, *Purdue U.*

Panelist: **N. Sharon Hill**, *George Washington U.*

Organizer: **N. Sharon Hill**, *George Washington U.*

Moderator: **Lauryn Burnett**, *George Washington U.*

Organizer: **Lauryn Burnett**, *George Washington U.*

Panelist: **Clare Kelliher**, *Cranfield U.*

Panelist: **Alexandra Beauregard**, *Birkbeck, U. of London*

Panelist: **Maria Adamson**, *Queen Mary U. of London*

Organizational interest in flexible working (e.g., remote, hybrid, part-time work; flextime) as a mainstream employment and organizational workforce strategy has increased dramatically during the COVID-19 pandemic. Yet many questions remain for research and practice on the future of flexible working and what it will look like in a post-pandemic world, which this panel seeks to address. This symposium brings together a panel of experts for an interactive discussion on the future of flexibility. First, it is unclear whether increased employee access to flexible working is a long-term shift in the employment relationship or a temporary employer response to a crisis, as many employers have begun to pull back on flexibility. Second, the implications of flexibility for inequality regarding opportunities for access and the potential stigma and unintended career consequences for use are concerning. Third, we lack understanding of employment institutional contexts regarding flexibility responses vary widely across countries. For example, some nations, such as the U.K., have taken a more activist approach than in the U.S. by adopting laws and public policy initiatives supporting flexible working and offering incentives to employers to not to lay off employees. Fourth, there remains ambiguity around the theory and measurement of flexibility and hybrid working concepts. Finally, there is also a lack of clarity on how to evaluate its dual agenda benefits for employers and employees, which is critical for advancing future research. The panel discussion will address these issues. The symposium's topic aligns with the AOM (2024) theme of "Innovating for the Future" because workplace flexibility is of importance to scholars and practitioners as they rethink traditional ways of managing and organizing.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gender and Leadership: Bringing Communal Gender Stereotypes Into Theoretical Focus



Organizer: **Anyi Ma**, *U. of Wisconsin-Madison*
Organizer: **Yixin Tian**, *Lee Kong Chian School of Business, Singapore Management U.*
Presenter: **Katherine Kay Bae**, *U. of Michigan, Ross School of Business*
Participant: **David Mayer**, *U. of Michigan*
Participant: **Charlotte Townsend**, *Haas School of Business, UC Berkeley*
Presenter: **Sonya Mishra**, *Dartmouth College, Tuck School of Business*
Participant: **Laura Kray**, *U. of California, Berkeley*
Presenter: **Julia Grgic**, *EBS Business School EBS U. für Wirtschaft und Recht*
Participant: **Tanja Hentschel**, *Amsterdam Business School, U. of Amsterdam*
Participant: **Meir Shemla**, *Erasmus U. Rotterdam*
Presenter: **Jun Lin**, *Stanford Graduate School of Business*
Participant: **Ashley E. Martin**, *Stanford Graduate School of Business*
Participant: **Zhiyu Feng**, *School of Business, Renmin U. of China*

Despite some advancements, women continue to be significantly underrepresented in leadership roles across various sectors worldwide, notably in the senior management levels of organizations. An impressive body of research has sought to understand the drivers of this gender disparity in leadership. According to gender and leadership scholars, one reason this inequality occurs is due to the stereotypical belief that women lack the masculine, agentic traits that are deemed as important for leaders to possess (Eagly & Karau, 2002; Schein, 1973; Heilman, Caleo, & Manzi, 2023). When women become leaders, they also risk experiencing social and economic reprisals when they enact the agentic behaviors that are often considered necessary in leadership because agentic qualities are also perceived as socially undesirable in women (Akinola, Martin, & Phillips, 2018; Mishra & Kray, 2022; Rudman et al., 2012; Prentice & Carranza, 2002). Perhaps due to a cultural emphasis on prototypes of leaders tend to be masculine and agentic in nature (Koenig, Eagly, Mitchell, & Ristikari, 2011; Vial & Napier, 2018), the literature has focused on how agentic perceptions contribute to gender disparities in leadership. A comparatively smaller body of work has examined how communal qualities that are more strongly ascribed to women, such as being “affectionate, helpful, kind, sympathetic, interpersonally sensitive, nurturant, and gentle,” influence the leadership aspirations, behaviors, and outcomes of men and women (Eagly & Karau, 2002: 574, although see Hentschel et al., 2018 for an exception). Nonetheless, communality plays an important role in many illustrious theories of gender and leadership. For example, role congruity theory posits that the under-emergence of women leaders occurs because people presume that communal women tend to lack agency and agentic women experience social and economic backlash because they are perceived to lack desirable communal traits that are prescribed for their gender role (Eagly & Karau, 2002). Therefore, the goal of this symposium is to deepen our understanding of how communal traits and stereotypes contribute to gender and leadership disparities. The first three papers focus on the experiences of men and women prior to the leadership selection process by examining how communality influences gender dynamics in career choice and leadership aspirations (Papers 1 to 3). The final two papers focus on the experiences of women and men after they have become leaders, examining the role of communality in understanding of differences in how male and female leaders communicate after they have become leaders as well as how perceivers react to communal male and female leaders (Papers 4 and 5).

Leader Community and Employee Leadership Aspiration: Gendered Cognition and Identity Perspectives

Author: **Katherine Kay Bae**, *U. of Michigan, Ross School of Business*
Author: **David Mayer**, *U. of Michigan*

Not All Power is Created Equal: Gender and Pathways to Social Hierarchy

Author: **Charlotte Townsend**, *Haas School of Business, UC Berkeley*
Author: **Sonya Mishra**, *Dartmouth College, Tuck School of Business*
Author: **Laura Kray**, *U. of California, Berkeley*

Prescriptive Self-Stereotypes Explain Gender Differences in Career and Leadership Aspirations

Author: **Julia Grgic**, *EBS Business School EBS U. für Wirtschaft und Recht*
Author: **Tanja Hentschel**, *Amsterdam Business School, U. of Amsterdam*
Author: **Meir Shemla**, *Erasmus U. Rotterdam*

Break the Mold, Embrace the Dilemma: Women Adopt Communal Communication Styles after Success

Author: **Jun Lin**, *Stanford Graduate School of Business*
Author: **Ashley E. Martin**, *Stanford Graduate School of Business*

The SPaCE Model of Communality for Gender and Leadership

Author: **Anyi Ma**, *U. of Wisconsin-Madison*
Author: **Zhiyu Feng**, *School of Business, Renmin U. of China*
Author: **Yixin Tian**, *Lee Kong Chian School of Business, Singapore Management U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



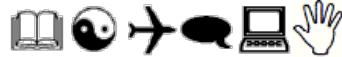
Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **826** | Submission: **19378** | Sponsor(s): **(DEI, OB)**
Scheduled: **Sunday, Aug 11 2024 1:15PM - 2:45PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall MN**

South Asian Women's Experiences and Challenges in the U.S.: Future Directions for Scholarship



Organizer: **Pooja Khatija**, *Case Western Reserve U.*
Organizer: **Poonam Zantye**, *Boston College*
Panelist: **Barnini Bhattacharyya**, *Ivey Business School*
Panelist: **Diana Bilimoria**, *Case Western Reserve U.*
Panelist: **Janaki Gooty**, *U. of North Carolina, Charlotte*
Panelist: **Monica Adya**, *Rutgers U., Camden*
Panelist: **Shimul Melwani**, *U. of North Carolina, Chapel Hill*
Panelist: **Garima Sharma**, *American U., Kogod School of Business*

The goal of this panel is to discuss the lived experiences of South Asian women in the U.S., both in academia and other U.S. workplaces, to understand their unique paths and challenges. There have been multiple calls for research to better understand the workplace and social experiences of Asians. Research scholarship calls for the need to move beyond looking at Asians in America as a monolith and understanding the unique experiences of the Asian subgroups. South Asians, specifically Asian Indians, are the fastest growing Asian group in the U.S. Surprisingly, there is limited data on the lived experiences of South Asians. There is even lesser understanding of the intersectional experiences of South Asian women, especially for immigrant or first-generation women. While intersectionality in terms of ethnicity and gender play a role in their experiences, the salience of cultural identities and gender roles may be exacerbated in the context of immigration, when they adjust to an environment with new cultural norms. Thus, in this panel symposium, we are interested in discussing the lived experiences, challenges, and navigation strategies for South Asian women in U.S. academia and other workplaces. More broadly, we would like to discuss the directions that DEI research needs to take to ensure that we expand scholarship to better understand the experiences of South Asian women.

KEY TO SYMBOLS

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

Session Type: **Showcase Symposium**

Program Session: **827** | Submission: **12150** | Sponsor(s): **(DEI, OB, OMT)**

Scheduled: **Sunday, Aug 11 2024 1:15PM - 2:45PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall H**

Novel Perspectives on Inclusion Across Levels of Analysis: Work Groups, Organizations and Industries



Organizer: **Shoshana Schwartz**, *Christopher Newport U.*
Session Chair: **Shoshana Schwartz**, *Christopher Newport U.*
Discussant: **Lisa H. Nishii**, *Cornell U.*
Presenter: **Victor Elijah Blocker**, *Michigan State U.*
Presenter: **Traci Sitzmann**, *U. of Colorado, Denver*
Presenter: **Shoshana Schwartz**, *Christopher Newport U.*
Presenter: **Ellen Ernst Kossek**, *Purdue U.*
Presenter: **Jennifer Woolley**, *Santa Clara U.*
Participant: **Quinetta M. Roberson**, *Michigan State U.*
Participant: **Dorothy R. Carter**, *Michigan State U.*
Participant: **Kristin Cullen-Lester**, *U. of Mississippi*
Participant: **Justin Matthew Jones**, *U. of Florida*
Participant: **Mijeong Kwon**, *U. of Colorado, Denver*
Participant: **Benjamin R. Pratt**, *U. of Central Oklahoma*
Participant: **Hoda Vaziri**, *U. of North Texas*
Participant: **Eden King**, *Rice U.*
Participant: **Brenda A. Lautsch**, *Simon Fraser U.*
Participant: **Jo-Ellen Pozner**, *Santa Clara U.*

Framing inclusion as a competitive advantage has become standard business practice in recent years. This symposium explores the causes and consequences of inclusion across various levels of analysis: the workgroup (Roberson et al.), the organization (Sitzmann et al. and Kossek et al.), and the industry (Pozner & Woolley). The papers examine factors that contribute to inclusion, including individuals' positions in networks (Roberson et al.), organizational work-family support structures (Kossek et al.), and interactions with others through industry communities (Pozner & Woolley). Additionally, the papers explore a range of consequences both for individuals' well-being (e.g., outcomes of caregivers, Kossek et al.) and for firm performance (e.g., firms' labor productivity, Sitzmann et al.). The symposium will conclude with discussant Lisa Nishii, whose remarks – in conjunction with the papers presented in the session – will further the audience's understanding of the causes and consequences of inclusion across workgroups, organizations, and industries.

A Social Network Approach to Understanding Workgroup Inclusion

Author: **Quinetta M. Roberson**, *Michigan State U.*
Author: **Victor Elijah Blocker**, *Michigan State U.*
Author: **Dorothy R. Carter**, *Michigan State U.*
Author: **Kristin Cullen-Lester**, *U. of Mississippi*
Author: **Justin Matthew Jones**, *U. of Florida*

Attaining Productivity via Inclusive Workplaces: Experiences of Inclusion, Anger, and Achievement

Author: **Traci Sitzmann**, *U. of Colorado, Denver*
Author: **Mijeong Kwon**, *U. of Colorado, Denver*
Author: **Shoshana Schwartz**, *Christopher Newport U.*

Rethinking Family Supportive Organizations Toward a Diversity, Equity, and Inclusion Perspective

Author: **Ellen Ernst Kossek**, *Purdue U.*
Author: **Benjamin R. Pratt**, *U. of Central Oklahoma*
Author: **Hoda Vaziri**, *U. of North Texas*
Author: **Eden King**, *Rice U.*
Author: **Brenda A. Lautsch**, *Simon Fraser U.*

Crafting Inclusion: Making Space for New Voices in Craft

Author: **Jo-Ellen Pozner**, *Santa Clara U.*
Author: **Jennifer Woolley**, *Santa Clara U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **828** | Submission: **17534** | Sponsor(s): **(ENT)**
Scheduled: **Sunday, Aug 11 2024 1:15PM - 2:45PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Acapulco**

Exploring the Generative AI Ecosystem in Korea: Strategic Pathways and Global Implications



Participant: **Hee-Dong Yang**, *Ewha Womans U.*
Participant: **Hyung-Goo Kang**, *Hanyang U.*
Participant: **Namgyoo Park**, *Seoul National U.*
Participant: **Hyuntak Roh**, *Yonsei U.*

This proposed panel symposium will examine the dynamic generative AI ecosystem, emphasizing structural dynamics and strategic implications for South Korea and its extrapolation to other global economies. The discussion will focus on developing a framework applicable across various economic contexts, highlighting the uniqueness and similarities in their AI strategies.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Venture-Corporate Collaboration

Session Moderator: **Marcel Niklas Rueckwald**, *U. of St. Gallen (HSG)*

ENT: **Venture Clienting: Founder Capabilities in Startup Collaborations with Multibusiness Organizations**

Author: **Marcel Niklas Rueckwald**, *U. of St. Gallen (HSG)*

Startup-corporate collaboration is essential to the value creation of both startups and established firms, yet the emerging theory that a process focused on venture client units (VCUs) best facilitates this kind of cooperation has not received much empirical backing. This study of sixteen collaborations between startups and multibusiness organizations with VCUs asks how founders create collaborations that perform at high levels. Our emergent theory unexpectedly emphasizes that a BU-centric process led by a joined team of founders and executives leads to better collaborations than a VCU-centric process. We make contributions to the theory of social networks, transaction cost economics, and information processing. Our most significant discovery broadens the scope of complexity theory: we discover that highly performing startups function as complex adaptive systems.

ENT: **From Pitch to Partnership: Startup Engagement Strategies for Securing Corporate Collaborations**

Author: **Elie Abi Saad**, *Umeå School of Business, Economics, and Statistics*

Author: **Medhanie Gaim**, *Umeå U.*

Author: **Sujith Nair**, *BI Norwegian Business School*

This study explores partnership formation dynamics between startups and corporations. The literature on strategic alliances has placed significant emphasis on establishing a "fit" between internal organizational strategy and external resource needs. However, our research indicates that in the context of corporate-startup corporations (CSCs), this "fit" is rather co-constructed than evaluated in advance. Drawing from extensive fieldwork observations of 150 "first meetings" between corporates and entrepreneurs, we find that interest in collaboration is driven by the interplay between technology, adaptability, and alignment. Adopting a configuration approach and employing a fuzzy-set qualitative comparative analysis (fsQCA), we uncover three unique patterns through which startups can secure interest from a corporation to collaborate. Contrary to the conventional strategy of matching startups based on how well their solution align with corporate needs, we advocate for establishing the right meeting conditions so that both parties can co-create mutually-beneficial collaboration opportunities. Taken together, our study underscores the fluid nature of corporate-startup relations, with interest in collaboration being (re)defined as the partnership formation process unfolds.

ENT: **Hatching and Fledging? A Meta-Analysis of the Performance Effects of Business Incubators**

Author: **Jorge Vinicio Murillo-Rojas**, *INCAE Business School*

Author: **Jan Brinckmann**, *ESADE Business School*

Author: **Marc Van Essen**, *U. of South Carolina*

Business incubators are some of the most frequently used instruments to foster entrepreneurship. However, studies investigating the influence of incubation programs on supported new ventures have yielded mixed and contradictory findings. Little is known about how different types of incubators affect supported ventures' performance dimensions such as innovation, survival, growth, profits, and employment. In this meta-analysis, we synthesize 182 individual effect sizes capturing the development of 55,219 firms being supported by incubators. We uncover how participation affects various performance dimensions to different degrees and highlight novel salient contextual considerations of participation in incubators-new firm performance relationship. Our results contribute to the entrepreneurship theory research and add valuable insights for policymakers, entrepreneurs, and other practitioners.

ENT: **Resource Commitment and Partner Selection in Asymmetric Corporate-Startup Collaborations**

Author: **Sophia Pauer**, *U. of Innsbruck*

Author: **Kurt Matzler**, *U. of Innsbruck*

Author: **Stella Herrmann**, *Student*

Corporates are increasingly approaching startups to benefit from their innovative capabilities. This new approach to innovation can create competition among entrepreneurial partners. However, the reasons why startups choose to engage in such asymmetric collaborations are not well understood. In this paper, we investigate the dynamics of these collaborations, exploring the motives, selection criteria, and willingness of startups to partner from a resource-based perspective. To address this gap, we conduct a conjoint experiment to examine the relationship between diverse resource commitments and startups' inclination to partner. We confirm the substantial influence of Das and Teng's (1998) resource typologies on partner selection. Notably, we find that a partner's attractiveness diminishes when they possess a similar market portfolio, potentially fostering future competition. Therefore, corporates must address their partners' potential concerns and risks regarding their opportunistic behavior. To contribute to the literature, we adopt a resource-centered approach that emphasizes the critical role of capabilities in an entrepreneur's decision-making process and demonstrates their influential role in forging successful collaborations with established partners. Ultimately, we improve the understanding of the partner selection process, providing useful guidance for both new and established firms looking for mutually beneficial partnerships in the early stages of collaboration.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Venture Capital International

Session Moderator: **David Wunder**, *Aalto U.*

ENT: **Complementary Resources Across Borders: Cross-Border Corporate Venture Capital in Green Ventures**

Author: **David Wunder**, *Aalto U.*

Author: **Markku Maula**, *Aalto U.*

Corporate venture capital (CVC) and cross-border VC (CBVC) are two important types of venture funding, previously studied in isolation despite their frequent overlap. They are vital for sustainable ventures requiring complementary resources unavailable from traditional VCs or local CVCs. Drawing on resource dependence theory, we hypothesize that green ventures form cross-border ties with corporations possessing green resources due to resource reliance. Moreover, green ventures face greater constraints in countries with lower climate performance, increasing cross-border ties with green corporations. Our analysis of European innovative ventures supports these hypotheses, offering insights into cross-border CVC investments in sustainable ventures and practical implications.

ENT: **Institutional Support for Growth and VC Investment in Established vs. Emerging Sectors**

Author: **JungYun Han**, *National Taiwan U.*

Author: **Charles Eric Eesley**, *Stanford MS&E*

Although it is well known that increasing institutional support promotes the entry and growth of startups, less is discussed about its impact on intermediaries (e.g., VC firms) as part of the entrepreneurial ecosystem. From the perspective of a regulatory pillar in institutionalism, this study investigates how adopting the new law for sector growth affects VC firms' investment strategy in its early period, facing the dilemma of cherry-picking in the stable established sector vs. frog-kissing in the highly ambiguous emerging sector. Using the quarterly data of entire U.S. VC firms, 2020 August -2023 February, we test how the U.S. government's enactment of the CHIPS and Science Act for revitalizing the semiconductor industry (established sector) and supporting key technology areas (emerging sector) affects the VC firms' investment in these two sectors differently. Our results show that the enactment leads VC firms to increase investing in the established sector while reducing investment in the emerging sector. The opposite pattern happens mainly because, despite the regulatory favors, incomplete institutionalization during the early regulatory changes becomes additional source of ambiguity in emerging sector, further increasing investment risk. Furthermore, we find that VC firms' political embeddedness amplifies the benefits of investing in the established sector, whereas their reputation (ability to deliver high returns) mitigates investment risks in certain technology areas in the emerging sector. Taken together, our study contributes to the institutionalism and entrepreneurship literature by suggesting how institutional support in its early period affects intermediaries' strategy differently depending on the sector types.

ENT: **Government Intervention in Venture Capital Investment in China**

Author: **Tao Wang**, *U. of Bristol*

In this study, I examine the impact of government intervention in venture capital (GIVC) on the innovation volume and strategy of invested companies in China. I use hand-collected data and find that GIVC investment is not better at increasing the innovation volume of invested companies than other types of venture capital investment in general, but can have a stronger impact on innovation volume during economic downturns and when the government is the minority investor. In terms of innovation strategy, GIVC investment has a stronger impact on exploratory innovation, but a weaker impact on exploitative innovation, compared with private VC investment.

ENT: **Alignment and Divergence in Government and Private VC: The Amplifying Role of Geopolitical Risks**

Author: **Mingtao Xu**, *School of Economics and Management Tsinghua U.*

Author: **Tan Li**, *Soochow U.*

Author: **Victor Cui**, *U. of Waterloo*

This paper investigates the impact of geopolitical situation on the dynamics between Government Venture Capital (GVC) and Private Venture Capital (PVC) investments. Exploiting the US-China trade war since 2018, we observe that PVCs in China became less likely to invest in GVC-funded startups under heightened geopolitical tensions, and the effect is stronger for more prominent GVCs. However, in areas with significant government subsidies such as high-tech industries, GVCs' involvement serves as a compelling signal to private investors such that the negative impact is mitigated or even reversed. Our findings contribute new insights to the fields of strategic management and international business by elucidating how venture capital strategies adapt in response to geopolitical risks. The study also provides valuable guidance for practitioners and policymakers navigating complex global investment landscapes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gender and Entrepreneurship II

Session Moderator: **Kevin Koziol**, *U. of Passau*

ENT: **Gender Disparities in Entrepreneurial Equity Financing – A Systematic Literature Review**

Author: **Kevin Koziol**, *U. of Passau*
Author: **Maja Schmitz**, *U. of Passau*
Author: **Suleika Bort**, *U. of Passau*

A growing body of research addresses the question of whether and why female-led and male-led ventures differ in their funding success. With this systematic literature review we aim to shed light on the multiple sources and mechanisms of gender disparities in entrepreneurial equity financing. Based on 71 carefully selected studies, we identified various boundary conditions, which we organized into five well-defined dimensions (entrepreneur's human and social capital, entrepreneur's and investor's verbal and non-verbal communication, investor characteristics, venture strategy and characteristics, and contextual factors). We observed that most of these boundary conditions have a different impact on the funding success of women-led and men-led ventures, as they can either impede or enhance access to capital. Moreover, the study results seem to vary depending on the financing form and context. Our review provides theoretical and methodological implications for future research, which may serve to disentangle inconsistent findings. We offer policy makers, investors and female entrepreneurs useful advice on how to alleviate gender disparities in equity financing.

ENT: **Entrepreneurial Behavior of Women: The Fine Line Between Causation and Effectuation**

Author: **Vania Jorge Nassif**, *U. Nove de Julho - UNINOVE - São Paulo*
Author: **Marcia M. Garçon**, *Faculdade Sebrae*
Author: **Marcos Hashimoto**, *Bradley U.*
Author: **Candido Vieira Borges**, *U. Federal de Goiás*
Author: **Edmilson Lima**, *U. Nove de Julho*

This research aimed to identify and characterize a predominant entrepreneurial behavior among Brazilian women entrepreneurs, whether causation or effectuation. The research relied on a qualitative approach with data from in-depth semi-structured interviews, which collected narratives about the trajectory of 65 women entrepreneurs chosen according to the snowball technique. All interviewees are part of the Women Entrepreneurs Network (WEN), established in Brazil. There is still much to be studied about the methods used for entrepreneurship, such as regarding effectuation and causation, especially when it comes to female entrepreneurship. In this sense, the originality of this article lies mainly in the fact that it is a study of female entrepreneurship under the perspectives of effectuation and causation, responding to particularly adverse conditions caused by obstacles such as gender differences, sexism, discrimination, and role conflicts. The findings indicate that there is a predominance of the effectuation approach in the responses of female entrepreneurship to adversities and the use of causation in certain less frequent situations. This result agrees with previous studies and reinforces that both entrepreneurial logics are not mutually exclusive, but complementary. This research also reinforces that effectual behavior can occur in different types of entrepreneurial activity, not only in those with a high level of uncertainty. The contributions obtained converge to a better understanding of the practices of effectuation and causation, but now also in the context of Brazilian women entrepreneurs, and indicate the need for more research on the practices and impacts of effectuation and causation in female entrepreneurship.

ENT: **Entrepreneurial Choice and Economic Returns of Women: Digital Financial Inclusion as a Moderator**

Author: **Xinyu Liu**, *Tongji U.*
Author: **Jialin Song**, *School of Economics & Management, Tongji U.*








Digital financial inclusion is commonly recognized as a strategy for promoting women's entrepreneurial behavior. This paper examines the impact of digital financial inclusion on women's entrepreneurial intention and income by using a national sample consisting of matched data from a digital financial inclusion index and a nationally representative survey. The results show that (1) females are less inclined to pursue entrepreneurship as a career choice, (2) female entrepreneurs earn lower income compared to their male counterparts, (3) digital financial inclusion mitigates the negative relationship between female gender and the choice to pursue entrepreneurship, and (4) digital financial inclusion strengthens the negative association between female gender and entrepreneurial income. This study explores the potential negative effect of digital financial inclusion which breaks the automagical assumption of empowerment of digital financial inclusion.

ENT: **Female Entrepreneurship and Growth: Systematic Literature Review and Future Directions**

Author: **Nomah Javed**, *Stud*

Growth of Female led businesses has garnered considerable attention from scholars and policy makers and gained momentum worldwide. This body of research is diverse, individualistic, and fragmented has oftentimes generated contradictory findings. This has hindered streamlined development in this promising area of research. In this paper a systematic analysis of growth-oriented literature on female entrepreneurs published in the last ten years is first conducted to take stock of the theoretical and empirical development, analyze trends, and identify research themes and developmental patterns in this area. Second, based on a systematic review of literature published over the last decade, the author provides a comprehensive framework for a holistic and multidisciplinary view regarding this topic linking antecedents, challenges, enablers, and strategies employed by women to achieve growth. Third gaps are identified in the body of research to identify fruitful areas of future research that can be explored further within this burgeoning stream of literature.

KEY TO SYMBOLS

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

Learning and Entrepreneurship

Session Moderator: **Yunjie He**, *Beijing U. of Chemical Technology*

ENT: **Entrepreneurial Learning, Digital Capabilities and Inclusive Entrepreneurial Performance**

Author: **Yunjie He**, *Beijing U. of Chemical Technology*

Author: **Kun Fu**, *Loughborough U.*

Author: **Ye Zhang**, *Beijing U. of Chemical Technology*

Studying the entrepreneurial behavior of entrepreneurs at the bottom of pyramid (BOP) is important for promoting social equity and contributing to sustainable development goals. There is a lack of empirical understanding of the factors that may influence inclusive entrepreneurial performance. Designing a questionnaire based on the Chinese context, this study examines the impact of entrepreneurial learning on inclusive entrepreneurial performance and explores the mediating role of digital capabilities. Using a sample of 409 BOP entrepreneurs, we find that (1) exploitative and exploratory entrepreneurial learning can significantly improve individual-level, organizational-level, and social-level inclusive entrepreneurial performance. (2) digital capabilities partially mediates between exploitative entrepreneurial learning and inclusive entrepreneurial performance. (3) digital capabilities partially mediates the relationship between exploratory entrepreneurial learning and individual-level and social-level entrepreneurial performance. (4) digital capabilities fully mediates between exploratory entrepreneurial learning and organizational-level entrepreneurial performance. The results of the study enriches the understanding of how entrepreneurial learning affects inclusive entrepreneurship, providing both theoretical and practical evidence.

ENT: **The Nexus Between Long-Term Orientation, Learning Capabilities and Digital Innovation**

Author: **Jonas Soluk**, *Stockholm School of Economics*

Author: **Ivan Miroshnychenko**, *IMD*

Author: **Mattias Nordqvist**, *Stockholm School of Economics*

Author: **Magnus Mahrng**, *Stockholm School of Economics*

We use a sequential mixed methods approach to explore the relationship between long-term orientation (LTO), learning capabilities, and digital product innovation in firms with varying degrees of family influence. Although extant research has emphasized the relevance of digital innovation for long-term success, little is known about how firms can draw on LTO as a prevalent dominant logic and learning capabilities to create business value. More specifically, we find empirical evidence for a mediation effect with a positive association between LTO and learning capabilities on the one hand and learning capabilities and digital product innovation on the other. Surprisingly, and in contrast to our hypothesis, we find a negative moderating effect of family influence on the relationship between LTO and learning capabilities. To complement the large-scale statistical analysis and to explain the underlying mechanisms of this counterintuitive empirical result, we build on a qualitative investigation of family-influenced firms. Our qualitative findings suggest that the role of LTO and learning capabilities in the digital economy is more nuanced than previous literature suggests. Specifically, we reveal six impeding mechanisms that are associated with family influence. With these insights, we extend previous knowledge on digital product innovation, family influence, and learning as a crucial dynamic capability.

ENT: **A Gendered View on the Impact of Different Teaching Models in Entrepreneurship Education (WITHDRAWN)**

Author: **Ilaria Cascavilla**, *U. degli Studi di Bergamo*

Author: **Tommaso Minola**, *U. of Bergamo*

Entrepreneurship Education (EE) programs have grown rapidly within and across universities to provide students with the competencies necessary to handle the challenges of today's labor market and society. There are numerous ways to teach EE, and recent literature has discovered that different teaching models actually lead to different impacts and outcomes. However, it is yet unclear how such differences are related to the individuals' socio-demographic characteristics and how the social contexts in which students are embedded influence this relationship. This research contributes to the literature by investigating how the students' gender and the gender of self-employed parents (where existing) affect the outcomes of EE. Using a sample of 366 Italian students from 42 different courses in 16 universities that attended EE courses and answered the Italian GUESSS 2018, we find that being woman tends to reduce learning in general and, surprisingly, in more practice-oriented teaching models; we also find that such pattern is inverted (i.e., being a woman tends to increase learning, especially from practice-oriented teaching models) when women have only a self-employed mother and not a self-employed father.

ENT: **Entrepreneurial Learning in the Resource Mobilization Process**

Author: **You Wu**, *Chinese U. of Hong Kong*

Author: **Song Wang**, *Zhejiang U.*

Resource mobilization is crucial, yet challenging, for early-stage ventures. While numerous studies have concentrated on the antecedents or outcomes of resource mobilization, the process, especially the interactions between entrepreneurs and investors during early-stage financing, remains less explored. By utilizing data from an online platform that documents the communications between entrepreneurs and early-stage investors, we discover that learning plays a significant role in the resource mobilization process. We hypothesize that this learning effect is more pronounced for entrepreneurs without a degree from a top university and entrepreneurs without serial startup experience. We further examine the learning mechanism through two mediators: the constructive feedback received by entrepreneurs (the input of learning), and the revisions of business plans (the output of learning). We find empirical support from a proprietary dataset consisting of 780,904 business plan submissions from 9,418 entrepreneurial projects. Our study contributes to entrepreneurial resource mobilization literature by elucidating entrepreneurial learning through resource mobilization attempts. Furthermore, it provides practical implications for entrepreneurs to not just focus on raising money but also to reap the learning benefits from their interactions with investors.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Family Firms III

Session Moderator: **Rosalie Schwörer**, *Vrije U. Amsterdam*

ENT: The Role of Family Dynamics on Transition Processes in Family Firms

Author: **Rosalie Schwörer**, *Vrije U. Amsterdam*
Author: **Elco Van Burg**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Janina Klein**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Jörg Büechl**, *U. Aalen*

In a qualitative study of 16 family firms in Germany, we examine four family dynamics, namely cohesion of extended families, multiple involved family members, predecessor-successor-relationship, and parents and partner influence. 31 semi-structured interviews with predecessor and successor CEOs identified that the family dynamics have different influences on four major transition mechanisms, namely control, knowledge transfer, harboring, and emotional alignment that lead to two outcomes, heritage maintenance and transformation. Our findings are encapsulated in a family dynamic-transition-outcome model.

ENT: Becoming a Successor in a Family Firm: The Critical Role of Institutional Context

Author: **Peng Ren**, *U. of Louisville*
Author: **Isabel C. Botero**, *U. of Louisville*
Author: **Daniel L. Bennett**, *U. of Louisville*
Author: **Stephan F. Gohmann**, *U. of Louisville*

This study explores how individual factors (i.e., internal locus of control and entrepreneurial self-efficacy) and institutional components (i.e., economic freedom that represents formal institutions and individualism that represents informal institutions) combine to predict the intentions of family business successors to join the family firm. We merge data from a variety of individual-level and country-level datasets to test our hypotheses. Results from a multilevel multinomial logistic regression analysis indicate that individual and institutional factors influence the career intentions of university students with family business background. Specifically, high self-efficacy students living in high economic freedom or highly individualistic countries are, relative to low self-efficacy students, (a) less likely to prefer employment to family business succession and (b) more likely to prefer founding a new venture to succession. However, the locus of control and career intentions relationship is not contingent on these institutional factors. Implications are discussed.

ENT: How Do You Feel? A Systematic Review on Affect in Family Business Research

Author: **Jiani Fan**, *U. of Alabama, Tuscaloosa*

Emotion research in family business remains relatively scarce and fragmented. To enhance the knowledge base of emotion research in family business, the current systematic literature review summarized the commonly studied contexts, theoretical framework development and emotion variables under different themes in the literature. Ninety-one peer-reviewed journal articles retrieved from high-quality journals from four different databases were coded and analyzed for emotion-related evidence. Results revealed the lack of research utilizing theoretical frameworks other than socioemotional wealth. The current review also identified the limited study context exploration and insufficient evidence on negative affect as well as antecedents and outcomes of both discrete emotions and affect valence. The current review contributes to the literature by improving the specificity of emotion research in family business and providing a comparison of emotions studied between family business literature and entrepreneurship literature. Future research can focus on specifying emotion-related research purposes, extending the investigation of emotion-related themes, and reexamining existing emotion-related constructs.

ENT: Why Being Good Matters: The Impact of CSR and Family Business Brand on Organizational Attractiveness

Author: **Sonia M. Strano**, *Louisiana State U.*
Author: **Tomasz Antoni Fediuk**, *Family Business Strong, LLC*
Author: **Marco Galvagno**, *U. of Catania*
Author: **Vincenzo Pisano**, *U. of Catania*

Building on Signaling Theory (Spence, 1973), this paper investigates how Corporate Social Responsibility (CSR) influences the relationship between the communication of the family business brand and organizational attractiveness. Specifically, the paper analyzes the combined effect of the family business brand and CSR on applicants' perceptions of family firms and, consequently, on organizational attractiveness. Utilizing a 2 x 2 experimental design (Communicating the family business brand: yes-no; Communication of CSR Practices: yes-no), the study tests whether CSR moderates the relationship between the communication of the family business brand and applicants' perceptions, such as compensation, advancement opportunities, prestige, and organizational justice, and examines how these perceptions impact organizational attractiveness. The results demonstrate that CSR communication acts as a moderator, significantly enhancing applicants' perceptions of compensation, advancement opportunities, and prestige. However, it is only the enhanced perception of prestige that positively affects organizational attractiveness. These findings contribute to the literature on family business branding and CSR by emphasizing organizational attractiveness from an applicant perspective.

Author: **Tobias Reif**, *Friedrich-Alexander U. of Erlangen-Nürnberg*

Author: **Verena Hossnofsky**, *Friedrich-Alexander U. of Erlangen-Nürnberg*

Author: **Sebastian Junge**, *Friedrich-Alexander-U. Erlangen-Nürnberg*

Author: **Melania Riefolo**, *U. of Foggia*

Author: **Jan-Philipp Ahrens**, *U. of Mannheim*

This study investigates the impact of various desired attributes of succession candidates on family firm incumbent's succession intention for candidate nomination. Examining personal, relational, and processual configurations of succession candidates, we draw on survey responses from 714 family firm owner-managers. Our findings reveal that a candidate's commitment, moral character, and conformity with the incumbent's procedural visions of the succession process significantly increase the likelihood of being nominated as a successor. Our results additionally indicate that the presence of either a family or non-family candidate could amplify the impact of particular successor attributes on the incumbent's succession preferences. Notably, the presence of family candidates emphasizes the importance of a high-quality moral character, while the effect of high procedural conformity is accentuated when considering only non-family successors. This research contributes to the understanding of incumbents' decision-making in successor selection, shedding light on how individual attributes of successors shape nomination intentions. The study concludes by suggesting potential avenues for future research in this domain.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Resilience

Session Moderator: **Mona Itani**, *American U. of Beirut*

ENT: **A Conflict Entrepreneurial Recovery Framework in Muslim Majority Countries**

Author: **Tamer Koburtay**, *Abu Dhabi U.*

Author: **Zaid Alqhaiwi**, *School of Management, RMIT U.*

This study offers a contextual, multilevel recovery framework for entrepreneurs in conflict areas. Drawing on a combined theoretical underpinning of Koburtay et al.'s (2022) model of well-being in Islam and Ryff's (1989) theory of eudaimonic psychological well-being (PWB), this study explores the implications of residing in conflict areas for entrepreneurs' PWB. A related aim is to study how religiosity may act as a coping mechanism for entrepreneurs in such a context. Drawing on qualitative data collected from 22 entrepreneurs residing in conflict zones (Palestine and Libya), our findings show that residing in such areas improves components of entrepreneurs' PWB (e.g., self-acceptance) and also ruins other components of their PWB (e.g., positive relations with others). The findings also suggest that religiosity (from an Islamic lens) improves entrepreneurs' PWB. The study is theoretically and contextually novel, and offers fresh insights into the interplay between religion and well-being in conflict areas.

ENT: **A Tame Nightmare: Unpacking the Curvilinear Relationship Between Constraints and Resilience**

Author: **Hao Wang**, *School of Economics and Management Tsinghua U.*

Author: **Yikai Guo**, *School of Business, Renmin U. of China*

Author: **Wenjie Bao**, *Guanghua School of Management, Peking U.*

Previous research largely indicates that resource constraints are harmful to organizational resilience in crisis and should be eliminated. In this study we draw on views from resource constraint and social psychology literature to investigate (1) whether are there potential benefits to this detrimental effect and (2) how an entrepreneur's negative affect acts as an explanatory mechanism of such effect? Specifically, we propose an inverted U-shape relationship between three types of resource constraint (constraint from supplier, buyer, and financial constraint) and resilience, such a curvilinear effect is mediated by the entrepreneur's negative affect. A study of 844 Chinese small and medium-sized enterprises in the context of Covid-19 pandemic provides support for our hypotheses except for financial constraint, which shows only half of the inverted U-shape effect (a threshold effect). Theoretical and practical implications are discussed.

ENT: **Female Entrepreneurial Resilience and Recovery in the Aftermath of the Beirut Blast**

Author: **Mona Itani**, *American U. of Beirut*

Author: **Rayan Fawaz**, *U. of Sussex*

Author: **Dima Jamali**, *Canadian U. of Dubai*

Author: **Shintaro Okazaki**, *King's College London*

The aftermath of the horrific Beirut Port Explosion in 2020 left an unprecedented amount of physical and material damage, destruction, mental trauma, and economic losses at a time when the national healthcare system and economy were already bleeding due to a parallel financial meltdown and a global pandemic. Although several studies and reports have highlighted the macro impact of the blast on the country and the economy, little attention was given to female owners of micro, small, and medium-sized businesses (MSME's) that were directly affected by the blast. When studying this underrepresented group, emphasis should not only be made to the business and its recovery but also to the entrepreneur herself, her wellbeing, and her relationship with her social surroundings, since the former is often a result of the latter. This qualitative study builds upon focus groups and in-depth interviews with over twenty women entrepreneurs who suffered directly from the blast in an attempt to come up with a framework for entrepreneurial resilience and recovery based on an integrative approach that can be applied to extreme contexts of convoluted crises. Our qualitative study showed that in extreme contexts of adversity and in the absence of governmental and external support, female entrepreneurs leverage their negative feelings of mistrust, hopelessness, and denial to rebel against the crippled system and create positive opportunities by contributing in creating a parallel support ecosystem that allows their businesses and other businesses around them to thrive and flourish.

ENT: **The Role of Career Resilience in the Stress Adjustment of Recently Started Entrepreneurs**

Author: **Ismail Elalaoui**, *UQTR*

Author: **Etienne St-Jean**, *UQTR*

Entrepreneurship is considered one of the most demanding careers, and one in which entrepreneurs must endure periods of considerable stress, threatening their well-being, commitment and future in this career. Drawing on transactional theories of stress, the career resilience literature and the Broaden and build theory, we propose that entrepreneurial career resilience can reduce the impact of entrepreneurs' perceived stress on their job satisfaction and intention to stay in entrepreneurship. We tested our model with a moderate mediation effect using a four-wave longitudinal analysis on a sample of newly-started entrepreneurs. The results showed that entrepreneurs' perceived stress exerted a significant direct negative influence on their job satisfaction, and a significant indirect negative influence on their intention to stay in entrepreneurship (by decreasing satisfaction). We also found that new entrepreneurs' career resilience positively moderated the impact of perceived stress on their job satisfaction, and that the latter fully mediated the effect of stress on intention to remain an entrepreneur. Furthermore, the results showed that the direct effect of stress on job satisfaction and the indirect effect of stress on intention to remain an entrepreneur were conditional on the level of career resilience, so that these effects were significantly weaker for entrepreneurs with high levels of resilience as opposed to those with low levels of resilience.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Culture

Session Moderator: **Naga Lakshmi Damaraju**, *Sonoma State U.*

ENT: In the Eyes of Managers: Organizational Slack, Sensemaking, and Entrepreneurial Orientation

Author: **Naga Lakshmi Damaraju**, *Sonoma State U.*
Author: **Brian Pinkham**, *Erasmus U. Rotterdam*
Author: **Gregory G. Dess**, *U. of Texas at Dallas*
Author: **Haibin Yang**, *Chinese U. of Hong Kong*

Entrepreneurial orientation (EO) influences firm performance. Yet, our understanding of its antecedents is largely underdeveloped. In this study, we develop a theoretical framework to understand how a firm's slack resources influence managerial sensemaking for threat and opportunity interpretation, which further influence the formation of EO. Specifically, we argue that a firm's absorbed slack is more positively related to a manager's threat interpretation, while its unabsorbed slack is more positively related to a manager's opportunity interpretation. In addition, managers' threat or opportunity interpretation distinctively affects the formation of EO. Analyses of responses from Chinese firms in the semiconductor and pharmaceutical industries support our thesis.

ENT: As Above so Below? Entrepreneurial Leadership and Employees' Intrapreneurial Behavior

Author: **Lan Zhou**, *Business School of Nankai U.*
Author: **Wangbin Hu**, *Business School of Nankai U.*
Author: **Zhu Yu**, *Business School of Nankai U.*
Author: **Huichen Shang**, *Business School of Nankai U.*
Author: **Yahui Zhang**, *Shandong U. of Technology*

While previous research has underlined leadership as an effective organizational factor that promotes employees' intrapreneurial behavior (EIB), little is known about how entrepreneurial leadership influence EIB. Drawing on the social information processing theory, our theoretical model explores the direct effect of entrepreneurial leadership on EIB and the indirect effect that employees' passion for inventing in this relationship. Moreover, our moderated mediation model predicts organizational embeddedness as a boundary condition to this indirect effect. We use multi-wave survey data from 302 employees to test our model. Entrepreneurial leadership positively influences EIB, with employees' invention passion serving as a mediating factor. Organizational embeddedness not only moderates the impact of employees' invention passion on EIB but also further moderates the indirect effects of entrepreneurial leadership on EIB through employees' invention passion. The aforementioned effects are stronger when organizational embeddedness is higher. This study contributes to enriching the theoretical understanding of 'leadership-EIB' and inspires managers to stimulate EIB by adapting their leadership styles.

ENT: Innovation Loop in the Smart City: Synergies Between Talent, Urban and Economic Environment

Author: **Filippo Marchesani**, *D'Annunzio U. of Chieti-Pescara, Italy*
Author: **Francesca Masciarelli**, *G. D'Annunzio U. of Chieti-Pescara*
Author: **Quang Hung Doan**, *Foreign Trade U., Hanoi*
Author: **Rama Krishna Reddy Kummitha**, *U. of Essex Business School*

Attracting and retaining talent plays a pivotal and transformative role in driving the advancement of smart city initiatives. These initiatives, boosted by talent acquisition and incoming knowledge flow, are crucial in elevating urban innovations and a forward-looking innovative economic environment. The interplay between these factors remains the subject of ongoing scholarly discourse. This study investigates the intricate relationship between urban innovation, innovative economic growth, and talent attraction within smart cities. Focusing on the Italian context—a nation at the forefront of European smart city policies—we employ a spatial panel data approach that encompasses 30 Italian cities over 13 years (2009–2021). Our results indicate the essence of an 'innovation loop' that drives and catalyzes contemporary smart cities. The originality of this study lies in its pioneering nature, yielding tangible insights into the intricate relationship between innovation and smart city development. It offers novel implications for various stakeholders, including policymakers, urban planners, and entrepreneurs, supported by empirical evidence.

ENT: Impact of Grandiose Narcissism and Perspective-Taking on New Venture Idea Quality

Author: **Aakash Sapru**, *Iona U.*
Author: **Brandon Mueller**, *Iowa State U.*

We integrate the agency-communion model of narcissism with the narcissistic admiration and rivalry concept to underscore how communal narcissism, narcissistic admiration, and narcissistic rivalry influence new venture idea quality through their differential associations with perspective-taking. We integrate narcissistic organizational identification theory and construal level theory to explain why and how narcissistic overtones are transferred from entrepreneurs with high levels of narcissism to their venture ideas. We perform a self-replication and test our hypotheses on a sample of students and entrepreneurs and find similar patterns of results. Overall, we find that while communal narcissism positively influences perspective-taking and idea quality, narcissistic rivalry has the opposite effect.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Minorities and Diversification

Session Moderator: **Fredrick Rice**, *Morgan State U.*

ENT: **Gender Bias in the Viewership of Expressed Passion: Evidence From YouTube Contentpreneurs**

Author: **Fredrick Rice**, *Morgan State U.*

Author: **Pyayt Phyo Oo**, *U. of Texas At Arlington*

Though entrepreneurial passion has gained significant attention in recent years, very little scholarship has scholars have yet to explore how notions of gender and gendered traits impact how such passion is received. The current study integrates emotional contagious theory and gender role congruity theory to posit theoretical predictions regarding the extent to which men's and women's passion expression are differentially received by observers and how the difference is further contingent upon agentic vs. communal traits. We validate our predictions using videometric measures of passion extracted from 302 YouTube-based contentpreneurs. Capturing passion from three different sources— verbal, vocal, and facial expressions, our results reveal that passion expressed by men is more likely to receive favorable viewer responses than that expressed by women. Moreover, gender congruent modes of communication further improve favorable responses for both men and women contentpreneurs.

ENT: **Double Bind of Female Social Entrepreneurs: Role Congruity, Signaling, and Funding Outcomes**

Author: **Shubham Singh**, *Rutgers Business School*

Author: **Katy Grigg**, *Rutgers Business School*

This study examines gender-based funding disparities in social ventures, focusing specifically on challenges encountered by all-female founder-led teams seeking equity capital from venture capitalists. Anchored in Role Congruity Theory (RCT), asserting women's innate suitability for social venture leadership, the research unveils a paradox: despite RCT aligning women's traits with social entrepreneurship demands, all-female teams face discrimination in equity capital acquisition compared to all-male counterparts. Analyzing data from 15,455 social ventures across 177 countries, this study challenges RCT's expectations. It stresses female entrepreneurs must convey unique signals for equivalent credibility and investor confidence. Findings suggest all-female teams can enhance equity funding likelihood by signaling competence and maturity through a blend of economic and social cues, transcending gender bias. The study highlights the distinctive signals needed by female entrepreneurs, possibly rooted in underlying gender biases. It not only exposes limitations in RCT and existing theories but also identifies effective strategies for female founders to overcome societal gender biases, expanding the discourse on gender dynamics in entrepreneurial funding.

ENT: **Diversification as an Entrepreneurial Strategy**

Author: **David Lucas**, *Syracuse U. Whitman School of Management*

Diversification, a core focus of corporate strategy, is typically viewed as peripheral to the emergence of new ventures. But need it be so? This paper calls attention to the “born-diversified firm,” which enters multiple industries at its incorporation. Born-diversified firms are unique relative to other new firms in that they do not pursue a singular opportunity but rather the efficient recombination of activities across industries. They are also unique relative to established diversifiers: whereas corporate diversification patterns have been shown to converge toward commonly observed, “efficient” industry combinations, new ventures are known for novel combinations with the potential to redefine efficient behavior. Integrating diversification arguments with theories of imitative and innovative entrepreneurship, I hypothesize a U-shaped relationship between strategic conformity—the relative prevalence of the new venture's industry combinations among diversified incumbents—and firm dissolution: born-diversified firms can succeed in very rare industry configurations or very typical ones more so than moderately common configurations. I also suggest that this pattern will be mitigated by industry portfolio changes, which are theorized to be more likely for firms with rarer industry combinations. I find evidence for the theory in a sample of over 74,000 born-diversified private firms incorporated in the United Kingdom observed from incorporation in 2017 through mid-2023.

ENT: **Boundary Fluidity & Entrepreneurship: Space Between Insiders & Outsiders in Itinerant Communities**

Author: **Sholape Akinnawo**, *Loughborough U. London*

Author: **Geoffrey T. Wood**, *U. of Western Ontario*

This study extends theorizing on the impact of insiderness and outsiderhood on entrepreneurial activity, its commercial outcomes, and the impact on individual entrepreneurs. We study the case of the self-marginalized canalboat community (a group of spatially mobile individuals living on boats in inland waterways in the United Kingdom) whose complex relationships with wider society defy simple insider-outsider dichotomies, and which we describe as 'boundary fluidity.' This group represents an intentional, alternative lifestyle challenging societal norms, particularly regarding home ownership, occupancy, and sedentariness. By investigating the power discrepancy between the self-marginalised and local governance on entrepreneurial growth or sustainability, we aim to extend the limited literature on self-marginalized entrepreneurship and to constructively contribute to recent interest in more nuanced forms of entrepreneurship. Focusing on the case of the canalboat community and utilising a multi-method qualitative research design, we find that for self-marginalised entrepreneurs, not only is entrepreneurship seen as an emancipatory tool, but the likelihood of facing challenges such as scalability constraints and resource scarcity is greatly increased in comparison to their mainstream counterparts. Moreover, unlike in other spaces of marginalized entrepreneurship, the boundaries between insiderhood and outsiderhood are particularly fluid, where entrepreneurs are willing to adjust their strategies to appeal to both insiders and outsiders, based on entrepreneurial goals.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



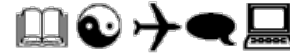
Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **837** | Submission: **10668** | Sponsor(s): **(ENT, OMT, TIM)**
Scheduled: **Sunday, Aug 11 2024 1:15PM - 2:45PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Atlanta**

Framing and Deception: Implications for Entrepreneurship and Innovation



Session Chair: **Yuliya Snihur**, *IESE Business School*
Session Chair: **Raghu Garud**, *Pennsylvania State U.*
Session Chair: **Nelson Phillips**, *U. of California, Santa Barbara*
Session Chair: **Llewellyn D W Thomas**, *IESE Business School*
Panelist: **Shahzad Ansari**, *U. of Cambridge*
Panelist: **Gino Cattani**, *New York U.*
Panelist: **Simone Ferriani**, *U. of Bologna*
Panelist: **Greg Fisher**, *Indiana U.*
Panelist: **Pinar Ozcan**, *Oxford U., Saïd Business School*
Panelist: **Tim Weiss**, *Imperial College London*

Building on Goffman's (1959) foundational work, framing refers to the use of rhetorical devices by entrepreneurs and innovators to construct meaning around their novel endeavors and to influence audience engagement by focusing attention on selected salient features of their ventures. It is through framing that entrepreneurs and innovators gain and maintain legitimacy from audiences for their endeavors. However, most studies focus on framing novel ventures in the best possible light without deception, stopping short of investigating how framing can lead to deception when envisioning, enacting, and hyping the future. This panel symposium will bring together scholars studying sometimes deceptive practices by entrepreneurs and innovators, including legitimacy lies, misrepresentations, fabrications, and fraud with the intention to: (a) develop a common future research agenda, (b) generate new conversations on framing processes and their consequences in terms of deception, legitimacy loss, and societal impact, and (c) consider opportunities for empirical research in terms of settings and methods.

KEY TO SYMBOLS

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

Healthcare Technology & Innovation

Session Moderator: **Yasser A. Bhatti**, *Prince Mohammad Bin Salman College of Business & Entrepreneurship - MBSC*

HCM: New Product Development Process of Frugal Innovations in Healthcare

Author: **Yasser A. Bhatti**, *Prince Mohammad Bin Salman College of Business & Entrepreneurship - MBSC*
Author: **Ibtehal Attaelmanan**, *Imperial College London*

New product development (NPD) has long been recognized as a critical capability of firms to develop products and services for competitive advantage. While there is much understanding of the NPD process, its application in understanding the product development process of emerging trends in innovation, such as low cost or frugal innovations is limited and as related to healthcare sector is even more limited. Through qualitative research methods we studied 11 cases of frugal innovations in surgery and explored their product development process. We compared our findings to the generic NPD process to highlight aspects deemed different or more important in frugal innovation. We found five key factors deemed influential to the development process for frugal innovations: Need, quality, feedback, multidisciplinary teams, and especially the role of existing offerings and found that these were iteratively applied throughout rather than in sequence. To leverage potential of low cost frugal innovations and remain competitive in the face of rising pressures on cost, quality and growing demand, managers and developers should consider adapting and revisiting their NPD process. This research helps extend our understanding of the applicability of NPD to emerging models in innovation studies and proposes a revised framework of NPD for frugal innovations in healthcare.

HCM: Service Line Changes at Target Hospitals Following Acquisitions by Multihospital Systems

Author: **Huseyin Tanriverdi**, *U. of Texas at Austin*
Author: **Xiaoxuan Yang**, *U. of Texas at Austin*
Author: **Nitya Prakash**, *The U. of Texas at Austin*
Author: **Sarah Lalani**, *The U. of Texas at Austin*

The surge in hospital closures and service eliminations negatively affect hospitals' mission to provide life-saving services to patients. Financially struggling hospitals become acquisition targets for large multihospital systems (MHSs). Acquisitions promise to return the struggling targets to financial stability, but they also threaten to reduce services and restrict patients' access to hospital services. Some MHSs avoid such negative outcomes and even expand the targets' service lines, while others opt to shut down or consolidate the service lines. There is a shortage of research on which MHS and target characteristics affect such decisions. We hypothesize that the target's service digitization level and the MHS's enterprise-wide information technology (IT) and analytics platforms affect whether the target's services are eliminated, expanded, or consolidated after a merger and acquisition (M&A) deal. We tested the hypotheses in a sample of 688 target hospitals acquired by 209 MHSs during the period between 2007 and 2018 using a generalized difference-in-differences strategy and the coarsened exact matching method. We found that the target's digitization level interacts with the MHS's analytics and IT platforms to jointly determine how service lines are changed at the target following the M&A transaction. Contrary to the extant assumptions, the target's rural/urban status, financial performance, and service similarity with the MHS do not affect the service elimination, expansion, or consolidation outcomes. To achieve the financial goals of the M&A deal without compromising patients' access to services, hospitals need to promote service digitization whereas MHSs need to create enterprise-wide IT and analytics platforms.

HCM: Using Argyris' Ladder of Inference to Understand Caregiver Attitudes Toward a Clinical Technology

Author: **Theadora Sakata**, *Intermountain HealthCare*
Author: **Esther Olsen**, *Stanford U.*
Author: **Roger Bohn**, -
Author: **Sara Singer**, *Stanford U.*

Workers often have mixed attitudes toward new technologies they interact with, especially when the full effects of a technology take time to become clear. We conducted semi-structured qualitative interviews of clinicians and managers from the intensive care units of a large academic medical center. We used Argyris' Ladder of Inference, a model well established in organizational behavior theory but rarely applied in healthcare systems, to understand differences in their perspectives around a new patient positioning technology. We identified two main ladders: one which inferred the technology supports helpful processes such as quality improvement, and another which inferred it leads to tampering and individual workarounds. Ladders of inference helped organize contrasting attitudes toward the technology and provided insights about how technologies and the people who use them should be managed.

HCM: Individual and Collective Improvisation in Healthcare: A Multilevel Approach

Author: **Zhanna Novikov**, *UTHealth School of Public Health*
Author: **Wiljeana Jackson Glover**, *Babson College*
Author: **Esther Olsen**, *Stanford U.*
Author: **Sara Singer**, *Stanford U.*

Despite decades of acknowledging improvisation's importance for organizational adaptability, its full potential remains unrecognized. Consequently, many organizations, particularly in healthcare, hesitate to actively promote improvisation. This hesitation comes from a gap in research, which has considered individual and group improvisation separately but not how they connect or how they benefit organizations' work. To address this gap, we conducted a qualitative study involving interviews with nurses, doctors, and administrative staff in clinical departments in two US-based healthcare systems during the COVID-19 pandemic. We identified four improvisation patterns: individual, collective, continuum (starting as individual and transitioning to collective), and mutually enabling (shifting between individual and collective improvisation). These patterns are predicted by a variety of task characteristics, individual traits, and contextual factors, and lead to diverse outcomes in healthcare settings. Through a comparison of predictors, processes, and outcomes between individual and collective improvisation patterns, our study enriches improvisation theory and informs effective improvisation within organizations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

What Does it Mean to “Perform”? Insights from a Changing Workplace

Session Moderator: **Debjani Ghosh**, *Robert Vackar college of Business and Entrepreneurship*

HR: **Stuck but Energized: How Thriving Explains the Job Embeddedness and Performance Link**   

Author: **Kohyar Kiazad**, *Monash U.*

Author: **Brian R. Cooper**, *Monash U.*

Author: **Debjani Ghosh**, *Robert Vackar college of Business and Entrepreneurship*

Author: **Tracey Shea**, *Monash Business School*

Integrating job embeddedness (JE) and conservation of resources (COR) theories, the present study tested a moderated-mediation framework, in which thriving mediates the positive relationship of JE with work behaviors more strongly for employees whose families are also embedded in the organization. Time-lagged data from 340 employees and their immediate supervisors ($n = 112$) shows that thriving mediates the positive relationship of JE with job performance, but this indirect effect is stronger for employees whose families are less embedded in the organization, suggesting negative family influence. The present findings are nevertheless noteworthy because they establish important psychological health benefits associated with JE, clarify how thriving is an alternative mechanism through which JE positively influences job performance, and promote understanding of the intersection of work and family in the context of JE. Specific implications of these findings for theory and practice are discussed.

HR: **The Network of Goals: How Objectives and Key Results Shape Job Performance** 

Author: **Yue Yuan**, *U. of Hong Kong*

Author: **Shuning Liu**, *U. of Hong Kong*

Author: **Helen Hailin Zhao**, *U. of Hong Kong*

Objectives and Key Results (OKRs) have gained popularity in human resource management practices, as they effectively align and coordinate employee goals in organizations via digital dashboards. While goal-setting theory has established the effects of goal specificity and goal difficulty on performance, it falls short in addressing the influence of goal interdependence among organizational members on job performance. In the context of OKRs, the goals set by all organizational members are linked together in a large goal network that is accessible to all. The study of OKRs can advance the goal-setting theory by introducing a network approach to examine goal interdependence. We found that both goal specificity and difficulty positively influence job performance, aligning with goal setting theory. We further found that these positive effects are significantly amplified when they are better connected with other OKRs (high goal centrality) within the organization and when OKRs are positioned closer to the OKRs set by members in higher organizational hierarchy (high goal proximity). Our findings highlight the importance of considering interdependent goals within a network and underscore the pivotal role of the network location of goals in shaping job performance.

HR: **Time Flies at Work: How Work Design Shapes the Experienced Passage of Time**

Author: **Helen Hailin Zhao**, *U. of Hong Kong*

Author: **Yue Yuan**, *U. of Hong Kong*

Author: **Chen Zhang**, *Tsinghua U.*

Author: **Zhiming Wu**, *School of Economics and Management Tsinghua U.*

The experienced passage of time—how quickly or slowly time seems to pass compared to normal—is a fundamental aspect of work experience. It remains less understood what kind of work characteristics result in faster or slower experienced passage of time. This omission is critical as the experienced passage of time carries important hedonic and productivity implications. Work design affects the allocation of an individual's attentional resources, thereby speeding up or slowing down the experienced passage of time. Through a survey study (Study 1) and three experimental studies (Study 2), our findings suggest that work characteristics (autonomy, complexity, and interdependence) and experienced passage of time exhibit an inverted U-shaped relationship. Specifically, Study 1 supported the inverted U-shaped relationship of complexity, while Study 2 replicated this finding and further supported the inverted U-shaped relationships of autonomy and interdependence. Works that are excessively complex or overly simplistic, too autonomous or overly constrained, or too interdependent or overly independent slow down the experienced passage of time, ultimately reducing job performance and well-being. These findings advance our understanding of subjective time in organizational contexts and expand work design research from a temporal perspective.

HR: **Beyond Performance Level: The Effect of Individual Pay-for-Performance on Performance Variation** 

Author: **Xueqing Fan**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Michael Sturman**, *Rutgers U.*

Author: **Tae-Youn Park**, *SKK Business School*

Author: **Eric (Shaoxue) Wu**, *Beijing Jiaotong U.*

Performance variation, which refers to the extent to which one's performance deviates from its overall level and trend, has been a crucial but long ignored aspect of employees' dynamic performance profile. In this study, we propose a theoretical model that relates a compensation practice—individual pay-for-performance (PFP) intensity (i.e., marginal gains in pay employees derive from increased individual performance)—to the variation of employee performance. We examined how individual PFP intensity is associated with employee performance variation as well as how the association between individual PFP intensity and employee performance variation varies by employees' job experience and organizational position. To test the theoretical model, we collected longitudinal data from 1,056 individuals over 12 months (a total of 11,566 observations) at a commercial bank in China. The main results of this study reveal a significant negative effect of individual PFP intensity on performance variation, which was stronger among employees who rank higher in the organization. We discuss the implications for theory and practice on dynamic performance and compensation and offer future research directions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Career Pathways: Navigating Leadership and Management Challenges

Session Moderator: **Zhonghao Wang**, *U. of Houston - Downtown*

HR: **A Tale of Two Targets: A New Framework of Job Crafting**

Author: **Zhonghao Wang**, *U. of Houston - Downtown*

Attention to job crafting, a form of redesigning work features through employees' self-initiated changes, has greatly increased among management researchers and practitioners over the past decade. As the term may suggest, it is commonly assumed that job crafting targets at the job. However, this assumption could be flawed, as some crafting behaviors directly change the individual crafter instead of the job. Failure to consider this possibility would lead to an insufficient understanding of the utility of job crafting. To advance the theories of job crafting, this research proposes a new framework of self-oriented crafting and job-oriented crafting that distinguish two different targets of impact. In two empirical studies, this research found initial evidence supporting the validity of self-oriented crafting and job-oriented crafting. Moreover, the two new types of job crafting were found to have differential predictors (i.e., affective commitment to organization versus task-contingent conscientiousness), outcomes (i.e., counterproductive work behavior versus task performance), and boundary conditions (i.e., supervisor emotional support versus instrumental support). Theoretical implications, recommendations for management practices, and future research directions are discussed.

HR: **Peeking into the Era of AI-Human Resources Management: An Optimal Distinctiveness Perspective**

Author: **Bilian Lin**, *U. at Albany, State U. of New York*

Author: **Dong Liu**, *Georgia Institute of Technology*

Author: **Ryan Shuwei Hsu**, *Department of Business Administration, National Chengchi U.*

Author: **Li Zhu**, *Peking U.*

Author: **Aichia Chuang**, *U. of North Carolina, Greensboro*

Author: **Yu Yang**, *Central U. of Finance and Economics, Beijing, China*

AI-human interactions have become increasingly prevalent in organizations during the era of digital advancement. Drawing on the Optimal Distinctiveness Theory, this research focuses on identifying and testing AI-HRM inclusion and distinctiveness practices. We explore how the interaction effect of AI-HRM inclusion and distinctiveness practices positively impacts human employees' creativity through their collaboration and competition with AI applications. In Study 1, we develop and validate a scale for each of the two practices by conducting a qualitative study with 36 participants in Taiwan and a survey for exploratory factor analysis (EFA) among 340 employees in the U.S. Study 2 involves testing a theoretical model related to the two AI-HRM practices using a survey method with 3,686 participants from China. The findings reveal that AI-human inclusion practices enhance collaboration and competition between human employees and AI, thereby fostering creativity. Additionally, AI-human distinctiveness practices strengthen the positive relationship between AI-human inclusion practices and human employees' competition with AI. Overall, AI-human inclusion practices facilitate human employees' creativity through their collaborative and competitive interactions with AI. This research represents a significant advancement in transforming traditional HRM approaches into AI-HRM practices, highlighting an enduring trend in this era of intelligence: the partnership between humans and artificial intelligence is poised to unleash a stronger synergy.

HR: **How Does Nonstandard Work Schedule Affect Turnover Intention?**

Author: **Xiaoxiao Gao**, *China Center for Special Economic Zone Research, Shenzhen U.*

Author: **Lei Lu**, *Peking U.*

Nonstandard work schedules are a general trend, but they will also affect employees' normal social life. This study draws on the job demand-resource model and the need to belong theory to explore the impact of nonstandard work schedules on employee turnover intention, focusing on the mediating role of employees' fear of missing out, the moderating role of need to belong, and the second-order moderating role of perceived organizational support. A three-stage time-lag research design was used to collect 413 valid responses from Chinese employees. Hypothesized relationships were tested using the PROCESS macro in SPSS. The results show that there is a positive relationship between nonstandard work schedules and employee turnover intention. Furthermore, fear of missing out can mediate the relationship between nonstandard work schedules and turnover intention, while need to belong can moderate this moderating effect. Perceived organizational support can mitigate this effect. This study not only demonstrates the impact of nonstandard work schedules on employees' turnover intentions, but also proves the importance of employees' psychological needs and provides an important basis for organizations to meet employee needs and reduce turnover rates.

HR: **Transitioning Leader – Critical Effects of Contextual Factors on Leader Competency Development**

Author: **Kalpna Perungudi Srinivasan**, *XLRI-Xavier School of Management, Jamshedpur, India*

Leader development theories are sparse and have seldom studied the sustainability of leader skill development, given development can result in either positive or negative outcomes. We argue that studying transitioning experiences provides us insight into early career challenges that leaders face and thereby allows for assessing the effect of the complex interplay of individual and contextual factors on leader development. We examine whether and, if so, how developmental challenges can help create sustainable leader end-state competencies given conditional roles played by the factors. The nature of our inquiry allows us to use a composite-based SEM method, such as partial least square SEM (PLS-SEM), to test our theory. We find that developmental challenges impact leader development positively through leader's self and means efficacy, and this effect is further influenced by the level of job autonomy that the transitioning leader perceives, leading to positive development in leader end-state competencies. Our theory, therefore, lends to future research and practitioners the importance of leader efficacies in its three aggregate forms. It also emphatically signifies the need for perceived job autonomy as a facilitator to the developmental process of transitioning leaders.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Misfit Managed: Navigating, Preventing, and Even Benefitting From Misfit at Work



Organizer: **Kristina Tirol-Carmody**, *Indiana U. - Kelley School of Business*

Presenter: **Christina Li**, *U. of Oklahoma*

Presenter: **Qi Zhang**, *Oregon State U.*

Presenter: **Stephen Reid**, *U. of Iowa*

Presenter: **Jennifer Nahrgang**, *U. of Iowa*

Presenter: **Nathan Black**, *U. of Iowa*

Presenter: **Wouter Vleugels**, *HEC Liege*

Presenter: **Jana Deprez**, *KU Leuven*

Presenter: **Anna Maria Zabinski**, *Illinois State U.*

Presenter: **Lisa Schurer Lambert**, *Oklahoma State U.*

Presenter: **Nikos Dimotakis**, *Oklahoma State U.*

Presenter: **Truit Gray**, *Bowling Green State U.*

Discussant: **Amy L. Kristof-Brown**, *U. of Iowa*

Despite the commonality of misfit experiences at work and the negative implications they have for both employees and employers, the field still has a limited understanding of how misfit emerges, how employees avoid and/or cope with misfit, what attitudinal and behavioral outcomes are associated with misfit, and what organizations can do to effectively manage misfit. In this symposium, we deepen our understanding of this complex phenomenon through four research presentations that adopt different theoretical perspectives, employ a variety of study designs (e.g., qualitative, experimental, and multisource and multiwave field studies), and utilize an array of analytic methods (e.g., polynomial regression and response surface modeling) to explore the topic of misfit. Featured research explores how we can diagnose, prevent, and even benefit from misfit experiences and contains valuable insights for both researchers and practitioners on how to effectively navigate misfit at work.

PO Fit in Response to Threat: Do Fit and Misfit Become More Influential Predictors of Outcomes?

Author: **Wouter Vleugels**, *HEC Liege*

Author: **Jana Deprez**, *KU Leuven*

Boredom: A Signal For Misfit

Author: **Anna Maria Zabinski**, *Illinois State U.*

Author: **Lisa Schurer Lambert**, *Oklahoma State U.*

Author: **Nikos Dimotakis**, *Oklahoma State U.*

Author: **Truit Gray**, *Bowling Green State U.*

A Qualitative Investigation of the Unseen Efforts of High-Fitting Employees

Author: **Qi Zhang**, *Oregon State U.*

Author: **Christina Li**, *U. of Oklahoma*

Misfit Or Innovator? How Psych. Safety Unlocks Misfit Voice Quality, Endorsement, & Work Behaviors

Author: **Stephen Reid**, *U. of Iowa*

Author: **Nathan Black**, *U. of Iowa*

Author: **Jennifer Nahrgang**, *U. of Iowa*

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Selected as a Best Paper

Navigating New Frontiers: Evolving Dynamics of Newcomer Socialization in the New Age



Discussant: **Talya N. Bauer**, *Portland State U.*
Organizer: **Songqi Liu**, *National Science Foundation*
Organizer: **Ying Wu**, *U. of Illinois Chicago*

Considering important trends in organizational contexts (e.g., remote work becoming more prevalent and integrating artificial intelligence [AI] into workplace processes), traditional methods of newcomer socialization are being challenged and re-evaluated. In an era marked by rapid technological advancements and shifting work paradigms, the process of newcomer socialization in organizations has become increasingly complex and multifaceted. Additionally, the profile of newcomers has evolved; they were once perceived primarily as undistinctive and embedded, but now display much heterogeneity in attributes and social relations. Moreover, with the increased fluidity of careers in the lifespan, it becomes more common for older and/or more experienced individuals to become organizational newcomers, challenging traditional models of socialization, which tend to overlook what newcomers bring to the workplace (good or bad) beyond their education. Further, high-status employees are increasingly transient, leading to a rise in high-status newcomers within organizations. Overall, this symposium serves as a critical platform for discussing and dissecting these emerging trends, offering a unique opportunity for scholars, practitioners, and organizational leaders to gain insights into the challenges and opportunities presented by the new work arrangements. Bringing together the latest empirical studies from leading experts and early career scholars helps create a bridge between cutting-edge academic insights and real-world organizational practices. This symposium not only disseminates new findings in newcomer socialization but also encourages a dialogue between researchers and practitioners. Such interactions are vital for ensuring that theoretical advancements are grounded in practical realities and that the pressing challenges faced by organizations inform research agendas.

“Oldcomers”: Socialization Challenges Among Experienced Organizational Entrants

Author: **Alex L. Rubenstein**, *U. of Central Florida*
Author: **Mo Wang**, *U. of Florida*
Author: **Lin Wang**, *School of Business, Sun Yat-sen U.*
Author: **Feiyue Chen**, *School of Business, Sun Yat-sen U.*
Author: **John Kammeyer-Mueller**, *U. of Minnesota*

Extent of Remoteness and Newcomer Socialization: Exploring the Impact on Adjustment Indicators

Author: **Connie Wanberg**, *U. of Minnesota*
Author: **Sophia Miri Yoo**, *U. of Minnesota*
Author: **John Kammeyer-Mueller**, *U. of Minnesota*
Author: **Songqi Liu**, *National Science Foundation*

Does Artificial Intelligence (A.I.) Benefit Newcomers' Socialization?

Author: **Artemis Boulamatsi**, *Neeley School of Business - Texas Christian U.*
Author: **Evangelos Syrigos**, *Department of Business and Management, LUISS Guido Carli U.*
Author: **Nikolaos E. Dimotakis**, *Oklahoma State U.*

Newcomer Exclusion and Socialization

Author: **Jing Zhu**, *Nanyang Business School, Nanyang Technological U., Singapore*
Author: **Kenneth Tai**, *Singapore Management U.*
Author: **Srinivasan Tatachari**, *T A Pai Management Institute, Manipal Academy of Higher Education, India*

The Effects of Star Newcomers on Team Performance

Author: **Jingfeng Yin**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*
Author: **Sandy J. Wayne**, *U. of Illinois Chicago*
Author: **Robert C. Liden**, *U. of Illinois Chicago*
Author: **Ying Wu**, *U. of Illinois Chicago*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Navigating the Intended and Unintended Consequences of Compensation Strategies in Organizations



Organizer: **Saehee Kang**, *Florida State U.*
Organizer: **Yea Hee Ko**, *Binghamton U.-State U. of New York*
Discussant: **Barry Gerhart**, *U. of Wisconsin, Madison*

Compensation is a pivotal organizational decision that can significantly influence competitive advantage. It has long been recognized as a fundamental tool to motivate managers and employees to engage in desired role behaviors. In practice, however, these compensation strategies often extend their influence far beyond targeted behaviors and outcomes and can have unintended consequences on the organization. Evaluating the full range of its intended and unintended effects is critical to leveraging compensation as an effective tool for organizational success. This symposium is designed to delve deeply into these multifaceted impacts, specifically examining how compensation shapes organizational members' attitudes, behaviors, and collective outcomes in expected and unexpected ways.

Top Management Team Pay Mix, Executive Turnover, and Firm Performance

Author: **Spenser Essman**, *Texas A&M U., Mays Business School*

Pay-for-individual-performance, Motivation, and Performance

Author: **Saehee Kang**, *Florida State U.*
Author: **Jenny Zejun Zhao**, *Florida State U.*
Author: **Robin Mengxi Yang**, *School of Economics and Management, U. of Chinese Academy of Sciences*

Leaders Working Under Individual Pay-for-Performance: The Effects on Justice-Related Outcomes

Author: **Xueqing Fan**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Zhangqia Zhou**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Xueling Fan**, *Nanjing U. School of business*

Progression of Withdrawal and Compensation Plans

Author: **Rakoon Piyanontalee**, *Penn State U.*
Author: **Yea Hee Ko**, *Binghamton U.-State U. of New York*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Diversity, Equality, Inclusion in Management Education

Session Moderator: **Theano Lianidou**, *Richmond American U. London*

MED: **Understanding Female Learner Reactions to Case Studies Portraying Female Leaders** ✈️ 🙌

Author: **Theano Lianidou**, *Richmond American U. London*

Author: **S Nazli Wasti**, *Middle East Technical U. (ODTU)*

Author: **Peter G Dominick**, *Stevens Institute of Technology*

A relatively recent development in management education is case studies portraying female leaders. To gain a better understanding of how female learners react to such case studies, we conducted two qualitative studies: Study 1 used the reactions of three female US university students (learners) towards thirteen case studies. Study 2 used the reactions of five American and five Turkish female learners towards four of the thirteen case studies of Study 1. Both studies showed that case studies with female leader protagonists help female learners to see themselves as leaders (identity work), provide lessons about leadership in general and leadership as a female leader, and increase sensitivity to gender- and race-related discrimination. However, the strength of these effects depends on the case study's narrative and the learner's culture and individual characteristics.

MED: **Antecedents of Perceived Learning: Role of Contextual Support, Learning Self-Efficacy and Race** 📖 🧘 🗨️ 🖥️ 🙌

Author: **Barjinder Singh**, *Elon U.*

Author: **Stephanie Thomas Solansky**, *Texas State U.*

Author: **Donna Y. Stringer**, *U. of Houston, Clear Lake*

Previous research on student learning has focused on teaching strategies as precursors of student learning, while the role played by the learning environment as an antecedent of perceived learning has been neglected. Also, the role of psychological mechanisms that underlie the relationship between contextual environmental antecedents and student learning has not been adequately examined. Drawing on the conservation of resources theory, we hypothesize that contextual support antecedents are associated with student learning and learning self-efficacy mediates this relationship. Furthermore, we propose that race moderates the first stage of the mediation, whereby the relationships between contextual support resources and learning self-efficacy are stronger for students of color. Results, which are based on a survey of management students from a business school of a large Midwestern university, reveal that the relationships between contextual support and perceived learning are indeed mediated by learning self-efficacy. We also found support for race-moderated contextual support – learning self-efficacy relationships. For the efficient management of diversity and to enhance management learning experiences within higher educational institutions, research and practical implications are also discussed.

MED: **Beyond Reasonable Doubt: Reclaiming and Supporting Lived Uncertainty for a More Human MLE**

Author: **Amanda Hay**, *Nottingham Trent U.*

Author: **Sarah Robinson**, *U. of Glasgow*

Our paper contributes to moves to humanize the business school by challenging the denial of the human emotion of doubt as an integral aspect of learning. Adopting a Freirean lens on humanization, we seek to understand business academics' experiences of doubt as a starting point to enhance future learning possibilities for ourselves and our students. We draw on 30 semi-structured interviews with academics across the globe to offer two contributions. First, we offer thick descriptions of academics' experiences of doubt which enable us to begin to reclaim it and recover who we are as unfinished and questioning human beings. Second, our analysis of doubt extends Freire's discussions of humanization by deepening understandings of its emotional aspects. Building on Spicer's (2021) conceptualization of doubt as a 'double edged sword', we show how in the neoliberal business school context, since doubt is experienced as 'beyond reasonable', its capacity to cut often endangers its capacity to sharpen so fundamental to learning. Our implications, consider both how educators' doubt can be better supported through collective and structural solutions, and how if proclaimed, this can be mobilized in the classroom with our students to imagine a more human and, perhaps more purposeful, management education.

MED: **The Role of Universities in Creating a More Inclusive Society (WITHDRAWN)** 🖥️

Author: **Rita Nascimento**, *NOVA School of Business and Economics*

Author: **Anne-Laure Fayard**, *NOVA School of Business and Economics*

Author: **Filipa Lancaster**, *NOVA School of Business and Economics*

The inclusion of people with disabilities is a critical societal challenge that needs more than conventional inclusion methods such as quotas and positive discrimination. Drawing on a 16-month qualitative study of an extra-curricular program bringing together business school students and youth with disabilities to work together to prepare to enter the job market, we show how business schools, and universities more broadly, can move past these methods and contribute to lasting transformations in the values and behaviors of their students. Our analysis explores the three practices used by the program organizers – leveling boundaries between the two groups, creating a spatio-temporal rhythm, and engaging all stakeholders. We found that the program not only helped students develop a more inclusive mindset, but also challenged all participants' perception of inclusion as a binary concept, with rigid boundaries between "abled" and "disabled" individuals. We contribute to the pieces of literature on education for sustainability and inclusion, shedding light on effective practices for fostering inclusive societies within higher education institutions. Our findings encourage a broader discourse on the role of universities in societal transformation and inclusive education, providing insights for academia, practitioners, and policymakers alike.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **845** | Submission: **15696** | Sponsor(s): **(MED, OB)**
Scheduled: **Sunday, Aug 11 2024 1:15PM - 2:45PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Randolph 3**

Leadership Evolution: A Workshop on Reconceptualizing Effective Leadership for Success



Facilitator: **Rebecca J. Reichard**, *Claremont Graduate U.*
Facilitator: **Timothy Raider Smith**, *Claremont Graduate U.*
Facilitator: **Challie Frostick**, *Claremont Graduate U.*
Facilitator: **Luke DeCoste**, *Claremont Graduate U.*
Facilitator: **Kristine Powers**, *Claremont Graduate U.*
Facilitator: **Daniel Smith**, *Claremont Graduate U.*

This workshop provides participants with an evidence-based reconceptualization of effective leadership. Participants will learn about various channels of communications, fostering strong connections and creating positive contexts, balanced decision-making, gaining commitment from followers, and identifying the reasons why one leads. Components of the workshop include an online self-assessment and feedback report, lecture, active learning activities, and facilitated small group discussion. Participants will leave the workshop with a greater understanding of their leadership strengths and weaknesses and three SMART action strategies to implement in their personal leader development plan.

Attendees are required to complete a 20-minute online leadership self- assessment prior to the workshop. As we will be working with your results during the session, attendees must have access to their personalized report during the workshop. To complete the complementary self-assessment, follow these instructions and email LeAD360@cgu.edu with any questions.

The self-assessment can be accessed at the link below: <https://tinyurl.com/3zmn9ha6>

Click on the orange reserve a spot button
Enter the promo code: AOM6P2024 Hit apply and you'll be able to purchase the LeADself Assessment only for free.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **846** | Submission: **13836** | Sponsor(s): **(OMT)**
Scheduled: **Sunday, Aug 11 2024 1:15PM - 2:45PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Gold Room**

Advancing Categories Research: The Heterogeneity and Interplay of Actors and Audiences



Organizer: **Jade Lo**, *Drexel U.*
Organizer: **Eunice Yunjin Rhee**, *Seattle U.*
Discussant: **Rodolphe Durand**, *HEC Paris*
Panelist: **Robert J. David**, *McGill U.*
Panelist: **Paul Gouvard**, *USI (Lugano) / ESSEC Business School (starting September)*
Panelist: **Nina Granqvist**, *Aalto U.*
Panelist: **Stine Grodal**, *Northeastern U.*
Panelist: **Christi Lockwood**, *U. of Virginia - McIntire School of Commerce*

This panel symposium aims to advance research on market categories and categorization by highlighting the role of heterogeneity and interplay among market participants. Specifically, we explore how both the actors' and audiences' heterogeneity and their interactions may influence evaluation outcomes and shape category dynamics. In doing so, we extend the scope of category studies by engaging recent scholarship in cultural entrepreneurship and social evaluations. This symposium brings together a group of six scholars, comprising five panelists and a distinguished discussant, renowned for their expertise in this area. They will provide profound insights into the implications of actor and audience heterogeneity for our understanding of categories and categorization. Our goal is to underscore the dynamic aspect and inherent heterogeneity among market participants in categories research, explore different methodological approaches, and consider new directions for future work in this area of study.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Political Work in Navigating Inhabited Institutions: Healthcare Research that Advances Theory



Organizer: **Trish Reay**, *U. of Alberta*
Organizer: **Elizabeth Goodrick**, *Florida Atlantic U.*
Organizer: **Thomas D'Aunno**, *New York U.*
Presenter: **April L. Wright**, *Warwick Business School*
Presenter: **Gemma Irving**, *U. of Queensland*
Presenter: **Tammar B. Zilber**, *Hebrew U. of Jerusalem*
Presenter: **Patricia Satterstrom**, *New York U.*
Presenter: **Michaela Kerrissey**, *Harvard U.*
Presenter: **Zuhur Balayah**, *City, U. of London*
Presenter: **Amit Nigam**, *City, U. of London*
Presenter: **Charitini Stavropoulou**, *City, U. of London*

Framed from a perspective of inhabited institutionalism, this symposium brings together four empirical studies situated in the healthcare field that advance understanding of how actors use power and engage in political work to construct, maintain, and change institutions. These studies reveal new insights concerning actor interactions within institutionalized settings that provide important avenues for developing theory that can inform healthcare practice. Discussion of the presentations collectively will help to advance these novel approaches.

Power Relations in Places of Social Inclusion

Author: **April L. Wright**, *Warwick Business School*

Expanding Contributions in Multidisciplinary Teams

Author: **Patricia Satterstrom**, *New York U.*

Attention-Crafting of Change Agents in Pluralistic Organizational Contexts

Author: **Zuhur Balayah**, *City, U. of London*

Author: **Amit Nigam**, *City, U. of London*

Like Life, Like Death: The Work of Power at the End-of-Life

Author: **Tammar B. Zilber**, *Hebrew U. of Jerusalem*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **848** | Submission: **14702** | Sponsor(s): **(OMT, SAP, CTO)**

Scheduled: **Sunday, Aug 11 2024 1:15PM - 2:45PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Embassy Room**

Enacting Organizational Paradoxes: Performances, Sociomaterialities, Dialectics, and Power



Participant: **Gail T. Fairhurst**, *U. of Cincinnati*

Participant: **Linda L. Putnam**, *U. of California, Santa Barbara*

Participant: **Rebecca Bednarek**, *Victoria Management School*

Participant: **Tim Hargrave**, *Central Washington U.*

Participant: **Tim Kuhn**, *U. of Colorado, Boulder*

Participant: **DaJung Woo**, *Rutgers U., New Brunswick*

This panel addresses a performative view of organizational paradoxes. Panel participants will address two central issues: #1: How should we study the sociomaterial in the enactment of organizational paradoxes? What is the role of dialectics in this process? How can we focus on temporal flows and multiple tensions in enacting paradoxes? How can paradox researchers embrace power as ubiquitous and pervasive in tensional performances? #2: How can we help organizations and organizational members become aware of and develop effective repertoires or sets of responses for acting in the midst of paradoxes? How can organizations experiment with and acquire response sets after previously failed attempts in reacting to paradoxes?

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sustainability Transitions: Policy Impacts and Organizational Adaptations



Session Moderator: **Quanling Cai**, *Tianjin U.*

ONE: **A Group Study of Employment Levels in Low-Carbon Pilot Cities: Complex Configuration Perspective**

Author: **Quanling Cai**, *Tianjin U.*

This study employs a dynamic fuzzy-set qualitative comparative analysis (fsQCA) approach using panel data from 121 low-carbon pilot cities in China during the period of 2007 to 2019. Rooted in complex systems theory and the triple bottom line framework (Economy-Society-Environment), the study aims to investigate the optimal allocation of resources to influence the governance performance of regional employment. The investigation reveals several significant findings. Firstly, following the implementation of China's low-carbon pilot policies, there is an observable decline in employment levels in the short term. However, over the long term, these policies have limited impact on overall employment figures while demonstrating a notable effect on high-level urban wages. Secondly, pronounced disparities in employment levels are observed among China's low-carbon pilot cities, which can be attributed to uneven spatial distribution influenced by population sizes and economic development levels across regions. Lastly, the research identifies four distinct development models for low-carbon pilot cities: human resources-driven model, energy transition-driven model, industrial cluster-driven model, and comprehensive factor-driven model. These models present opportunities for both low-carbon urban development and improved employment levels. The research findings offer valuable insights into governance strategies for China's low-carbon pilot cities, facilitating context-specific promotion of local low-carbon urban development and enhancing employment opportunities.

ONE: **Greenhoused Organizations: Climate Information and the Transformation of Corporate Sustainability**

Author: **Janna Huang**, *UC Berkeley*

Demands for institutional accountability have hinged on quantification, such as accounting and rankings, to shine a light into organizational behavior. In the crucible of climate change driven by the corporate sector, information-driven governance regimes have extended into climate governance for corporations. This paper charts the transformation of corporate sustainability in response to emerging global regulatory mandates for the disclosure of climate information. I draw on 53 interviews with sustainability professionals working in corporate climate disclosure and 15 months of participant observation of the world's largest climate disclosure platform (the Carbon Disclosure Project). In efforts to measure and lower greenhouse gas emissions, climate information yields "greenhoused organizations" in which corporate sustainability practices are increasingly illuminated through pressures to quantify and disclose sustainability metrics, but collecting data alone does not ultimately effect much change to lower global temperatures. This simultaneous dynamic between transformation and stasis occurs via two data-driven mechanisms: 1) metrification – whereby organizational processes are recast into sustainability metrics; and 2) fixation – whereby organizational change fixates on sustainability metrics alone as a proxy for accountability for climate change. The greenhoused organization is both disciplined, transforming organizational processes around the collection of sustainability data, and also decoupled, fixating on data collection rather than substantively lowering emissions.

ONE: **Gold or Green Finger: Government Influence in Venture Capital Investments and Green Innovations**

Author: **Xiaomin Fan**, *Nanjing U. of Science and Technology*

The potential market failure of insufficient investment from private venture capital firms creates a rationale for the establishment and development of governmental venture capital firms. However, the effectiveness of governmental venture capital on the environmental performances of the funded firms is largely ignored. Based on resource dependency theory, our study sheds light on the government's influence in venture capital investments on funded firms' green innovations. Using the context of the energy-intensive sectors in China, we adopt a staggered difference-in-difference approach and find target firms funded by government-supported venture capital firms are associated with a lower percentage of green innovations than those funded by private venture capital firms. Meanwhile, as the government level gets higher, the province is less marketized, and the difference will be strengthened. Our study extends prior literature on the resource dependency theory from the perspective of governmental intervention and adds evidence to the venture capital literature in different ways. This study yields important strategy and policy implications.

ONE: **Policy Framework and Cleantech Entrepreneurship in Europe: A Machine Learning Approach**

Author: **Annalisa Croce**, *Politecnico di Milano School of Management*

Author: **Laura Toschi**, *U. of Bologna*

Author: **Elisa Ughetto**, *Politecnico di Torino*

Author: **Sara Zanni**, *Alma Mater Studiorum U. di Bologna*

The pursuit of a sustainable and clean energy future has emerged as a paramount global imperative of the 21st century. Achieving this transition is a multifaceted and complex endeavour that requires a harmonious interplay of factors: effective policy frameworks, cleantech firms, and the transformative power of data science. By focusing on the European context, this paper advances the field in several directions. First, it explores the use of machine learning (ML) techniques to identify cleantech firms by analysing their mission statements and addressing the weaknesses of the existing methods. Second, it collects a unique and comprehensive dataset of national-level policies addressing the different topics covered by the European Green Deal. Third, in a regression analysis at country level, it examines the interplay between the national regulatory framework and the birth and growth of the cleantech landscape, by distinguishing between innovators (firms which develop the cleantech) and ecosystem firms (which adopt the cleantech). Our results indicate that the introduction of policies favours by itself the birth of cleantech innovator firms and their growth in the country. An increasing number of policies has a regulatory effect in the cleantech ecosystem limiting the number of newborn firms while favouring the growth of existing ones.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



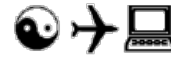
Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **850** | Submission: **18427** | Sponsor(s): **(ONE, STR, IM)**
Scheduled: **Sunday, Aug 11 2024 1:15PM - 2:45PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Lakeview**








Beyond the Facade: Corporate Greenwashing and Ways to Address It



Organizer: **Svetlana Flankova**, *U. of Liverpool*
Organizer: **Valentina Marano**, *Northeastern U.*
Organizer: **Ruth V. Aguilera**, *Northeastern U.*
Organizer: **Pete Tashman**, *UMass Lowell*
Panelist: **Ioannis Ioannou**, *London Business School*
Panelist: **Eun-Hee Kim**, *Fordham U.*
Panelist: **Thomas Peyton Lyon**, *U. of Michigan*
Panelist: **A. Wren Montgomery**, *Ivey Business School*
Panelist: **Maurizio Zollo**, *Imperial College Business School*

Organizations worldwide are increasingly pressured to act more responsibly. A key strategy they are using to address these pressures is disclosing their efforts and impacts in the environmental and social arenas. Firms' efforts to communicate their environmental and social performance and practices have increased in recent years, but so have instances of greenwashing. The United Nations identified greenwashing as a major barrier to achieving a sustainable future because it misleads stakeholders and detracts from genuine, impactful action in this realm. In response to the growing issue of greenwashing, governments and supranational organizations worldwide have started to implement legislation to curb this practice. These regulatory changes pose both challenges and opportunities for companies. Our panel symposium brings together leading scholars on this topic to engage in a dynamic discussion on management theory and practice related to greenwashing and corporate miscommunication issues more broadly. The purpose of this panel symposium is to explore existing research on greenwashing and to stimulate further investigation into this critical global issue.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **851** | Submission: **22997** | Sponsor(s): **(OSCM)**
Scheduled: **Sunday, Aug 11 2024 1:15PM - 2:15PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Wrigley**

Sharing Best Teaching Practices for Boosting Diversity, Equity and Inclusion in Operations & Supply Chain Management

Organizer: **Veronica Haydee Villena**, *W. P. Carey School of Business, Arizona State U.*

Organizer: **Desiree Van Dun**, *U. of Twente*

Panelist: **Lisa Ellram**, *Miami U.*

Panelist: **Morgan Swink**, *Texas Christian U.*

Panelist: **Dayna Simpson**, *Monash U.*

The domain of OSCM currently experiences an increased focus boosting diversity, equity, and inclusion, as shown in growing bodies of literature related to modern slavery, NGO collaboration, international supplier relationships, gender challenges, etcetera. How do we translate this DEI focus to our classrooms? Which DEI topics can we include in our curriculum? How can we navigate (and make good use of) the challenges teaching an international or minority students? Our panelists will vividly discuss and engage with the audience to share novel approaches to bringing these topics to life among our students. We look forward to seeing you there!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **852** | Submission: **18990** | Sponsor(s): **(RM, OB, STR, HR, ENT, IM, OMT, TIM)**
Scheduled: **Sunday, Aug 11 2024 1:15PM - 3:15PM CT (UTC-5)** at **Swissotel Chicago** in **Vevey 4**

How to Design, Conduct and Publish High-Quality Replication Studies



Organizer: **Xavier Martin**, *Tilburg U.*
Organizer: **Andreas Schwab**, *Iowa State U.*
Panelist: **Jose M. Cortina**, *Virginia Commonwealth U.*
Panelist: **William Obenauer**, *U. of Maine*
Discussant: **Sungyong Chang**, *London Business School*
Discussant: **William S Schulze**, *U. of Utah*
Discussant: **Scott Seibert**, *U. at Buffalo School of Management*

This workshop will introduce participants to best practices on how to select studies to replicate, execute their replications, and publish their findings. Replication of prior research is a necessary part of scholarship to establish and refine quantitative management theories. The workshop will feature both conceptual frameworks and practical advice from experienced authors and editors. The role of replications in research training and PhD education will also be discussed. Besides presentations and panel discussions, Q&A segments and round-table discussions will offer participants opportunities to receive specific hands-on advice and recommendations. Participation in this workshop will not require prior application and the discussion will be open to all, but interested authors will be given the opportunity to submit an abstract of a proposed replication study for deeper feedback.

Those interested in receiving feedback on a specific proposal should submit a short proposal (no more than 5-pages double-spaced) by June 15, 2024, to organizer Xavier Martin at ReplicationsAoM2024@gmail.com.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Emotion Work

Session Moderator: **Timo Olavi Vuori**, *Aalto U.*

SAP: **Emotion Work in Employee Sensemaking and Sensegiving around Concurrent Strategic Changes** 

Author: **Maria Bak Skov**, *N/A*

Author: **Toke Bjerregaard**, *Nottingham Business School, NTU*

Organizations in pluralistic or volatile environments are often compelled to realize multiple, simultaneous strategies. Building on a longitudinal case study, this paper advances knowledge on how the emotion work of employees is involved in sensemaking and -giving processes that shape concurrent strategic changes bottom-up. The findings are combined in a conceptual process model and make three contributions. First, they further research on emotions in strategic management by explaining how emotional accounts and displays are developed and mobilized across strategic changes in iterative dynamics of breaking managerial sensegiving, retreating sensemaking from developing joint accounts of change, cross-change sense-channeling, -giving, and -silencing. Emotional practices are differently combined as employees cycle through intricate dynamics of shaping concurrent, otherwise separate strategic changes bottom-up. Second, the article provides insights into how emotions are social accomplishments through jointly developed emotional accounts and displays in social interactions over strategy. Third, the research explicates and explains how space and emotion work interact in strategy processes. Emotion work is differently accomplished across formal and informal spaces, while space also is shaped and demarcated through this work.

SAP: **Impact of Past and Current Integration Experiences on Emotional Appraisal in Post-Merger Integration**  

Author: **Timo Olavi Vuori**, *Aalto U.*

Author: **Eero Vaara**, *U. of Oxford*

We conducted a real-time qualitative study of the post-merger integration process between Nokia and Alcatel-Lucent in 2015-2023 to increase our understanding of the emotional dynamics of integration—which recent research has shown could be consequential to integration success. Our findings reveal prior research has undertheorized how organizational histories influence organization leaders' and members' appraisals and emotions during integration, emotions that influence subsequent cognition and action. Specifically, past integration experiences produce emotion-based narratives about integration, shaping organization members' emotions toward integration in the unfolding present. We develop an analytically generalizable process model that elucidates how the present situation and organizational history jointly influence organization members' appraisals and emotions, which in turn influence their integration behaviors. Our findings contribute to theory on post-merger integration and emotions in organizations.

SAP: **Futophobia: How Organizational Members Engage with Fears of Dystopias** 

Author: **Sarah Stanske**, *Leuphana U. Lüneburg*

Author: **Jochen Koch**, *European Uni Viadrina, Frankfurt (Oder)*

Author: **David Nils Seidl**, *U. of Zurich*

Despite the prevalence of dystopian futures, our understanding of how organizational members engage with these is limited. This study introduces the concept of 'futophobia', a fear of futures that are linked to pessimistic imaginations of undesirable outcomes, and outlines members' engagement with as well as their responses to such dystopian outlooks. We conducted a single case study within a public broadcasting company whose members expressed omnipresent fears of the future concerning the potential ceasing of the overall public broadcasting system and low audience rates. Based on our analysis, we distinguish between fears of near and distant futures, showing how members engage in varying practices and innovation initiatives in the wake of these types of futophobia. The contributions of our study are threefold. First, the introduction of 'futophobia' extends the literature on future-making, providing insights into how members grapple with dystopian futures. Second, the study identifies innovation hyperopia and myopia as innovation outcomes in the wake of futophobia, highlighting the coexistence of both myopic and bold, hyperopic innovation activities within an organization. Lastly, our research contributes to understanding expectations-of-expectations, showing how members' responses to futophobia are influenced by others' expectations about organizational outlooks. Overall, the study calls for a closer examination of how organizational members engage with pervasive fears associated with dystopias in contemporary organizational life.

SAP: **That Escalated Quickly: Anger and the Production of History** 

Author: **Jarmo Taskinen**, *U. of Jyväskylä*

Author: **Juha-Antti Lamberg**, *U. of Jyväskylä*

Author: **Antti Sihvonen**, *Jyväskylä U. School of Business and Economics, Jyväskylä, Finland*

Author: **Henriikka Tikkanen**, *Aalto U.*

Emotions can profoundly influence how people recall the past. Our study examines the role of a particular negative emotion, anger, in retelling the past of a merger and its aftermath between two notable Finnish media companies. Our data consists of oral history accounts from person involved in the merger which were collected during three different times during and after the merger. We used a grounded theory approach to analyze how anger manifests in retelling the past and how anger develops over time. Our findings show that anger strongly influences how informants narrate past events and it takes on three primary forms in the oral accounts. These different forms of anger focus on narrating history against a threat in the present, narrating history as a revelation of resentment, and narrating history through contemplation of past conflicts. Over time, temporal distance raises the importance of emotion as retrospective memories become narrower and angrier over time. Different forms of anger and their influence on history production enable us to question the veracity of truth claims made in oral history accounts and to understand why the memories regarding the same events can vary substantially from person to person.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Routine Dynamics

Session Moderator: **Verena Timmer**, *Witten/Herdecke U.*

SAP: **Paths to Data Transfer: Exploring Routine Change for Compliant Data Sharing**

Author: **Leighann Eileithyia Kimble**, *Vrije U. Amsterdam, School of Business and Economics*

Author: **Hans Berends**, *Vrije U. Amsterdam*

Author: **Philipp Tuertscher**, *Vrije U. Amsterdam*

In this paper, we explore routine change in an organization implementing compliance with an external regulation. We study changes in patterns of action, over time, in a biomedical group implementing routine change for compliance with the General Data Protection Regulation (GDPR), a recent external regulation that impacts data sharing. Using longitudinal data from our field study at BioResearch, we identified four distinct phases of implementing compliance: pre-GDPR, educating, enforcing, and integrating. Utilizing narrative networks, we visualize patterns of action within each of these phases, highlighting change, stability, and variability in the data sharing routine as the organization implements compliance. Implementing compliance impacted the data sharing routine as new actors and artifacts were introduced, resulting in a tension between the goals of compliance and data transfer. We explain how this tension emerged as well as how it was resolved through two key changes: (a) an integration of artifacts from outside the compliance domain and (b) a shift in the role of internal regulators. Our findings contribute to the understanding of roles, artifacts, actors, and interactions in both routine dynamics and regulation and compliance.

SAP: **Enacting Relations: The Role of Artificial Intelligence for the Stability of Routines**

Author: **Daniel Gaeckle**, *U. of Stuttgart School of Management*

Author: **Christian Alexander Mahringer**, *U. of Stuttgart*

Author: **Birgit Elisabeth Renzl**, *U. of Stuttgart*

This paper assesses the influence of artificial intelligence on the dynamics of organizational routines. Using an ethnographic study of an organization that operates a supercomputer (the artificial intelligence), we examine the counterintuitive observation that actors keep routines stable despite suggestions to change routines. We identify three different practices (i.e., depriving, amplifying and subordinating) that actors use to accomplish the stability of their routines, and we find that, in each of those practices, actors relate to the artificial intelligence technology. Building on these findings, we theorize that the role of AI for routine stability can be described as a process of enacting relations. Our insights contribute to research on artificial intelligence technology and organizing and routine dynamics.

SAP: **Organizing Complexity: An Inductive Inquiry into Algorithmic Routines Expansion**

Author: **Verena Timmer**, *Witten/Herdecke U.*

Author: **Mehdi Safavi**, *Cranfield School of Management*

Routine expansion is undertheorized—we know little about how, through the expansion of the space of possible paths, routines transition in a situation of ever-increasing complexity. Using data from 6 years of participant observation and drawing insights from recent advances in process and practice research, as well as routine dynamics studies, we propose new insights on how routines expand while remain functional. Charting the transitional phases of an algorithmic routine that is undergoing a significant expansion, we describe four major biographical moments of our algorithmic routine(s) and explicate three transitional cycles between these biographical moments that enable us to develop a theoretical model for organising increasing level of complexity in algorithmic routines expansion. We make three main contributions to the extant body of research. First, as an early and revelatory study of routines expansion, we show how through expansion and contraction mechanisms, routine participants keep the routine(s) in-balance and functional, despite the ever-increasing complexity. Second, we extend research on standardization and flexibility by showing how actors purposefully limit variations in performances through not only their background knowing but also the capability to fully detach from the routine and shift to a more analytic reflection. Third, we contribute to research on routine interdependence and integration by showing how, through the design of performance objects, a single routine splits into three interdependent routines to control the space of possible paths in routine expansion.

SAP: **Provisional Directionality: How Scrum Teams Use Organizational Routines to Accomplish Agility**








Author: **Christian Alexander Mahringer**, *U. of Stuttgart*

Author: **Katharina Dittrich**, *Warwick Business School*

Author: **Birgit Elisabeth Renzl**, *U. of Stuttgart*

Agile ways of working are central to contemporary organizing, but little is known about how agility is accomplished in practice. This paper draws on a twelve-month ethnographic study of a software development team to examine how Scrum teams use organizational routines to accomplish agility. We find that relentlessly enacting the typical patterns of organizational routines in different ways creates and recreates ‘provisional directionality’—a tentative realm of possible actions. Provisional directionality is what enables Scrum teams to accomplish agility. The findings contribute to research (a) by unpacking how agility is accomplished in practice, (b) by emphasizing the prospective dimension of patterning in organizational routines, and (c) by outlining provisional directionality as a tool for empirical research. Moreover, our findings yield implications for managing Scrum teams.

KEY TO SYMBOLS

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

Top Management Leadership Transitions

Session Moderator: **Pascal Flurin Meier**, *U. of Zurich*

STR: Do Individual Directors Matter? Lead Independent Director Characteristics and Planned CEO Succession 

Author: **Wei Shen**, *Arizona State U.*
Author: **Zeyu Zhao**, *Arizona State U.*

This study attempts to contribute to the understanding of the impact of individual directors, and lead independent directors in particular, on corporate governance in the context of CEO succession. Drawing from an upper echelon theory perspective, we theorize that what matters is not whether there is a lead independent director, but who that person is. Specifically, we predict that lead independent directors with prior CEO experience, longer board tenure, and fewer external board memberships are more effective in promoting planned CEO succession. Using data on 380 CEO successions from a sample of S&P 500 firms between 2010 and 2018, we found support for our theoretical predictions. Our theory and supportive findings have important implications for research and practice regarding lead independent directors, CEO succession, and corporate governance.

STR: Struck by Luck: Noisy Capability Cues and CEO Dismissal 

Author: **Raphael Flepp**, *U. of Zurich*
Author: **Pascal Flurin Meier**, *U. of Zurich*

The board's key decision to dismiss or to retain the current CEO is associated with complexity and uncertainty because CEO ability is not directly observable. Instead, boards must rely on capability cues when evaluating the ability of the CEO. However, capability cues are frequently noisy, encompassing both informative cues about CEO ability and luck factors from which nothing about the ability of the CEO can be inferred. Expanding on the behavioral theory of boards, we theorize that boards fail to perfectly distinguish between informative cues and luck factors, and misattribute luck factors to CEO ability. Thus, we conjecture that boards are less likely to dismiss CEOs when capability cues appear more favorable due to luck factors. Using cognitive capabilities and the decision-context as contingency factors, we further argue that this effect is attenuated by director experience but accentuated by pressure from misinformed institutional investors. Exploiting a regression discontinuity design to test for the causal impact of luck factors, our results support our hypotheses.

STR: Who Shall Succeed? The Effects of Board of Directors' Facial Masculinity on CEO Successors

Author: **Sicong Zhang**, *The Southwestern U. of Finance and Economics (SWUFE)*
Author: **Samyul Cho**, *Oregon State U.*
Author: **Jonathan D. Arthurs**, *Oregon State U.*








Drawing on research on facial masculinity and a sociopolitical view of governance, this study examines how boards of directors' facial masculinity is related to incoming CEOs' facial masculinity vis-a-vis outgoing CEOs. We find that more masculine boards are more likely to hire less masculine incoming CEOs vis-a-vis outgoing CEOs because they could increase their influence over the incoming CEO. In addition, when firms' prior performance is poor and product market threats are high, the proclivity to choose less masculine CEOs becomes weaker because the unfavorable competitive situation induces boards to choose more masculine CEO successors who can change the unfavorable competitive situation. This study contributes to the literature by highlighting how the boards of directors' facial masculinity influences the characteristics of incoming CEO successors.

STR: Board of Directors Versus the CEO: The Influence of Social Networks on CEO Dismissal   

Author: **Andreas Procopiou**, *Open U. of Cyprus*
Author: **Andreas Petrou**, *Cyprus U. of Technology*

This study draws on social capital theory and social network analysis literature to examine the research question of when CEOs are dismissed. It views CEO dismissal as a contest between the board and the CEO powered by their position within the upper echelons social networks. We test hypotheses on firms listed in Standard and Poor's ExecuComp for the period 2000-2016 using a Cox (1972) semiparametric proportional hazard model. Findings show that the higher the network centrality of directors in the upper echelons social networks, the more likely they are to dismiss the CEO. In addition, this relationship is negatively moderated by the centrality of the CEO's position within the social network, and the overlap of the CEO's and the directors' social networks. The study extends the literature on the socio-political perspective as it finds that the directors' social networks affect CEO dismissal. Findings have implications for the criteria used to select board directors.

KEY TO SYMBOLS

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

Utilizing Knowledge for Innovation

Session Moderator: **Elisabeth Krull**, *Alliance Manchester Business School, U. of Manchester*

TIM: Knowledge Integration and Strategy Tools 

Author: **Elisabeth Krull**, *Alliance Manchester Business School, U. of Manchester*

Author: **Peter Smith**, *U. of Auckland*

Author: **Kenneth Husted**, *U. of Auckland*

This paper examines the role of strategy tools in integrating diverse knowledge. Building on the understanding that knowledge integration (KI) is a multi-level organisational phenomenon that benefits from both the divergence and convergence of knowledge, we develop the concept of composite strategy tools. Such tools are assemblages of tools and techniques used to produce KI. Based on the in-depth case study of the use of a composite tool in two projects in an organisation, we identify two subprocesses of KI cycling between the meso- and micro-level to create strategic outcomes at the macro-level. Considering strategy tools as boundary objects, this study contributes to the theoretical elaboration of how composite strategy tools can enable knowledge divergence and convergence, producing KI at the individual, group, and organisational levels. It further suggests that more attention should be paid to the dynamics unfolding within what we call composite tools.

TIM: The Impact of Gamification on the Utilization of Knowledge: The Mediating Role of Perceived Function  

Author: **Mira Sammour**, *Adnan Kassar School of Business, Lebanese American U., Beirut, Lebanon*

Author: **Silva Karkouliau**, *Lebanese American U.*

The knowledge of the gamification processes needs to advance and offer organizations helpful guidance to enhance their knowledge and promote an environment of continuous development. Thus, this study explores the impact of gamification on the utilization of knowledge: The mediating role of perceived functional, social, emotional, and epistemic value. A sample of 439 employees working in were sent a 27 close-ended questionnaire divided into 8 sections which were measured using a 5-point scale. Gamification is found to have a positive effect on knowledge utilization. Furthermore, perceived value partially moderates the relation between gamification and knowledge utilization. Managers must create more efficient gamification strategies that are tailored to their staff in order to improve performance and create a more enjoyable experience. Little research is available about gamification's impact in the context of knowledge utilization. Keywords: Gamification, Enjoyment, Usefulness, Motivation, Perceived Value, Knowledge Utilization.

TIM: Revisiting the Relationship Between Depth & Breadth of Technological Knowledge and Firm Performance 

Author: **Mohammad Saleh Farazi**, *Sheffield U. Management School, U. of Sheffield, UK*

Author: **Mohammad Reza Arasti**, *Sharif U. of Technology*

Author: **Ali Esfandyarpour**, *Sharif U. of Technology*

Author: **Iman Miremadi**, -

This article examines the relationship between the depth and breadth of knowledge on the one hand and the firm performance on the other, revisiting this relationship through the mediating mechanism of technological diversity. By using a Machine Learning algorithm, we empirically distinguish between the technological knowledge possessed by a firm and the technologies it actually uses in operations. We analyze a sample of 204 biopharma companies from 2006 to 2018 and show that the depth and breadth of technological knowledge have a positive impact on a firm's technology diversity. We then show that the firm's technology diversity in turn contributes to its financial performance and this relationship is positively moderated by the market diversification strategy of the firm. Our findings contribute to the research body on the relationship between knowledge resources and firm performance, by highlighting that rather than knowledge possessed by a firm, it's the technologies used by the firm that primarily determine its performance.

TIM: Virtuous or Vicious? Nexus Between Knowledge Sharing and Knowledge Hiding in Innovation Context      

Author: **Abraham Cyril Issac**, *Indian Institute of Technology - Guwahati*

Knowledge transfer is understood as a critical element for almost any initiatives pertaining to innovation. This understanding is further reinforced with the exponential increase of technological influxes into the knowledge management realm. Our study follows a qualitative research design and attempts to explore the inevitable and dynamic link between knowledge transfer, technology, and innovation. A total of 50 respondents employed in US and UK firms across various sectors participated in this study. Our study elicits the emergence of different dimensions of knowledge transfer- knowledge sharing, knowledge hiding and knowledge arbitrage acting variedly in the context of innovation. The results suggest a positive association between knowledge transfer, technology and innovation which is enhanced by the Covid-19 crisis as it warranted more distributed teams and new work contracts.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Upper and Middle Management Effects on Innovation

Session Moderator: **Ly Ngo**, *Asian Institute of Technology*

TIM: Middle-Managers' Meeting Characteristics and Innovation Performance: The Managers' Well-Being Effect  

Author: **Ly Ngo**, *Asian Institute of Technology*

Author: **Yuosre F. Badir**, *Asian Institute of Technology*

Middle managers act at the interface between top-tier managerial ranks and other hierarchical levels within an organization. There is growing recognition of the valuable contributions they make to strategic change, organizational renewal, and the fostering of entrepreneurial activities and innovation. However, middle managers often face an overload of meetings, which may impact their performance. This study evaluates the positive and negative effects of meeting characteristics on middle managers' performance. Specifically, it examines the effects of meeting frequency, length, subject relevance, and management on middle managers' innovative work output (IWO). Furthermore, this study explores the potential mediating role of middle managers' emotional exhaustion (MEE) in the relationship between meeting characteristics and IWO. Analysis of data from 235 middle managers across various Vietnamese industries reveals that subject relevance, effective management, and, longer meetings enhance IWO. Conversely, meeting frequency exhibits a complex, inverted U-shaped relationship with IWO. Additionally, MEE partially mediates the relationship between meeting characteristics and IWO. These findings underscore the significance of meeting dynamics in influencing managerial innovation and well-being.

TIM: Strategic Power Balance: CMO-CTO Power Disparity and its Impact on SMEs' Innovation

Author: **Yiyuan Mai**, *Huazhong U. of Science and Technology*

Author: **Xinyi Cheng**, *School of Management, Huazhong U. of Science and Technology*

Author: **Zhuxin Ye**, *Huazhong U. of Science and Technology*

This study seeks to explain how CMO (Chief Marketing Officer)-CTO (Chief Technology Officer) power disparity influences the innovation performance of Small and Medium-sized Enterprises (SMEs). Drawing on the knowledge-based view, we proposed that CMO-CTO power disparity and SMEs' innovation have an inverted U-shaped relationship, implying that both excessively high or low disparities are detrimental to collaboration and knowledge integration within the dyad. Furthermore, this research explores the moderating effects of gender dynamics within CMO-CTO pairs and the extent of firm internationalization. Using a sample of Chinese SMEs in different manufacturing sectors, we find that the inverted U-shaped relationship is flatter in firms where the CMO or the CTO is female and in firms with a high degree of internationalization. These results provide important implications for CMO-CTO interactions and intrateam power dynamics.

TIM: The Status Contingent Impact of CEO Political Ideology on Discrimination Against Female Scientists  

Author: **Ali Radfard**, *Aston Business School*

Author: **Sama Hassani**, *amirkabir U. of technology*

We seek to address the gender gap in corporate patenting, focusing on the impact of CEO political ideology. We draw from social dominance theory and hypothesize that in firms with conservative CEOs, the ratio of female inventors and female-led patent applications reduce. Further, we argue that CEO social status should weaken the effect of CEO political conservatism on gender bias in firm patenting. We find support for our hypotheses on a panel of 162 CEOs in a window between 2005-2014.

TIM: Long-Term Incentives to Innovate: Top Down or Bottom Up?

Author: **Trey Cummings**, *Johns Hopkins Carey Business School*

Author: **Leonardo Mayer Kluppel**, *Ohio State U.*

CEO compensation has received extensive attention in academic literature and popular press due to its increasing magnitude compared to lower level employees in recent decades. Long-term aspects of that compensation theoretically align CEO decision-making with shareholders on long-term investments such as innovation. Although CEOs do control certain decisions that impact innovation, lower level employees also may require and respond to long-term incentives because they play an important role in both identifying innovative opportunities and generating the innovations. This research investigates the relative impact of long-term compensation incentives at multiple organizational levels by utilizing restricted access US Census firm-level innovation survey data including R&D compensation data. Empirical results reveal that CEO and Executive long-term compensation incentives have much less explanatory power compared to long-term compensation within the R&D organization. A key implication is that firm governance focusing on executive incentives may not adequately impact innovation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Next Gen Technologies Reshaping Work and Strategy

Session Moderator: **Ludovica Moi**, *U. of Cagliari*

TIM: **Phygital Capabilities: Microfoundations and Dynamic Interplay**

Author: **Ludovica Moi**, *U. of Cagliari*

Author: **GIANLUCA PUSCEDDU**, *U. degli Studi di Cagliari*

Author: **Francesca Cabiddu**, *U. of Cagliari*

The concept of “phygital” is increasingly spreading in the contemporary business landscape. As businesses embrace this hybrid of physical and digital realms, a critical inquiry emerges: what are the microfoundations of phygital capabilities? To answer this research question, our study adopts a case-study approach focusing on Webidoo Store, Europe’s first phygital, tech-experience store. By introducing a new conceptual framework for phygital capability development, our findings identify and explore the microfoundations that enable the development of a firm’s phygital sensing, seizing, and reconfiguring Dynamic Capabilities. In addition, the study extends prior literature showing that phygital capabilities are not isolated silos within an organization. Instead, they are interconnected and involve a continuous interplay, influencing each other. This research also has important implications for managers aiming to build and maintain a competitive advantage in today’s business scenarios where physical and virtual worlds are increasingly integrated.

TIM: **Reshaping Interdisciplinary Collaboration: Evolution of Boundary Objects in the Industrial Metaverse**

Author: **Maximilian Glienke**, *RWTH Aachen U.*

Author: **Nicole Hartwich**, *RWTH Aachen U.*

Author: **Daniel Wagner**, -

Author: **Christina Dienhart**, *Institute for Technology and Innovation Management at RWTH Aachen*

Author: **David Antons**, *RWTH Aachen U.*

Promoted as the next generation of the Internet and a technology that will fundamentally change our daily lives, the Metaverse has become one of the biggest technology trends of our time. For the manufacturing industry in particular, the Industrial Metaverse has the potential to radically change the way machines, equipment and processes are designed by enabling a real-time 3D collaboration space. This has significant effects on the characteristics and implications of traditional CAD-based boundary objects, virtual artefacts such as 2D or 3D models that are used in interdisciplinary collaboration. In an individual case study, we therefore observed the use of NVIDIA’s Omniverse, a metaverse-enabled real-time 3D collaboration tool, for interdisciplinary factory planning at BMW. Through expert interviews with 22 employees, observation of 8 collaboration sessions and a descriptive survey of 35 engineers, we were able to deepen our understanding of how boundary objects evolve in the Industrial Metaverse and thus shape interdisciplinary collaboration. We propose that the Industrial Metaverse enables boundary objects to create a shared, socio-interactive and dynamically evolving 3D collaborative space that extends beyond existing boundaries between engineering disciplines. Furthermore, we propose that these enhanced characteristics greatly facilitate interdisciplinary understanding, negotiation and decision-making, ultimately supporting collaboration processes. Our case study provides a first insight into understanding this emerging phenomenon and highlights the need for further research.

TIM: **Out of Strategy: How Should We Account for Blockchain in Strategic Management?**

Author: **Egor Krivosheya**, *Moscow School of Management Skolkovo*

Author: **Ekaterina Semerikova**, *Moscow School of Management Skolkovo*

Despite the growing interest of practitioners in applications of distributed ledger technology (DLT), including blockchain and new insights into organizational forms such applications provide, the strategic management field has largely remained silent around the mechanisms through which such new organizing occurs. Accounting for existing literature on blockchain in other management areas, we develop a conceptual framework to analyze microfoundations of strategy that change because of wider DLT applications. Particularly, we propose that DLT affects value creation and capture via three key mechanisms: the nature of user value provided by the firm, governance, and business logic. We show that each of these mechanisms is connected to core technical elements of the DLT systems (tokens, consensus protocols, and smart contracts, respectively). We argue that characteristics related to these three nexuses are associated with projects’ performance and may provide a useful lens for strategy and management scholars to study DLT application effects.

TIM: **The Use of VR Technology in Vocational Interventions for Improving Career Development**

Author: **Hira Khan**, *U. degli Studi della Campania Luigi Vanvitelli*

Author: **Alessandro Lo Presti**, *U. of Campania “Luigi Vanvitelli”*

Author: **Jon P. Briscoe**, *Northern Illinois U.*

Purpose - This systematic review examines the role and effectiveness of Virtual Reality (VR) technology in vocational interventions for career development. The study specifically investigates individual experiences with VR technology and its impact on interview performance, job skills acquisition, and overall career development. Design/methodology/approach - Following a systematic review protocol registered with PROSPERO (Registration No. CRD42023408829), we conducted a comprehensive analysis of literature published from 2010 to 2023. Employing PRISMA and SWiM methodologies, we synthesized data from 18 peer-reviewed articles to gain insights into the use of VR technology in vocational interventions. Findings - Our review reveals that VR technology has emerged as a valuable tool in career development, providing immersive and realistic experiences for individuals to enhance their interview skills and acquire job-related competencies. It offers a feasible alternative to traditional face-to-face interventions, enabling individuals to practice and receive feedback in a safe and controlled virtual environment. However, we also identified several challenges and areas requiring further research, such as the need for more randomized controlled trials, long-term follow-ups, and the examination of cost-effectiveness. Research limitations/implications - While our findings are based on the studies included in this review, they provide valuable insights and highlight avenues for future research in the field of VR technology in vocational interventions and career development. Practical implications - Organizations and career development practitioners can leverage the findings of this review to incorporate VR technology into their strategies and interventions. By utilizing VR technology, they can optimize vocational interventions, improve interview performance, and facilitate the acquisition of job skills, ultimately enhancing individuals’ career development outcomes. Originality/value - This research contributes to the limited body of literature on the use of VR technology in vocational interventions for career development. By providing an in-depth analysis of the existing studies, our systematic review offers valuable insights and identifies areas for future research and practice. Keywords: Virtual Reality, Career Development, Vocational Interventions, Technology in Career Development, Systematic Review.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

From Boards to Teams: New Views on Diversity and Innovation

Session Moderator: **Elko Klijn**, *Old Dominion U.*

TIM: Firms' Board Diversity, Ownership Governance and Radical Innovation Quality

Author: **Li Liu**, *School of Economics & Management, Tongji U.*

Author: **Wan Cheng**, *Shanghai Jiao Tong U.*

Author: **Jingyu Li**, *0723*

This study draws upon the institutional logic perspective to investigate the combined efforts of board diversity and ownership governance in affecting the quality of radical innovation. By viewing technological level and application scope as two crucial dimensions of radical innovation quality, this study indicates that board diversity in state-owned enterprises (SOEs) has a stronger impact on the application scope than on the leading technological level of radical innovation, whereas board diversity in non-SOEs has a greater influence on the leading level rather than the application scope of radical innovation. Furthermore, by comparing the mechanisms underlying board diversity in SOEs and non-SOEs, we find that non-SOEs with high levels of board diversity tend to prioritize enhancing the technological level of radical innovation compared to SOEs, while SOEs with high levels of board diversity focus more on expanding the application scope than non-SOEs. These findings significantly contribute to theory development and have important implications for managerial practices.

TIM: How Does CEO Succession Affect Innovation Ambidexterity? The Role of Board Network Centrality

Author: **Chunling Zhu**, *School of Business, Renmin U. of China*

Author: **Yihui Xiao**, *School of Business, Renmin U. of China*

Author: **Wanwan Huo**, *School of Business, Renmin U. of China*

While Chief Executive Officers (CEOs) succession type is broadly discussed as an essential driver of corporate strategic activities, their role in shaping firms' innovation ambidexterity remains largely under-explored. Integrating power circulation theory and the integrated agency-resource dependence theory, we explore how three types of CEO succession affect the trade-offs between exploratory innovation and exploitative innovation of firms in different ways, and how board network centrality conditions the focal relationships. We theorize that there is a negative relationship between follower succession and innovation ambidexterity, which can be weakened by board network centrality. We also propose a positive relationship between contender succession and innovation ambidexterity, which can be strengthened by board network centrality. We further predict a positive relationship between outsider succession and innovation ambidexterity, which can be weakened by board network centrality. Our sample of listed firms in the manufacturing industry in China between 2011 and 2020 support all the hypotheses. Our study contributes to power circulation theory by examining the differential influences of CEO succession types on innovation ambidexterity. We also bridge the power circulation theory and innovation ambidexterity literature by considering the effects of board network centrality on the focal relationships.

TIM: Rethinking Team Diversity Through Individual Components

Author: **Ankur Chavda**, *HEC Paris*

The diversity of knowledge at the team level is known to be a key driver of team performance on knowledge-intensive problems. However, the extant literature is ambiguous about how team knowledge diversity emerges from the individuals that comprise a team and consequently how such team composition affects performance. In this paper, we address these questions by first algebraically decomposing the standard measure of team diversity, the H-Index, into two components, average individual knowledge diversity and knowledge distance between team members. We then theorize that individual knowledge diversity enables the recombination of unique pieces of knowledge but reduces the deep domain knowledge necessary to create novel problem solutions. In addition, knowledge distance between members ensures that each member provides incremental knowledge, enabling novel knowledge recombination, at the cost of reduced coordination. Consequently, we argue optimal team performance is likely to arise when individuals have intermediate knowledge diversities and an intermediate knowledge distance between them. We find empirical support for our theory using the film industry, viewing the main cast members of each film as a team whose members vary by the diversity of their prior film genre experiences. Ultimately, our study suggests that separate examination of the individual level components of team knowledge diversity is necessary to understand the relationship between team knowledge diversity and performance.

TIM: The Value of Diversity: A Meta-Analysis of the Relationship between Gender and Innovation

Author: **Malin Fiedler**, *Technical U. of Munich*

Author: **Theresa Treffers**, *TUM School of Management, Technische U. München*

Author: **Isabell Melanie Welpe**, *Technical U. of Munich*

The female gender and gender diversity of women and men on teams are suggested to have a considerable impact on innovation in organizations. Theoretical and empirical evidence, however, is inconclusive and likely dependent on the context and type of innovation, i.e., input, output and subtypes such as tech or green innovation. On the basis of our meta-analysis of 86 empirical studies from 2010 to 2023, we test the relationship between two gender representations—1) binary (i.e., one woman or no woman) and 2) diversity (i.e., ratio of women)—on innovation input (i.e., investment in innovation) and output (i.e., product, process, or organizational innovation) and examine contextual factors at the firm, industry, and cultural levels. We find that both gender representations have a negative impact on innovation input and a positive impact on innovation output. The effect is greater for a diversity than for a binary gender representation. The relationship between any gender representation and innovation input is stronger in older and larger firms and weaker in more masculine and uncertainty-avoidant cultures. Our results show the importance of distinguishing between innovation input and output for innovation management research. We also show that there is indeed a “value of diversity”, adding to the research on gender diversity in organizations.

Author: **Elko Klijn**, *Old Dominion U.*

Author: **Rene Olie**, *Erasmus U. Rotterdam*

Author: **Andreas Moosdorf**, *FH Aachen*

This study delves into multinational enterprises' (MNEs) strategic establishment of foreign subsidiaries to foster innovation expansion. Historically rooted in familiar areas, MNEs are venturing into diverse country settings over time. The resultant cultural disparities between parent companies and recently established and more mature subsidiaries prompt an exploration of potential differences in innovation engagement. At the same time, it necessitates differential treatment for optimal innovation outcomes and the role that subsidiary boards play in this process. Through a survey of 199 subsidiaries, this research scrutinizes the intricate linkages between cultural distance, foreign subsidiary board engagement, and innovation activities. Findings highlight the pivotal role of cultural divergence in shaping both explorative and exploitative innovation within subsidiaries, particularly in tandem with board involvement intensity. The study underscores nuanced strategies for culturally close subsidiaries: heightened board engagement, specifically in advisory, monitoring, and coordination roles, positively impacts explorative innovation. Similarly, to bolster exploitative innovation in such subsidiaries, intensive advising of both subsidiary and parent boards are crucial. Conversely, in culturally distant subsidiaries, a calibrated approach emerges. To avoid diluting desired innovation outcomes, boards should curtail involvement compared to close subsidiaries, striking a balance that aligns with achieving comparable innovation results. This research emphasizes the intricate relationship between cultural proximity, board participation, and innovation strategies in foreign subsidiaries, advocating a more tailored approaches to optimize subsidiary innovation outcomes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovation Response to Public Policy

Session Moderator: **Vu Chu Tuan**, *School of Management, U. of Ottawa*

TIM: Innovation in Developing Countries: The Role of Corruption and Informality

Author: **Vu Chu Tuan**, *School of Management, U. of Ottawa*
Author: **Hien Tran**, *School of Management, U. of Ottawa*
Author: **Mark Freel**, *Telfer School of Management, U. of Ottawa*
Author: **Trang Pham**, *Telfer School of Management, U. of Ottawa*

This paper explores the independent and interactive effects of informality and corruption on new product introduction by firms in developing economies to argue that bureaucracy and uncertainty can drive firms into unethical or unproductive behaviors to adapt themselves to their circumstances, to innovate, and to thrive. Viewed through the lens of contingency theory, we theorize that developing economy firms respond to institutional voids by adopting an adaptive strategy that entails operating in the informal economy and, simultaneously, engaging in corruption/bribery to overcome the 'liabilities of informality'. On the one hand, firms position themselves in the informal sector to avoid the high transaction costs resulting from underdeveloped resource markets and weak governance in developing economies. On the other hand, to mitigate the associated informality costs, firms are motivated to engage in bribery to 'grease the wheels', enabling them to build networks, bypass bureaucracy, and gather resources for innovative (rather than imitative) product introductions. Both the separate and interactive effects of informality and corruption on the introduction of new products are significant. However, the interaction is moderated by institutional quality, such that the combined impact of informality and corruption in the form of 'productive' bribery fades away as the quality of institutional environment improves. Empirical analysis of a sample of more than 65,000 enterprises during the 2006-2021 period from the World Bank Enterprise Survey confirms our general propositions

TIM: Innovation, Policy and Resilience of the Hospitality and Tourism Sector in the UK

Author: **Noora Al-Muhannadi**, *U. of Manchester*
Author: **Dimitri Gagliardi**, *U. of Manchester*
Author: **Ronnie Ramlogan**, *U. of Manchester*

The paper identifies how the innovative responses from the hospitality and tourism sector to the COVID-19 crisis alongside policy support increased their resilience. The paper uses conceptual elaboration based on academic literature and documentary analysis of press archives to explain the use of innovation in reducing the implications of COVID-19 on firms within the hospitality and tourism sector in the UK. The research outcome is a framework highlighting how innovation and policy support contribute to the resilience of the hospitality sector. Our documentary analysis also proposes a novel classification of hospitality and tourism innovation in the post-pandemic era.

TIM: Policy Instrument Mix and Firm Innovation Performance: The Moderating Role of Financial Slack

Author: **Jingjing Guo**, *Institutes of Science and Development, Chinese Academy of Sciences*
Author: **Yueqi Wang**, *Dalian U. of Technology*








Given innovation sparks numerous uncertainties, risks and failures, a deliberately designed policy instrument mix has been deemed more appropriate than a single instrument to address these issues. However, prior literature lacks sufficient investigation to firm-level innovation implications of instrument mix. Drawing upon the institutional theory, we establish the nexus between instrument mix (in terms of intensity and diversity, respectively) and firm innovation performance in the context of emerging economy, as well as the contingent role of financial slack as target firms' characteristic. The bottom-up approach is adopted to quantitatively measure these two design features of instrument mix by scoring each policy instrument and then aggregating them at the instrument mix level. Using archival data on listed firms in Chinese photovoltaic industry from 2012 to 2017 and relevant national policy documents between 2010 and 2017, we find an inverted U-shaped relationship between instrument mix diversity and firm innovation performance. By contrast, the nonlinear influence of instrument mix intensity is significant only when financial slack is considered and being attenuated. Overall, our work contributes to extending the policy mix literature in the context of emerging economies, and delivers critical management and policy implications.

TIM: Patent Remedies and Patent Valuation: Evidence from China

Author: **Huiyan Zhang**, *School of Economics and Management Tsinghua U.*

This paper investigates the role of patent enforcement in the private value of patent valuation and firm innovation decisions in China. The structural estimation of patent value and counterfactual simulations show that strengthening patent enforcement by promoting damage awards significantly boosts the private value of utility models- the inferior type of patents- while leaving the private value of invention patents- the more innovative type of patents- almost unchanged. A series of reduced-form analyses on a comprehensive sample of Chinese patenting firms confirm the theoretical prediction and indicate a tendency of firms to shift towards incremental innovation.

KEY TO SYMBOLS

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

Internal and External Innovation Networks

Session Moderator: **Min Lin, U.**

TIM: A Study on the Mechanism of Network Hierarchy on Collaborative Innovation of Enterprises

Author: **Min Lin, U.**
Author: **Yue Wang, U**

Recent network science research has found that the node importance ranking indicator (Ks) obtained by the k-core decomposition method has better representation ability and can make up for the shortcomings of traditional centrality and intermediacy indicators. Based on complex network theory and innovation management theory, this study explores the potential impact mechanism of network hierarchy on collaborative innovation of enterprises. By using the K-core decomposition algorithm, this study defines the network hierarchy indicator for the position of enterprises in the collaborative innovation network, and combines the capability elements of enterprises, according to the stage characteristics, divides the absorptive capacity into potential absorptive capacity and realized absorptive capacity, and constructs a theoretical model of network hierarchy affecting the collaborative innovation performance of enterprises. By collecting the collaborative R&D data of 364 listed biopharmaceutical companies in the world, and using the negative binomial regression method to test the research hypotheses empirically. The analysis results show that network hierarchy plays a positive role in improving the innovation performance of enterprises. Although the correlation between network hierarchy and potential absorptive capacity is not significant, realized absorptive capacity is significantly positively correlated with network hierarchy, and has a direct driving effect on collaborative innovation performance. In addition, the study also found that realized absorptive capacity plays a mediating effect between network hierarchy and innovation performance. This study shows that enterprises in a higher position of network hierarchy can better absorb information and knowledge, thus promoting their innovation performance, and realized absorptive capacity plays a key role in this process. Finally, this paper puts forward some strategic suggestions for enterprises to better use network resources.

TIM: Enhancing Social Innovation: The Interplay of Business Model and Networks in Social Entrepreneurship

Author: **Ataullah Kiani, Wenzhou-Kean U.**
Author: **Dan Wang, Xihua U.**

This study examines the role of business model design and network intensity in shaping the relationship between social entrepreneurial orientation and social innovation in 220 small and medium-sized enterprises (SMEs) in China. As social entrepreneurship gains prominence in driving positive social change, understanding the contextual factors that influence its effectiveness becomes crucial. The study, employing institutional theory, utilizes data on social entrepreneurial orientation, business model, network intensity, and social innovation outcomes to analyze the interplay between these variables. The findings highlight the significant moderating effect of business model design on the relationship between social entrepreneurial orientation and social innovation. Efficiency centered and novelty centered business models align an organization's social mission with operational strategies, optimizing resource allocation and enhancing stakeholder value. Additionally, network intensity moderates the link between social entrepreneurial orientation and social innovation, as strong connections with stakeholders amplify the positive impact. Robust networks facilitate knowledge exchange, collaboration, and resource sharing, promoting the co-creation of innovative solutions to societal challenges. These findings hold important implications for practitioners, policymakers, and researchers aiming to foster social innovation and entrepreneurship in the Chinese SME context.

TIM: Coevolution of Collaborative Networks and Innovation Implementation Behaviors of Project-Based Firms

Author: **Shiting Shao, School of Economics and Management, Tongji U.**
Author: **Doingping Cao, School of Economics & Management, Tongji U.**
Author: **Massimo Maoret, IESE Business School**

As in the typical chicken-or-egg causality dilemma, it is challenging to disentangle whether the innovation implementation behaviors of an organization are a precursor to or a consequence of its relationship networks. Drawing on a longitudinal data set of digitalization practices in the project-based construction industry and the advances in network-behaviors dynamics modeling, we investigate how inter-organizational collaborative networks and organizational innovation implementation behaviors of project-based firms (PBFs) coevolve over time through the interplay of social selection and influence processes. The findings provide clear evidence that the dynamics of project-based collaborative networks is shaped by and, in turn, shapes the dynamics of innovation implementation behaviors of PBFs. The results show that compared with those sharing similar innovation implementation behaviors with clients, PBFs with higher levels of innovation implementation behaviors are more likely to be selected as project partners. With regard to the social influence process, the results show that compared with the impacts of their institutional equivalent peers, PBFs tend to be more substantially impacted by the behaviors of their project-based cohesive partners. The results further show that such impacts are more substantially based on the imitate-the-average effect as compared with the imitate-the-best effect. As an exploratory effort of developing a coevolution perspective to systematically investigate the coevolution of inter-organizational networks and organizational behaviors, this study provides a systematic and nuanced understanding of how heterogenous PBFs concretely interact with each other through temporary projects and how such interactions contingently facilitate or inhibit the inter-organizational diffusion of innovative practices. The findings contribute to the literature on partner selection, innovation diffusion, as well as organizational evolution and provide important managerial implications for managers and policymakers.

TIM: Innovation Hubs in Rural Areas: A Qualitative Analysis of Roles, Types, and Impacts

Author: **Stephanie Duchek, Fraunhofer Institute for Industrial Engineering IAO**
Author: **Sarah Hoene, Fraunhofer Institute for Industrial Engineering IAO**

Innovation hubs are a promising new way to foster innovations in rural areas. However, research in this field is still at a preliminary stage. The literature neither provides a clear definition, nor a systematic overview of roles and types of these hubs. To help close this research gap, we first conducted expert interviews with ten different innovation hubs in rural areas in Germany. Based on our qualitative content analysis, we were able to identify four central roles of such hubs (supporters, knowledge brokers, networkers, and physical experiment spaces) and develop an analysis scheme for evaluating hubs regarding these roles. Second, we applied these findings to a total sample of 45 innovation hubs in rural areas in Germany which enabled us to provide a detailed characterization and comparison of different types of innovation hubs. Further, we offer insights into the specific influence of these types on the development of rural areas as well as requirements for their long-term survival. With these insights, our study provides a useful basis for future research on the concept and impact of innovation hubs as well as a successful management of innovation hubs in practice.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Digital Technologies and Innovation

Session Moderator: **Casidhe Horan Troyer**, *London Business School*

TIM: Blockchain Technology Adoption, Cryptocurrency Investment and Firm Innovation  

Author: **Xin Wang**, *School of Business Administration, Hunan U.*
Author: **Zheng Yao**, *School of Business Administration, Hunan U.*
Author: **Chaoqun Ma**, *School of Business Administration, Hunan U.*

Blockchain technology has increasingly attracted attention from innovators, owing to its distinctive characteristics, such as decentralization, data tamper-resistance and traceable records. Nevertheless, the theoretical research investigating the relationship between blockchain technology and firm innovation remains limited. Drawing upon the resource-based view and signaling theory, this study integrates the internal resource allocation and external signal interaction that influence firm innovation into a comprehensive research framework. The study explores how a firm's experience of adopting blockchain technology impacts its innovation performance, and uncovers the nuances of firm innovation diversity. Employing empirical research on data from 1,738 Chinese listed firms between 2010 and 2022, we discover that the experience of adopting blockchain technology has a negative effect on firm innovation (or independent innovation) due to internal resource crowding out. Simultaneously, it exerts a positive influence on collaborative innovation as a result of external signal transmission. Importantly, cryptocurrency investment can positively moderate the negative relationship between the experience of adopting blockchain technology and firm innovation (or independent innovation) owing to the compensatory effect of resources. Conversely, it can negatively moderate the positive relationship between the experience of adopting blockchain technology and collaborative innovation due to the interaction of conflicting signals, potentially causing confusion among collaborators. The findings of this study hold significant theoretical and practical implications for advancing the understanding of firm innovation.

TIM: Motive and Opportunity: Information & Communication Technology and the Exploration of New Knowledge   

Author: **Casidhe Horan Troyer**, *London Business School*
Author: **Catherine Magelssen**, *London Business School*

This study examines the impact of a major advance in information and communication technologies (ICTs) on the exploration of new knowledge in innovation. While some scholars have emphasized that ICTs should increase exploration because it reduces the costs of searching for and integrating new knowledge, mounting evidence that ICTs are leveraged to exploit and build on familiar knowledge instead raises questions about whether ICTs are effective tools for exploration. We propose that the distinct motivational challenges arising from the relatively uncertain, distant, and diffuse returns to exploring new knowledge may constrain the response to ICTs, increasing exploration despite the lower cost. Therefore, we hypothesize that whether ICTs increase exploration critically depends on the management of innovation, specifically R&D unit autonomy and, for non-autonomous (managed) R&D units, the quality of monitoring. We examine the impact of the staggered introduction of broadband, a landmark ICT, on R&D unit exploration in multinational firms. We find that R&D units increase exploration post-broadband, but only when their managing unit also has access to broadband, thereby enabling the managing unit to provide high-quality monitoring. The data indicate that difference in exploration between autonomous and managed R&D units narrows post-broadband, suggesting that ICTs may disrupt the strategic value of autonomy for R&D unit innovation by improving monitoring.

TIM: Towards a Uniform Creativity: The Unseen Cost of ChatGPT Dependency in Innovation

Author: **QingHan Liu**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **Yiyong Zhou**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **Jihao Huang**, *Beijing Yuxin Technology Company*
Author: **Guiquan Li**, *Peking U., School of Psychological and Cognitive Sciences*

We explored the unbearable costs of ChatGPT use on sustained creativity through a pre-registered seven-day lab experiment and a follow-up survey in a month. 61 college students participated in the study and completed 16 different kinds of creative tasks, resulting in a substantial collection of 3302 ideas and 427 solutions. Half of them used ChatGPT to generate responses while the other half completed the tasks by themselves. Our findings indicate a temporary enhancement in creativity levels with ChatGPT use, accompanied by an increasing convergence in ideas. Crucially, when ChatGPT support was removed from participants who had developed a dependency, their initially boosted creativity levels dropped back to baseline, while the trend toward homogenized thinking persisted. This study reveals the potential negative consequences of ChatGPT dependency: in the long term, rather than augmenting creativity, ChatGPT may inadvertently hinder the diversity of innovative thought. These insights underscore the need for cautious integration of AI in creative processes and highlight the importance of fostering genuine and diverse innovation in scientific research.

TIM: Faster, Higher, Stronger, Together? The Impact of Blockchain Application on Innovation  

Author: **Zhaochen Li**, *Chinese Academy of Social Sciences*
Author: **Zimu Xu**, *Cranfield School of Management*

This study investigates the role of blockchain technology in fostering innovation within businesses, using a regression analysis of data from Chinese companies between 2007 and 2020. The results indicate that integrating blockchain technology significantly boosts business innovation by enhancing operational efficiency and broadening the scope of operations. Additionally, the study finds that businesses with greater technological and financial resources experience a more pronounced positive effect from blockchain adoption on innovation. The research also shows a substantial correlation between the use of blockchain technology and improvements in various innovation dimensions, including technology cycle time, citations, commercialization, and collaboration. This paper offers a detailed examination of how blockchain technology impacts innovation, presenting strong empirical evidence from a comprehensive dataset and contributing to a deeper understanding of this evolving relationship.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **863** | Submission: **21691** | Sponsor(s): **(GOV)**

Scheduled: **Sunday, Aug 11 2024 1:30PM - 2:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Fountainview Room**

Ethics Forum 2

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*

KEY TO SYMBOLS



Teaching-oriented



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Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **864** | Submission: **20330** | Sponsor(s): **(MC)**

Scheduled: **Sunday, Aug 11 2024 1:30PM - 3:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **San Francisco**

Framing Executive-Based Research as Pipelines for Management Consulting Practices



Participant: **Shola Ajiboye**, *Case Western Reserve U.*

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

Participant: **Michael Keady**, *U. of Arizona*

Participant: **Olivier Voyant**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Participant: **Raphael DE VITTORIS**, *Clermont Auvergne U.*

Participant: **Mélanie Giraudet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Participant: **Stacy Soutiere**, *Smith Soutière Wealth Management & U. of Calgary*

Participant: **Angela Dingle**, *Institute of Management Consultants, USA*

Participant: **Laura Khashan**, *U. of Paul Valéry Montpellier III*

Framing effective executive-based research or scholarship as pipelines for management consulting practices involves creating a structured framework integrating education, experience, mentorships, and industry connections. This panel symposium explore diverse approaches to translating executive-based scholarship and research into management consulting practices.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Organizational Learning and Dynamic Capabilities

Session Moderator: **Felipe Csaszar**, *U. of Michigan*

OMT: **Understanding Risky Organizational Change: A First-Principles Approach**

Author: **Felipe Csaszar**, *U. of Michigan*

Author: **Cha Li**, *U. of Texas at Austin*

The literature on aspirations and risky organizational change has documented a wide range of empirical patterns and relied on a mix of theories to explain them, resulting in fragmented insights and limited predictive power. We develop a formal model to address these limitations. In our model, organizations evaluate projects based on reference-dependent utility functions. We demonstrate that the diverse patterns observed in the literature can be explained by a small set of behaviorally-plausible assumptions regarding the shape of the organization's utility function, the characteristics of the projects being evaluated, and the noisiness of the evaluation process. Our model provides a parsimonious micro-foundation to the literature on aspirations and risky organizational change as well as many testable predictions regarding the propensity of risky organizational change.

OMT: **Employee Slack: Wealth and Organizational Adaptation**

Author: **Amir Sasson**, *BI Norwegian Business School*

Author: **David Jonas Schroeder**, *Copenhagen Business School*

The resource availability explanation of organizational adaptation and performance hinges upon the idea of buffering the technical core against uncertainty through the strategic management of financial and human resources to create a cushion of slack. Our paper complements those explanations by investigating the concept of employee slack — resources in excess of current consumption needs — and its influence on organizational adaptation and performance. Using the population of Norwegian residents and for-profit firms from 2010-2017 and leveraging the repeal of inheritance tax as a quasi-natural experiment, we assess to extent to which employee slack contributes to organizational adaptation and its successful execution. Our findings reveal that employee slack a) is a critical resource that affects both the willingness of employees to engage in and successfully execute adaptive actions and b) amends and complements our understanding of the relations between organizational slack and organizational adaptation and performance. Collectively, our findings highlight the importance of individual-level resources in shaping organizational outcomes. We advance our knowledge of various forms of organizational slack, the antecedents of organizational adaptation and performance and the little-explored wealth dynamics within organizations.

OMT: **How Individuals Create Dynamic Capabilities**

Author: **Jane Bjørn Vedel**, *Copenhagen Business School*

Dynamic capabilities are important for organizational performance. However, we know little about individuals' actions in developing them. We set out to study: How and why do individuals create dynamic capabilities? Based on an in-depth study of 63 researchers in the biomedical field, we observed that after receiving a large grant some developed, while others did not, dynamic capabilities. This variation could be explained by their temporal structuring, which led us to categorize them into four groups: The synergizers, the disruptors, the subsumed, and the isolated. The synergizers and the disruptors used strategies for implementing and acquiring resources and therefore developed dynamic capabilities. The synergizers developed coupled dynamic capabilities and the disruptors developed decoupled dynamic capabilities. In contrast, the subsumed only used strategies for implementing resources and therefore only developed coupled ordinary capabilities. Lastly, the isolated neither used strategies for implementing nor for acquiring resources and thus only developed decoupled ordinary capabilities. This paper extends the dynamic capabilities literature by identifying the strategies which enable individuals to develop dynamic capabilities. Furthermore, the paper identifies how individual level strategies shape continuous change or lead to disruptions at the organizational level. Lastly, the paper integrates temporality theory into the literature on dynamic capabilities.

OMT: **Divergent Behavioral Responses to Performance Shortfalls**

Author: **Eugene Taeha Paik**, *U. of Mississippi*

Author: **Songcui Hu**, *U. of Arizona*

The literature on problemistic search has not sufficiently delved into how firms differentially navigate search landscapes and distinctively respond to performance shortfalls relative to their aspirations. We examine the significant role of organizational scope in shaping firms' problemistic search. Specifically, we investigate how generalists and specialists differ in their market category expansions in response to performance shortfalls. We posit that variations in the audience structure and decision-making routines of generalists and specialists shape their problemistic search, influencing both search tendency and direction. Regarding search tendency, we suggest that although firms typically become more inclined to expand their market category as performance shortfalls increase, generalists are less likely to do so than specialists. Regarding search direction, compared to specialists, generalists are more likely to focus on short-distance category expansion while concurrently engaging more deeply in the new category. We test our hypotheses using the data from the U.S. recorded music industry between 1963 and 2005. The results support our theoretical predictions. This research contributes to the problemistic search literature by underscoring the pivotal role of organizational scope in guiding problemistic search.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **866** | Submission: **15472** | Sponsor(s): **(PNP, SIM, MED)**
Scheduled: **Sunday, Aug 11 2024 1:30PM - 3:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Regal Room**

Beyond the Journal: Repurposing Your Academic Research for Multiple Stakeholders



Participant: **Susan Albring**, *Syracuse U. Whitman School of Management*
Participant: **J Coley**, *Syracuse U.*
Participant: **Gisele Marcus**, *Washington U.*
Participant: **Mauricio Mercado**, *Syracuse U.*
Participant: **Kendall Phillips**, *Syracuse U.*
Participant: **Willie Reddic**, *Syracuse U. Whitman School of Management*
Organizer: **Kira Kristal Reed**, *Syracuse U.*

An interdisciplinary team of scholars will share examples and guidance for repurposing academic research to better engage with university stakeholders such as alumni, donors, on-campus partners, the community surrounding the university, and local, state, and federal policymakers. The research team will share 1) what called them to want to be more impactful with their research, 2) tips learned for repurposing their research for a broader audience, 3) how addressing societal issues met their personal service goals but also the needs of students, alumni, and surrounding community partners that expect academic products to benefit them as well; and 4) how funding opportunities encouraged them to go beyond the goal of publishing in academic journals to make their research more practical. During this two-hour professional development workshop, participants will actively work to re-imagine their most recent publications for the following audiences: 1) on-campus symposia with students, faculty, and staff; 2) alumni; 3) donors that have funded centers or projects; and 4) local, state, and federal policymakers. Participants will be exposed to a multi-modal approach to engagement including social media postings, campus communications, alumni magazines and newsletters, participation in symposia, podcasts, and thought leader convenings, and participation in the legislative process. The format will alternate between the team sharing examples of what they have done, to participants brainstorming collaboratively to develop their own implementation plans they can begin immediately following the workshop.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **867** | Submission: **21758** | Sponsor(s): **(PUBS)**
Scheduled: **Sunday, Aug 11 2024 1:30PM - 3:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **New Orleans**

Publishing in AMP: Tips From the Editors

Presenter: **Michael L. Barnett**, *Rutgers U.*

Meet the new AMP Editorial team. Attendees will interact with the AMP editorial team and obtain answers to their questions. All are welcome.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **868** | Submission: **21759** | Sponsor(s): **(PUBS)**
Scheduled: **Sunday, Aug 11 2024 1:30PM - 3:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Regency Ballroom A**

AMJ Editorial Review Board

Presenter: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*

By Invitation Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **869** | Submission: **16796** | Sponsor(s): **(SIM)**
Scheduled: **Sunday, Aug 11 2024 1:30PM - 3:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Watertower**

Exploring Contextualized Nonmarket Strategies to Manage Geopolitical Risk and ESG

Panelist: **Anna Krzeminska**, *Macquarie Business School, Macquarie U.*

Panelist: **Hannah Trittin**, *Leuphana U. Lüneburg*

Panelist: **Dorothee Maria Winkler**, *U. of Zurich*

Panelist: **Tahiru Azaaviele Liedong**, *School of Management, U. of Bath*

Panelist: **Daniel Nyberg**, *The U. of Queensland*

Panelist: **Pei Sun**, *Alliance Manchester Business School, U. of Manchester*

Managing the nexus between societal and political demands represents an important challenge for today's organizations. Nonmarket strategy research debates the relationship between corporate social responsibility (CSR) and corporate political activity (CPA), particularly how the CSR-CPA relationship varies across different contexts such as autocratic vs democratic states. This is important for the management of both ESG referring to CSR and geopolitical risk referring to CPA: not only for firms conducting international business with autocratic states such as China and Russia, but also for firms dealing with domestic geopolitical risks, such as a change of local environmental regulations or political polarization and their ESG implications: How can contextualized nonmarket strategies help manage geopolitical risk and ESG in contemporary firms? The purpose of this panel symposia is to structure the emerging debate on the relationship of CSR and CPA, to enable discussion among the so-far often siloed contextual research camps, as well as to critically discuss central assumptions and research opportunities within nonmarket strategy scholarship.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Caucus**
Program Session: **870** | Submission: **10049** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 11 2024 12:00PM - 1:30PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich C**

Responsible Management Pedagogy Caucus - Innovating the Future Through Impactful i5 Pedagogy

Organizer: **Dirk C. Moosmayer**, *Kedge Business School*
Organizer: **Meredith Conlin Storey**, *PRME Secretariat / United Nations Global Compact Office*

The i5 is the largest project under the roof of the PRME. It builds on research by the LEGO Foundation that finds learning most effective when applying the five characteristics of personal meaningfulness, active engagement, iteration, social engagement and joyfulness. The purpose of the PRME i5 project is to transfer and apply these practices of effective playful learning into the domain of business schools in order to create an impactful pedagogy for responsible management that is also applicable to other business domains and divisions. The PRME i5 framework was initially developed in 2022 and was launched publicly in summer 2023. Since then, PRME undertook various activities to roll out the i5 framework and build a community of practice. At the same time, the i5 framework has faced some criticism for its limited integration of various existing responsible leadership pedagogies, and for its seemingly limited specificity to the responsible leadership theme more generally. In this caucus, we aim to convene people who are interested in furthering creative pedagogy and praxis for responsible management education by not only applying it in their teaching, but also developing the i5 framework and clarifying the connections to other existing pedagogies and by articulating to their own experiences.

KEY TO SYMBOLS

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








Session Type: **PDW Workshop**
Program Session: **871** | Submission: **21168** | Sponsor(s): **(MSR, MED, OB)**
Scheduled: **Sunday, Aug 11 2024 1:45PM - 3:15PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Lincolnshire 1**

Restoring the “Positive” Back Into Positive Work Cultures

Presenter: **Adam Wood**, *Woodbury U.*
Presenter: **Svetlana S. Holt**, *Woodbury U.*

Work cultures have struggled, especially in light of the recent “anti-work” movement, to establish and maintain positive environments for their employees. This Professional Development Workshop (PDW) presents three distinct ways in which organizational leaders can learn to create more positive and concomitantly inclusive work environments. We will begin with an initial interactive exercise, in which we create the experience of being excluded from a group. Next, we will proceed to an examination using appreciative inquiry in which participants examine the reasons behind the results of their “least preferred co-worker” test. Finally, we will engage in an experiential exercise in which participants learn how to bring more motivating feedback to their followers through the use of positive reward “lollipop” moments. The common denominator amongst these three exercises is learning to focus on the impact of small, positive motivators that increase our connectedness in spite of the many aspects that may isolate and alienate us from one another in workplaces, especially considering the physical and psychological distances that have become commonplace through added employee dispersion.

KEY TO SYMBOLS

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








Session Type: **Symposium**
Program Session: **872** | Submission: **14479** | Sponsor(s): **(OMT, ENT)**
Scheduled: **Sunday, Aug 11 2024 1:45PM - 3:15PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Diplomat Room**

Defining the Creator Economy for Management Scholarship

Organizer: **Youjin Jenna Song**, *Northwestern Kellogg School of Management*
Organizer: **Yun Ha Cho**, *U. of Michigan*
Moderator: **Youjin Jenna Song**, *Northwestern Kellogg School of Management*
Moderator: **Yun Ha Cho**, *U. of Michigan*
Panelist: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Panelist: **Patrick Reilly**, *U. of British Columbia*
Panelist: **Rembrand Michael Koning**, *Harvard Business School*
Panelist: **Curtis Kwinyen Chan**, *Boston College*
Panelist: **Angèle Christin**, *Stanford U.*
Participant: **Judith A Clair**, *Boston College*
Participant: **Julianna Pillemer**, *New York U.*
Participant: **Esther Sackett**, *Santa Clara U.*
Participant: **Rashi Sonal**, *The London School of Economics and Political Science*
Participant: **Njoke Thomas**, *Boston College*

The creator economy has grown exponentially in its economic, cultural, and social impact during the past decade, but management scholarship has yet to catch up with this significant phenomenon. To facilitate emerging research on the creator economy, this panel symposium brings together scholars from various subfields of management as part of a conversation that seeks to define the most valuable theoretical and practical aspects of this phenomenon. Given the connections of content creators to gig and platform work, entrepreneurship, cultural production, and work and occupations, we have invited four panelists from each of these areas to engage in a conversation with members of the Creator Economy Working Group. Through the moderated discussion and audience dialogue, our hope is that this panel symposium will provide a generative starting point from which we can develop a shared understanding on how to update and develop theory to explain this phenomenon while engaging in a mutually fruitful stream of research that brings the creator economy into the mainstream of management scholarship.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **873** | Submission: **10708** | Sponsor(s): **(OMT, RM)**
Scheduled: **Sunday, Aug 11 2024 1:45PM - 4:45PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
Ambassador Room

Lessons Learned off the Beaten Path: Safeguarding Dignity in High-Impact Qualitative Research



Organizer: **Felipe Massa**, *U. of Vermont, Grossman School of Business, US*
Organizer: **Payal N. Sharma**, *U. of Nevada Las Vegas*
Panelist: **Eliana Crosina**, *Babson College*
Panelist: **Audrey Holm**, *HEC Paris*
Panelist: **Ryann Elizabeth Manning**, *U. of Toronto, Rotman School of Management*
Panelist: **Jonas Spengler**, *U. of Cambridge*
Facilitator: **Kisha Lashley**, *U. of Virginia*
Facilitator: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*
Facilitator: **Chantal Van Esch**, *Cal Poly Pomona*

There has been ongoing dialogue in our field regarding the value and potential pitfalls of studies which are conducted “off the beaten path.” The settings and focal populations at the center of this work vary widely, but are often referred to as “atypical”, “unorthodox,” “extreme,” or “unusual.” These reductive labels, however, tend to shortchange and/or do not do justice to the complex experiences of scholars who undertake these inquiries. This workshop has been organized as a panel symposium for two years to showcase lessons learned by qualitative scholars who have successfully navigated hurdles that are methodological, political, and ethical in nature. This year, based on feedback from a growing number of attendees, we are (1) transitioning to a PDW format to facilitate deeper interactions and direct feedback; and (2) focusing discussions on a pervasive tension when interfacing with atypical contexts: safe-guarding informant dignity while conducting high impact qualitative research. There is often no single boilerplate, exemplar, or sage advisor ready to give advice on how to manage this tension, leaving scholars to face unknown pitfalls as they singlehandedly improvise a research program that is both impactful and just to those under study. In addition, researchers may find themselves unable to manage idiosyncrasies and procedural challenges of their work, including its emotionally taxing nature. We hope to stimulate learning and inquiry to guide doctoral students, junior faculty, and/or those who are new to this arena, creating a community of scholars who do their work “off the beaten path”.

No pre-registration is necessary.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **874** | Submission: **21902** | Sponsor(s): **(AFAM)**
Scheduled: **Sunday, Aug 11 2024 2:00PM - 4:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Lakeview**

Africa Journal of Management Editorial/Review Board

Organizer: **Hermann Ndofor**, *Indiana U., Indianapolis*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **875** | Submission: **21709** | Sponsor(s): **(GOV)**
Scheduled: **Sunday, Aug 11 2024 2:00PM - 3:30PM CT (UTC-5)** at **Sheraton Grand Chicago in Mississippi**

Cross-DIG Strategic Sharing Forum

Facilitator: **Mary Tripsas**, *U. of California, Santa Barbara*
Organizer: **Michael McShane**, *Academy of Management*
Organizer: **Lucy Leety-Wheeler**, *Academy of Management*

This forum will enable Divisions & Interest Groups to share best practices, innovations, and strategic activities with each other, i.e., fellow DIG leaders and volunteers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **876** | Submission: **22977** | Sponsor(s): **(ODC)**
Scheduled: **Sunday, Aug 11 2024 2:00PM - 3:45PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Addison**

Living on the Hyphen

Division Chair: **Richard W. Stackman**, *U. of San Francisco*
Organizer: **Michael Jarrett**, *INSEAD*
Organizer: **Jill Waymire Paine**, *IE Business School*

Join scholars from the ODC Division for a discussion about life and work on the hyphen between scholarship and practice.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

New Data and Methods In Strategic Management Research

Organizer: **Arianna Marchetti**, *London Business School*
Organizer: **Viktorie Sevcenko**, *INSEAD*
Presenter: **Vibha Gaba**, *INSEAD*
Presenter: **Michael Park**, *INSEAD*
Presenter: **Russell James Funk**, *U. of Minnesota*
Presenter: **Saerom Lee**, *The Wharton School, U. of Pennsylvania*
Presenter: **Ken Moon**, *The Wharton School, U. of Pennsylvania*

Based on the very successful attendance we experienced at AoM 2021, 2022, and 2023 (100+ attendees), we propose a fourth edition of this PDW, which aims to expose researchers in strategic management to novel and cutting-edge data and methodologies to address relevant questions in the field that are still missing an answer often due to empirical limitations. In this year's edition of the PDW, we focus on showcasing novel datasets and empirical approaches that can help researchers address issues related to corporate strategy, organization design, innovation and technology management, and human capital management. The first part of the PDW will focus on presentations by the invited panelists, who will discuss the use of novel data and methodologies within specific research projects. This year, we will also feature a Strategic Management Journal co-editor to share her reflections on the peer-review process for papers that leverage novel methods and data sources. The panelists' presentations will be followed by a Q&A session with the audience and a series of roundtables where participants can interact with each other and the panelists and discuss ongoing research projects. With this PDW, we aim to continue nurturing a community of scholars interested in using cutting-edge methods and novel data sources to advance the understanding of fundamental questions in management research. We have thus compiled the content of past editions of the PDW on a website (<https://newmethodsanddata.com/>), which we will make available to the broader AoM community in due time to stimulate a fruitful conversation around the topic.

KEY TO SYMBOLS

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

Research in Emerging Markets: Theoretical and Methodological Frontiers



Organizer: **Aparajita Agarwal**, *The Wharton School, U. of Pennsylvania*
Organizer: **Sukti Ghosh**, *INSEAD*
Panelist: **Anita McGahan**, *U. of Toronto*
Panelist: **Aseem Kaul**, *U. of Minnesota*
Panelist: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*
Panelist: **Jasjit Singh**, *INSEAD*
Panelist: **Tarun Khanna**, *Harvard U.*
Discussant: **Arzi Adbi**, *National U. of Singapore (NUS)*
Discussant: **Audra Wormald**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Discussant: **Leandro S. Pongeluppe**, *The Wharton School, U. of Pennsylvania*
Discussant: **Natalie Carlson**, *The Wharton School, U. of Pennsylvania*
Discussant: **Diana Jue-Rajasingsh**, *Rice U.*
Discussant: **Stefan Dimitriadis**, *U. of Toronto, Rotman School of Management*
Discussant: **Thomaz Teodorovicz**, *Assistant Professor, Copenhagen Business School*
Discussant: **Wesley Wu-Yi Koo**, *Johns Hopkins Carey Business School*

This Professional Development Workshop (PDW) aims to catalyze cutting-edge research in strategic management, with a focus on emerging and frontier markets and other underexplored institutional settings. The objective is to engage scholars in discussions that examine unexplored questions and encourage rigorous testing of existing theories in strategy, as well as the formulation of new theories that emerge from these unique contexts. Emerging and frontier markets—accounting for nearly 50% of global GDP and two-thirds of global growth over the past decade—pose unique challenges and opportunities for strategic management research. These markets often lack robust formal institutions yet possess influential informal systems that can inform new research frameworks. Moreover, the lack of structured, easily accessible data in these contexts requires researchers to take creative methodological approaches. The PDW aims to bring together established scholars who have studied these underexplored contexts and encourage a rich discussion on testing existing theories as well as formulation of new theories in strategy, that expand the scope of strategic management research to such understudied markets and institutional contexts.

Information for participants: The panel discussion of the session is open to all, however, capacity for the second half of the session related to the paper development workshop is limited due to the small-group, interactive roundtable/paper feedback format. We expect to be able to accommodate up to approximately 50 participants for the roundtable/paper feedback session. We therefore recommend that interested participants pre-register for the workshop using the Qualtrics survey form given here: https://upenn.co1.qualtrics.com/jfe/form/SV_0Dl2DpT6w130psG. Participants interested in pre-registering must do so by June 30, 2024. Pre-registration is required for participants who wish to receive feedback on a paper proposal. All participants including those who have not pre-registered are welcome to attend the panel presentations in the first part of the workshop. As part of the pre-registration, participants will be asked to indicate if they are interested in joining the final group discussions. If so, they will need to submit a 5-page proposal and participants wishing to receive feedback should include their top 3 choices among the listed discussants for the PDW. Registration should also include the name, affiliation, and current position (student, assistant professor, full professor, etc.) of the participant. Participants should also send a paragraph stating any specific issues related to the proposal that they are interested in discussing. The information provided by the participants as part of the pre-registration will be used to allocate participants to roundtables and will also be distributed among discussants prior to the session. In order to make the roundtable paper feedback session the most beneficial to participants, we will be selecting abstracts based on project quality and research fit with the discussants.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **879** | Submission: **21606** | Sponsor(s): **(TIM)**
Scheduled: **Sunday, Aug 11 2024 2:00PM - 3:30PM CT (UTC-5)** at **Sheraton Grand Chicago in Gold Coast**

TIM Meet the Editors Panel

Organizer: **Valentina Tartari**, *Stockholm School of Economics*

In this PDW TIM member can meet editors of journals relevant to TIM research

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Work Attitudes and Job Performance: Exploring the Links and Strategies for Improvement



Session Moderator: **Huan Chen**, *Central U. of Finance and Economics*

HR: **Unraveling the Ethical, Prosocial, and Performance Outcomes of Leader High Performance Expectations**

Author: **Huan Chen**, *Central U. of Finance and Economics*

Author: **Zhen Wang**, *Central U. of Finance and Economics*

While prior research has predominantly emphasized the positive aspects of leader high performance expectations (LHPE), this study analyses whether, how, and when LHPE hinders ethical and prosocial conducts while improving employee performance. We propose an integrated model based on goal shielding theory in which, while LHPE facilitates employee performance progress through the prioritization of performance goal, it also leads to increased performance-improving noncompliant behavior and decreased organizational citizenship behavior via the same mechanism. Almost all of our hypotheses were supported by analysis of a three-wave, time-lagged survey data set from 321 employees. It was also shown that the double-edged sword effects of LHPE are more pronounced when employees are in more competitive climate. These findings emphasize the importance of striking a balance when employing LHPE, acknowledging both its potential benefits and limitations.

HR: **The Effect of Formal Mentoring on Newcomers' Pro-organization Proactive Behavior**

Author: **Jia Liu**, *School of Management, Shandong U.*

Author: **Han Meng**, *School of Management, Shandong U.*

Author: **Di Cai**, *Shandong U.*

Author: **Baoyi Feng**, *School of Management, Shandong U.*

Previous studies on formal mentoring have typically focused on the positive impact of mentoring on newcomers' growth and development, while overlooking the potential for formal mentoring to also encourage newcomers to contribute to organizational development. By exploring how and when mentoring stimulates newcomers' pro-organizational proactive behavior (POPB), this study examines the effects of formal mentoring beyond socialization, enriching the nomological network of mentoring. Based on social identity theory, we propose that formal mentoring positively influences newcomers' POPB via organizational identification, which represents the organizational identity of newcomers. Furthermore, newcomers' future work self salience (FWSS), which represents the personal identity of newcomers, would weaken the indirect effect of formal mentoring on POPB via organizational identification. Based on a sample of 317 newcomers and their leaders, the results of a three-wave time-lagged and multi-source study showed that organizational identification mediated the formal mentoring-POPB relationship. What's more, the indirect effect of formal mentoring on POPB via organizational identification was weak for newcomers with high FWSS. The findings have important implications for mentoring literature and management practice.

HR: **Extending the Link Between Self-Leadership and Extra-Role Performance During Organizational Change**

Author: **Verena Linnenborn**, *U. of Duisburg-Essen, Germany*

Self-leadership is suggested to be a meaningful resource for employees to retain orientation and therefore contributes to a functioning organization, especially during organizational change. To shed light on the relevance of self-leadership during organizational change, we investigate the effects of self-leadership considering employees' change fatigue, which is assumed to decrease psychological need satisfaction. Drawing from self-determination theory in combination with job demands-resources theory, we assume that self-leadership enhances extra-role performance through psychological need satisfaction. Further, considering the boost hypothesis within job demands-resources theory, we suggest that self-leadership is more important for employees' psychological need satisfaction and extra-role performance if their change fatigue is high. To test our hypotheses, we conducted a multiple regression analysis employing the PROCES package and using a two-wave sample from a German insurance company. Our results show that the relation between self-leadership and extra-role performance is partially mediated by psychological need satisfaction. Moreover, change fatigue reduces psychological need satisfaction and strengthens the relations of self-leadership with psychological need satisfaction and with extra-role performance. Thus, this study provides support for the compensating properties of self-leadership for mitigating the psychological fatigue caused by organizational change among employees.

HR: **The Impact of Leader Expressed Humility on Employee Social Orientation: A Moderated Dual-Path Model**

Author: **Junghwan Park**, *Fox School of Business, Temple U.*

Humility has long been regarded as a virtue in literature, bringing multiple benefits and thus, should be encouraged. Despite the emphasis on its benefits and necessity, there is a growing trend of a lack of humility among employees that creates a disconnect between scholarly discussion and practice. Drawing upon literature on social motives and attribution theory, I investigate the possibility that humble leaders might inadvertently prevent employees from adopting the other-oriented nature of the humble behavior they display. Specifically, I suggest that leader humility can enhance both other- and self-focused social orientations and subsequent behaviors while impression management attribution moderates the mechanisms. The results support the dual-path mediation pathways between leader humility and employee self- and other-oriented behaviors via self-concern and other-orientation, but failed to support for the moderating role of impression management attribution. Implications and directions for future research are discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

CSR Impact

Session Moderator: **Marieke Huysentruyt**, *HEC Paris*

STR: **CSR and Recruiting** 

Author: **Qiang Li**, *China Europe International Business School (CEIBS)*
Author: **Bingyi Qin**, *City U. of Hong Kong*
Author: **Wenfeng Wang**, *southern U. of science and technology*
Author: **Zheng Wang**, *City U. of Hong Kong*

Employees prefer to join socially responsible firms. How can firms with high CSR reputations take advantage of this preference in the labor market? We shed light on this question by investigating one important firm action: setting skill requirements in job postings to target desired employees. Based on social identity and signaling theory, firms' CSR reputation can enhance prospective employees' identification with the firm and signal their fairness to all stakeholders, including employees. Thus firms' CSR reputation can give them an advantage in the labor market, enabling them to raise skill requirements in job postings to target high-quality employees. Using online job posting data, we provide large-sample empirical evidence that firms with higher CSR performance have higher requirements for their prospective employees in terms of education, experience, cognitive skills, and social skills. The positive effects of CSR reputation on skill requirements are more pronounced when firms are less visible, when the local community values social responsibility more, and when the competition for talent is more intensive in the local labor market. To validate that setting higher skill requirements in job postings can help firms with high CSR reputations recruit better-quality employees, we show that their skill requirements and CSR reputations are positively associated with the actual skillsets of newly hired employees. In sum, our study suggests that firms could take action to translate their CSR reputation into a competitive advantage, and enhancing skill requirements in job postings can be one such means.

STR: **Diversity and/or Inclusion? Evidence from Disability Quota and Inclusion Laws in Brazil**    

Author: **Leandro Nardi**, *HEC Paris*
Author: **Marieke Huysentruyt**, *HEC Paris*
Author: **Tomasz Obloj**, *Indiana U. - Kelley School of Business*
Author: **Thomaz Teodorovicz**, *Assistant Professor, Copenhagen Business School*

This paper investigates how firms respond to legislative pressures to pursue diversity and inclusion goals. Adopting a question-driven approach, we study firms' responses to legislation aimed at improving employment conditions for people with disabilities (PwD) in Brazil. Specifically, we analyze two significant legislative shifts: one in 2012, aimed at strengthening enforcement of pre-existing (diversity-oriented) disability quotas, and another in 2015, focused on broader inclusion of PwD in society. Applying various econometric approaches to a comprehensive matched employer-employee database, and drawing insights from in-depth interviews, we find that, while the changes in legislation led to significantly increased hiring of PwD, these average effects mask important heterogeneity. Accordingly, responses to the law changes were significantly stronger for quota laggards—i.e., firms that fail to meet their disability quotas—particularly for those trailing their quotas by wider margins. Community-level support for PwD (proxied by the existence of school facilities adapted to the needs of PwD in the vicinity of a firm's headquarter) was also associated with stronger responses, while firms' commitments to diversity in dimensions other than disability (i.e., race, gender, and education background) were associated with weaker responses. Critically, we also show that, in the absence of a complementary inclusion law, heightened diversity efforts may come at a cost to inclusion: higher representation was associated with an increase in the disability wage gap that was equivalent to a 5-year setback to equitable wages of PwD. These greater wage disparities were only mitigated following the enactment of the inclusion law.

STR: **Workplace Wellbeing and Firm Performance** 

Author: **Jan-Emmanuel De Neve**, *Oxford U., Saïd Business School*
Author: **Micah Kaats**, *Harvard U.*
Author: **George Ward**, *U. of Oxford*

This paper examines the relationship between employee wellbeing and firm financial performance, a topic that has long been of great relevance to both academic researchers as well as practitioners. We use novel large-scale data from Indeed, a major jobs website, to assess the relationship between workplace wellbeing and firm performance. Our measures of employee wellbeing include self-reported job satisfaction, purpose, happiness, and stress, which we aggregate to over 1,600 listed companies in the United States. Using company-level employee wellbeing measures to predict firm performance, we find that wellbeing is associated with firm profitability. Overall, these descriptive results show a strong positive relationship between employee wellbeing and firm performance. This has key implications for the ways in which firms should treat their workers and, more broadly, for the role of human resource management in a firm's strategy. We discuss a number of limitations to the analyses and point to directions for further research.

STR: **Does Self-Regulation Generate Desired Social Outcomes? Evidence from Payment Transparency in Africa**    

Author: **Xiaoli Tang**, *Bocconi U.*
Author: **Daniel Walter Elfenbein**, *Washington U. in St. Louis*
Author: **Tatenda Marume Geoffrey Pasipanodya**, *Washington U. in St. Louis, Olin Business School*

We investigate the effectiveness of multi-stakeholder initiatives (MSIs) as a governance mechanism in tackling global sustainability challenges, focusing on the Extractive Industries Transparency Initiative (EITI). We evaluate whether MSIs, seen as an alternative to industry self-regulation, lead firms to commit to and achieve higher social or environmental standards. We explore the symbolic versus substantive nature of these voluntary commitments and their actual impact on social outcomes. By examining the EITI, which aims to reduce corruption in extractive industries through payment transparency, we assess the impact of EITI membership on transparency performance and local perceptions of corruption. Utilizing data on the staggered adoption of mandatory disclosure by firms in Europe and Canada, we find that EITI-supporting firms show better transparency. Additionally, geo-coded survey data from Africa reveals that local perceptions of corruption decrease near areas of new investments by EITI-supporting firms. These findings indicate that self-regulation initiatives can yield positive social outcomes. The study contributes to the debate on the social impact of private-sector CSR initiatives and the effectiveness of MSIs in addressing sustainability challenges.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Performance, Disclosure and Inequality

Session Moderator: **Robert Andersen**, *Ivey Business School*

STR: **Effects of Cognitive Diversity Amid Earnings Surprises on Market Reaction and Financial Performance**  

Author: **Jeanine Pieternel Porck**, *Oklahoma State U.*

Author: **Cole Evan Short**, *Pepperdine Graziadio Business School*

Author: **Rosa Kim**, *Oklahoma State U.*

Author: **Owen Nelson Parker**, *UT Arlington*

Conventional wisdom holds that top managers should have diverse perspectives and ideas, i.e., cognitive diversity, to navigate unexpected events and foster organizational performance. However, the theoretical puzzle of how firm-specific unexpected events interact with cognitive diversity remains largely unsolved, as findings are equivocal, based on proxies rather than actual cognitive differences, and focused on unexpected events within the environment rather than firm-specific events. To resolve the puzzle, we build and test a fine-grained theory of how cognitive diversity affects both market reaction and financial performance when the top management has to respond to an unexpected event. Drawing on Expectancy Violation Theory and Uncertainty Regulation, we predict that high cognitive diversity generally harms market response amid unexpected events, and negatively impacts financial performance. However, we propose cognitive diversity has contingent benefits following negative or positive earnings surprises - after a negative surprise, the market's negative reaction to diversity diminishes, and after a positive surprise, diversity aids financial performance. We find broad support for our predictions, analyzing more than 22.3 million words spoken by top management teams of S&P 500 firms from 2008-2019 across 17,210 quarterly earnings calls.

STR: **A Cross-National Analysis of Prosperity, Inequality and Trust in the Free Market**

Author: **Robert Andersen**, *Ivey Business School*

Author: **Curtis LaButte**, *Ivey Business School*

Using data from the World Values Survey on more than 231,368 individuals from 202 surveys nested within 86 countries collected between 1995 and 2020, we assess the impact of economic conditions on cross-national differences in public trust in the free market. We find that trust is highest in countries that are rich and have relatively low levels of income inequality. We also find that within country inequality has little impact on confidence in highly prosperous countries—i.e., overall confidence in the free market is high regardless of the shape of the income distribution and one's position within it. The story differs dramatically in poor countries, however. As GDP per capita lessens, the impact of within country income inequality becomes increasingly negative. Moreover, those at the bottom of the distribution become much less confident as inequality rises, resulting in a strong positive relationship between individual-level income and confidence in the free market. We end with a discussion of the implications of these findings for international business investments.

STR: **Who to Target: Financial Performance, ESG Disclosure, and Short-Selling Activities in S&P 1500 Firms** 

Author: **Luman Yu**, *The Hong Kong Polytechnic U.*

Author: **Shuping Li**, *Hong Kong Polytechnic U.*

Author: **Joohong Robert Park**, *The Hong Kong Polytechnic U.*

Despite the increasingly critical role of short sellers in corporate governance, limited research has explored which firms attract short sellers. This paper fills in this gap by examining the financial and non-financial antecedents of short selling activities. Specifically, we argue that firms with poor financial performance and high ESG disclosure quality may be perceived as having higher managerial opportunism within the firm, inducing higher perceived firm risk and thus more short selling activities. This effect should be more salient when a firm's ESG engagement is more likely to be symbolic rather than substantive. Using a longitudinal dataset of 2,574 S&P 1500 firms between 2006 and 2019, our empirical analyses support our predictions. Our findings contribute to literature on corporate governance, in particular short selling.

STR: **Bombastic Promise or Undue Modesty? Governing ESG Decoupling in State-Owned Enterprises**

Author: **Qingling Jin**, *U. of Toronto*

Author: **Changwha Chung**, *Korea U.*

Author: **Hyounjin Lee**, *Kookmin U.*

Existing literature has increasingly focused on the misalignment between firms' external and internal behaviors in the context of corporate social responsibility (CSR). We address the research gap by investigating the effect of state control on environmental, social, and governance (ESG) decoupling. Drawing on institutional theory and stakeholder theory, we distinguish between means-ends decoupling and reverse decoupling to better understand how state control affects the decoupling mechanism distinctively. To test our hypotheses, we used a panel dataset of 306 firms in China from 2011 to 2018. Importantly, we find that means-ends decoupling is rare in the Chinese context, and state-owned enterprises (SOEs), compared to other types of enterprises, are more likely to engage in ESG decoupling under the reluctance to obtain additional expectations and attention from diversified stakeholders. Our study develops a novel standpoint under the context of sustainability strategies in Chinese SOEs from a corporate governance perspective.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Platform Strategy and Growth

Session Moderator: **Aldona Kapacinskaite**, *Department of Management and Technology, Bocconi U.*

STR: Myopic Expansions on Platforms: Evidence From Mobile Application Markets  

Author: **Ahmadreza Mostajabi**, *London Business School*
Author: **Aldona Kapacinskaite**, *Department of Management and Technology, Bocconi U.*
Author: **Keyvan Vakili**, *London Business School*

The literature on market design and multisided platforms focuses primarily on the positive impact of resolving market frictions on the aggregate market size and efficiency. In this paper, we argue that extensive resolution of market frictions associated with market entry on multisided platforms can nudge platform participants to overlook the heterogeneous nature of different markets and, consequently, to engage in large-scale, myopic market expansions. These expansions, in turn, can lead to lower customer satisfaction and performance. We test our arguments in the context of Apple's App Store. We find that app developers' large-scale market expansions increase their client base in the short run but negatively affect their ratings, downloads, financial performance, and innovation rate in the longer run.

STR: Post-Mates No More? Complementor Engagement Following Platform Acquisition  

Author: **Hyuck David Chung**, *U. of Michigan*

How does a platform acquisition influence complementors on the target platform? The acquisition increases the number of users on the merged platform and provides complementors with stronger network effects. However, not all complementors may benefit from the enlarged user base. I argue that complementors on the target platform incur adjustment costs after the acquisition, which leads to a competitive disadvantage in attracting users relative to complementors on the acquiring platform. The competitive disadvantage may escalate with the number of complementors on the acquiring platform and force complementors on the target platform to leave the merged platform. I empirically test these arguments using Uber Eats' acquisition of Postmates in the U.S. food delivery industry. I find that Postmates restaurants were more likely to leave Uber Eats and switch to competing platforms (i.e., DoorDash or Grubhub) in cities where Uber Eats had a relatively larger number of restaurants before the acquisition. This effect was weaker for Postmates restaurants that also operated on Uber Eats before the acquisition but stronger for Postmates restaurants that also operated on competing platforms before the acquisition.

STR: Building the Plane While Flying It: The Emergence of a Multi-Platform Configuration

Author: **Hong Hou**, *Peking U.*
Author: **Qinli LU**, *INSEAD*
Author: **Nathan Furr**, *INSEAD*








While digital platforms have the potential to disrupt or transform industries, it remains unclear how platform organizations achieve network effects in complex industry contexts. Drawing on a unique setting of a platform-driven transformation of the fast-moving consumption-good industry, this case study reveals how industry complexity and task complexity rooted in an established industry architecture cut off the positive feedback of network effects. We propose a process model to theorize how a novel, "hybrid" business model, i.e., a multi-platform configuration, emerges to overcome these impediments and transfer the industry successfully. It suggests that, in addition to facilitating cross-side interaction, a viable platform business model needs to achieve resource mobilization and resource combination, both of which are contingent on the industry context where it operates.

STR: Complementors' Response to Increased Platform Competition: Evidence from YouTube and Twitch 

Author: **Niloofar Abolfathi**, *Singapore Management U.*

We explore the efforts and performance of different complementors following intensified platform competition. We argue that multihoming complementors exert more effort than their single-homing counterparts only when platforms target heterogeneous market segments and between-platform competition for users is relatively low. When platforms compete for the same user base, however, multihoming complementors exert less effort and thus underperform relative to single-homing complementors due to their different incentives: For multihoming complementors an increase in the attractiveness of one platform comes at the expense of a reduced attractiveness of the other. We find empirical support for our theory using a unique, hand-collected dataset of YouTube gaming channels faced with an external shock that increased content overlap and thus competition with the rival gaming platform Twitch.

KEY TO SYMBOLS

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

Inside Versus Outside CEOs

Session Moderator: **Richard L. Priem**, *Texas Christian U.*

STR: **In-N-Out CEOs: Do Competitive Actions Taken by New CEOs Affect the Likelihood of Early Dismissal?**

Author: **Hermann Ndofor**, *Indiana U., Indianapolis*

Author: **Richard L. Priem**, *Texas Christian U.*

Author: **Michael C. Withers**, *Texas A&M U.*

New CEOs, particularly those who come from outside the organization, are often mandated to bring about significant change. However, they also require time to familiarize themselves with the firm and their role before making consequential strategic decisions. Drawing from attention-based view and expectancy violations theory, we suggest that the speed, intensity, and novelty of competitive actions taken by new CEOs would affect differently the early-tenure dismissal likelihoods for new outsider and new insider CEOs. In our sample of S&P 1500 successions between 2005 and 2015, we find that new outsider CEOs who initiate competitive actions soon after succession face a greater likelihood of early-tenure dismissal than insider CEOs initiating quickly competitive actions. Furthermore, new outsider CEOs who initiate multiple competitive actions or embrace continuity with the prior CEO's actions are more likely to be dismissed early, while new outsider CEOs who initiate novel competitive actions are less likely to face early-tenure dismissal. These relationships are reversed for new insider CEOs. Our research highlights the heterogenous effects of competitive actions repertoire, novelty and speed for new insider and outsider CEOs, and their significant practical implications.

STR: **To Each Their Own: Unraveling the Roots of Managers' Strategic Preferences**

Author: **Ithai Stern**, *INSEAD*

Author: **Razvan Lungeanu**, *Northeastern U.*

Using detailed career history data for all top management team (TMT) members of all Forbes 500 publicly held pharmaceutical companies, we differentiate between managers who were externally hired into the TMT and those who were internally promoted and examine where their respective strategic preferences come from. Findings show that the strategic preferences of externally hired TMT members are primarily shaped by their work experiences, while those of internally promoted members emerge from a process whereby entry-level organizational newcomers are imprinted with the practices that prevailed in the organization and the industry at the time of joining the organization. Testing our hypotheses in the context of a firms' choice of technology sourcing vehicles, our findings help explain why some organizations have a greater variety of strategic responses than others. We discuss the implications of our findings for the literature on managerial preferences and to the question of whether organizations are better off hiring a new manager from inside or outside the organization.

STR: **It's the Network: Why Outsider CEOs Bring (Less) Strategic Change**

Author: **Yao Ma**, *U. of Neuchâtel*

Author: **Claudia D. Jonczyk**, *U. of Neuchâtel*

Author: **Dimitrios Georgakakis**, *U. of Leeds*

There has been much controversy about the effects of CEO succession origin on strategic change. While some scholars argue that outsider CEOs are more likely to act as agents of strategic renewal, others highlight that outsider CEOs lack firm-specific skills for promoting swift strategic changes. Taking a social network perspective, we develop a contingency framework that reconciling these opposing views. We postulate that the extant contradiction is attributed to the incoming CEO's relational network prior to succession and the performance conditions surrounding the firm (i.e., "turnaround" versus "business-as-usual" conditions). Data from 2208 CEO succession events in S&P 1500 companies between 2000 and 2017 show the mediating effect of new CEO's networks with the firm's board of directors and external business elites. Externally recruited CEOs tend to have a weaker internal network and a larger external network, which results in a higher degree of strategic change in a business-as-usual situation but lower strategic change in firms facing turnaround situations. Overall, our study provides a network view of CEO succession origin to highlight when hiring an outsider CEO is more likely to lead to swift and adaptive action.

STR: **Neither Insider nor Outsider: Independent Directors Who Become Executives**

Author: **Inn Hee Gee**, *U. of Oklahoma*

Author: **Albert Cannella**, *Texas A&M U., College Station*

Author: **Amy Hillman**, *Arizona State U.*

Executive succession is a critical event for organizations. Traditional succession research has often focused on when CEO succession involves an executive from inside the organization versus when a new CEO is selected from outside the organization. We depart from this tradition to explore an increasingly common phenomenon: when an independent outside director changes his or her role to that of an executive. As candidates for executive roles, independent directors are neither insiders nor outsiders, as they often have significant inside information because of board service yet they have not had executive experience in the firm. From an information asymmetry perspective, choosing a director as an executive can reduce adverse selection because the remaining top management team and board have come to know the individual's skills, expertise, and working style and presumably have built some level of trust and respect that a complete outsider would lack. Building upon the concept of board/director capital, we hypothesize about what makes one director more likely to become an executive of the firm than others. We find support for our hypotheses using a dataset comprised of the S&P 1500 between 2000 and 2019.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Foresight, Adaptation, and Technological Evolution

Session Moderator: **Franco Malerba**, *Bocconi U.*

STR: Shaping with Purpose: Redesign the Industry Environment After the Emergence of a Dominant Technology

Author: **Charlotte Jacobs**, *Louisiana State U.*
Author: **Gwendolyn Kuo-fang Lee**, *U. of Florida*

This study examines how firms shape their industry environment as a strategic response to the emergence of a dominant technology. We propose that firms whose technologies lost to the dominant one may enact endogenous shaping as a strategic response when their corporate purpose is threatened by the dominant technology. We also explore how the presence of purpose-driven firms affects the further evolution of the 'losing' technologies that these firms develop. We study purpose-driven shaping by conducting an empirical analysis of the photovoltaic (PV) cell industry. We find that firms developing 'losing' technologies in the PV cell industry enacted shaping to redesign the industry environment towards their vision for the future. The shaping activities of these firms reveal patterns of evolution that the theories of dominant design have not considered. Whereas the theories predict that innovation would shift from product to process after the emergence of a dominant design, for the 'losing' technologies we discover no such shift. The persistent pursuit of product innovation suggests that the 'losing' technologies may carry the potential to challenge the dominant technology when purpose-driven firms aspire to shape the industry environment. While technological discontinuity has been regarded in existing theories as an exogenous event that disrupts the dominant design, we explain how the dominant design may be disrupted endogenously by 'losing' technologies that are not radical or new-to-the-world.

STR: The Long and Short of It: Individual-Level Industry Forecasting and Temporal Duality

Author: **Rahul Kapoor**, *The Wharton School, U. of Pennsylvania*
Author: **Daniel Wilde**, *Indiana U. - Kelley School of Business*

Forecasting the industry context underpins much of the canonical perspectives within the field of Strategy. Additionally, many of the core tradeoffs illuminated in the field are premised upon different forward-looking expectations between short-term and long-term outcomes. While extant literature has begun to offer important clarity regarding antecedents toward superior foresight, the focus has largely been on understanding foresight around short-term outcomes, which is but half of the story. In this study, we complement existing literature by offering a perspective of how individuals navigate the complexities of forecasting across different temporal horizons: a duality between short- and long-term issues. Integrating the behavioral decision theory and industry evolution literatures, we argue that individuals tend to overreact in the short-term of industry evolution and underreact in the long term due to a fundamental difference between common linear cognitive processes and nonlinear (S-curve) industry outcomes. Utilizing a novel dataset of 7,569 forecasts by 505 participants who participated in parallel short-term and long-term industry forecasting tournaments related to the evolution of the automotive industry, we find support for our hypotheses. Further, in post hoc analyses, we explore individual-level differences in belief updating patterns and background, identifying the role of overreaction, underreaction, and domain experience in shaping industry foresight across different temporal horizons.

STR: The Impact of Technological Change on Knowledge Production and Exchange

Author: **Paul Huenermund**, *Copenhagen Business School*
Author: **Tianjiao Xu**, *Copenhagen Business School - Department of Strategy and Innovation*

Research shows that technological changes may dramatically reshape the distribution of competitive advantages within an industry across firms or individuals, sometimes taking the form of superstar effects. While such dynamics have been demonstrated for, for example, the entertainment industries, less is known about them in the context of industries and activities directed at producing and exchanging knowledge. To examine this issue, we hypothesize that changing to internet-based formats for knowledge production and exchange impacts opportunity costs on both the supply and demand side in such a way that 1) superstar effects and 2) the representation of women in these activities are strengthened. However, we 3) offer competing hypotheses with respect to the implications for knowledge proximity in knowledge production and exchange. Empirically, we focus on the impact of the Covid-19 pandemic on the conduct of research seminars in strategic management at the world's leading business schools. A consequence of the pandemic was that most seminar activity worldwide moved online. Analyzing hand-collected seminar data (covering the years 2016 to 2021, 73 business schools, 3,694 unique seminar presenters, and 5,346 seminars) merged with data on presenters and the schools with which they are affiliated, we find that technological change induced by the pandemic strengthened superstar effects in seminar activity, increased the representation of female presenters, and affected topic overlap differently in lower- versus higher-ranked school.

STR: Adaptation to Technological Discontinuities: How Demand-side Disruptions Favor Incumbents

Author: **Grace Liu**, *ETH Zurich*
Author: **Franco Malerba**, *Bocconi U.*
Author: **Roberto Fontana**, *U. of Pavia & Bocconi U.*

Technological discontinuities present both opportunities and challenges for incumbent firms. Furthermore, the impact of technological discontinuities extends beyond the realm of supply-side factors, exerting a transformative influence on demand-side conditions. Specifically, the characteristics of customers may undergo radical changes in a new technological generation due to shifts in their preferences and, at times, the emergence of a new customer segment. This paper investigates the implications of incumbents' market-related capabilities in adapting to technological discontinuities by recognizing the demand-side changes influenced by their prior market experiences. We conduct empirical tests on our hypotheses using longitudinal data on market entry and exit within various technological generations in the computer printer industry throughout its entire life cycle. Our findings indicate that the preceding market experiences associated with the emerging customer segment may constitute a contributing factor to incumbent heterogeneity, influencing the successful continuation of their business in subsequent technological epochs.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Emerging Markets and Business Groups

Session Moderator: **Nan Zhou**, *Tongji U.*

STR: Business Group-Affiliation and Firm-Bank Relationships: Evidence from India  

Author: **BIBEK BHATTACHARYA**, *Assistant Professor Indian Institute of Management Ahmedabad*

Author: **Lakshmi Goyal**, *Assistant Professor Indian Institute of Management Ahmedabad*

Author: **Sandeep Yadav**, *Indian Institute of Management Bangalore, India*

Multiple banking relationships have benefits but also impose costs; choosing to partner with numerous banks is a strategic choice worthy of further research. Moreover, organizational forms such as business groups have access to group-wide financial and informational resources and therefore may not seek such banking relationships. Thus, to understand the relationship between group affiliation and multiple banking relationships, we utilize insights from the substantial body of research on business groups to theorize that financial and informational resources provided by associating with several banks complement those provided on account of group affiliation. We further draw on research on institutional voids to suggest that creditor reforms benefit standalone firms more than group affiliates in creating a more equitable environment for firms seeking credit. Thus, we expect business group affiliation to positively relate to multiple banking relationships, with the baseline weakening after the onset of creditor reforms. We find strong support for our predictions on a sample of 14,305 Indian firms from 1989 to 2022. Our novel insights seek to contribute to the research on business groups, specifically to research questioning the relevance of business group affiliation in emerging economies and research on multiple banking relationships.

STR: Performance Feedback, National Innovation Policies, and Technological Catch-Up Strategies

Author: **Lakshmi Goyal**, *Assistant Professor Indian Institute of Management Ahmedabad*

Author: **Vikas Goyal**, *Indian Institute of Management, Indore*

How does performance shortfall affect problemistic search by firms from emerging economies? Despite the importance of context of emerging economies in the proliferation of the problemistic search research, attempts to achieve the same remain far and few. Thus, advancing scholarship on the emerging economy firm's search behavior following performance shortfall, this study combines research on the problemistic search theory, with the literature on catch-up strategies and national policies. We suggest that emerging economy firms exhibit an external orientation to search and pursue technological catch-up strategies following performance shortfall. Further, the national innovation policies that outline the government's emphasis on technology transfer and assimilation moderate the baseline relationship. We examine our predictions on a sample of Indian manufacturing firms during the period 1992 – 2018 and find empirical support. This study contributes to the nascent stream of research examining emerging economy firm's problemistic search behavior and underlines the role of national policies that guide formation of institutions and firm search processes.

STR: Status Shocks and Digital Transformation: Evidence from Chinese Niche Champions

Author: **Yapu Zhao**, *Nanjing U. of Aeronautics and Astronautics*

Author: **Qian Xu**, *Nanjing U. of Aeronautics and Astronautics*

Existing firms may need to radically change themselves to succeed in the emerging digital world, and digital transformation is an important way to do so. So what drives firms' digital transformation? This study establishes a link between positive status shocks and firms' digital transformation. We have exploited the unique empirical opportunity generated by the release of Niche Champions in China since 2016. Difference-in-difference analyses on matched samples show that status shock is positively related to a firm's digital transformation. We further find that human capital enhances, while managerial myopia weakens the effects of status shocks on digital transformation. The implications of our research for digital transformation and status research are discussed.

STR: Local CSR and Emerging Market Firms' Upgrading: Evidence from China 

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

Author: **Kerui Gao**, *School of Economics & Management, Tongji U.*

This study examines the influence of local CSR on emerging market firms' (EMFs') upgrading. We first explain the role of local stakeholders in supplying resources needed for upgrading, and the signaling role of local CSR. Then, we argue the role of local CSR in strategically signaling and accessing resources from local society members and promoting EMFs' upgrading. Accordingly, we hypothesize a positive relationship between local CSR and EMFs' upgrading. We also examine the moderating role of the level of institutional development and a firm's financial constraints on the relationship between local CSR and upgrading. We found that the positive relationship between local CSR and upgrading is stronger for firms located in regions with less developed institutional environments and with higher financial constraints. A sample of listed firms in China from 2006 to 2022 supports our argument.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Firm Strategic Responses to Political Polarization Around the World



Organizer: **Yu Li**, *U. of South Carolina*
Organizer: **Zhao Li**, *New York U.*
Discussant: **Abhinav Gupta**, *U. of Washington, Seattle*
Discussant: **Aharon Cohen Mohliver**, *London Business School*
Presenter: **Alessandra Rizzi**, *Texas Christian U.*
Presenter: **Ghina Chammas**, *HEC Paris*
Participant: **Jung-Hoon Han**, *Sungkyunkwan (SKK) U.*
Participant: **Georg Wernicke**, *HEC Paris*
Participant: **Joao Albino Pimentel**, *U. of South Carolina, Darla Moore School of Business*

This presenter symposium showcases research frontiers on firms' strategic responses to the market and non-market challenges that arise from political polarization in both domestic and international contexts. These range from underexamined, non-ideological predictors of corporate and CEO activism on contentious socio-political issues (e.g., corporate reputation, CEO narcissism) to the influence of stakeholders on the expanding venues (e.g., corporate campaign contributions, corporate LGBTQ policies) of corporate activism; and implications of political polarization for international business (e.g., divestiture). The four presentations in this symposium adopt a range of methodological approaches (e.g., matched-sample regressions, machine learning techniques, and difference-in-differences designs), and collectively contribute to the existing literature on corporate and CEO activism, stakeholder management, non-market strategies, corporate political activities, social issues in management, and international management.

Decision to Speak: Unraveling How Social Context Shapes Opportunity Structure for CEO Activism

Author: **Alessandra Rizzi**, *Texas Christian U.*
Author: **Jung-Hoon Han**, *Sungkyunkwan (SKK) U.*

In the Limelight of narcissistic CEOs: Unveiling the Influence of Personality on CEO Activism

Author: **Ghina Chammas**, *HEC Paris*
Author: **Georg Wernicke**, *HEC Paris*

Can Stakeholders Shape Corporate Political Responsibility in an Era of Democratic Backsliding?

Author: **Zhao Li**, *New York U.*

Firm LGBTQ Inclinations and Strategic Responses to Anti-LGBTQ Laws

Author: **Yu Li**, *U. of South Carolina*
Author: **Joao Albino Pimentel**, *U. of South Carolina, Darla Moore School of Business*

KEY TO SYMBOLS

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

The Dynamics of Interfirm Collaboration: Formation, Evolution, and Interdependencies



Organizer: **Christine Choi**, *U. of North Carolina, Chapel Hill*
Organizer: **Sohyun Park**, *Stevens Institute of Technology*
Discussant: **Ha Hoang**, *ESSEC Business School*
Discussant: **Ram Ranganathan**, *U. of Texas at Austin*
Presenter: **Emily Cox-Pahnke**, *U. of Washington*
Presenter: **Umit Ozmel**, *Purdue U., West Lafayette*
Presenter: **Dovev Lavie**, *Bocconi U.*
Presenter: **Manuela Hoehn-Weiss**, *Oregon State U.*

This symposium brings together a panel of experts to delve into the cutting-edge research in interfirm collaboration literature. Our focus is on investigating how firms can effectively create and appropriate value by adeptly managing the dynamics within and across interfirm collaborations. The dynamics within a collaboration arise when competitive and cooperative tensions evolve within the single collaboration, while the dynamics across collaborations arise when these individual collaborations are interdependent on each other. By examining various forms of interfirm collaborations and employing unique datasets, we aim to enrich our understanding of the inception, evolution, and strategic implications of individual interfirm collaborations and the collections of them.

Competitor dependence and alliance formation between ventures

Author: **Emily Cox-Pahnke**, *U. of Washington*
Author: **Michael Deane Howard**, *Iowa State U.*
Author: **Toby Li**, -
Author: **Leif Brändle**, *U. of Hohenheim*

Venture capital syndicates dynamics

Author: **Jiabei Hu**, *Purdue U., West Lafayette*
Author: **Umit Ozmel**, *Purdue U., West Lafayette*

Does the predator become the prey?

Author: **Jens-Christian Friedmann**, *Rotterdam School of Management, Erasmus U.*
Author: **Dovev Lavie**, *Bocconi U.*
Author: **Linda Rademaker**, *BI Norwegian Business School*

Change the winning team or not? How alliance success affects alliance portfolios composition

Author: **Navid Asgari**, *Fordham U.*
Author: **Olga Bruyaka**, *West Virginia U.*
Author: **Ralph A. Heidl**, *U. of Oregon*
Author: **Manuela Hoehn-Weiss**, *Oregon State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Accelerating Tech Entrepreneurship

Session Chair: **Stephen Michael Impink**, *HEC Paris*
Presenter: **Nataliya Wright**, *Columbia Business School*
Presenter: **Amisha Miller**, *NYU Stern*
Presenter: **Daniel Fehder**, *U. of Southern California - Marshall School of Business*
Discussant: **Sandy Yu**, *U. of Minnesota*
Discussant: **Abhishek Nagaraj**, *UC Berkeley & NBER*
Discussant: **David Hsu**, *The Wharton School, U. of Pennsylvania*

Accelerators have emerged as important stimulants of high-tech entrepreneurial growth. And they do so through helping startups signal their quality (Howell, 2017; Yu, 2019), providing business education (Fehder and Hochberg, 2014; Gonzalez-Urbe and Leatherbee, 2018; Hallen et al., 2020), as well as by selecting higher quality startups (Wright, Koning, and Khanna, 2023; Yin and Luo, 2018). But these effects might not accrue equally to all startups, shaping whether accelerators help bridge or exacerbate disparities in entrepreneurial growth (Wright, 2023) and the extent to which they influence the direction of their technologies (Impink, 2023). We propose to bring together three papers presented by Dan Fehder, Amisha Miller, Michael Impink, and Nataliya Wright, discussed by David Hsu, Abhishek Nagaraj, and Sandy Yu, to understand the heterogeneous selection and treatment effects of accelerators. The panel reveals how accelerators select and benefit startups more that are already in more resourced positions, whether it be in terms of being located in US hubs, possessing dominant technological stacks, having a viable business idea, and having founders with represented ethnic and gender backgrounds. In doing so, these accelerators appear to complement the existing resources of startups rather than compensate for their resource constraints.

Corporate Accelerators and Global Entrepreneurial Growth

Author: **Stephen Michael Impink**, *HEC Paris*
Author: **Nataliya Wright**, *Columbia Business School*
Author: **Robert Channing Seamans**, *NYU Stern*








Learning to Quit? A multi-year field experiment with innovation driven entrepreneurs

Author: **Esther Bailey**, *U. of Houston, Bauer College of Business*
Author: **Daniel Fehder**, *U. of Southern California - Marshall School of Business*
Author: **Eric Floyd**, *UCSD*
Author: **Yael Hochberg**, *Rice U.*
Author: **Daniel Lee**, *U. of Delaware*

Unpacking investor evaluation: What prevents investors from investing in black founders?

Author: **Amisha Miller**, *NYU Stern*

KEY TO SYMBOLS

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

The Dark Side of Careers: Career Inaction, Interruption, and Trauma



Session Moderator: **Xinyi Bian**, *Nankai U., China*

CAR: **Career Interruption Stigma: A Complex, Fluid, and Dynamic Construct**

Author: **Xinyi Bian**, *Nankai U., China*

Author: **Jia Wang**, *Texas A&M U.*

Women are leaving the workforce, and their difficulty in reentering the workplace are critical issues that call for action and attention from all concerned parties. Unfortunately, there is a lack of empirical investigation on women's career interruption experiences. Building upon our qualitative study of 40 Chinese women who interrupted their careers, we found the existence of career interruption stigma. This psychological oppression causes tremendous adverse outcomes for labeled and separated women with career-interruption experiences. We define career interruption stigma as a complex, fluid, and dynamic stigmatization construct comprised of age, gender, and unemployment stigma elements. In addition, the career interruption stigma is subject to societal, economic, and cultural influences. By presenting a fine-grained case of career interruption stigma, we not only decipher how social dynamics and interrelatedness of stigma elements shape women's careers but also unveil women's struggles with temporary unemployment that are unintentionally hidden in the existing literature, thereby defining critical agendas that will change the landscape of workforce and career development research.

CAR: **Trapped in the Careers: How Do Employees Interpret and Respond When They Experience Career Inaction**

Author: **Yin Zhu**, *Central U. of Finance and Economics*

Author: **Zhen Wang**, *Central U. of Finance and Economics*

Author: **Fubin Jiang**, *Central U. of Finance and Economics*

Career inaction, or failing to act adequately for a period of time to make a desired change in one's career, is common. Individuals expressing a desire for promotions and wage increases, for example, remain in their current positions, those considering leaving the occupation eventually stay, and those wishing to start a business fail to take action. While these phenomena are widespread, research regarding how they affect employees at work is very limited. Drawing on attribution theory and stress research, this study presents an integrated understanding of how employees think, feel, and behave when facing career inaction. Specifically, we established the idea of blame attribution for career inaction (namely, self- and other-directed blame attribution) and investigated how they related to individuals' emotional and behavioral reactions to career inaction. Three-wave data from 302 employees was used to investigate the research questions. The findings indicated that when experiencing career inaction, employees who tend to blame themselves are more likely to suffer anxiety and engage in work withdrawal, whereas those who blame others tend to experience anger and engage in interpersonal deviance. Overall, this study enhances the development of career inaction theory and assists the practice of career management.

CAR: **Traumatic Career Transition, Organizational Conditions, and Posttraumatic Growth**

Author: **Dina Banerjee**, *Indian Institute of Management Udaipur*

Author: **ALKA SHARMA**, *Indian Institute of Management, Udaipur*

Addressing several gaps in the literature on post-traumatic growth, we explore the experiences of 27 trauma victims who lost the careers they strongly identified with in response to life-threatening events followed by physical disability. Our aim is to examine the impact of traumatic career transition on post-traumatic growth via future career choices and post-transition organizational interventions. In the process we also study how post-traumatic growth influences organizational changes. Data are derived from 174 in-depth interviews with trauma victims, their family members, friends, and vocational trainers, as well as multiple individual and organizational level documents. Qualitative data analyses based on the grounded theory method suggest that traumatic career transition initiate post-traumatic growth with a new-found focus on self and family. Trauma victims undergo three stages of post-traumatic growth until they feel comfortable with their new careers. Further, in each stage of post-traumatic growth, career transition, career choice, and post-transition organization (respectively) play a significant role. This study contributes to the post-traumatic growth theory by illustrating the impact of (a) trauma on career transition, (b) career transition on future career-related decisions, (c) organization on post-traumatic growth, and (d) post-traumatic growth on organizational change.

CAR: **Navigating Robotization Uncertainty: HRM Support Empowering Employees Amidst Digital Disruption**

Author: **Kawtar Bahanni**, *Sunway Business School*

Author: **Yuka Fujimoto**, *Sunway Business School*

Author: **Ester Bolt**, *Leeds U. Business School*

While many organizations are increasingly substituting human labor with robots, there exists limited scholarly understanding of how employees respond to this change. Based on career construction theory, we conducted a mixed-method study to explore how employees react to the uncertainty caused by the introduction of collaborative robots (cobots) in their workplaces. In Study 1, a survey of 308 automotive manufacturing employees in Morocco discovered that the perceived threat of robotic disruption heightened job insecurity, subsequently fueling turnover intentions. Our research revealed that perceived human resource management (HRM) support paradoxically strengthened the connection between turnover intentions and entrepreneurial intention in this uncertain landscape. Study 2 involved a qualitative study, incorporating interviews with 10 employees and 5 HR managers from the same context as Study 1. Thematic data analysis showed the pivotal role of HRM support in three key aspects: (1) enabling the seamless integration of cobots into the workforce, (2) heightening employee awareness, thereby activating concerns about the threat of robotic disruption, and (3) fostering employees' empowerment influencing their career transition into versatile professionals equipped with enhanced entrepreneurial intentions. Our findings illuminate the proactive response of employees to the evolving job landscape, showcasing a resilient workforce amidst the threat of robotic disruption.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Learning from Pioneers: Using Innovative Methods to Advance Research on AI in the Workplace



Organizer: **Elisabeth Yang**, *Yale School of Management*
Organizer: **Batia Mishan Wiesenfeld**, *New York U.*
Organizer: **Alan Zhang**, *MIT Sloan School of Management*
Panelist: **Katherine C. Kellogg**, *MIT*
Panelist: **Nan Jia**, *U. of Southern California*
Panelist: **Matt Beane**, *U. of California, Santa Barbara*
Panelist: **Prithwiraj Choudhury**, *Harvard U.*
Discussant: **Manav Raj**, *The Wharton School, U. of Pennsylvania*
Discussant: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Discussant: **Bobbi Thomason**, *Pepperdine Graziadio Business School*

Advances in artificial intelligence (AI) are transforming key organizational processes, including decision-making, problem-solving, learning, and knowledge production. As AI reshapes the organizational landscape, the methodological toolkit of organizational scholars is evolving, too. New data types and novel approaches to collecting and analyzing this data are being generated that can help uncover how AI is reshaping organizations and work. This evolution opens doors to novel research opportunities that not only advance organizational theory, but also hold practical and policy implications for innovating for the future. Our PDW comprises two parts designed to facilitate methodological exploration and collaboration. The first segment features a panel discussion among scholars who employ different methodological approaches to investigating AI in the workplaces. During this moderated session, qualitative and quantitative experts will discuss the distinctive insights and theoretical contributions afforded by their chosen methods, method-specific constraints and potential complementarities, and valuable guidance to fellow researchers exploring this domain. The second part of our PDW centers on roundtable discussions guided by methodological experts. These interactive sessions offer researchers, including PhD students, a platform to delve deeper into specific methodologies, seek guidance, and pose questions related to their AI-focused research. Our PDW's overarching goal is to ignite methodological innovation and experimentation in the study of AI in the workplace. By fostering connections among researchers employing a variety of methods, we aim to inspire collaborative exploration of this critical empirical phenomenon, and provide opportunities to learn from and find inspiration in research that employs methods different from one's own.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



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Selected as a Best Paper

The Unanticipated Consequences of Positive Work Environments



Session Chair: **Jessica Beth Rodell**, *U. of Georgia*
Session Chair: **Olympia Nakos**, *U. of Georgia*
Presenter: **James Garrett Matusik**, *U. of Georgia*
Presenter: **Ryan M. Vogel**, *Fox School of Business, Temple U.*
Presenter: **Chieh-Yu Lin**, *National Sun Yat-sen U., Taiwan*
Presenter: **Olympia Nakos**, *U. of Georgia*
Participant: **Jessica Beth Rodell**, *U. of Georgia*
Participant: **Braydon Shanklin**, *U. of Georgia*

The nature of one's work environment has a critical impact on employee performance and commitment. At the risk of oversimplifying the story, positive features – whether it pertains to the organization, leadership, work design, relationships, etc. – tend to inspire positive experiences and reactions for employees. Yet, theoretically, there is also a sense that all good things can turn bad at some point. Indeed, it is likely that positive psychological phenomena have an inflection point where their effects turn negative – something often referred to as the “too-much-of-a-good-thing” effect (Grant & Schwartz, 2011; Pierce & Aguinis, 2013). The goal in this symposium is to explore the limits of workplace positivity. Each presentation focuses on a different aspect of the work experience that is typically seen as positive – perceived organizational support, meaningfulness, socializing, and coworker positivity – and examines how it may generate unanticipated negative outcomes.

The PCMT Model of Organizational Support - When Positive Aspects of Work Have Negative Consequences

Author: **James Garrett Matusik**, *U. of Georgia*
Author: **Olympia Nakos**, *U. of Georgia*
Author: **Jessica Beth Rodell**, *U. of Georgia*

The Potential Downside of Seeking Purpose from Work

Author: **Ryan M. Vogel**, *Fox School of Business, Temple U.*
Author: **Jessica Beth Rodell**, *U. of Georgia*
Author: **Braydon Shanklin**, *U. of Georgia*

Navigating the Balance - Social Activity Engagement and its Implications on Work and Family Dynamics

Author: **Chieh-Yu Lin**, *National Sun Yat-sen U., Taiwan*

When Positivity Becomes Negative - Exploring the Consequences of Toxic Positivity on Work Outcomes

Author: **Olympia Nakos**, *U. of Georgia*
Author: **Jessica Beth Rodell**, *U. of Georgia*

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **893** | Submission: **21698** | Sponsor(s): **(OB)**
Scheduled: **Sunday, Aug 11 2024 2:30PM - 4:00PM CT (UTC-5)** at **Swissotel Chicago** in **Lucerne I**

OB Division Volunteer Reception

Organizer: **Elizabeth George**, *Cambridge Judge Business School*

Organizer: **Rebecca J. Bennett**, *U. of Central Florida*

Organizer: **Bradley L. Kirkman**, *North Carolina State U.*

Organizer: **Gilad Chen**, *U. of Maryland*

Organizer: **Keith Norman Leavitt**, *Oregon State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Session Type: **Social Event**
Program Session: **894** | Submission: **21634** | Sponsor(s): **(OSCM)**
Scheduled: **Sunday, Aug 11 2024 2:30PM - 3:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Durable**

OSCM Division New Member Cafe

OSCM Division New Member Cafe

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **895** | Submission: **13056** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 2:30PM - 3:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Denver**

Critically Reflecting on Works of Art – Facilitating Empathy in Management Education



Presenter: **Lucy Gill-Simmen**, *Royal Holloway, U. of London*

'No one cares how much you know, until they know how much you care'. - Theodore Roosevelt To be realistic in our aims to be able to respond to the world's challenges, we are required to equip generations of the future with the managerial skills to do so. One particular skill that often surfaces in conversations around managing with purpose is that of empathy. Whilst being an empathetic person does not guarantee action when a person is in need, it is a positive indicator of action in the future (Decety and Ickes, 2009). de Andreotti (2014) argues that if we are not willing to confront our own assumptions and limitations then we risk reproducing the systems of belief and practices that harm those we wish to serve. Emotional empathy relates to experiencing another person's emotional responses; the cognitive component refers to the capacity of understanding others' emotions (Sevillano et al., 2007). While empathy between individuals has long been a concern of humanities and social sciences, it has been neglected in management education. Future business managers and leaders will need to have empathy with others, with the planet and the world's causes. Thus, the cognitive capacity to understand issues such as progressive deterioration of natural resources which may occur as a result of irresponsible management of a business is critical (Tam, 2013). As educators, the question arises as to how empathy can be cultivated amongst management students?

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



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Selected as a Best Paper

Session Type: **Symposium**
Program Session: **896** | Submission: **16649** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 2:30PM - 3:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Los Angeles**

Building Blocks of Leadership: A Lego-Based Experience of Work Design Impact on Leaders' Perspective



Presenter: **Andrea Fischbach**, *German Police U.*

Presenter: **Florian Erik Klonek**, *Deakin U.*

Distinguished Speaker: **Sharon Parker**, *Centre for Transformative Work Design / Curtin U.*

Participant: **Nele Feldbusch**, *German Police U.*

Participant: **Nicolai Kleineidam**, *German Police U.*

Participant: **Anastasiia Lynnyk**, *German Police U.*

We argue when leaders understand their impact on the work context that can create engagement and productivity they can realize that it is not just people's own personal attributes that lead them to be engaged and productive. Drawing on experiential learning theory, self-determination theory, and job design theory, we employ a Lego game incorporating work design principles—featuring either an enriched and diversified job with high autonomy or a poor and monotonous job with high managerial control—in an in-classroom exercise tailored for police leaders in the German Police University Master program. During the TLC@AOM session, participants will experience how having own positive (i.e., enriched diversified autonomous) or negative (i.e., poor simplified controlled) work design experiences shifts how one's orientation changes from a control-focused towards an autonomy-focused work design understanding. We will engage in discussions with participants on how experiencing the effects of poor and enriched work design in a safe and reflection-promoting environment can support leadership development, broadening leaders' perspective and attitude toward work design. In the new world of work, leaders' perspective on supporting the health and well-being of their followers is crucial. With this focus, our session contributes to recent calls for building leadership development on theory and aligns with the AOM 2024 theme, "Innovation for the Future."

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



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Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **897** | Submission: **20565** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 2:30PM - 3:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Miami**








All About Live Cases and How to Try Them Out

Participant: **Meredith J. Woodwark**, *Wilfrid Laurier U.*
Participant: **Brent D. Beal**, *U. of Texas at Tyler*

Live cases are an important pedagogical innovation to prepare students more realistically for their future workplaces. This session will introduce case writers to the concept of live cases, clearly describe how they differ from traditional case writing, provide a step-by-step guide to creating a live case, and suggest how they are most effectively used in a classroom. Our interactive session will cover both live cases based solely on secondary data as well as those based on proprietary data provided by a live case partner company. Writing live cases with companies provides opportunities for live case writers to tailor the case to mimic real world examples, better preparing business students for scenarios they could face upon entering the workforce. Importantly, we will outline how live cases can also be done remotely.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **898** | Submission: **19129** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 2:30PM - 3:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon A**

Turning Groups into Professional Teams: ‘Team Boosting’, The Toolbox to Support Teamwork



Coordinator: **Sandrine LE PONTOIS**, *COACTIS - U. Lyon-Univ Jean Monnet - IAE Saint-Etienne*
Coordinator: **Stéphane Foliard**, *COACTIS - U. Lyon-Univ Jean Monnet - IAE Saint-Etienne*
Facilitator: **Jean Bibeau**, *U. de Sherbrooke*
Facilitator: **Julie Solbreux**, *UNamur*

The purpose of this workshop is to discover the ‘Team Boosting’ toolbox (Creative Commons license, English/French) through practice to both: - support students in the development of teamwork KSAs and competences involved in their learning experience (for example entrepreneurial experience); - support teachers in their professional development by using tools and methods to support and assess the teamwork KSAs and competences developed during the coaching of student teams. The PDW make the participants experiment two activities coming from the toolbox: 1/ Activity 1: Building a team ‘Fast Teammates’ (cards game, participants form groups of 4) 2/ Activity 2: Solving a problem as a team ‘Skill’orchestra’ -Groups become teams in building their transactive memory (problem-based learning). 3/ Presentation of the complete toolbox The ‘Team Boosting’ toolbox contains several tools integrated into five categories identified by pictograms (overlapping in whole or in part depending on the tools): - Teamwork principles and challenges (group vs team) - Teamwork and self/others-knowledge - Teamwork and assertiveness - Teamwork and work methodologies - Teamwork and reflective practice (individual/group) - especially the assessment of the learning experience and how to collectively put in place conditions favorable to teamwork Expected Outcomes - Understand the main principles and challenges of teamwork; - Turn student group into teams thanks to learning situations supporting teamwork KSAs and competences by using various types of tools (tests, card games...); - Elaborate a formal feedback for students regarding their individual teamwork softskills - Support the professional development of teachers working with student groups/teams

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



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Selected as a Best Paper

Session Type: **Symposium**
Program Session: **899** | Submission: **15847** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 2:30PM - 3:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon B**

Pedagogy Based on “Deliberate Learning From Failure” and “Culture Setting” Approach



Presenter: **Ameek Kaur**, *National U. of Singapore*

Presenter: **Michael Frese**, *Asia School of Business*

Panelist: **Thijs Willems**, *Singapore U. of Technology and Design*

Panelist: **Qian Huang**, *Singapore U. of Technology and Design*

Panelist: **King Wang Poon**, *Singapore U. of Technology and Design*

Training the next generation of leaders and professionals to be innovative problem solvers, is no longer enough. Being action oriented for quick turnarounds and being resilient towards failures, to be able to learn quickly and adapt, have become essential qualities needed to navigate this fast-changing technological world around us. To bring about any change in behavior or attitude in a group (e.g. students in a classroom for this discussion) one needs to establish the appropriate supporting culture through norms setting and regular communication. In this session we discuss about enhancing the problem-based learning approach by taking two important perspectives into consideration - learning from failures, and importance of setting the appropriate culture. We will be sharing our teaching and course design experiences from two different universities – one a design and technology focused university, and other a business school. The session brings together the idea of iterative design from the engineering domain, and the learnings from the action theory and error management culture from the business domain, to discuss about the pedagogy approach that nurtures students to be action oriented, failure tolerant, and innovative problem solvers. This session aims to extend the discussion with the attendees in reviewing their own current pedagogical approaches and developing action plans for enhancing their current courses, to interweave the underlying objective of nurturing innovative problem solvers who are also adaptable and resilient when put in challenging situations.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

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Selected as a Best Paper

Session Type: **Symposium**
Program Session: **900** | Submission: **18242** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 2:30PM - 3:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon C**








AI-Powered Research Ideation: A Hands-On Workshop

Participant: **Renee Maria Rottner**, *U. of California, Santa Barbara*
Participant: **Danielle Morales**, *U. of California, Santa Barbara*
Participant: **Brandon Lepine**, *U. of California, Santa Barbara*
Participant: **Fares Ahmad**, *U. of California Santa Barbara*
Participant: **Mostafa Khoshbash**, *U. of California, Santa Barbara*

Discover the transformative potential of artificial intelligence (AI) in generating research ideas and conducting literature reviews through our interactive workshop, "AI-Powered Research Ideation." This 60-minute session is designed for academics seeking innovative teaching methods and enhanced research outcomes, and is based on lessons learned from a successful PhD seminar. We will guide you through practical exercises and cutting-edge AI tool demonstrations. Attendees will engage in generating research ideas using a general-purpose AI tool (chatGPT, Bard, etc.), and then shown how to build on those ideas using several other AI tools, providing a firsthand experience of AI-powered research creativity. The session will begin with an introduction to the original PhD seminar exercise, which educators can readily adapt for their own courses. Participants then explore the potential of AI tools for research idea development and literature searches. Beyond chatGPT, live demonstrations of tools like Scite, Elicit, Semantic Scholar, or others will showcase the possibilities of AI in academic research and the PhD classroom. Students from the PhD seminar will offer valuable insights into how AI transformed their research ideation process. The workshop culminates in a Q&A session, providing an opportunity for attendees to seek additional guidance or share their experiences. Participation in this workshop equips you with practical skills and resources to leverage AI in teaching and research. Enhance your ability to nurture research creativity and innovation in your students leaving with concrete ideas for incorporating AI into your academic practices and teaching.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **901** | Submission: **20631** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 2:30PM - 3:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon F**

Leveraging Today's Entrepreneurship Program Into Building Tomorrow's Ecosystem



Organizer: **Kent Neupert**, *Boise State U.*

Panelist: **Donald Siegel**, *Arizona State U.*

Organizer: **Karen Nicholas**, *Boise State U.*

Participant: **Michael Whitney**, *Boise State U.*

This session introduces the broader concept of the entrepreneurial ecosystem (EE) and the role of entrepreneurial education programs in developing nascent entrepreneurs within an EE. This session is broken into three parts. First, we introduce the broader framework of EEs and identify key components within EEs. Second, we discuss findings from ten years of I-Corps data. Finally, using an established EE framework, the audience assesses their EE and their program fit. We finish with experienced entrepreneurship educators discussing how to leverage current programs and resources to match future ecosystem development. By the end of this session, the successful participant will be able to: - Describe an entrepreneur ecosystem, including the components and the benefits. - Identify and assess the key factors in their local entrepreneur ecosystem. - Understand how entrepreneurs' ecosystems change over time, how the needs of entrepreneurs change during growth, and how to align the two aspects. - Analyze the alignment between current entrepreneurship education programs and the broader community resources and needs - Begin the process of creating a plan to leverage programs and resources that meet future needs in the participant's entrepreneur ecosystem.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

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Selected as a Best Paper

Session Type: **Symposium**
Program Session: **902** | Submission: **20942** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 2:30PM - 3:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon G**

Yes, I Can Feel the Impact: An Experiential Approach to Teaching Microaggression

Participant: **Ashwini Gangadharan**, *Kutztown U.*

Participant: **Ankur P. Nandedkar**, *Millersville U. of Pennsylvania*

In the era where we are getting more and more conscious about diversity, equity, and inclusion (DEI), microaggression is a significant topic of discussion in the workplace and education. Microaggression is defined as subtle insults (verbal, nonverbal, and/or visual) directed toward racial minorities, often automatically or unconsciously" (Solorzano et al., 2000). Most of the time microaggressions are in the form of micro insults that may be unintentional and unconscious but have a negative psychological impact on the victims of microaggression (e.g., Mays et al., 2007). Regardless of the intent of the microaggression, the psychological impact caused by this is detrimental to the victims. Hence, it is noteworthy for academics to teach about microaggression in classrooms while discussing diversity and DEI. As the topic of microaggression is rather sensitive and subtle, it is often difficult to teach. In this session, we focus on the impact of microaggression over its intent through simulations so that the attendees can experience and analyze the psychological impact of microaggressions from a victim's lens. We will be using two web-based simulations as tools namely, Killing Me Softly and Mind Field, to demonstrate the psychological impacts of microaggression on the victims. The sessions intend to accomplish two main goals – (1) applying pedagogical tools to teach microaggression through experiential learning and (2) awareness of possible instances of microaggression in the classroom and discussing strategies to prevent them.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



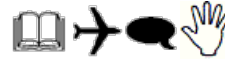
Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **903** | Submission: **21365** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 2:30PM - 3:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon H**

Using International Student Diversity to Supercharge Marketing, Law & Global Business Classes



Participant: **Robert Neer**, *Hult International Business School*

Participant: **Niland Mortimer**, *Professor of Practice, Hult International Business School*

International business students bring exceptional diversity to business school classrooms. In this session, experienced international undergraduate business school educators, who teach classes that routinely include students from dozens of countries, at a school with campuses in multiple international locations, discuss how to leverage student diversity to facilitate educational discussions about marketing, law, and global business. Practical examples from recent classroom experiences illustrate conclusions. An informal session structure will allow time for questions and discussion.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Theme-oriented



Research-oriented



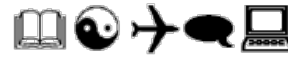
Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **904** | Submission: **12955** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 2:30PM - 3:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Scottsdale**

Integrating Generative AI in Education: Experiences and Insights from Two Entrepreneurship Courses



Presenter: **Sebastian Krakowski**, *Stockholm School of Economics*
Presenter: **Perry Klebahn**, *Stanford U.*

The advent of Generative AI (GenAI) tools like ChatGPT is revolutionizing not only the business world but also education. This session will disseminate key insights from two pioneering entrepreneurship courses in the US and Europe respectively, where GenAI was fundamentally integrated into the curriculum. The US course had an exploratory approach, leveraging AI as a core tool for augmenting ideation and development (by expanding options and perspectives). Consequently, the European course was set up as an experimental research project, using extensive student learning logs, surveys, and focus groups and to capture GenAI's impact on student entrepreneurs and their learning experience. The courses unveiled profound insights into student engagement with GenAI, revealing its efficacy in fostering innovative thinking, refining venture strategies, and enhancing communication skills. A striking finding was the extensive use of GenAI in creating "personas" for target users and investors, which significantly aided students in preparing for venture capital pitches. However, the findings underscored emotional aspects relating to GenAI adoption, and the necessity of psychological safety within the classroom and startup teams to foster an environment conducive to successful exploration and innovation using GenAI tools. This session will not only share these findings but also feature an interactive workshop that demonstrates the pedagogical approaches employed. Attendees will engage in GenAI-based exercises, simulating the entrepreneurial learning experience. This proposal aligns with the 'Innovating for the Future' theme, highlighting GenAI's potential to transform educational practices and prepare students to navigate the complexities of entrepreneurship and innovation in the digital age.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

More New Venture Growth

Session Moderator: **Chandra Bhushan Dubey**, *Oklahoma State U.*

ENT: **Navigating High-Growth: The Dynamics of Learning and Unlearning**

Author: **Euclides Major**, *NOVA School of Business and Economics*
Author: **Ricardo Zozimo**, *Nova School of Business and Economics, U. Nova de Lisboa*
Author: **David Urbano**, *U. Autònoma De Barcelona*

This paper examines the key learning processes of high growth firms including gazelles, scale-ups, superstars, and mature HGFs. By studying ten high-growth firms in Europe considering different institutional contexts we investigate the evolution of learning processes and their role in the transitions typical of scaling-up processes. Through theory elaboration and data analysis, we develop an emergent theoretical framework for understanding learning and unlearning transitions in scaling-up contexts. Our findings show that managing learning transitions are essential for the learning and unlearning that underpin activity of these ventures as they grow. Responding to recent calls, our work enriches the understanding of high growth firms with a focus on learning processes.

ENT: **The Impacts of Resource Orchestration on High Growth Episodes**

Author: **Thao Nguyen**, *Newcastle U.*
Author: **Kevin Francis Mole**, *U. of Warwick*

As high-growth firms contribute disproportionately to job creation and wealth, studies focus on identifying them in the population. However, some argue that high growth patterns can occur in any firm and lack of understanding how that happens. This study aims to unfold impacts of strategic management on high growth. Using the UK Longitudinal Small Business Survey 2015-2019 and coarsened exact matching method, this paper finds that resource orchestration has a significant impact on high growth. We show that some certain types of resources and capabilities being developed simultaneously increase the probability of superior performance, but some others being bundled together deteriorate the chance. It, thus, contributes to the conversation on the role of strategic management on high growth episodes.

ENT: **Key to Successful Scale-Up: Unlocking Product-Market Fit Rapidly versus Pacing Organizational Growth**

Author: **Abhishek Bhatia**, *London Business School*
Author: **Gary Dushnitsky**, *London Business School*








The scale-up phase in nascent companies plays a pivotal role in the entrepreneurial landscape. It is the stage where companies transition from promising start-ups to sustainable, high-growth ventures. One view suggests that successful scaling is a function of external constraints, such as unlocking demand and reaching Product-Market Fit (PMF). Another view emphasizes internal constraints, advocating the need to pace organizational scaling to realize learning. Using novel customer-level data for Software-as-a-Service (SaaS) start-ups, we study the interplay between the speed of new customer acquisition and its customer retention capability. We investigate whether successful scale-ups achieve sustainable competitive advantage whereby they not only acquire new customers but also retain them. The evidence reveals that ventures rapidly acquiring customers also exhibit heightened retention rates. This finding is consistent with the dominance of external product-market considerations over internal organizational constraints in this context. We further explore the effect of (i) an external (adverse) shock to product-market demand (i.e., the introduction of the General Data Protection Regulation (GDPR) in the European Union); and (ii) an internal feature (relaxing) the organizational constraints (i.e., usage of data-driven tools helping the entrepreneurial organization to learn at scale). Overall, the findings provide rich insights into a key debate in entrepreneurship practice and literature about the optimal approach to scaling.

ENT: **A Process Model of New Venture Growth Discrepancy Between Growth-Oriented Female and Male-Led Firms**

Author: **Fatemeh L. Halabisaz**, *IE U.*
Author: **Jose Lejarraga**, *IE U.*

This study presents a process model investigating the divergence in long-term growth trajectories between growth-oriented female and male-led ventures. Drawing from role congruity theory and social cognitive theory, we propose that female-led startups encounter biased expectations and evaluations from resource providers due to perceived incongruity, influencing a shift towards a defensive growth strategy. This strategic shift negatively impacts the growth of female-led ventures over time, contrasting with unaffected male-led firms. Utilizing firm-level accelerator data, our findings support the proposed growth discrepancy model, contributing to the literature on growth and growth divergence.

KEY TO SYMBOLS

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

The Virtual Workplace: Strategies for Managing Remote Work and Work-Life Balance



Session Moderator: **MITALI MATHUR**, *Indian Institute of Management, Ranchi*

HR: **Consequences of Virtual Work: A Bibliometric Analysis and Integrated Framework**

Author: **MITALI MATHUR**, *Indian Institute of Management, Ranchi*
Author: **Varun Elembilassery**, *Indian Institute of Management, Ranchi*

Virtual work has been studied in diverse ways in the extant literature by using multiple terminologies with closely related or interchangeable meaning. In addition, past review studies on virtual work have either focussed on the overall area of virtual work including its antecedents and implementation, or have focused on a specific construct such as employee well-being or work-family conflict. However, such reviews rarely have a defined focus on the wide array of variables that get impacted when virtual work is implemented. The objective of this study is to understand the current dynamics of the research on virtual work with a specific focus on the consequences it has at an individual, group and organizational level. We conducted a bibliometric analysis of 2306 studies published between the year 2000 and 2023 across various disciplines. We included all the related terminologies that depict work away from physical offices. The findings identify seven clusters of consequence variables across individual, group, and organizational level. Amongst the different terminologies being used to represent work away from physical offices, “virtual work” as a term is frequently used to study group level consequence variables, whereas “telework”, “telecommute”, “remote work”, and work from home” are used to study individual and organizational level consequence variables. This study develops a framework by integrating the consequence variable clusters, keyword cohorts and level of analysis. This study also offers future research directions at individual, group and organizational level. The focus of this study is novel and the paper contributes to the literature by developing an integrated framework and offering new directions for research. Keywords: Virtual work, consequences, individual, group, organisation

HR: **Work from Anywhere, but Where? Understanding Knowledge Workers' Work Location Selection**

Author: **Maximilian Kuchenbauer**, *Johannes Kepler U. Linz*
Author: **Almina Besic**, *Johannes Kepler U. Linz*

Remote work has experienced a remarkable surge in popularity, challenging the traditional assumption that employees must be physically present in the office, however, as organizations transition back to office-based operations, many employees are reluctant to return. This study investigates the impact of work flexibility on knowledge workers' work location choices and the individual motivations behind their decisions. Based on 25 semi-structured interviews with knowledge workers in the DACH region with flexible working arrangements, we explore the underlying motives for location selection, work location, and associated geographic mobility in the context of the remote work transformation. Our findings indicate that work flexibility is employed to optimize work-life balance by tailoring the work location to fulfil individual motivations. The choice of work location is embedded within the framework of geographic mobility and its associated costs. We identified that location adjustments can be categorized based on resource allocation, such as time, finances, and social capital, leading to micro-, meso-, and macro-mobilities. Our study contributes to the expanding literature on geographic mobility and remote work, and it provides directions for future research on work location and work flexibility for knowledge workers.

HR: **Balancing Acts: Institutionalizing Flexible Work in the Quest for an Unstable Equilibrium**

Author: **Claudia Manca**, *U. of Bologna*
Author: **Louise Harder Fischer**, *IT-U*
Author: **Christine Ipsen**, *Technical U. of Denmark (DTU)*

We draw on generative mechanisms to study how managers cope with a tension inherent in flexible work: the opportunity to determine when, where, and how to work can give employees the opportunity to flexibly address their personal and professional needs, while simultaneously placing new demands for structuring their activities and relationships. Drawing on a longitudinal case of a Danish pharmaceutical company and its transformation towards flexible work, we analyze how middle managers balance out flexibility and structure in a way to achieve an unstable equilibrium of the work practices that unleashes adaptability by generating continuous change. We discuss how the identified managerial practices reconnect two contradictory and yet complementary patterns of individualization and socialization, in a way to reduce the inertia of existing structures while also providing employees with the conditions to safely experiment with new ways of working.

HR: **Telework and Firm Performance: Individual Access versus Organizational Dispersion**

Author: **Marvin Neu**, *HSG U. of St. Gallen*
Author: **Leon Barton**, *U. of St. Gallen*
Author: **Amanda Shantz**, *U. of St. Gallen*
Author: **Heike Bruch**, *U. of St. Gallen*

We developed a dual-pathway, multi-level conceptual model that depicts the relationship between telework and firm performance. On the one hand, individual telework access is associated with greater levels of firm performance because it prompts social exchange processes between the employee and employer, resulting in lower employee turnover intentions. On the other hand, organizational telework dispersion is associated with lower firm performance because it prompts social identity processes; high dispersion in access to telework creates a psychological gap within an organization that is associated with lower levels of collective positive affective tone. Higher levels of collective organizational identification offset the negative effect of organizational telework dispersion on collective positive affective tone. This multi-level model is tested and supported by a multisource dataset containing 18,111 employees from 119 companies. Note: The first two authors contributed equally to this manuscript (authorship order is random).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Emerging Insights on Social Class at Micro and Macro Levels

Organizer: **Steven Kardel**, *Pennsylvania State U.*
Discussant: **Jennifer J. Kish-Gephart**, *U. of Massachusetts, Amherst*
Presenter: **Sharvika Kherde**, -
Participant: **Andrea Dittmann**, *U. of Southern California - Marshall School of Business*
Participant: **Kristin Laurin**, *U. of British Columbia*
Participant: **Muhan Zhang**, *The Chinese U. of Hong Kong, HK*
Presenter: **Michelle K. Lee**, *Smith School of Business, Queen's U.*
Participant: **Shelby Gai**, *Michigan State U.*
Organizer: **Sridhar Polineni**, *Ross School of Business, U. of Michigan*
Participant: **Caren Colaco**, -
Participant: **Stephane Côté**, *U. of Toronto*

This symposium highlights emerging insights related to social class, an important and overlooked aspect of diversity in organizations. The five papers presented in this symposium will cover various topics within the micro and macro domains of management. At the micro level, the papers reveal the complex interplay of social class background with other marginalized identities, such as gender and immigrant status, in shaping workplace experiences. Their nuanced analysis underscores the need to consider social class as a part of multiple identities shaping the lives of students and employees. Additionally, this symposium also integrates social class and conflict literature, proposing that class-based self-conceptions underlie the responses to workplace conflict. At the macro level, the papers delve into how CEO's social class background shapes stakeholder perceptions and career outcomes. They enrich our understanding of how class-based stereotypes and shifting competence standards follow executives to the apex of corporate hierarchy, carrying career implications even after they have demonstrated merit through significant upward mobility. Together, these papers significantly advance our understanding of how social class, though often invisible, has a profound impact on attitudes and outcomes in the workplace.

Roots and Rungs: Exploring Immigrant Realities of Class and Culture Intersectionality

Author: **Sharvika Kherde**, -
Author: **Andrea Dittmann**, *U. of Southern California - Marshall School of Business*

Exploring the Impact of Gender and Social Class Background on Status Inconsistency & Employee Voice

Author: **Sridhar Polineni**, *Ross School of Business, U. of Michigan*

Social Class and the Experience of Conflict at Work

Author: **Caren Colaco**, -
Author: **Kristin Laurin**, *U. of British Columbia*
Author: **Stephane Côté**, *U. of Toronto*

Not So Undercover Bosses: CEO Social Class Background and Employee Approval

Author: **Steven Kardel**, *Pennsylvania State U.*
Author: **Muhan Zhang**, *The Chinese U. of Hong Kong, HK*

The Role of Social Class Background on the Relationship between Performance & CEO Career Outcomes

Author: **Michelle K. Lee**, *Smith School of Business, Queen's U.*
Author: **Shelby Gai**, *Michigan State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **908** | Submission: **15547** | Sponsor(s): **(STR, OMT, RM)**
Scheduled: **Sunday, Aug 11 2024 2:45PM - 4:15PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom IV**

Bridging Qualitative and Quantitative Research: Exploring Three Mixed-Methods Approaches



Organizer: **Mia Chang-Zunino**, *ESCP Business School*

Organizer: **Douglas Hannah**, *Boston U.*

Panelist: **Stefano Brusoni**, *ETH Zürich*

Panelist: **Peer Fiss**, *U. of Southern California*

Panelist: **Carolyn Fu**, *Harvard Business School*

Panelist: **Amisha Miller**, *NYU Stern*

Panelist: **Chiara Spina**, *INSEAD*

The integration of qualitative and quantitative research methods is gaining momentum, offering the potential for accelerated cumulative theory building and testing. This symposium explores the challenges and opportunities presented by mixed-methods research. A panel of renowned senior scholars and emerging junior researchers will share their editorial insights and practical experiences during review processes, discussing issues such as methodological alignment, construct consistency, and best practices. In so doing, our panel presents three distinct avenues for mixed-methods studies: (1) Qualitative analyses and field/lab experiments, (2) Qualitative Comparative Analyses (QCA) and regression, and (3) Qualitative analyses and formal modeling (simulation). These avenues have already yielded significant contributions published in top research outlets. By bringing together five distinguished scholars in strategy and organization theory, each with expertise in one of these avenues, this symposium aims to foster dialogue about the promises and challenges of mixed-methods and cumulative theory-building and testing.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Avenues in Meaningful Work and Calling Research

Session Moderator: **Chia-Jung Tsay**, *U. of Wisconsin-Madison*

CAR: All Play and No Work: Antecedents and Consequences of Pursuing a Calling Outside of Work

Author: **Chia-Jung Tsay**, *U. of Wisconsin-Madison*
Author: **Otilia Obodaru**, *Rice U.*

Current generations have greater freedom in career choices, among the cultural messages about the value of pursuing one's passion. These dynamics converge with existing literature suggesting that answering a calling means pursuing the activity one feels a calling for as a full-time job and to build a career on it. The alternative, i.e., not answering one's calling, has attracted much less attention from management scholars. We suggest that conceptualizing callings as either answered or unanswered in terms of a full-time job obscures important complexity in how people relate to and enact their callings. Through a qualitative, inductive study of 81 professional musicians whose full-time jobs are in domains unrelated to music, we introduce the construct of "non-work callings", i.e. activities perceived as callings which are pursued outside of the domain of work. We differentiate non-work callings from constructs such as hobby/leisure, side hustle, and gig. Based on our data, we illustrate the experience of answering a calling outside of work and explain why and how people enact their callings, including the surprising number of ways in which they perceive this experience to be superior to the option of having pursued their calling in the work domain. Finally, we outline how this novel construct changes the way we understand callings, meaning, professional identity, and the meaning of work and nonwork.

CAR: So, You've Got Pain? Make Meaning of It! Why and How Individuals Turn Traumas Into Meaningful Work

Author: **Claire Schulze Schleithoff**, *Vrije U. Amsterdam, School of Business and Economics*

This paper explores how individuals manage to turn their traumas into meaningful work experiences. Drawing on the insights of 45 diversity, equity and inclusion (DEI) professionals, we found that their own (traumatic) experiences with discrimination and exclusion plays an important role for their profession. More specifically, DEI professionals aim to establish initiatives in organizations that address the inequalities they were facing for their whole lives and fight for justice and better conditions for others. Hence, through their work, DEI professionals realize the relevance in their own stories and subsequently find meaningfulness in their traumas. In so doing, they view their work as meaningful. We further saw that they apply two strategies that help them to deal with their work in order to draw on their traumas and turn them into work meaningfulness. These strategies are detaching emotionally from drawbacks and turning to their social network. Our findings provide new insights to the literature on meaningful work as well as the literature on post-traumatic growth. In addition, we provide valuable insights for practitioners in their endeavour to foster DEI throughout organizations.

CAR: Job Crafting for MEANINGFUL Work and Meaningful WORK: A Theoretical Extension of Job Crafting Theory

Author: **Samuel Mortimer**, *Saïd Business School U. of Oxford*
Author: **Farsan Madjdi**, *GSB, U. of Cape Town*
Author: **Badri Zolfaghari**, *GSB, U. of Cape Town*

While there have been significant changes in the world of work, one element that has been consistently present is the quest for meaningful work. Due to the variety of individual and organizational level benefits of meaningful work, researchers have explored the mechanisms by which it can be achieved within organizational settings. But work can be liminal and precarious, and it increasingly occurs outside the structures and boundaries of an organization. Consequently, the search for its meaningful work does not only comprise meaningfulness at work, but also the search for meaningful work itself. In the paper, we explore how meaningful work is not only obtained but also maintained by drawing from two parallel—though independently developed—research streams: job crafting and proactive career behaviors. We generate new theory on job crafting to understand the interactions between job crafting behaviors that aim at meaningfulness and those that aim at professionalization. We explore the boundary conditions of when these two kinds of crafting behavior complement each other and when they are in tension. Finally, we introduce the construct of integrative job crafting—meta-crafting behaviors that involve changing the cognitive, task, and relational boundaries of other job crafting behaviors—to capture the ways that individuals proactively manage and resolve these tensions.

CAR: What Makes a Meaningful Day? Navigating Reciprocity and Variability in Crafting Meaningfulness Deals

Author: **Elaf Basri**, *U. of Edinburgh business school*
Author: **Susan E. Murphy**, *U. of Edinburgh*
Author: **Yumeng Yue**, *U. of Edinburgh business school*

Despite the increased emphasis on meaningful work and the expectation that it should form a crucial part of the "new deal" in employee-employer relationships, pursuing and sustaining meaningful work amidst its inherent daily fluctuations remains elusive and challenging, even in seemingly meaningful jobs. Emerging evidence points to meaningfulness's dynamic and potentially transient nature, yet we still lack a nuanced, holistic account of the ebb and flow of meaningfulness that explains what makes and sustains a meaningful day. Grounded in psychological contract theory and work orientations, we propose the "meaningfulness deal," a dynamic framework that views meaningful work as the core currency that shapes the reciprocal exchange of contributions between employees and employers. We utilize a two-phase design, including a 10-day experience sampling and a two-wave longitudinal study, to test hypotheses at the within- and between-person levels. We find that daily fulfillment of individualized paths to meaningfulness increases meaningfulness, resulting in employees feeling compelled to reciprocate with helping behaviors. Following a cyclical dynamic, we also find that reciprocation on one day leads to a positive spillover effect as employers provide further opportunities for pursuing meaningfulness the following day. We find an inverted U relationship between the number of paths pursued and global but not daily meaningfulness, challenging the assumption that more meaningfulness is always better. Finally, our results reveal how the daily pursuit of meaningful work aggregates to what we call "meaningfulness variability," which links daily experiences with broad, long-term outcomes such as decreased global meaningfulness and performance.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Career Mobility and Career Retention

Session Moderator: **Shane Hayden-Smyth**, *Trinity Business School, Trinity College Dublin*

CAR: **Career Mobility of Cancer Survivors: An Interdisciplinary Review, Synthesis and Research Agenda**

Author: **Shane Hayden-Smyth**, *Trinity Business School, Trinity College Dublin*
Author: **Wladislaw Rivkin**, *Trinity Business School, Trinity College Dublin*
Author: **Marian Crowley-Henry**, *Maynooth U.*
Author: **Amanda Roe**, -

Statistically, one in two individuals will get cancer during their lifetime. As the curability of cancer increases one focal question remains: How does this prevalent illness affect employees' careers after being cured? The complex societal challenge of health and wellbeing across the population is pertinent in Career Studies. This paper focuses on the career mobility of post-cancer employees, and seeks to add to this nascent research domain in Career Studies through an interdisciplinary systematic literature review. This is relevant and timely due to the increasing incidence and prevalence of cancer in the workplace, and its ubiquitous interdisciplinary importance. Supplementing extant knowledge pertaining to career transitions, our interdisciplinary systematic literature review of 23 studies provides further insights into the career mobility of cancer survivors. Following thematic synthesis, six analytical themes were identified. Integrating these themes with the liminal theoretical lens utilised in management studies, a theoretical process model of career mobility post-cancer was developed. The findings of this review contribute significantly to management and occupational health literature by adding further nuance to our understanding of how cancer survivors orient their careers post-treatment and what factors may impact their vocational decision-making process, informing organisational policies and practice.

CAR: **How and When Occupational Commitment Helps or Hurts Employee Retention?**

Author: **Hongsong Guo**, *Central U. of Finance and Economics*
Author: **Fei Zhu**, *Central U. of Finance and Economics*
Author: **Yanjun Guan**, *Durham U. Business School*

Previous research on occupational commitment has primarily focused on the proactivity within organizations and has concluded that occupational commitment has an exclusively negative effect on turnover intention. Drawing on the boundaryless career perspective and the dual-faceted conceptualization of career self-management, we challenge this prevailing conclusion by developing a double-edged model, which posit dual career development trajectory of occupational committers—one underscoring internal cultivation, and the other external exploration. Based on four-wave data from 302 employed participants, we find that: (a) regarding the internal cultivation trajectory, occupational commitment is completely associated with reduced turnover intention through the serial mediation of internally oriented career self-management and internal career opportunities; (b) for the external exploration trajectory, occupational commitment also relates to increased turnover intention through the serial mediation of externally oriented career self-management and external career opportunities, but only among occupational committers with strong boundaryless mindset. Our research reveals the duality of occupational commitment in relation to employee retention, while highlighting how the consequences of occupational commitment, including career behaviors, rewards, and final mobility inclination, may differ depending on one's career orientation. Theoretical and practical implications are discussed.

CAR: **A Structuration Theory Perspective on Voluntary Career Transitions**

Author: **Nitesh Bhat**, *Indian Institute of Management, Bangalore*
Author: **Rajalaxmi Kamath**, *Indian Institute of Management, Bangalore*

The central idea of this conceptual paper is that voluntary career transitions, while coming across as narratives of inspired individuals exercising their personal choice, are in fact inextricably linked to their social network. Thus, what the individual perceives as a voluntary decision of a career transition can be reconceptualised as being both, agentic and structural. Similarly, we argue that an individual's social networks are a product of self-selection towards their career transitions in a quest for meaningful work. We develop this recursive link primarily using Giddens' theory of structuration and the duality implied between structure and agency. Viewing voluntary career transitions as a quest for meaningful work, leading to, and stemming from, a purposive curation of an individual's social network, we present propositions to demonstrate how the two are intertwined. Our study contributes to understanding the sources of meaningful work, emergence of career transitions, formation and dynamics of social networks and to broader issues of social mobility. We do so by providing propositions that enable the operationalising of Structuration Theory, using the frameworks of meaningful work and social networks.

CAR: **The Role of Disruptive Events for Career Paths: Transitioning from Intrapreneur to Entrepreneur (WITHDRAWN)**

Author: **Jolien Roelandt**, *Ghent U.*
Author: **Petra Andries**, *Ghent U.*

This paper aims to identify which factors affect the decision of intrapreneurs to transition into entrepreneurship, i.e. to leave their employer and found their own company. In line with insights from entrepreneurial intention literature, we examine the relation between their intention to transition and their actual transition. Building on Shapero and Sokol's (1982) Entrepreneurial Event model and recent insight from the career management literature, we argue that this relation will be reinforced by the number of displacing events that happen in the intrapreneur's work-related and personal life. We test and confirm our hypotheses using time-lagged survey data on 292 intrapreneurs. Our findings improve our understanding of why intrapreneurs do or do not become entrepreneurs. They also add to the entrepreneurial intention and the broader career literature, which hitherto have mainly presented qualitative evidence on the role of displacing events. They further have important practical implications for intrapreneurs, their managers, and policy makers concerned with innovation in established firms and new ventures.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **911** | Submission: **15434** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 11 2024 3:00PM - 4:30PM CT (UTC-5)** at **Swissotel Chicago** in **Arosa**

ChatGPT as my Teaching Assistant: Opportunities and Threats

Moderator: **Carla Flores**, *Ball State U.*

Organizer: **Ronda M. Smith**, *Florida Tech*

Panelist: **Shontarius D. Aikens**, *Concordia College*

Panelist: **Benjamin John Blackford**, *Northwest Missouri State U.*

Panelist: **Michelle M. Fleig-Palmer**, *South Dakota State U.*

Panelist: **David K. Palmer**, *South Dakota State U.*

Panelist: **Tim O. Peterson**, *TPerformance, LLC*

Panelist: **Jennifer Lynn Schultz**, *Minnesota State U., Mankato*

Panelist: **Joseph Westlin**, *Minnesota State U., Mankato*

Artificial Intelligence (AI) has taken the world by storm, and its impact on higher education is undeniable. While much of the conversation is about AI and student use, this caucus is being assembled to examine the opportunities and threats to the university educator role. How can we harness its power while being mindful of how it may undermine our existence? Join us in this Caucus Session where non-technical participants will share their current experiences, learnings, and best practices as well as their anticipated concerns utilizing AI assistants like ChatGPT to support their roles as educators. While the opportunities for creativity and time saving are many, so are the ethical and managerial concerns. For example: concerns about ethics and evaluations of job performance, pros and cons of transparency of using AI, to what extent does it reflect an educator's competence if they are using AI as a content creator versus using AI as a time saver, a peer collaborator/idea generator.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



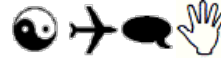
Selected as a Best Paper

Session Type: **Caucus**

Program Session: **912** | Submission: **15578** | Sponsor(s): **(CAU)**

Scheduled: **Sunday, Aug 11 2024 3:00PM - 4:30PM CT (UTC-5)** at **Swissotel Chicago** in **Élevé River View 2**

Cultivating Future-Ready Organizational Cultures: Agility, Inclusivity and Distributed Leadership



Organizer: **Marcus Robert Astley**, *Bloomsbury Institute London*

Organizer: **Pooja Gupta**, *Bloomsbury Institute London*

Participant: **Felix Arndt**, *U. of Guelph*

Participant: **Wilson Ng**, *IDRAC Business School*

Participant: **Veronique Ambrosini**, *Monash U.*

Participant: **Sebastian Fourné**, *Wilfrid Laurier U.*

Participant: **Barak S. Aharonson**, *U. of Guelph*

In the future, all organisations will need to be: agile, responsive, inclusive, richly diverse and highly networked, using distributed leadership principles. This caucus program aims to foster an in-depth exploration of leadership, dynamic capabilities and inclusion through a series of presentations, interactive discussions, and workshops. It will provide an opportunity to participants to connect and map out the critical components required of an organisation's culture to make it fit for purpose.

Session 1: Presentation Dynamic Capabilities (15 mins), Session 2: Distributed Leadership and management (40 min), • Group activity on distributed leadership followed by Open discussion (20 Minutes), Session 3: Inclusion and diversity- Panel Discussion (20 min) and Networking Reception with eminent academic experts.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Caucus**
Program Session: **913** | Submission: **15586** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 11 2024 3:00PM - 4:30PM CT (UTC-5)** at **Swissotel Chicago** in **Grindelwald**

Meso-Organizational Theory: A Caucus

Organizer: **Pedro Monteiro**, *Copenhagen Business School*

Meso-organizational research, integral to organizational and management scholarship, persists despite the shift towards open systems but faces fragmentation, lacking consensus around its distinctiveness. This caucus seeks to unite scholars to discuss the domain's characteristics and potential as well as to envision an ideal syllabus for a doctoral course.

KEY TO SYMBOLS

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

Session Type: **Caucus**
Program Session: **914** | Submission: **14492** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 11 2024 3:00PM - 4:30PM CT (UTC-5)** at **Swissotel Chicago** in **Verbier**

Navigating the Strategy and Change Interface: Innovating and Innovative Purposes



Organizer: **Kate Hughes**, *Macquarie Graduate School of Management*
Organizer: **Angelina Zubac**, *AIM Business School, Australian Institute of Management*
Session Chair: **Ofer Zwikael**, *Australian National U.*
Discussant: **Peter Thomas Bryant**, *IE Business School*
Distinguished Speaker: **Oguz N. Baburoglu**, *Sabanci U.*
Distinguished Speaker: **Danielle Tucker**, *U. of Essex*
Distinguished Speaker: **Zhou Jiang**, *RMIT U.*
Distinguished Speaker: **Huong Le**, *Central Queensland U.*
Distinguished Speaker: **Czeslaw Mesjasz**, *Cracow U. of Economics*
Participant: **Neal M. Ashkanasy**, *U. of Queensland*
Participant: **Philip Bromiley**, *U. of California, Irvine*
Participant: **Steven R. Cofrancesco**, *Grand Canyon U.*
Participant: **Marie Dasborough**, *U. of Miami*
Participant: **Linda Duxbury**, *Sprott School of Business, Carleton U.*
Participant: **Wojciech Dyduch**, *U. of Economics in Katowice*
Participant: **Maris G. Martinsons**, *City U. of Hong Kong*
Participant: **Elizabeth More**, *Study Group Australia*
Participant: **David Rosenbaum**, *Excelsia College*
Participant: **Harry Sminia**, *U. of Strathclyde Business School*
Participant: **Connie Shao-mei Zheng**, *U. of South Australia*

Building on the insights from eight previous AOM caucuses and publications from this group, this caucus considers how organisations innovate to be uniquely different (to be competitive) and uniquely the same (to conform institutionally) once their purpose for innovating (and being) is agreed and proactively acted upon by its key stakeholders. This work has the potential to inform strategic management, strategy as practice, organizational change, organizational behavior, organizational theory, human resource and project scholarship. Previous caucuses have already led to a special issue, edited book of chapters involving 17 scholars and symposia on the subject. The caucus group is currently working on a book that explores modern strategy, change and transformational project leadership practices. Other collaborative projects are currently being planned. We believe this caucus would be of great interest to practitioners too, as much still needs to be learned about how the strategy and change interface can be navigated to achieve innovation success.

Light refreshments will be served. All welcome.

KEY TO SYMBOLS

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








Session Type: **Plenary Session**
Program Session: **915** | Submission: **21675** | Sponsor(s): **(CMS)**
Scheduled: **Sunday, Aug 11 2024 3:00PM - 4:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Regent Room**

CMS Plenary: Peace! How We Organize for Peace

Organizer: **Mariana Paludi**, *U. Tecnica Federico Santa Maria*
Organizer: **Penelope Muzanhamo**, *U. College Dublin, Smurfit*
Organizer: **Alexandra Bristow**, *The Open U. Business School*
Organizer: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Richard Longman**, *The Open U., United Kingdom*
Organizer: **Caroline Clarke**, *CMS*
Organizer: **Liela A. Jamjoom**, *U. of Business and Technology*
Organizer: **Arturo E. Osorio**, *Rutgers U.*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Organizer: **Marcus Vinícius Peinado Gomes**, *Cardiff Business School, Cardiff U.*
Organizer: **Kristin Samantha Williams**, *Acadia U.*
Organizer: **Elina Riivari**, *U. of Jyväskylä*
Organizer: **Vijayta Doshi**, *Indian Institute of Management, Udaipur*
Organizer: **Fabio Prado Saldanha**, *U. de l'Ontario français*

How can critical management scholars actively facilitate peace in an environment where unprecedented events threaten to fracture and polarize scholarly communities? This plenary session will delve into the intersection of peace, and critical management and organization studies (MOS) by exploring the pivotal role that the field's theories and practices can play in fostering a culture of peace within diverse workplaces and broader society. In an era marked by life changing global challenges and other rapid societal transformations, the ethical/moral obligation for scholars and organizations to actively contribute to peace cannot be understated. Hence, this plenary session aims to unravel the ways in which the field of critical management and organization studies can help scholars and other social actors to envision, design, share and implement initiatives that contribute to peace within organizations and societies across the world on a sustainable basis.

KEY TO SYMBOLS

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

Identity Conflicts and Struggles

Session Moderator: **Anna Yan**, *Fuqua School of Business, Duke U.*

DEI: **Diversity Commodification: The Role of Marginalized Identities on Hiring Aimed to Improve Diversity**  

Author: **Anna Yan**, *Fuqua School of Business, Duke U.*

Author: **Angelica Leigh**, *Fuqua School of Business, Duke U.*

In recent years, organizations have increasingly set diversity hiring targets that pledge to hire more individuals with marginalized identities. Although organizations may be well-intentioned in doing so, we argue that these hiring targets have the potential to breed their own forms of bias. In this paper, we integrate racial capitalism theory with research on intersectionality to suggest that diversity hiring targets lead decision makers to engage in diversity commodification and use an intersectional selection lens that favors candidates based on the number and content of their marginalized identities. Specifically, across three studies, we find that diversity hiring targets can lead to a preference for candidates with multiple marginalized identities along their gender and race (e.g., Black women and other racial minority women) over candidates with fewer marginalized identities (e.g., a Black man). We also find that the preference for Black women may be greater than that of other racial minority women, indicating that the former are the prototypical individual of organizational diversity efforts. Finally, we find other marginalized identities (e.g., sexual orientation) may be peripheral to the organizational selection lens and their effects may amplify existing preferences. Taken together, these findings highlight the need to carefully examine organizational diversity efforts like diversity hiring targets and the biases they may inadvertently reinforce.

DEI: **Regret, Guilt and Frustration: Japanese Career Women's Persistent Identity Conflict**   

Author: **Markus Pudelko**, *U. of Tuebingen*

Author: **Helene Tenzer**, *LMU Munich School of Management*

This qualitative study explores how individuals experience and respond to identity conflict and sheds light on their feelings towards the employed response strategies. Our findings are based on 125 in-depth interviews with Japanese career women who face incompatible expectations for their roles in their professional and private lives. We show how this dilemma leads to an identity conflict to which the women react with one out of three identity work strategies. Furthermore, our study reveals that while these strategies may resolve incompatible external role expectations, they do not effectively diminish internalized dilemmas. As a result of these persisting dilemma situations, individuals experience increasingly entrenched negative emotions such as guilt, regret, frustration and disempowerment. Our study contributes to identity research by demonstrating that identity work strategies do not always lead to identity reconciliation. Additionally, we enrich female career and work-family balance research by showing that career women are often confronted with dilemma situations that do not allow them to define for themselves a career path that integrates role expectations from the professional and private domain. Moreover, our study has broader implications for paradox research and organization studies, as it provides evidence that we should not automatically assume that managerial dilemmas can successfully be resolved. By underscoring the persistence of some dilemma situations, our research encourages future research on managing paradoxes in organizational contexts.

DEI: **"And Then I Undress the Work": Materiality and the Embodied Identity Work Among Working Mothers**   

Author: **Taija Tuulia Turunen**, *Aalto U. School of Business*

Author: **Saija Katila**, *Dr.Sc. (Econ. & Bus. Adm.) Senior Lecturer*

Author: **Astrid Huopalainen**, *Aalto U. School of Business*

Author: **Seonyoung Hwang**, *Aalto U. School of Business*

How do professional women, who experience normative expectations in both their professional lives and motherhood, utilize attire and accessories as ways to navigate their multiple identities after maternity leave? Existing research in organization studies has given limited attention to the role of embodiment, particularly the use of material attire, in identity work. This paper explores the multifaceted roles of clothing, makeup, and accessories among professional women, who continuously transition between the often-conflicting realms of work and motherhood. Based on 31 semi-structured interviews with professional women in Finland we demonstrate how this form of identity work is enacted through material strategies of shielding, staging, transitioning, performing, and safeguarding. We link these strategies to various emotional and communicative outcomes, thereby extending the ongoing conversation on embodied identity work with insights into the significance of materiality in identity work. As our key contribution, we illustrate the diverse ways materiality is employed in embodied identity work—sometimes to 'hide' or transform the maternal body and at other times to elevate its status and professionalism. Our second theoretical contribution sheds light on the tabooed aspects of embodied identity work and its most abject dimensions. Thirdly, we emphasize the contextual importance of embodied identity work. Collectively, we show how motherhood introduces additional concerns, opportunities for empowerment, and possibilities to resist oppressive norms in women's embodied identity work.

DEI: **In the Liminality of Ethnic and Occupational Identity: Identity Struggles of Tea Garden Laborers**    

Author: **Poonam Barhoi**, *Institute of Management Technology Ghaziabad, India*

Identity struggles create various conflicts for individuals on their personal and social front. With the lens of liminality, I explore how an in-betweenness state of ethnic identity vs. occupation-based identity creates identity struggles. Here, I delve into the identity struggles faced by the marginal laborers in tea gardens in Assam, India, who identify themselves as 'Adivasi' (Ethnic identity) and 'Laborers' (Occupational Identity). I conducted twenty-five qualitative interviews with the tea garden laborers. The study discusses the liminal experiences of the tea garden workers and their identity works to navigate their identity conflict arising from the liminal experiences into five broad themes: Self and social identification as Adivasi (ethnic), Self and social identification as laborers (occupation-based), Identity crisis at the liminality of ethnic and occupation-based identity, Reclaiming Adivasi (ethnic) identity, and Reclaiming identity and rights as laborers. The study brings novel insights into the various identity work that individuals in prolonged positional liminality perform in order to protect their social identities. The study further discusses the clash of institutionalized identity with under-institutionalized identity and its related tensions in practicing identity work. Keywords: Liminality, Identity Work, Indigeneity, Ethnic identity, Occupational identity, Laborer.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Intersectionality and Workforce

Session Moderator: **Dr. Neferiatiti Holt**, *Walden U.*

DEI: An Empirical Examination of the Intersectionality of Black Women's Experiences in the Workforce  

Author: **Dr. Neferiatiti Holt**, *Walden U.*
Author: **Hamid H. Kazeroony**, *Walden U.*
Author: **Teresa Lao**, *Walden U.*

Abstract Black women in America encounter double discrimination within the workforce, stemming from both their gender and race. They navigate the complexities of living with these intersecting identities while simultaneously confronting additional challenges associated with their gender and the color of their skin. This qualitative descriptive phenomenological study aimed to explore Black women's experiences of discrimination in the workforce based on gender and race. The conceptual frameworks that grounded this study were general systems theory and intersectionality theory. Purposive sampling was used to identify participants; data was collected through semi-structured interviews with 13 Black women who work in a large city in central Texas. Thematic analysis based on descriptive phenomenology was applied to reveal themes and explore participants' perceptions of their experiences in the workplace. Five themes were identified from analysis of the data collected through coding and journal notes: (a) Black women's work experiences and intersectionality; (b) the importance of workplace diversity; (c) glass/concrete ceiling and career advancement; (d) representation matters; and (e) coping, support systems, and resources. The results from this study could provide a framework for Black women to experience better work environments that support them on their career journeys. Removing barriers can assist in career advancement among this population, reducing emotional taxation and creating safe spaces, resulting in a positive social change. The study findings could promote positive social change by highlighting the experiences of Black women who face discrimination based on the intersection of race and gender and the coping mechanisms, support systems, and resources that are effective in helping Black women navigate the challenges and discrimination they face in the workplace.

DEI: Intersectional Entrepreneurial Identities at the Crossroads: A Study of Female Minority Founders   

Author: **Pisitta Vongswasdi**, *WHU Otto Beisheim School of Management*
Author: **Julia Katharina de Groote**, *WHU Otto Beisheim School of Management*
Author: **Janine Vanessa Heinrich**, -
Author: **Jamie Jocelyn Ladge**, *Boston College*

Female minority founders (FMFs) often encounter unique challenges in the entrepreneurial world. Our study, focusing on FMFs in Berlin, utilizes an intersectionality lens to better understand these challenges and their impact on the founders' journey. We uncover structural barriers perpetuating inequality, alongside factors that either exacerbate or lessen these issues. Our findings reveal a complex process of identity and image management by FMFs, significantly contributing to entrepreneurship and identity literature.

DEI: To Share or Not to Share: How Microaggressions and Intersectionality Affect Knowledge Sharing 

Author: **Minoo Selseleh**, *Faculty of Liberal Arts and Professional Studies, York U.*
Author: **Jing Wang**, *York U.*








Knowledge sharing is fundamental for organizations' competitive advantage. It drives innovation, enhances efficiency, and fosters a culture of continuous learning and collaboration. Research suggests that a diverse employee body is important in knowledge sharing because it brings together varied perspectives, experiences, and skills, and fosters a richer and more innovative exchange of ideas. Yet, little is known about factors hindering or supporting knowledge sharing among different employee groups. This paper theorizes how the intersectionality of race and gender may trigger microaggressions, which in turn impact knowledge sharing. Theoretically, the research is among the first attempts to integrate knowledge sharing and microaggression literature. It enhances the comprehension of contextual factors in Nonaka's SECI knowledge sharing model. Practically, it equips employers with theoretical tools to develop effective strategies for cultivating a culture of knowledge sharing among diverse employees.

DEI: Intersectionality of the High Skilled Professionals' Retention Decisions: Evidence from H1B Records  

Author: **Xin Lucy Liu**, *Columbia Business School*
Author: **Yihan Becca Wang**, -
Author: **Michael W. Morris**, *Columbia U.*

Among millions of international students who study in the U.S. every year, who stay and work in the U.S. and build their life as an immigrant, and what drives their decisions? Drawing from Social Dominance Theory, we analyzed the intersection between country of origin and gender on global professionals' staying rate in the U.S. and proposed social status prospects to be an important driver of their migration decisions. In Study 1, utilizing the H1B visa data, we found a relatively higher rate of female stayers in EA professionals (vs. those outside EA) and a relatively lower rate of female stayers in Northern and Western European professionals (vs. those outside NW Europe). In addition, utilizing the political gender parity scores, we found that high male advantage of social status prospects in their home country and low male advantage of their heritage group in the U.S. can explain a relatively higher rate of female stayers. In Study 2, we conduct an experiment on young professionals in China and test how men and women react differently towards gender parity conditions among EA Americans in the U.S. in terms of their status prospects and, thus, their intention to work in the U.S.

KEY TO SYMBOLS

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

Relating Across Differences: Tools for Repairing Breakdowns in Interpersonal Understanding



Organizer: **Niranjan Srinivasan Janardhanan**, *London School of Economics*
Organizer: **Natalie Longmire**, *Tulane U.*
Discussant: **Tracy Dumas**, *Ohio State U.*
Participant: **Natalie Longmire**, *Tulane U.*
Presenter: **Niranjan Srinivasan Janardhanan**, *London School of Economics*
Presenter: **Andrea Dittmann**, *U. of Southern California - Marshall School of Business*
Participant: **Kyle Dobson**, *U. of Virginia*
Participant: **David Yeager**, *The U. of Texas at Austin*
Presenter: **Michal Lehmann**, *Carnegie Mellon U. - Tepper School of Business*
Participant: **Shir Genzer**, *Hebrew U. of Jerusalem*
Participant: **Nur Kassem**, *Hebrew U. of Jerusalem*
Participant: **Daryl R. Van Tongeren**, *Hope College*
Participant: **Anat Perry**, *Hebrew U. of Jerusalem*
Presenter: **Jennifer Wiseman**, *U. of Utah, David Eccles School of Business*
Participant: **Jared Mitchell Poole**, *U. of Massachusetts, Boston*
Participant: **Amelia Stillwell**, *U. of Utah*
Presenter: **Yingli Deng**, *Durham U. Business School*
Participant: **Hooria Jazaieri**, *Santa Clara U.*
Participant: **Cynthia S. Wang**, *Northwestern Kellogg School of Management*
Participant: **Jennifer Ann Whitson**, *U. of California, Los Angeles*

Interpersonal differences abound in the workplace. Reaping the benefits of organizational diversity requires understanding and appreciating one another's different backgrounds, worldviews, perspectives, and viewpoints. However, the innate ease and preference associated with interacting with similar others makes relating across differences challenging in a number of ways. The five papers in this symposium provide cutting-edge insights into breakdowns in understanding that can occur across interpersonal differences in organizations, including both the emotional and cognitive processes underlying these breakdowns, as well as potential tools to prevent and repair them.

The Illusion of Rapport: How Coercive Power Disparities Undermine High-Quality Connections

Author: **Andrea Dittmann**, *U. of Southern California - Marshall School of Business*
Author: **Kyle Dobson**, *U. of Virginia*
Author: **David Yeager**, *The U. of Texas at Austin*

The Role of Identity in Relationships with Neurodivergent Colleagues

Author: **Natalie Longmire**, *Tulane U.*
Author: **Niranjan Srinivasan Janardhanan**, *London School of Economics*

Intellectual Humility Predicts Empathic Accuracy and Empathic Resilience

Author: **Michal Lehmann**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Shir Genzer**, *Hebrew U. of Jerusalem*
Author: **Nur Kassem**, *Hebrew U. of Jerusalem*
Author: **Daryl R. Van Tongeren**, *Hope College*
Author: **Anat Perry**, *Hebrew U. of Jerusalem*

Everyday People, Rare Relationships: Microemancipation in Racialized and Gendered Organizations

Author: **Jennifer Wiseman**, *U. of Utah, David Eccles School of Business*
Author: **Jared Mitchell Poole**, *U. of Massachusetts, Boston*
Author: **Amelia Stillwell**, *U. of Utah*

Conspiratorial Beliefs and COVID-19 Vaccine Acceptance: The Role of Perspective-Taking

Author: **Yingli Deng**, *Durham U. Business School*
Author: **Hooria Jazaieri**, *Santa Clara U.*
Author: **Cynthia S. Wang**, *Northwestern Kellogg School of Management*
Author: **Jennifer Ann Whitson**, *U. of California, Los Angeles*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Flawless Fronts: Exploring Impression Management of Marginalized Identities and Contextual Influence

Organizer: **Chi Nguyen**, *Oklahoma State U.*

Organizer: **Alexis Nicole Smith**, *Oklahoma State U.*

Discussant: **Rachel Arnett**, *The Wharton School, U. of Pennsylvania*

Presenter: **Chi Nguyen**, *Oklahoma State U.*

Presenter: **Yashodhara Basuthakur**, *Texas A&M U., Mays Business School*

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

Participant: **Cynthia E. Devers**, *Virginia Tech*

Presenter: **Hyejin Yu**, *NEOMA Business School*

Participant: **Songqi Liu**, *National Science Foundation*

Presenter: **John Lynch**, *U. of Illinois at Chicago*

Participant: **Alexander Lyle Effinger**, *U. of Illinois Chicago*

Participant: **Jingyu Zhang**, *U. of Florida*

Presenter: **Rebecca Ponce de Leon**, *Columbia Business School*

Participant: **Katherine Du**, *Lubar College of Business*

Participant: **Kyle Dobson**, *U. of Virginia*

As organizational research begins to catch up with the largely theoretical framework around the experience and effects of diversity at work, we propose a symposium that focuses on managing marginalization at work through the issues surrounding impression management. The purpose of this symposium is to explore the impact of social and contextual factors on interpersonal impression management choices and outcomes. Specifically, the presentations in this symposium investigate how organizational factors and individuals' experiences with identity-related issues influence their (a) self-perceptions, (b) image concerns, and (c) self-expression choices. By integrating literature on marginalized identities, impression management, and authenticity, we aim to generate discussions around how employees navigate their identities in complex workplace dynamics, how managers can be allies against stereotyping processes, and how organizations can develop future work environments that promote individuals' sense of self and well-being.

Voices in my Head: How Women of Color Manage their Constellations of Intersecting Identities

Author: **Alexis Nicole Smith**, *Oklahoma State U.*

Author: **Chi Nguyen**, *Oklahoma State U.*

Author: **Marla Baskerville Watkins**, *Northeastern U.*

Undoing Discrimination at Intersectional Identities: Gender Quotas and Marginalized Women Directors

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

Author: **Yashodhara Basuthakur**, *Texas A&M U., Mays Business School*

Author: **Cynthia E. Devers**, *Virginia Tech*

A Latent Profile Analysis of Social Class Management Strategies Among Junior Professionals

Author: **Hyejin Yu**, *NEOMA Business School*

Author: **Alexis Nicole Smith**, *Oklahoma State U.*

Author: **Songqi Liu**, *National Science Foundation*

How Scanning One's Workplace Environment Influences The Identity Management Process

Author: **John Lynch**, *U. of Illinois at Chicago*

Author: **Alexander Lyle Effinger**, *U. of Illinois Chicago*

Author: **Jingyu Zhang**, *U. of Florida*

Workplace Advice to "Just Be Yourself!" Repels Stigmatized Employees

Author: **Rebecca Ponce de Leon**, *Columbia Business School*

Author: **Katherine Du**, *Lubar College of Business*

Author: **Kyle Dobson**, *U. of Virginia*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Deepening Our Understanding of Inclusive Leadership: A Multi-Level, Multi-Identity-Group Perspective



Organizer: **Wei Zheng**, *Stevens Institute of Technology*
 Organizer: **Haoying Xu**, *Stevens Institute of Technology*
 Discussant: **Lisa H. Nishii**, *Cornell U.*
 Discussant: **Amy Randel**, *San Diego State U.*
 Presenter: **Lynn Shore**, *Colorado State U.*
 Participant: **Beth G. Chung**, *San Diego State U.*
 Participant: **Justin Wiegand**, *San Diego State U., Fowler College of Business*
 Participant: **Martin Osei**, *Stevens Institute of Technology*
 Participant: **Peter G Dominick**, *Stevens Institute of Technology*
 Presenter: **Zoe Troxell Whitman**, *Columbia U. Teacher's College*
 Participant: **Elissa Perry**, *Teachers College, Columbia U.*
 Presenter: **Yixuan Li**, *U. of Florida*
 Participant: **Pang Xingyu**, *School of Economics & Management, Tongji U.*
 Participant: **Haiyang Liu**, *Nanyang Business School, Nanyang Technological U., Singapore*
 Participant: **Zhefan Huang**, *U. of Florida*
 Participant: **Klodiana Lanaj**, *U. of Florida*
 Participant: **Yueting Ji**, *Central U. of Finance and Economics*
 Participant: **Shengming Liu**, *Fudan U.*

Contemporary organizations have been calling for inclusive leadership to promote workplace inclusion. However, the existing literature on inclusive leadership has not yet adequately addressed questions such as what inclusive leadership encompasses, how it influences marginalized groups, and the mechanisms through which it impacts individual and organizational outcomes. This symposium brings together four papers that collectively add novel insights into these questions, from a multilevel and multi-identity-group perspective. The four papers offer four different approaches of capturing inclusive leadership, at the individual, group, and organizational levels. They also delve into the impact of inclusive leadership on group members and particularly on marginalized groups such as women and people with disabilities. They further ask questions related to conduits of inclusive leadership at individual and organizational levels, examining new mechanisms such as disability identity threat and organizational climate of gender stereotypes. This symposium challenges the participants to re-think how inclusive leadership can be understood in novel ways, how diversity can be better integrated into this research, and how inclusive leadership impacts individuals' perceptions, decisions, effectiveness, and organizational climate and knowledge use. Insights into these questions can broaden perspectives for future research and provide practical guidance on how to develop inclusive managers and organizations.

Impact of Leader Inclusion Behavior on Employee Psychological Safety, Performance and Burnout

Author: **Lynn Shore**, *Colorado State U.*
 Author: **Beth G. Chung**, *San Diego State U.*
 Author: **Justin Wiegand**, *San Diego State U., Fowler College of Business*

A New Approach to Measuring Inclusive Leadership

Author: **Wei Zheng**, *Stevens Institute of Technology*
 Author: **Haoying Xu**, *Stevens Institute of Technology*
 Author: **Martin Osei**, *Stevens Institute of Technology*
 Author: **Peter G Dominick**, *Stevens Institute of Technology*

Inclusive Leadership and Disability Disclosure

Author: **Zoe Troxell Whitman**, *Columbia U. Teacher's College*
 Author: **Elissa Perry**, *Teachers College, Columbia U.*

Managing Gender Issues to Mitigate Shared Climates of Gender Stereotypes

Author: **Yixuan Li**, *U. of Florida*
 Author: **Pang Xingyu**, *School of Economics & Management, Tongji U.*
 Author: **Haiyang Liu**, *Nanyang Business School, Nanyang Technological U., Singapore*
 Author: **Zhefan Huang**, *U. of Florida*
 Author: **Klodiana Lanaj**, *U. of Florida*
 Author: **Yueting Ji**, *Central U. of Finance and Economics*
 Author: **Shengming Liu**, *Fudan U.*

KEY TO SYMBOLS

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

Entrepreneurial Ecosystem Development

Session Moderator: **Dev K. Dutta**, *U. of New Hampshire*

ENT: **A Decentralized Trust Approach to a Public-Private Blockchain Entrepreneurial Ecosystem**

Author: **Yichen Xi**, *U. of Birmingham*
Author: **Endrit Kromidha**, *U. of Birmingham*
Author: **Eric Shiu**, *U. of Birmingham*

Prior research on trust has predominantly focused on benevolence, credibility, integrity, and satisfaction. In trans-organizational settings, these forces can be linked to control and power, but in the context of blockchain organizational relationships, a new approach is needed to understand trust. Blockchain entrepreneurial ecosystem in the public sector aims to introduce changes by capitalizing on the decentralized nature of such technology. This study contributes by proposing a new decentralized trust approach built on cognition, stimulation, inclusiveness, and consensus while simultaneously advocating for the incorporation of egalitarian principles. The framework proposed here can be expended and applied to the broader context of digital entrepreneurship ecosystem. In doing so, the study contributes to policy and practice by reconceptualizing of technology-enabled decentralized trust between public sector organizations, entrepreneurship, and innovation.

ENT: **Foreign Entrepreneurial Ecosystem Constraints: Explaining Sub-Ecosystem Emergence and Decline**

Author: **Maximilian Scheu**, *U. of Hohenheim*
Author: **Leif Brändle**, *U. of Hohenheim*
Author: **Andreas Kuckertz**, *U. of Hohenheim*

The entrepreneurial ecosystem (EE) framework examines the elements and dynamics within a regional setting to promote productive entrepreneurship. However, from research about foreign entrepreneurs, we know that not all entrepreneurs within a regional context have equal access to resources and networks, giving rise to several forms of sub-structures within a regional setting. We thus raise the concern that EE elements and structures do not equally account for the accessibility and availability of entrepreneurial sub-populations and that such constraints likely promote sub-ecosystem emergence. Our empirical study of the EE of Shanghai from a foreign entrepreneurial perspective covers the period from 2019 to 2023 by drawing on interview data, on-site observations, and archival data, thus addressing how foreign entrepreneurs embed themselves within the EE. Our findings reveal a foreign entrepreneurial sub-ecosystem emerging from the intertwined impact of ecosystem constraints and assets of foreignness. Yet, ecosystem dynamics enhancing ecosystem constraints have a self-reinforcing effect on the decline of the foreign entrepreneurial sub-ecosystem, subsequently diminishing foreign entrepreneurial activities.

ENT: **What Configurations Facilitate Digital Entrepreneurial Ecosystem: An Institutional Theory Perspective**

Author: **Junyun Jia**, *Shandong U.*
Author: **Yihao Guo**, *School of Management, Shandong U.*








Prior studies on the digital entrepreneurial ecosystem (DEE) have primarily concentrated on delineating its inherent characteristics and overlooked its driving contexts. This study aims to fill this gap by exploring when firms build a digital entrepreneurial ecosystem. Based on neo-institutional theory, we develop a typology of institutional contexts associated with digital entrepreneurial ecosystem building. We posit that favorable institutional conditions facilitate firms to develop a digital entrepreneurial ecosystem by forming a configuration. Thus, we hypothesize a primary institutional configuration where regulative institutional context, normative institutional context, and cognitive institutional context. Further, according to neo-institutional theory, we introduce TMT gender diversity and resource slack and propose two alternative types conducive to the building of a digital entrepreneurial ecosystem. Using a fuzzy-set qualitative comparative analysis (fsQCA) method, we conducted a comprehensive examination of 104 cases within the Chinese context to substantiate our research hypotheses. Our analysis unearthed compelling evidence suggesting that the combination of institutional conditions promotes the building of a digital entrepreneurial ecosystem. In addition, the two alternative types provide functional substitutes for the primary type: (1) low resource slack substitutes for the digital cognitive depth, and (2) TMT gender diversity substitutes for institutional quality. Through our study, we build an institutional configurational model to advance a holistic understanding of the theoretical drivers of digital entrepreneurial ecosystem, contributing to the research of the digital entrepreneurial ecosystem, institutional theory, TMT gender diversity, and resource slack.

ENT: **Gendering Dynamics in Entrepreneurial Ecosystem Emergence**

Author: **Quynh Thi Bao Le**, *Umeå School of Business, Economics, and Statistics*

There is an implicit tendency to emphasize macro-, ecosystem-level dynamics rather than the underlying mechanisms that link entrepreneurs and their ecosystems (Roundy & Lyons, 2022a) in entrepreneurial ecosystem (EE) research. Current literature on EEs mostly describes the components of EEs but fails to explain how these components interact to understand the dynamics of EE (Acs et al., 2017). Doing so may result in the assumption that all actors in EE are considered homogeneous within categories (Brydges & Pugh, 2021), and that EE is equally supportive to all entrepreneurs, and that EE is a gender-neutral concept (McAdam et al., 2019). This contradicts gender and entrepreneurship research, which implies women entrepreneurs are often considered the other and on the “losing side” in entrepreneurship. Most importantly, it underestimates the role of entrepreneurs as central players who build and sustain EE (Brown & Mason, 2017; McElhaney, 2006; Roundy & Lyons, 2022b), as well as the catalyst for actions (Isenberg, 2010). Employing grounded theory and processual approach under Femtech as research context, this research aims to rectify these limitations and sheds light on the gendering dynamics of EE, investigating how entrepreneurs, through actions and interactions with other entrepreneurial actors, explain the EE emergence phenomenon.

KEY TO SYMBOLS

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

Strategic Perspective

Session Moderator: **Syeda Nimra Batool**, *Royal Holloway, U. of London*

ENT: **Keep the Fire Burning: Shared Leadership, ADHD Symptoms and Entrepreneurial Passion in Tech Ventures**

Author: **Syeda Nimra Batool**, *Royal Holloway, U. of London*
Author: **Hassan Imam**, *U. of Tsukuba*
Author: **Stefanie Bröring**, *Ruhr U. Bochum*
Author: **Fei Zhu**, *U. of Nottingham, China*

Building on the person-environment fit theory, this paper answers two questions in the context of high technology new ventures: whether shared leadership influences the founders' entrepreneurial passion, and whether this relationship is stronger for entrepreneurs exhibiting high ADHD symptoms. We collected multisource data from 247 high technology new ventures by surveying both the founder/co-founder and one randomly selected team member from each venture. Findings indicate that ventures which adopt a shared leadership approach have higher levels of entrepreneurial passion for inventing, founding, and developing of founders. Furthermore, we found that the relationship between shared leadership and the entrepreneurial passion of founders was contingent on the level of ADHD symptoms exhibited by the founder. In addition to the theoretical implications, this study provides the implications for practitioners, academia, and policymakers.

ENT: **Integrating Utility and Perception: A Systematic Review of Social Impact in Social Entrepreneurship**

Author: **Georgios Polychronopoulos**, *Prague U. of Economics and Business*
Author: **Martin Lukes**, *Prague U. of Economics and Business*

Social impact, while central to entrepreneurship research, remains an ambiguous concept. This study conducts an integrative review to enhance construct clarity around social impact in the context of social entrepreneurship. Analyzing 118 articles spanning three decades, we identify two distinct perspectives in the literature: 1) social impact as utility, and 2) social impact as perception. The utility perspective, through a functionalist lens, objectively views social impact as utility for intended beneficiaries, focusing on measurable outcomes and inherent positive value. Conversely, the perception perspective, from an interpretivist standpoint, subjectively interprets social impact in terms of broader systemic changes in societal structures and norms. Our critical analysis and synthesis of social impact and its related constructs delineate the similarities and differences between these perspectives, providing insights towards their integration. This study offers a nuanced understanding of social impact, bridging divergent viewpoints, and guides future research towards a programmatic theory of social impact.

ENT: **It's Always Darkest Before Dawn: The Role of Pre-Venture Adversity on Founder Identity Construction**

Author: **Ishara Maharaj**, *United Arab Emirates U.*







The challenges of the entrepreneurial journey are often explored in relation to adversity. Yet, the forms of adversity in low-income regions remain an underexamined area of entrepreneurship research. This study focuses on informal entrepreneurship in South Africa's township communities, employing an identity theoretical lens to unravel the identity dynamics shaped by pre-venture adversity within an impoverished context. We introduce the concept of identity disconfirmation – the negation of valued role and/or social identities – and connect it to entrepreneurial motivation. We join the small but growing group of scholars who challenge prevailing views of the necessity-driven narrative in developing economies by revealing the integral role of multiple adversities in shaping founder identities and diverse entrepreneurial motives. Taking a qualitative approach, using life-course methodology over three years, our study contributes to entrepreneurship research by establishing a vital link between context, identity, and entrepreneurial motivation. Our study provides valuable insights into how informal entrepreneurs transcend the dark times in their life histories through their venturing efforts by illuminating how multiple forms of adversity influence identity construction and entrepreneurial motives.


ENT: **Institutional Logics, Time Horizons and Family Firms' Acquisitions**

Author: **Michele Pinelli**, *U. Ca' Foscari of Venice - Dept. of Management*
Author: **Francesco Chirico**, *Macquarie Business School, Macquarie U.*

Fit in time horizons of acquirers and targets implies more compatible institutional logics and, in turn, easier understanding, more aligned goals and smoother organizational integration. As family firms have an especially pronounced long-term perspective, we argue that family firms have thus an incentive to undertake acquisitions in more long-term oriented countries than nonfamily firms. We also contend that this incentive is stronger for family firms from long-term oriented countries but it weakens when environmental uncertainty is low. We argue, indeed, that when acquisitions' riskiness is low due to environmental stability, family firm acquirers from short-term oriented countries can afford to take on the additional risk of acquiring targets in less long-term oriented countries. With overall supporting empirical results from an analysis on a global sample of 964 international acquisitions undertaken between 2011 and 2016 by 606 family and nonfamily firms, this study contributes to the growing literature on family firms' acquisitions by shedding light on how family control affects target selection choices.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Informality

Session Moderator: **Athina Skiadopoulou**, *U. of Alabama*

ENT: **Does Competition from Informal Firms Really Influence New Product Development by Formal Firms?**

Author: **Athina Skiadopoulou**, *U. of Alabama*
Author: **Sandra Mortal**, *U. of Alabama*

Considerable interest centers around the strategic consequences of competition from informal (unregistered) firms. In this vein, McCann and Bahl (2017) build on the attention-based view to argue that informal competition is positively associated with new product development by formal firms and this relationship is weakened by formal competition, prevalence of irregular payments, and optimism about the regulatory environment. With the goal of advancing knowledge accumulation, we reexamine McCann and Bahl's (2017) research model by conducting a series of studies, including an exact replication of the original investigation and reexamining their findings across time and space. Our findings reveal that while the original research model is well-supported in an exact replication, its temporal and spatial generalizability is limited. Implications and directions for future research are discussed.

ENT: **To Exit or to Remain in Informality? A Study of Informal Entrepreneurs' Exit Intention**

Author: **Isabel-Maria Bodas-Freitas**, *Grenoble Ecole de Management*
Author: **Cornelia Lawson**, *U. of Manchester*
Author: **Fakher Omezzine**, *Montpellier Business School*

This paper examines the intention of entrepreneurs to remain informal entrepreneurs or exit to wage employment in three African countries. Building on the entrepreneurial cognition, exit and informality literatures, we propose that informal entrepreneurs' intention to exit to wage employment depends on the extent to which the entrepreneur is involved in searching for new knowledge and information to improve their business activity, as well as the characteristics of the entrepreneur and the nature of the venture. We examine empirically this issue, while accounting for the self-selection of these entrepreneurs into the informal sector, using data from the World Bank Enterprise Survey and the Informal Sector Business Survey for Zambia (2019), Mozambique (2018), and Somalia (2019). Results suggest that intention to exit informal entrepreneurship for wage employment has an inverted u-shaped relationship with the extent of the entrepreneur's involvement in active search. The results also suggest that the u-shaped relationship between active search and intention to exit is only observed for male entrepreneurs, while for female entrepreneurs search has a linear effect on exit intentions. We also find that the relationship between search and exit is stronger for sole entrepreneurs rather than for entrepreneurs at firms with multiple employees. We discuss the implications of our study for both theory and practice.

ENT: **Examining the Role of Formal and Informal Institutions in Driving Entrepreneurship in the Informal**

Author: **Rama Krishna Reddy**, *California State U. San Bernardino*
Author: **Anamika Datta**, -
Author: **Frances H. Fabian**, *U. of Memphis*








This study examines institutional factors in relation to levels of entrepreneurship in the informal sector. Using data from 81 countries from 2006 to 2018 with a total of 530 country-year observations, we first tested the formal legal institution of property rights protections, finding greater property rights related to lower informal entrepreneurship. We further examined the moderating role played by the country's cultural dimensions of uncertainty avoidance and individualism on the property rights-informal entrepreneurship relationship and found both significant. The varied impact from cultural/norm institutions shows informative pattern differences for policymakers interested in the potential effectiveness of greater legal protections.

ENT: **A Holistic View of Financial and Non-financial Aspirations on Family Firms' Illegal Behavior**

Author: **Feifei Lu**, *Shanghai U.*
Author: **Kriti Jain**, *IE Business School*
Author: **Zhu Zhu**, *Montclair State U.*

This study draws on the behavioral theory of the firm, goal-setting theory, and the socio-emotional wealth perspective to explore the interplay between financial aspiration fulfillment and illegitimate practices in the context of family businesses, alongside the moderating influence of emotional attachment. In study 1, we analyzed a dataset comprising 2,833 Chinese family firms over the 2005-2022 period, which included 21,041 firm-year observations. Our findings indicate an inverted U-shaped relationship between the attainment of financial aspirations and the propensity for illegal behavior within family firms. Moreover, we observed that emotional attachment weakens this relationship. The second study entailed a field survey of 193 Chinese family firms, with results that corroborate those of study 1. In study 3, to ascertain the causal link between financial aspiration attainment and illegal behavior, we conducted a randomized experiment in a controlled environment, engaging a representative sample of the U.S. general population. Employing this mixed-methods approach enhances the robustness of our findings, offering solid internal and external validity.

KEY TO SYMBOLS

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

Innovating

Session Moderator: **Jun Li**, *U. of New Hampshire*

ENT: **Exploring the Multifaceted Antecedent Configurations of Employee Innovative Behavior**

Author: **Sujuan Geng**, *Nanjing U.*

Author: **ZhiWei Xu**, *Nanjing U.*

Author: **Fei Xiao**, *Nanjing U. School of business*

Author: **Huajin Tan**, *Nanjing U.*

Employee innovative behavior is the key to improving an organization's autonomous innovation capability and competitiveness. This study employs fuzzy set qualitative comparative analysis (fsQCA) to investigate the complex causal relationships that lead to employee innovative behaviors and confirm the multiple concurrent characteristics that drive employee innovative behaviors. First, based on a theoretical framework of the social information processing model, this study investigates the intrinsic mechanisms of employee innovative behavior using the logic of cue encoding and interpretation, clarification of innovative goals, response construction, response decision, and behavior enactment; second, this study brings together market uncertainty, digital transformation, individual entrepreneurial orientation, trust, perceived organizational support, task performance, and critical thinking ability, as well as contributions in employee innovative behavior; third, based on 478 employee data from 72 Chinese firms and 368 employee data from 50 American companies, this study compares the configurational paths of employee innovative behavior in different dominant cultural contexts, providing evidence for generalizing the similarities and differences in employee innovation behavior in individualism and collectivism.

ENT: **The Synergistic Effect of Causation and Effectuation on New Venture's Innovation**

Author: **Yiyuan Mai**, *Huazhong U. of Science and Technology*

Author: **Yunjie Song**, *School of Management, Huazhong U. of Science and Technology*

Author: **Jun Li**, *U. of New Hampshire*

Author: **Zhuxin Ye**, *Huazhong U. of Science and Technology*

The entrepreneurial process is highly uncertain, making it challenging for a single decision-making approach to effectively navigate. In this study, we contribute to the discussion on strategic decision-making logics by examining the interplay between causation and effectuation, detailing their individual and interactive impacts on the innovation of new ventures. Utilizing three rounds of surveys of 404 founding team members from 91 new ventures, we find that innovation of new ventures benefits from the synergy of causation and effectuation. The founding team's boundary-spanning behavior mediates the relationship between this synergistic effect and innovation of new ventures. Accounting for various expressions of boundary-spanning behavior, this mediation effect strengthens as the founding team's trust increases. We provide valuable insights for decision making and strategic behavior for founding teams to enhance the innovation of new ventures.

ENT: **Enterprises Innovating Towards a Circular Economy**

Author: **Judy Matthews**, *Queensland U. of Technology*

This paper reports on the findings of an investigation with founders of small and medium construction enterprises which are concerned to improve the sustainability of their products, processes and services. Focused on one small innovative enterprise, our findings indicate that increasing intention and actions to move towards more sustainable processes and outcomes includes addressing organizational and policy issues. However, their actions go beyond a broad focus on reducing the waste and pollution from their industry and are concerned with initiatives more related to a circular economy, such as designing out waste, keeping materials and products in use as long as possible and in regenerating natural systems.

ENT: **Innovative Entrepreneurial Activity in Latin America and the Effect of External Environmental Shocks**

Author: **Sebastian Uriarte**, *Business School, U. Adolfo Ibanez*

Author: **Vesna Mandakovic**, *U. del Desarrollo*

Author: **Jose Ernesto Amoros**, *EGADE Business School, Tecnologico de Monterrey*

Through human capital theory and the external enablers (EE) framework, this study investigates the dynamics of innovative entrepreneurial activity (IEA) among nascent entrepreneurs in Latin America and the Caribbean (LAC) and how the mechanisms of an external environmental shock, such as the COVID-19 pandemic, reshaped these dynamics. We test our hypotheses using data from the Global Entrepreneurship Monitor (GEM) of four representative LAC countries covering the period from 2019 to 2021. We empirically found that the COVID-19 pandemic acted as an EE for the enhancement of outcomes toward more innovative entrepreneurial activity. Additionally, the pandemic reduced the educational gap, maintained the entrepreneurial experience gap at the same level, and increased the opportunity confidence gap among new entrepreneurs and innovators in LAC countries. We discuss the theoretical contributions that focus on the relationships between EEs and innovative entrepreneurial activity in LAC countries and their practical implications, centering on how entrepreneurs, along with public and private actors, can meet the challenges of the new normal caused by the COVID-19 pandemic.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Venture Performance

Session Moderator: **Carrington Motley**, *Carnegie Mellon U. - Tepper School of Business*

ENT: **Pivoting and Performance: Negative Feedback, Heterogeneous Business Idea Change, and Performance**

Author: **Carrington Motley**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Michael Leatherbee**, *Pontificia U. Católica de Chile*

Prior research on business idea change focuses on when entrepreneurs resist making changes and how to implement changes effectively but misses a crucial fact: entrepreneurs have choices when it comes to business idea changes. Thus, current theory has yet to grapple with the heterogeneity of business idea change. Dividing the business idea into a core and periphery, we develop and test a theory of the relationship between negative feedback and business idea change and the performance implications of making changes to each part. Using a unique sample of 305 ventures participating in the I-Corps program across 24 cohorts, we find that entrepreneurs are most responsive to negative feedback about the core of their business idea and that only business idea changes to the core are positively related to subsequent performance.

ENT: **The Impostor Phenomenon and Venture Performance**

Author: **Sana Zafar**, *Georgia Southern U.*

Entrepreneurs are frequently considered confident, overconfident, or even hubristic. While many entrepreneurs may feel this way, an alarming number of entrepreneurs in fact feel like they are impostors (i.e., that others have wrongly overestimated their competence). Yet, little is known about the outcomes of such feelings for entrepreneurs and their ventures. In this research, I seek to build an understanding of why entrepreneurs may feel like impostors, and how these experiences affect their behaviors and ultimately venture performance. In Study 1, I conduct qualitative analysis involving interviews with 28 entrepreneurs. My findings suggest that experiences of the impostor phenomenon affect the way entrepreneurs hire employees, perceive the growth and scalability of their ventures, and engage in generally avoidant behaviors. In Study 2, I corroborate these findings using a sample of 226 entrepreneurs recruited via Prolific. My findings show that over three-fourths (77%) of the total entrepreneurs surveyed for Study 2 experienced rare to intense impostor experiences and that these experiences negatively predict venture performance. I conclude with evidence that support from an entrepreneur's network can mitigate these negative effects.

ENT: **Network-Based Entrepreneurial Learning and Business Performance**

Author: **Henrietta Ngozi Onwuegbuzie**, *Lagos Business School Pan Atlantic U. Nigeria*
Author: **Olayode W. Agboola**, *Lagos Business School Pan Atlantic U. Nigeria*
Author: **Chiziterem Iwumune**, *Lagos Business School Pan Atlantic U. Nigeria*








This study investigates the link between network activities and characteristics and entrepreneurial learning and performance. Though extant studies have highlighted that networks are a potential source of learning, the actual network activities and characteristics that translate into learning and their impact on entrepreneurial outcomes have been largely understudied. Using the qualitative research approach, based on face-to-face interviews of sixty-seven (67) entrepreneurs undergoing a three-month Entrepreneurship Development Programme (EDP) in Nigeria, the study finds that network-based entrepreneurial learning occurs through specific networking activities such as feedback, observation, and learning from failure of others in the network, or simply through conversing, active listening, as well as reading about network members. In addition, findings reveal that network characteristics of interconnectedness, size, density, collaboration, and mutual benefits constitute learning opportunities for entrepreneurs within their networks. Furthermore, the study reports evidence supporting the positive impact of network-based entrepreneurial learning on participants' business growth, entrepreneurial innovation as well as on turnover and revenue. The study concludes that entrepreneurs learn from networks through certain networking activities rather than by just being a member of networks and recommends that entrepreneurial development programmes should incorporate skills to enhance entrepreneurs' ability in performing these activities within their networks.

ENT: **Celebrity Capital in Entrepreneurial Teams: Understanding Venture Performance in Cultural Industries**

Author: **Yasaman Gorji**, *ESSCA School of Management*
Author: **Michael Carney**, *Concordia U., Montreal*
Author: **Nastaran Simarasi**, *California State Polytechnic U., Pomona*

We introduce the concept of celebrity capital into the entrepreneurial team literature. Recruiting celebrities enhances an entrepreneurial team's capacity to mobilize resources to support the team's performance. We also theorize that some celebrities have central positions in scale-free social networks that show highly skewed distributions. We consider two types of celebrity capital: the degree of fame and popularity at the time of founding and a more extended-term indicator of celebrity, which we describe as durable celebrity capital. We find that the former promotes resources and positively moderates celebrity network ties. However, a durable celebrity is associated with longer-term productivity through making strategic affiliations. We analyze 302 ventures and a comprehensive pool of over 10,000 celebrities, out of which 1093 are actively engaged in their own production companies. Our study contributes to a nuanced understanding of how celebrity capital, divergent from traditional endorsements, can be strategically harnessed within entrepreneurial contexts. It underscores the importance of studying celebrity entrepreneurship, not merely as a case of resource abundance but as a phenomenon that offers insights into alternative forms of resource mobilization and strategic network building. Our findings can generalize to other professions where 'star employees' develop recognition visibility in national talent pools where star status affects the entrepreneurial team recruitment process.

KEY TO SYMBOLS

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

Social Venture Funding

Session Moderator: **Lolita Emanuelle Walker**, -

ENT: **Gender Bias After Failure - How Crowd Lenders Disadvantage Female-Led Social Ventures**

Author: **Caroline Lindlar**, *Heinrich Heine U. Düsseldorf*

Author: **Eva Alexandra Jakob**, *U. of Bayreuth*

Failure in young ventures often happens and significantly influences future funding, with female entrepreneurs facing more challenges. These challenges are often found in male-dominated contexts and traditional funding due to perceived role incongruence. Crowdfunding presents an alternative funding stream, yet perceptions of failure linked to gender remain uncertain. Using social role theory and role congruity theory, we propose that gender bias after failure also exists in crowdfunding but is reduced in female-dominated contexts, such as social entrepreneurship, due to role congruence. Using an audio vignette experiment with 172 participants, we show an unconscious gender bias in funding toward women after failure, even in female-dominated contexts.

ENT: **The Quest for Capital: How Social Entrepreneurs Navigate External Financing Challenges**

Author: **Niko Gerlach**, *Heinrich Heine U. Düsseldorf*

Author: **Deike Schluetter**, *Heinrich-Heine U. of Dusseldorf*

Securing external financing poses a major challenge for social entrepreneurs (SEs). This study explores the strategies and underlying evaluation processes employed by SEs to address obstacles to obtaining external financing. Drawing on insights from 31 interviews with SEs and accompanying secondary data, we identify three types of obstacles that SEs encounter: deficient business orientation, ignorance of financiers, and systemic issues. To address these obstacles, SEs undergo an evaluation process and employ three distinct response strategies to secure external financing: financier-centric adaptation, persuasion and strategic network building. However, we also identified a fourth strategy in which SEs defer seeking external financing to preserve autonomy when overcoming obstacles would endanger their independence. Our research extends the literature on financing social enterprises by adopting a process perspective, enabling us to shed light on the black box between the obstacles SEs encounter and their response strategies. This study holds several implications for SEs, financiers, and policymakers.

ENT: **Greening the Portfolio: LP Preferences for Social Impact and Sustainability Orientation of VC Funds**

Author: **Qiang Xiong**, *Department of Management and Technology, Bocconi U.*

Author: **Andrea Fosfuri**, *Bocconi U.*

Author: **Nicola Misani**, *Bocconi U.*

Author: **YANGYANG CHENG**, *Department of Management and Technology, Bocconi U.*

This study investigates the burgeoning phenomenon of investing in sustainability and traces the influence stemming from the origins of venture capital. We examine how limited partners with varying preferences for social impact wield their influence on shaping venture capital funds' sustainability orientation. Using a large sample covering 4,419 funds and their investments in 45,872 ventures, our research reveals that funds predominantly backed by limited partners with a higher willingness to pay for social impact tend to include a greater number of sustainability-driven startups in their portfolios. Moreover, this effect is more pronounced in conventional venture capital funds and early-stage funds, as well as when the fund is managed by first-time and young VC firms. Our findings underscore the crucial role of limited partners in shaping the sustainability orientation of venture capital funds.

ENT: **Impact of Social Venture Capital on Deal and Post-Funding Financial Outcomes of Social Ventures**

Author: **Jagriti Srivastava**, *Indian Institute of Management Amritsar*

Author: **Sai Chittaranjan Kalubandi**, *Indian Institute of Management, Bangalore*

Author: **Balagopal Gopalakrishnan**, *Indian Institute of Management, Ahmedabad*

Author: **Ludvig Levasseur**, *Indian Institute of Management, Bangalore*

Author: **Thomas Houston Allison**, *Texas Christian U.*

Author: **Jeremy Collin Short**, *U. of North Texas*

In this paper, we find that a shared focus on commercial returns and social welfare leads to higher funding and valuation in Social Venture Capital (SVC) deals. We also find that (1) a domestic market focus of the SVC firm plays a positive moderating role on deal valuation, (2) the growth stage of the investee plays a positive moderating role on funding and deal valuation, and (3) VC syndicates have a negative impact on the relationships between SVC and funding and deal valuation. Overall, SVC has a positive and significant effect on investee's post-funding financial performance.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Microfoundations and Ecosystem

Session Moderator: **Ravi Roshan**, *Doctoral Student at Indian Institute of Management Lucknow*

ENT: **Entrepreneurial Ecosystems for Kirznerian and Schumpeterian Entrepreneurship in an Emerging Economy**

Author: **Ravi Roshan**, *Doctoral Student at Indian Institute of Management Lucknow*
Author: **Krishna Chandra Balodi**, *Indian Institute of Management Lucknow*

Entrepreneurship acknowledged as a critical driver of economic performance and regional growth, is not a homogenous phenomenon. The variety of entrepreneurship encompasses heterogeneity in the form of Kirznerian and Schumpeterian entrepreneurship. This paper opines that the entrepreneurial ecosystem (EE), consisting of multiple interdependent actors and factors, draws on region-specific strengths to stimulate various forms of entrepreneurship. Recent advances in the EE literature acknowledge the interdependencies among multiple EE constituents, indicating the possibility of multiple conjunctural causations and equifinality of outcomes. With enough regional variation in geography, demography, culture, and economic development within and across periods, India is an exemplary context to examine how various combinations of EE elements shape Kirznerian and Schumpeterian entrepreneurship in an emerging economy. We use fuzzy set qualitative comparative analysis (fsQCA), a set-theoretic method, on a panel dataset of 32 Indian provinces from 2020 to 2022 to obtain six EE configurations each for high Kirznerian and Schumpeterian entrepreneurship. Our findings show that 'knowledge' is necessary for high Kirznerian entrepreneurship while both 'knowledge' and 'finance' are necessary for high Schumpeterian entrepreneurship. The sufficiency analysis exhibited varying combinations of EE elements for Kirznerian and Schumpeterian entrepreneurship in different Indian provinces. Results also show that some EE elements display complementarity and substitution effects, thus providing alternative paths to high Kirznerian and Schumpeterian entrepreneurship. Digital infrastructure, combined with other EE elements, significantly contributes to high Kirznerian and Schumpeterian configurational recipes. The transition analysis revealed that ecosystems must include 'intermediate services' as a key ingredient to transition from a high Kirznerian to a high Schumpeterian configuration.

ENT: **Transition Economy Entrepreneurial Ecosystems - A Review, Insights, and Future Research Directions**

Author: **Victor Schiller**, *Bayes Business School*

Since 1989, the former communist Eastern European, Balkan region, and Baltic State transition economies have been extensively investigated by practitioners, policymakers, and researchers. Despite expectations of entrepreneurship as a key driver in these economies, existing research has not fully captured the mechanisms, phenomena, and pathways that enable or impede productive entrepreneurship in these emerging markets. This task remains particularly elusive due to the multiple levels at which these mechanisms operate. Therefore, this paper aims to do two things. First, it develops a three-element conceptual model based on existing developed economy entrepreneurial ecosystem (EE) literature that illustrates the individual and combined effect of stakeholder alignment catalysts, entrepreneur mindset catalysts, and sociocultural catalysts in nurturing productive entrepreneurship. Second, it applies this model to systematically analyze transition economy research, identifying the combined multi-level effects of these key elements and mechanisms and how they can foster or hinder entrepreneurship. Although past research has broadly studied the three conceptual model perspectives individually, these findings offer new insights into the multi-level combined effects in the transition economy ecosystem context while also potentially applying to other emerging EEs in various states of evolution. The paper concludes with directions for future research to better understand the unique entrepreneurial challenges in these regions.

ENT: **Re-Discovering Hybridity in the Digitalization of Social Enterprises: A Microfoundations Perspective**

Author: **Xiaoti Hu**, *Southampton Business School, U. of Southampton*
Author: **Ivan Ivanov**, *Southampton Business School, U. of Southampton*
Author: **Martina Battisti**, *Grenoble Ecole de Management*








This study draws upon existing theories of hybridity in social entrepreneurship, technology-associated organizational change, and microfoundations of organizational strategy to form a novel framework to analyze forms of hybridity and tensions in social entrepreneurship during the digitalization process. Through qualitative empirical analysis, our findings demonstrate that digitalization in social enterprises operates as a dynamic system encompassing individual beliefs, value recognition, motivation, power relations and control. These factors collectively give rise to internal hybrid tensions and resistance. Consequently, this study bridges the existing gap in multilevel analysis of hybridity in social entrepreneurship research by providing empirical insights into the micro-level processes and dynamics of digitalization. It also extends our understanding of digitalization as a multi-level, and multi-actor phenomenon, while shedding light on its 'dark side'.

ENT: **Microfoundations of Market Creation and Evolution: Information Uncertainty & Complexity Perspective**

Author: **Nenad Apostoloski**, *INSEAD*

This paper introduces a microfoundations perspective on market creation and evolution, offering a unified market topology based on entrepreneurial opportunities: the Allocative, Discovery, and Creation Zones. These zones, representing different levels of information uncertainty (entropy), provide a framework for analyzing firms' evolution within the market. Incorporating insights from complexity science, the paper models the market as a complex adaptive system operating in near equilibrium, far-from-equilibrium, and chaotic modes. Furthermore, it introduces a firm typology based on decision-making logic (effectuation and causation) to analyze their behavior and evolution within the market zones. Lastly, the paper presents propositions with potential outcomes of diverse scenarios shaped by the presence of different firm types in various market zones, offering insights into firm evolution (entry, survival, pivoting, growth) and market dynamics (growth, new market creation, demise).

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **928** | Submission: **16997** | Sponsor(s): **(ENT, MOC, MED)**
Scheduled: **Sunday, Aug 11 2024 3:00PM - 5:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Atlanta**

Entrepreneurial Mindset: Implications for Entrepreneurs, Managers, and Management Education



Session Chair: **Nandakumar Mankavil Kovil Veettil**, *Indian Institute of Management, Kozhikode*

Session Chair: **Rai Siddhant Sinha**, *NEOMA Business School*

Session Chair: **Josh Dasgupta**, *Texas State U.*

Session Chair: **William R. Forster**, *Oregon State U.*

Session Chair: **Stephen Xu Zhang**, *U. of Adelaide*

Session Chair: **Andrea Caputo**, *U. of Trento & U. of Lincoln*

Session Chair: **Daniel Richard Clark**, *Ivey Business School*

Session Chair: **Jeffrey S. Hornsby**, *U. of Missouri, Kansas City*

While there is a consensus about the Entrepreneurial Mindset (EM) being a critical driver of new ventures and large organizations, there is a lack of clarity and agreement about what EM is and how it can help entrepreneurs navigate uncertainties in their journey and generate entrepreneurial culture that fosters innovation within organizations. This precedence has also stunted the development of pedagogical tools that are theoretically robust and practically useful due to the blurred understanding of the concept. Thus, we present this professional development workshop to discuss, critically analyze, and elaborate on the current and future research avenues of EM research in entrepreneurship and organizational contexts. Specifically, we intend to nurture discussions pertaining to different theoretical positions on the conceptualization of EM and how each of the interpretations of EM helps or limits us in reaching a comprehensive understanding of the concept. Further, we shall discuss different methodological approaches that previous scholars have taken to unravel the understanding of EM and which methodological tools future scholars can utilize to enhance the knowledge of EM. Thus, this PDW will provide a ground for scholars interested in entrepreneurial and organizational cognition, emotions, and behaviors to cultivate new knowledge about EM and enrich this elusive concept through multi-disciplinary perspectives. This new knowledge will carve the possibilities of pedagogical tools that will be theoretically consistent and practically valuable.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Symposium**
Program Session: **929** | Submission: **11809** | Sponsor(s): **(ENT, RM, STR)**
Scheduled: **Sunday, Aug 11 2024 3:00PM - 4:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Comiskey**

How to Experiment: Lessons from Practitioners

Organizer: **Naja Pape**, *INSEAD*
Organizer: **Chiara Spina**, *INSEAD*
Panelist: **Arnaldo Camuffo**, *Bocconi U.*
Panelist: **Rembrand Michael Koning**, *Harvard Business School*
Panelist: **Solene Delecourt**, *UC Berkeley*
Panelist: **Marieke Huysentruyt**, *HEC Paris*
Panelist: **Seyedeh Zahra Hejrati**, *Stanford U.*
Participant: **Iavor Bojinov**, *Harvard Business School*

This symposium proposes that experiments have the potential to be used more effectively in strategy and entrepreneurship research if they leverage methodological innovations from practitioners – from startups and international conglomerates to government agencies and NGOs. Practitioners traditionally diverge from researchers in their use of experiments, prioritizing a pragmatic understanding of ‘what works’ by leveraging large samples and adaptive approaches to experiments. The symposium combines the perspectives of experts on experiments in prominent organizations captured on video with a live debate and commentary with management scholars with deep expertise in experiments. The management scholars participating in the live debate will ‘translate’ best practices from the “real world”, and discuss to what extent and how they can be applied to research in strategy and entrepreneurship by putting them in the context of their own work. Presenters will outline specific opportunities to advance the theory, techniques, and variety of topics that methodologically advanced experiments can address and provide actionable insights for researchers at all stages of their career. This symposium builds on the success of the symposia held during the Academy of Management 2022 and 2023 that focused on insights from economics and psychology, respectively, and combined saw participation from over 150 scholars.

KEY TO SYMBOLS

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

Utilizing Various Platforms in Healthcare

Session Moderator: **Elmira Mirbahaeddin**, *Telfer School of Management, U. of Ottawa*

HCM: **Transcending Technology Boundaries & Maintaining Sense of Community in Virtual Mental Health Support**    

Author: **Elmira Mirbahaeddin**, *Telfer School of Management, U. of Ottawa*
Author: **Samia Chreim**, *U. of Ottawa*

The urgent need for accessible community-based mental health support became evident during the COVID-19 pandemic, and this need continues today. One way to improve access is to provide some support services virtually. In this qualitative study involving 40 interviews with managers, workers, and service users of a mental health support organization, we aimed to understand 1) experiences related to the need for mental health support during and following the pandemic, 2) the role of technological factors in accessing mental health support, and 3) whether and how a sense of community can be established among mental health support peers in a virtual space where connections are mediated by technology. The results reveal the value and limits of virtual mental health support services, that technological factors act as both boundaries and bridges to accessing these services, and that there are 5 strategies that help maintain a sense of community in a virtual environment. The importance of providing hybrid services consisting of both in-person and virtual mental health support to reach a broad spectrum of service users is highlighted, and so is the significance of considering resource allocation that allows mental health support provision to those who need it most.

HCM: **AI Adoption in the Healthcare Sector: A Framework of Value, HR and Policy Factors**

Author: **Hila Chalutz-Ben Gal**, *Bar Ilan U.*
Author: **Alessandro MARGHERITA**, *U. of Salento*

The application of Artificial Intelligence (AI) is today a topic largely debated in many fields due to the potentially disruptive impact of technology. A domain which is particularly relevant for the significant societal and policy implications of AI adoption is healthcare. Whereas AI can assist health professionals in undertaking time-critical tasks, the adoption of AI is a complex endeavor with multifaceted perspectives. This study aims to present an extensive analysis and a conceptual framework of aspects associated with adoption of AI. We conduct a systematic review of an extensive body of cross-disciplinary literature, and we build an integrative framework describing three categories of factors of AI adoption, i.e. value and risk-related factors, human resource and organization-related factors, and policy and management-related factors. We describe the three dimensions by identifying 9 sub-dimensions, which are concerned with adopting AI. For each aspect, we report highlights and research insights derived from the analyzed literature. The paper has a theoretical value, since it advances the current understanding of cross-disciplinary elements associated to AI adoption, and it elaborates ideas in terms of societal and policy impacts of AI in the health domain. Furthermore, the study provides practitioners and policy makers with a reference model useful to identify and assess the aspects influencing the preparedness of organizations and societies to AI adoption in healthcare.

HCM: **Rethinking the U.S. Healthcare System: Policy-Relevant Insights from Social Media Analyses**   

Author: **Rodina Bizri-Baryak**, *Central Michigan U.*
Author: **Hayley Schroeder**, *Central Michigan U.*
Author: **Muna Abdulmajid**, *Central Michigan U.*
Author: **Morgan Binge**, *Central Michigan U.*
Author: **Lana Ivanitskaya**, *Central Michigan U.*

Seeking diverse perspectives on the future of the U.S. healthcare system, we analyzed 6,594 YouTube comments to April 2021 New York Times video titled "What Does US Healthcare Look Like Abroad?" with a million views. Qualitative coding, with AI-enabled semantic network visualization and linguistic analysis, produced triangulated insights. U.S. system concerns centered on access, affordability, and medical debt-related financial distress. Described as inefficient and profit-driven, with a substantial influence from pharmaceutical lobbying, lacking universal coverage, the U.S. system's design misaligned with the core values of many Americans. Acknowledging the need for U.S. healthcare reform, the commenters proposed solutions: government negotiation of drug prices; tax redistribution to aid vulnerable populations and middle class; advocating for public opinion shifts to view healthcare as a fundamental right and to stop equating universal healthcare with socialism or communism; and political action. Unique commenters with comparative health system knowledge often spoke negatively of the U.S. system, but some praised its service efficiency and support for the unemployed. The semantic network visualization confirmed widespread concerns, ideological debates about reform directions, and consideration of societal, political, and economic contexts. Narrative and experiential comments with system critiques (vs. not) scored higher on authenticity. Problem-solving comments with solutions (vs. not) scored higher on being analytical. The YouTube platform promises policy-relevant insights for health system architects and reformers. During the pandemic, it served as a global town hall where U.S.- and non-US commenters compared healthcare experiences, advocated for change, and corrected each other's misconceptions.

Author: **Hong Yu Liu**, *Warwick Business School*

Author: **James C. Hayton**, *Warwick Business School*

How are automation and robotics transforming work and employment in the healthcare sector? In light of the rapid development of artificial intelligence (AI), advanced robotics and automation in recent years, many researchers and industry leaders have used statistical models to predict that new technologies will increasingly replace human workers in professional sectors, including healthcare services. Some commentaries also tend to (over-)simplify the impact of technology on employment by suggesting what jobs will be the winners/losers in this wave of economic transformation. However, such dichotomous conceptualisation pays no attention to the organisational context in which technology is implemented and may conceal the variety of workers' experiences when working with new technology. In this article, we argue that the impact of technology on work and employment is not pre-determined; yet, it should be a combination of positive and negative experiences at work, which is highly contextualised in a specific workplace setting. Drawing on the social construction of technology (SCOT) theory, this article uses the colorectal department of an NHS Hospital in England as a case study. Over the decades, the National Health Service (NHS) in England has been a well-researched site for studying the implementation of new technology and its potential impacts on delivering healthcare services. Although past studies have significantly advanced our understanding of the values and boundaries of medical professionals and processes of change in healthcare organisations, their primary focus is on information technology (IT), and the healthcare workforce is often perceived to be a receiver of the change. The interaction between surgical robots and healthcare professionals, on the other hand, is minimally discussed despite the surging popularity of robotic surgeries in the UK in recent years. Furthermore, scant attention is paid to their work experiences in navigating changes brought by new technologies; this knowledge gap needs to be addressed as healthcare professionals' work experience is a direct contributor to their job motivations and the quality of services delivered and has implication to the future of public healthcare system in society. This article aims to precisely fill this research gap by asking the following research questions. It tries to understand (1) what motivates healthcare professionals to adopt a new surgical robot? Also, (2) how does the implementation of a surgical robot impact healthcare professionals' work experience? Lastly, (3) what is the role of organisational management in determining how healthcare professionals experience such impact? This article is the first in-depth case study to look at the implementation process of the Da Vinci surgical robot in a British hospital. This article contributes to the timely debate around the future of work by investigating the implementation process of the da Vinci surgical robot system in the hospital and presenting its impact on healthcare professionals' work experiences in detail. The empirical basis of this article is formulated by 12 months of case study research at this hospital, supplemented by 20 in-depth interviews, multiple in-formal conversations, and on-site observations. This article demonstrates that both positive and negative experiences co-exist in the transformation of the workplace, and we argue that the management approach in the hospital plays an essential role in shaping how healthcare professionals experience the complexities of benefits and drawbacks during the implementation process, consequentially determining the impact of technology on their work experience. Most importantly, our findings indicate that the implementation of the new technology (i.e., the surgical robot) shows no displacement effect on the healthcare workforce in this hospital, which poses a new question to the technology displacement hypothesis advocated by some commentators.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership and Well-being: Strategies for Enhancing Work Attitudes and Employee Health



Session Moderator: **Steffen Burkert**, *LMU Munich School of Management*

HR: **Psychopathic CEOs and Employee Gender Pay Gap: An Empirical Analysis**

Author: **Steffen Burkert**, *LMU Munich School of Management*

Author: **Aino Tenhiälä**, *IE Business School*

Author: **Ingo Weller**, *LMU Munich*

Author: **Jukka Pekka Partanen**, *U. of Vaasa*

An extensive body of research has studied the origins of the gender pay gap (GPG), either from a macro-level perspective (e.g., how equality laws reduce the GPG) or a micro-level perspective (e.g., how career choices affect the GPG). However, little is known about the role of firms – the place where pay decisions are made and the foundations for the GPG are laid. In this study, we examine how psychopathic tendencies of Chief Executive Officers (CEOs) shape GPG in their firms. We integrate upper echelons theory with the literature on the GPG and the work on psychopathic leadership to argue that CEOs higher on psychopathic tendencies widen the GPG within firms. We test our hypothesis with a comprehensive and novel panel dataset that encompasses matched employee, firm, and CEO data from Finnish firms from 2009 to 2020. In line with expectations, we find a higher GPG in firms that are led by CEOs with a higher level of psychopathy. In additional analyses, we show that this effect is contingent on firm size, whether the CEO is founder and an entrepreneur, and the male-dominance of jobs and firms. These findings have important implications for our understanding of the causes of the GPG.

HR: **CSR Perceptions as Drivers of Employee Engagement: The Role of Leadership**

Author: **Marlene Gruber**, *WU Vienna*

Author: **Guenter Stahl**, *WU Vienna*

Author: **Jürgen Deller**, *Leuphana U. Lüneburg*

As levels of employee engagement are decreasing across the globe, a nuanced comprehension of its driving forces becomes imperative. In this study, we advance research on the role of corporate social responsibility (CSR) in fostering engagement at work from a leadership perspective. Drawing on the sensemaking research and Kahn's (1990) engagement framework, we suggest that top management trustworthiness mediates the link between CSR and employee engagement. Additionally, we posit supervisor's responsible leadership RL style and symbolic motives behind CSR as crucial boundary conditions. Results based on a time-lagged survey study among 633 employees in Austria and Germany find support for the mediating role of top management trustworthiness. Our results also underscore the significance of employees' perceptions of symbolic CSR motives in reinforcing the indirect link between CSR and employee engagement. We find no support for the hypothesized moderating role of supervisor responsible leadership. Our findings contribute to a better understanding of the role of leadership in fostering employee engagement through CSR. The implications and significance of these results for management practice and future research are discussed.

HR: **Too Vulnerable to Commit My Work: Individual Differences in Vulnerability, Rumination, and Commitment**

Author: **Jian Shi**, *Vrije U. Amsterdam*

Author: **Qian Wang**, *Huazhong U. of Science and Technology*

Research revealed that the COVID-19 pandemic has significantly impacted employees' work patterns and work experiences worldwide. It remains unclear whether some employees fared worse than others during and beyond the pandemic and how their individual differences in vulnerability shaped work experiences. Drawing on the evolutionary psychology perspective of behavioral immune system, we argued that a fundamental factor in how employees respond to the pandemic was the extent to which they perceived themselves as vulnerable to infectious diseases. Employees with higher susceptibility to infectious diseases were expected to repetitively think about their work and commit less to their organizations during the pandemic as a functional response to the threats. We also argued that a health-oriented leadership style could decrease employees' rumination and increase their commitment, especially for the most vulnerable employees. We conducted a three-wave field survey on working adults in the United Kingdom at the mild stage of the pandemic. Results showed that employees who feel more vulnerable to infectious diseases are more ruminated about their work, in turn inhibiting their commitment to the organizations during the pandemic. We discuss the theoretical and practical implications of findings for promoting a safe and healthy post-pandemic workplace, especially for the most vulnerable employees.

HR: **The Hours of Multiple Job Holding: The Spillover-Crossover Effects on Spouses**

Author: **Madison Schnacker**, *U. of Nebraska, Lincoln*

Author: **Jenna Renae Pieper**, *U. of Nebraska, Lincoln*

This study investigates the spillover-crossover effects of multiple job holding (MJH) on multiple job holders' (MJHers) spouses' job satisfaction and mental health, specifically through the work-family conflict (WFC) and spousal family-to-work (FWC). Drawing upon the Job Demands-Resources (JD-R) theory, we explore how the hours beyond what a MJHer works in their main job impact their spouse's job satisfaction and mental health, and the dynamic work-family conflict (WFC) and family-to-work conflict (FWC) play in this impact. Using a nationally representative dataset from the Household, Income, and Labor Dynamics in Australia (HILDA) survey, we examine the relationships and spillover-crossover effects among the number of hours MJHers work, WFC, FWC, job satisfaction, and the well-being of MJHers' spouses through our proposed Demands-Based Spillover-Crossover Model (DB-SCM).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Novel Research Along a Continuum of Mental Well-Being in the Modern Workplace



Coordinator: **Ekonkar Kaur**, *U. of Washington, Seattle*
Discussant: **Erik Gonzalez-Mule**, *Indiana U.*
Presenter: **Devin Rapp**, *San Diego State U., Fowler College of Business*
Presenter: **Jessica Mariah Rivin**, *San Diego State U., Fowler College of Business*
Presenter: **Dane Cannon**, *U. of Utah, David Eccles School of Business*
Presenter: **Karen Landay**, *U. of North Texas*
Participant: **Glen E. Kreiner**, *U. of Utah, David Eccles School of Business*
Participant: **Robert Monnot**, *U. of Utah, David Eccles School of Business*
Participant: **James Hughey**, *U. of Utah, David Eccles School of Business*
Participant: **David F. Arena**, *U. of Texas At Arlington*
Participant: **Joseph Richard Schaefer**, *SUNY New Paltz*
Participant: **Phoenix Van Wagener**, *California State U., Fullerton*
Participant: **Rick Reed**, *Assistant Professor at Le Moyne College*
Participant: **Ksenia Keplinger**, *Max Planck Institute for Intelligent Systems*

In the wake of a global mental health crisis, management scholars have recommended taking a more nuanced perspective of employee mental health and well-being. Recent interdisciplinary reviews have called for researchers to adequately differentiate between poor mental health and severe mental health conditions (Rosado-Solomon, Koopmann, Lee, & Cronin, 2023), while considering their respective roles along the 'mental health continuum' (Kelloway, Dimoff, & Gilbert, 2023: 365). This symposium seeks to present research with novel implications for employee well-being at various points along this continuum. First, this symposium introduces novel phenomena (e.g., AI) that may lead employee mental well-being to fluctuate or worsen. Second, this symposium introduces novel research on the experience of having mental health conditions while being employed; it also introduces a novel category of stigma, and the associated implications for both employees and organizations.

From Colleagues to Co-Bots: Exploring Employee Reactions to AI Integration at Work

Author: **Jessica Mariah Rivin**, *San Diego State U., Fowler College of Business*
Author: **Ksenia Keplinger**, *Max Planck Institute for Intelligent Systems*
Author: **Rick Reed**, *Assistant Professor at Le Moyne College*
Author: **Phoenix Van Wagener**, *California State U., Fullerton*

"Love It or Leave It?" Work Passion, Stress, Burnout, and Turnover in Nurses

Author: **Karen Landay**, *U. of North Texas*
Author: **David F. Arena**, *U. of Texas At Arlington*
Author: **Joseph Richard Schaefer**, *SUNY New Paltz*

Frames of Mental Illness and Workplace Implications

Author: **Dane Cannon**, *U. of Utah, David Eccles School of Business*

Plowing Ahead or Sowing Seeds: Navigating Mental Health Stigma at Work

Author: **Devin Rapp**, *San Diego State U., Fowler College of Business*
Author: **Glen E. Kreiner**, *U. of Utah, David Eccles School of Business*
Author: **Dane Cannon**, *U. of Utah, David Eccles School of Business*
Author: **James Hughey**, *U. of Utah, David Eccles School of Business*
Author: **Robert Monnot**, *U. of Utah, David Eccles School of Business*

KEY TO SYMBOLS

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

Powering Employee Wellness Through HR Systems and Support



Session Moderator: **Yin Lee**, *Ajou U.*

HR: **Differences in Performance Effects of Collective Turnover Between Family and Nonfamily Firms**

Author: **Yin Lee**, *Ajou U.*

Existing research suggests that the relationship between collective turnover and firm performance is contingent on a number of contextual factors. However, little is known about how the performance effects of collective turnover could vary between family and nonfamily firms. The fundamental difference between family and nonfamily firms in many aspects warrant an investigation. Using a panel data on Korean firms from 2007 to 2017, this study found that family firms experience greater performance loss from collective turnover than nonfamily counterparts. Also, this study showed that the difference in the performance effects of collective turnover between family and nonfamily firms is more salient in the service industry than manufacturing industry and at the lower-level usage of high-involvement work practices. Theoretical contributions to family firm and collective turnover literature are discussed.

HR: **To Build a Thriving Workforce: The Role of Well-Being-Oriented Human Resource Management**

Author: **Qijie Xiao**, *Monash Suzhou Research Institute of Science and Technology*

Author: **Zen Goh**, *Monash Business School*

Author: **Yujie Cai**, *SKEMA Business School, China Campus*

Amid recent chaos and uncertainties, organizations need to design and implement novel human resource management (HRM) practices to build a thriving workforce that is healthy, growing, and energized, meeting the needs for human sustainability. This study mobilized the socially embedded model of thriving (SEMT) to investigate how specific well-being-oriented HRM (WBHRM) practices improve job satisfaction and organizational citizenship behavior (OCB) through the sequential mediating impacts of work needs satisfaction and thriving at work, moderated by HRM system strength. Based on three-wave and multisource data collected from 316 employee-manager responses in China's manufacturing industry, we identified the chain-mediating roles played by needs satisfaction and thriving at work in the relationships between WBHRM and job satisfaction and OCB. Furthermore, we revealed that HRM system strength, as a core organizational climate, moderates the indirect influence of WBHRM on thriving at work, which advances our understanding of SEMT's central premise of the critical role of environments in fostering thriving. We also theorize the psychological mechanisms that link WBHRM, thriving, job satisfaction, and OCB.

HR: **Career Plateaus' Dual Spiral Impact on Public Service Motivation: A Resource Conservation View**

Author: **Xiaoyu Guan**, *School of Government, Beijing Normal U.*

Author: **Bowen Li**, *Beijing Normal U.*

Author: **Xiangjing Wang**, *Beijing Normal U.*

Author: **Xinyu Wang**, *Beijing Normal U.*

This study investigates the career plateau among civil servants in China and its consequences on their public service motivations (PSM). Drawing on the Conservation of Resources (COR) theory, we posit that career plateaus simultaneously engender both a resource loss spiral and a resource gain spiral, exerting distinct effects on PSM. Study 1 (N=354) demonstrates that career plateaus detrimentally affect PSM by depleting psychological resources, particularly for civil servants with high levels of growth need strength. Study 2 (N=402) reveals a buffering mechanism for career plateaus, indicating that voluntary secondment helps individuals on career plateaus reshape their PSM. The theoretical model was tested using the PROCESS in SPSS on a sample of surveyed Chinese civil servants. Results support the mediating roles of ego depletion and voluntary secondment in the relationship between career plateaus and PSM, as well as the moderating effect of growth need strength. This study establishes a theoretical model for the career development mechanism of civil servants, offering practical guidance for the improvement of their career development.

HR: **Leader-Subordinate HR Attribution (Dis)Agreement and Employee Well-Being: A Signaling Theory View**

Author: **Byron Y. Lee**, *China Europe International Business School (CEIBS)*

Author: **Ying Wang**, *School of Management and Economics, Beijing Institute of Technology*

Author: **Sunghoon Kim**, *U. of Sydney Business School*

Author: **Qizhong Yang**, *Rutgers U., New Brunswick*

Despite theory that highlights the importance of both leader and subordinate perceptions of human resource (HR) practices, most studies have focused on perceptions related to the content of HR. We contribute to the literature by using signaling theory to examine leader-subordinate perceptions of HR attribution. We develop and test a model by arguing that (dis)agreement between leader-subordinate perceptions of well-being HR attribution has meaningful effects on employee well-being through organizational-based self-esteem (OBSE). Using a polynomial regression model, our results show that when employee well-being HR attribution is congruent with leader well-being HR attribution, employee OBSE increases which results in an increase in employee well-being. Our study advances the HR literature by highlighting the critical importance of taking a dyadic perspective to understanding the impact of HR attributions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Technologies and Their Stakeholders in HRM: Insights Derived From Worker-Centered Experiences

Presenter: **Xiangmin Liu**, *Rutgers U., New Brunswick*
Presenter: **Jenna E. Myers**, *U. Of Toronto-Ind Rel Lbr*
Presenter: **Christine A. Riordan**, *U. of Illinois at Urbana-Champaign*
Discussant: **Hye Jin Rho**, *Michigan State U.*

Technologies are transforming all facets of human resource management in organizations, from hiring processes to training programs to the management and structure of workflows. These changes affect not only the work and decision-making of managers and other organizational leaders, but also of employees. Employees face a wide range of impacts, from reconfigured opportunity structures in hiring, to demand for new skills sets and training, and to changed discretion and autonomy in undertaking their work. At the same time, technologies also bring new stakeholders into the fold. Developers and vendors are designing artificial intelligence applications to recruit and screen job applications, training protocols to ensure sustained use of their products, and algorithmic management applications to automate decisions regarding labor allocation and workflow. This symposium takes these two trends – the transformation of various HRM applications through technology and the addition of new stakeholders to HRM practices – as a starting point. Specifically, we focus on three processes and their technological transformations: AI-enabled recruitment and hiring; training; and algorithmic management. Empirical studies on each emphasize the experience of employees with such technologies and illustrate how the role of additional stakeholders—namely, the developers and vendors of technology—are integral to this experience. The proposed symposium thus offers a range of insights as to how various stakeholders may collaborate to derive equitably distributed value from technologies designed to improve organizations' human resource management practices and explores challenges and limitations to doing so.

From Resumes to Algorithms: Employers' Use of Algorithm-Driven Recruitment and Worker Implications

Author: **Xiangmin Liu**, *Rutgers U., New Brunswick*
Author: **Adrienne E. Eaton**, -
Author: **Liang Zhang**, *New York U.*
Author: **Todd Vachon**, *Rutgers U., School of Management and Labor Relations*








Trained and Constrained: How Vendors Shape Technology Use during Digital Transformation

Author: **Jenna E. Myers**, *U. Of Toronto-Ind Rel Lbr*

Brokerage from the Bottom Up: Workplace Leaders as Algorithmic Brokers in Hotel Housekeeping Work

Author: **Christine A. Riordan**, *U. of Illinois at Urbana-Champaign*
Author: **Hye Jin Rho**, *Michigan State U.*
Author: **Yeaseul Hur**, *U. of Illinois at Urbana-Champaign*
Author: **Patricia Tabarani**, *U. of Illinois at Urbana-Champaign*

KEY TO SYMBOLS

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

How Does AI Change the 'Human' in HRM? Challenges, Paradoxes and Promises



Discussant: **Ashish Malik**, *Ashish Malik, Professor, Queen's U. of Belfast, UK*
Coordinator: **Marion Fortin**, *TSM-Research, Toulouse Capitole U.*
Coordinator: **Domenico Di Prisco**, *Luiss Guido Carli U.*

This symposium comprises four presentations that explore the integration and impact of Artificial Intelligence (AI) in HR management. As AI technologies are reshaping HR functions, the presentations delve into how AI can support human well-being, uphold ethical standards, and optimize organizational functioning. Ama Sam and Homberg set the scene with a systematic literature review, synthesizing knowledge and revealing diverse perspectives on the relationship between AI, automation, and employee well-being. da Motta Veiga and Figueroa-Armijos then investigate the ethical perceptions that job applicants versus recruiters have of AI in hiring, across different hiring methods. Lesperance's presentation explores how AI technologies can enhance the role and identity of HR within organizations, challenging the conventional division between strategic and operational HR. Lastly, di Prisco and Fortin reveal the central role of the concept of "humanness" in shaping but also justifying recruiters' attitudes and reactions toward AI. Together, we hope that these presentations will spark a rich discussion of the challenges and effects of AI integration in HR, offering valuable insights for researchers and practitioners.

Automation, Artificial Intelligence and Employee Well-Being: A Systematic Literature Review

Author: **Evelyn Ama Sam**, *Luiss Guido Carli U.*
Author: **Fabian Homberg**, *Department of Business and Management, LUISS Guido Carli U.*

AI vs. Humans in Hiring: Do Ethical Perceptions of AI Vary between Recruiters and Applicants?

Author: **Serge P. Da Motta Veiga**, *NEOMA Business School*
Author: **Maria Figueroa-Armijos**, *EDHEC Business School*

Consultants at the Helm: Reshaping the HR Function in the Age of AI

Author: **CATHERINE Amar LESPERANCE**, *ESCP Business School*

Recruiting with Heart and Machine: Unpacking the 'Humanness' Factor

Author: **Domenico Di Prisco**, *Luiss Guido Carli U.*
Author: **Marion Fortin**, *TSM-Research, Toulouse Capitole U.*

KEY TO SYMBOLS

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

Peer Coaching Groups as an Innovative Tool to Foster Performance and Well-being of the Participants



Organizer: **Roman Terekhin**, *George Washington U.*
Facilitator: **Natalia Fey**, *BI Norwegian Business School*
Facilitator: **Jeffrey Yip**, *Simon Fraser U.*
Panelist: **Leo Bottary**, *Peemovation, LLC*
Panelist: **Tessa Charlesworth**, *Northwestern Kellogg School of Management*
Panelist: **Swati Dela Cruz**, *USAA*
Panelist: **Amy C. Edmondson**, *Harvard U.*
Panelist: **Lauren Eskreis-Winkler**, *Northwestern Kellogg School of Management*
Panelist: **Angela Hall**, *Michigan State U.*
Panelist: **Emma Levine**, *U. Of Chicago*
Panelist: **Heba Mahmoud**, *The MITRE Corporation*
Panelist: **Henry Mintzberg**, *McGill U. - Desautels Faculty of Management*
Panelist: **John Paul Stephens**, *Case Western Reserve U.*

Organizations has been using diverse tools to address the needs for the employees' well-being and individual development, investing growing budgets and efforts into this important goals. Peer coaching groups (PCGs) can become a low-cost, inclusive, and adaptive toolset to address these pressing needs. Hundreds of global business communities, Fortune 500 companies, non-profit organizations, and prominent business schools have successfully employed different PCG settings. At the same time, amidst the wide diversity of practitioners' approaches to PCGs, scholarly literature lacks explanation of what factors and why make PCGs effective in fostering the performance, learning, and well-being of the participants. Thus, this panel symposium provides an arena for scholars and practitioners to explore different designs of PCGs: the practitioners will explain their PCGs' designs and engage scholars in a discussion on underlying mechanisms that drive each setting and factors that impact its process and outcomes. As a result, we hope that the audience will learn about the value of PCGs, diverse approaches to designing PCGs, and the theoretical bases of their effectiveness.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**

Program Session: **937** | Submission: **12735** | Sponsor(s): **(IM, STR, OMT, ENT, HR, OB, AAM, AFAM, IAM, INDAM)**

Scheduled: **Sunday, Aug 11 2024 3:00PM - 4:15PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Michigan 3**

International Management Division Meet the Editors Session

Coordinator: **Stephanie L. Wang**, *Indiana U., Bloomington*

Participant: **Ari Van Assche**, *HEC Montreal*

Participant: **Heather Berry**, *McDonough School of Business Georgetown U.*

Participant: **Jonathan P. Doh**, *Villanova U.*

Participant: **Sinziana Dorobantu**, *NYU Stern School of Business*

Participant: **Ajai Singh Gaur**, *Rutgers U.*

Participant: **Olga Hawn**, *U. of North Carolina, Chapel Hill*

Participant: **Aleksandra Joanna Kacperczyk**, *London Business School*

Participant: **Stewart R. Miller**, *Durham U. Business School*

Participant: **Rosalie L. Tung**, *Simon Fraser U.*

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

The session assembles the Editors of leading journals specializing in management and business research, with a particular emphasis on those with an international business or global strategy focus. This presents a valuable opportunity to gain insights into these esteemed publications, engage in discussions regarding the criteria for selecting the most suitable journal for your research, receive expert guidance on crafting research papers for successful publication, and steer clear of common pitfalls. We warmly invite you to join us and come prepared with your inquiries for this enlightening session!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Management Educator and Practice

Session Moderator: **Eric B. Dent**, *Florida Gulf Coast U.*

MED: From Management Science to Practicing Humanities Courageously: 50 Years of JME with Peter Vaill   

Author: **Eric B. Dent**, *Florida Gulf Coast U.*

Author: **David S. Fearon**, *Central Connecticut State U.*

[[Preparing for this JME Special Issue]] This paper addresses several questions of the Special Issue, such as "What does it mean to be a Management Educator? How has our profession evolved? And how might it look in the future?" through the lens of the JME publications of Peter B. Vaill, a long-time, distinguished shaper of JME for most of its 50 years. Vaill noted that the early years of Management education were incredibly exciting as breakthroughs piled up regularly and school of management were where the "action" was in the 1970s. As the field became more scientific, many innovations continued, but almost exclusively those taking a positivist and objectivist form. Vaill's writings don't simply call for a return to the good old days, but see even greater and richer advances coming from, for example, centering learning on the experience of the practice of the action taker and emboldening her or him to act courageously. The next 50 years of JME are yet to be fashioned, but the future proposed here would include Management faculty modeling courage by conducting classes that are emergent, so that the professor and students both learn in the moment. Management faculty would know their field as well as doctors do after years of education, residency, and fellowship. They would then continue to practice management in some way to understand and mold this dynamic field that they teach. Such a practice would result in far more interactive classes where students have greater appreciation for the "feeling, judgment, sense, proportion, balance, and appropriateness" (Barnard, 1938, p. 235) of management and ideally develop a greater passion for Management.

MED: Noise, Noise Everywhere: Mixed Signals from Academic Promotion Decisions 

Author: **Adam Keeley**, *Maynooth U., Ireland*

Author: **Olga Igorevna Ryazanova**, *Maynooth U.*

Author: **Peter McNamara**, *Maynooth U.*

While academics need to achieve quality performance in research, teaching, and service to achieve an advancement in rank, many claim that the goalposts of achievement are unclear and subjective. At the same time, we know that institutions use the academic promotion process to achieve the long- and short-term strategic needs of the institution. It may be that the need to strategically deviate from initially communicated promotion policies has led academics to be presented with signal noise regarding what performance is needed to achieve an advancement in rank. As a result, this study explored how credible are the signals sent by higher education institutions via their academic promotion decisions for advancement to senior faculty ranks. To achieve this, we analyzed the research and service activities of 561 faculty from Ireland, the UK, the US, Canada, Australia, and New Zealand who were recently promoted to Senior Lecturer up to Professor. From our analysis, we found that the promotion process creates three levels of signal noise, overall signal noise (at the rank level), internal signal noise (at the institutional level), and external signal noise (at the regional level). These signal noises are created as institutions make continuously inconsistent promotion decisions for individuals being promoted to Senior Lecturer, Associate Professor, and Professor. These findings call into question assumptions academics have about academic careers (e.g., citations are an important metric for career advancement) and the career-related decisions we make when benchmarking against those who have gone before us as we find not all ranks are created equally.

MED: Peer Review and Personal Ties: The Challenge to Impartiality in Publishing in the Academy of Management Journals

Author: **Maria Aluchna**, *Warsaw School of Economics*

Author: **Akanksha Bedi**, *Western Washington U.*

Author: **Benson Honig**, *McMaster U.*

In this paper, we examine the personal ties between authors and editors of the regular and special issues published in three Academy of Management journal (Academy of Management Journal, Academy of Management and Learning Education, Academy of Management Discoveries). The analysis of the sample of 511 articles published in 44 issues in years 2004-2020 indicates that the author-editor ties are higher for lower impact factor journals and special issues. Moreover, special issues of higher impact AOM journals demonstrate fewer insider effects than special issues of lower impact factor AOM journals.

MED: Exploring Organizational Processes that Enable Contrapower Harassment in Academia 

Author: **Samah Shaffakat**, *U. of Liverpool Management School*

Author: **Pisitta Vongswasdi**, *WHU Otto Beisheim School of Management*

Author: **James Stewart**, *Liverpool John Moores U.*

Author: **Lilian Otaye-Ebede**, *U. of Liverpool Management School*

This paper investigates the phenomenon of 'contrapower harassment' in UK higher education sector where students exert undue influence and hostility towards their educators. The research examines how neoliberal ideologies and the commodification of education have led to a shift in the power dynamics, enabling such harassment. Through in-depth qualitative interviews with faculty members from various UK universities, the study uncovers the various forms and impacts of this harassment, and importantly identifies the key institutional processes embedded in the UK higher education system that facilitate it. The findings also illustrate how academics and university staff accommodate this new power relations and hostile work environment. This study contributes to the discourse on the challenges faced by academics in a neoliberal educational environment and provides rich empirical insight into a growing, yet rarely-discussed aspect of academic life. These insights are important at a time when university claim academic well-being while undermining it in practice.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Researching Memory Work and Identity Work

Moderator: **Christina Hoon**, *Bielefeld U.*
Moderator: **Alina McCandless Baluch**, *U. of St Andrews Business School*
Panelist: **William Foster**, *U. of Alberta*
Panelist: **Trevor Lyle Israelsen**, *Penn State Smeal College of Business*
Panelist: **Peter Jaskiewicz**, *Telfer School of Management, U. of Ottawa*
Panelist: **Evelyn Rita Micelotta**, *Telfer School of Management, U. of Ottawa*
Panelist: **Innan Sasaki**, *Warwick Business School*
Discussant: **Hamid Foroughi**, *Warwick Business School*
Facilitator: **Jana Boevers**, *Bielefeld U.*
Panelist: **Diego Coraiola**, *U. of Victoria*

Memory work (i.e. 'how we (re)construct the past') and identity work ('who we think we are') are deeply intertwined with collective remembering shaping and being shaped by the construction of individual and collective identities. This symposium seeks to advance organizational memory studies and explore the linkages of memory work to identity work as both of these forms of social symbolic work are important for understanding how members respond to the multi-faceted, concurrent challenges that organizations face. It aims to develop scholarship by exploring important new directions stemming from: 1) the opportunity to examine how memory work enriches the study of identity work (and vice versa); 2) the opportunity to explore memory work and identity work at different levels of analysis and their effects; and 3) the opportunity to explore the potential value of focusing on temporality for theorizing on memory work and identity work. In this symposium, we want to stimulate discussion about this connection and how scholars can better reimagine the organization from the inside out, i.e. the purposeful reflexive efforts that its members engage in when constructing and negotiating memories and identity, by unlocking a wave of insights from bringing together the study of remembering and being.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **940** | Submission: **13837** | Sponsor(s): **(OMT)**
Scheduled: **Sunday, Aug 11 2024 3:00PM - 4:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Gold Room**

Advancing Scholarship through Abductive Reasoning and Question-Driven Research



Organizer: **Derek Harmon**, *U. of Michigan*

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

Panelist: **Derek Harmon**, *U. of Michigan*

Panelist: **Jiao Luo**, *U. of Minnesota*

Panelist: **Amanda Sharkey**, *U. of Notre Dame*

Panelist: **David A. Kirsch**, *U. of Maryland*

This symposium highlights the importance of adopting abductive reasoning and a question-driven approach in research, especially when dealing with phenomena that challenge or extend beyond existing theories, or in cases where data and methodologies are insufficient. It will serve as a platform for scholars experienced in these methodologies to share insights and experiences, with a focus on applying these approaches in a theoretically robust and methodologically sound manner. Discussions will cover the motivations behind adopting a question-driven approach, the unique challenges and benefits of diverging from traditional hypothesis testing, and effective strategies for data interpretation and navigating the journal review process.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **941** | Submission: **15923** | Sponsor(s): **(OMT, CTO)**
Scheduled: **Sunday, Aug 11 2024 3:00PM - 4:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Embassy Room**

Expertise in and Around Organizations: Taking Stock and Moving Forward



Organizer: **Kasper Elmholt**, *Aalborg U.*
Organizer: **Tomi Koljonen**, *U. of Liverpool*
Presenter: **William C. Barley**, *U. of Illinois Urbana-Champaign*
Presenter: **Lisa Ellen Cohen**, *McGill U.*
Presenter: **Ingrid Erickson**, *Syracuse U. School of Information*
Facilitator: **Giada Baldessarelli**, *Stockholm School of Economics*
Facilitator: **Curtis Kwinyen Chan**, *Boston College*
Facilitator: **Mayur Prataprai Joshi**, *Telfer School of Management, U. of Ottawa*
Facilitator: **Pauli Pakarinen**, *Aalto U.*

Management scholars have a long-standing interest in expertise, a phenomenon, and a concept with significant consequences for important individual, group, organizational, occupational, and institutional practices and outcomes. Organizational research has so far approached the topic from various perspectives that draw on rich and varied traditions of studying expertise across social and behavioral sciences. However, challenges around conceptual and definitional clarity, as well as unclear distinctiveness from related concepts like knowledge, skill, and learning, may hinder the value of the concept in studying important contemporary phenomena that shape and are shaped by expertise. Experts and expertise also face significant contestation and change, due to phenomena including, but not limited to, emerging technologies like generative artificial intelligence and automation; media issues like mis- and disinformation; and political trends such as populism and polarization. It is, therefore, imperative to take stock of how expertise has been considered in organizational research, and further, chart a way forward for future research. By taking stock of previous research and exploring new avenues for inquiry in contemporary organizations, our PDW thus aims to focus on how management and organization scholars can study expertise in and around organizations and contribute to organization and management theory. Our PDW will stimulate discussion and reflection on this question through presentations and a panel discussion. Through facilitated roundtables, we will encourage new scholars to engage with the study of expertise, and throughout the program, build community around the study of expertise in and around organizations.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **942** | Submission: **20457** | Sponsor(s): **(OMT, SIM, OB, DEI, CAR, MOC, CM)**
Scheduled: **Sunday, Aug 11 2024 3:00PM - 6:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in State Room**

Insider Social Change Agents: Integrating Research to Innovate for the Future



Organizer: **Elisa Alt**, *King's College London*
Organizer: **Grace Augustine**, *School of Management, U. of Bath*
Organizer: **Verena Girschik**, *Copenhagen Business School*
Organizer: **Katrin Heucher**, *Faculty of Economics and Business, U. of Groningen*
Panelist: **Andrew Crane**, *U. of Bath*
Panelist: **Richard DeJordy**, *Rochester Institute of Technology*
Panelist: **Sara B. Soderstrom**, *U. of Michigan*
Panelist: **Gail Whiteman**, *U. of Exeter Business School*
Facilitator: **Andreana Drencheva**, *King's College London*
Facilitator: **Nishi Gautam**, *U. of Massachusetts, Boston*
Facilitator: **Vontrese Deeds Pamphile**, *George Washington U.*
Panelist: **Lumumba Seegars**, *Harvard Business School*
Facilitator: **Garima Sharma**, *American U., Kogod School of Business*
Facilitator: **Heiko Spitzbeck**, *FDC - Fundacao Dom Cabral*
Facilitator: **Juliana Travassos**, *King's College London*
Facilitator: **Maureen A. Scully**, *U. of Massachusetts, Boston*

Across the Academy, scholars have increasingly been focusing on how employees organize within and across organizations to combat critical societal issues, such as the climate crisis, race and gender inequalities, and worker rights in supply chains. In this PDW, we seek to bridge knowledge silos to create a broader community of researchers and educators around insider social change agents: individuals or groups who seek to propel their organizations toward contributing to positive social change. We structure the PDW in two parts. Part 1 consists of a panel of leading management scholars who will share their knowledge and expertise in studying insider social change agents across academic fields and societal issues. The goal of the panel discussion is to connect as-yet siloed lines of inquiry and explore synergies between them under the insider social change agents umbrella. Part 2 includes several roundtable discussions that will allow emerging and established researchers to connect around empirically defined topic areas and identify frontiers, challenges, and opportunities for developing their scholarship. By structuring roundtables around empirically defined topic areas, we seek to enable focused discussions that can cross-fertilize insights across literatures, generating novel communities of practice and knowledge outcomes. Overall, the PDW aims to empower researchers to co-create opportunities for future research, education, and impact that reimagine and transform organizations from the bottom-up and inside out.

To pre-register for Part 2, please submit an abstract by July 12 to elisa.alt@kcl.ac.uk. The abstract (no more than 200 words) should be focused on forward-looking perspectives and/or questions for the roundtables, which will be facilitated by topic experts. Doctoral students interested in co-designing and/or co-facilitating roundtables are especially encouraged to pre-register. Walk-ins are also welcome for Part 2.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

CEO Influence on Environmental Strategies



Session Moderator: **Yufei Cheng**, *Lingnan U.*

ONE: CEO Bottom-Line Mentality, Green HRM and Environmental Reputation: The Moderating Effect of Firm FP

Author: **Yufei Cheng**, *Lingnan U.*
Author: **Guiyao Tang**, *Shandong U.*
Author: **Wei Liu**, *Shandong U., China*
Author: **Mike Crant**, *U. of Notre Dame*
Author: **Yifeng Chen**, *Lingnan U.*
Author: **Nan Wang**, *Lingnan U.*

As awareness increases about the rapid deterioration of the natural environment, public concerns about organizational environmental reputations have been growing. However, current studies exploring the antecedents of organizations' environmental reputation primarily focus on environmental disclosures, green policies, and CSR practices; little research focuses on CEO's psychological states or thinking modes. Based on upper echelons theory and the attention-based view, this study explores the effect of CEO bottom-line mentality on organizational environmental reputation and the moderating role of financial performance. Data were collected from 118 CEOs, 118 CFOs, 118 CHOs, and their employees at three time points. Results indicated that CEO bottom-line mentality negatively influences organizational environmental reputation by negatively influencing the implementation of Green HRM. The company's financial performance moderated the relationship between CEO bottom-line mentality and Green HRM, and the mediating effect of Green HRM on the relationship between CEO bottom-line mentality and organizational environmental reputation. Theoretical implications and practical implications are also discussed in this paper.

ONE: Corporate Social Responsibility and Ethics: Employee Attentiveness to Climate Change as a Moderator

Author: **Mary Triana**, *Owen Graduate School of Management Vanderbilt U.*
Author: **Jorge Delgado**, *UMass Amherst*
Author: **M. Fernanda Garcia**, *U. of Texas at El Paso*
Author: **Huafang Liu**, *Zicklin School of Business, Baruch College, City U. of New York*

Based on scope of justice theory and norms of reciprocity, we examine how employees respond to corporate social responsibility (CSR) toward the environment, depending upon how attentive employees are to the problems of climate change. In a supervisor-subordinate survey of employee pairs, CSR toward the environment is associated with subordinate perceptions that the organization's management is ethical which, in turn, is associated with how much organizational citizenship behavior toward the organization (OCBO) subordinates report their supervisors doing. That is, there is an indirect effect of CSR toward the environment to supervisor OCBO through subordinate perceptions of ethical management. Both the relationship between CSR toward the environment and subordinate perceptions of ethical management as well as supervisor OCBO were strengthened for subordinates who are more attentive to the problems of climate change compared to subordinates who are less attentive to the problems of climate change. In a supplemental experiment sampling employees who read a scenario manipulating high or low CSR toward the environment, we replicate the indirect effect from the field survey. Results from the experiment show that CSR toward the environment is indirectly related to anticipated supervisor OCBO through subordinate perceptions of an ethical organization. A supplemental sample from Refinitiv ESG with U.S. public firms also supports our findings that CSR toward the environment is positively associated with organizational ethics, especially when the firm is more attentive to the problems of climate change (in this case, is a signatory to the Equator Principles).

ONE: Who is More Concerned? CEO Political Ideology and Firm's Perceived Exposure to Climate Change

Author: **Jingru YU**, *The Chinese U. of Hong Kong*
Author: **Haibin Yang**, *Chinese U. of Hong Kong*

Why do some firms respond to climate change, a pressing challenge for both human and business? Previous research has extensively explored diverse adaptation strategies adopted by firms while neglecting this fundamental question. Our study shifts the focus towards examining whether and how CEO political ideology influences a firm's perceived exposure to climate change in the aftermath of salient environmental events such as hurricanes. Drawing from the political ideology literature, we posit that, a conservative CEO, due to a lack of information and attention to hurricanes, is more likely to perceive a higher exposure to climate change. This is attributed to conservative CEO's reliance on the sudden salience information, which provides increased availability and the most recent observability of climate change. We further contend that the positive relationship between CEO conservatism and perceived exposure to climate change is weakened where the climate change attention is higher. Results based on S&P 1500 firms supports our argument. This study contributes to the climate change literature by highlighting CEO political ideology as a novel determinant in shaping a firm's response to it.

ONE: Do CEOs with Government Work Experience Foster Enterprise Investment in Pollution Control

Author: **Mixiang Peng**, *ZheJiang GongShang U.*
Author: **Chaolin Zhang**, *Hunan U. of Technology and Business*

Enterprises are important subjects and participants in environmental protection, but how to enable enterprises to actively carry out environmental protection is a problem that scholars have been examining for some time. From the perspective of imprinting theory, this paper discusses the impact of CEO government work experience on the enterprise investment in pollution control, as well as the boundary conditions of this impact. The study uses Chinese private enterprise survey data from 2008 to 2014, consisting of 12,684 observations. The results indicated that the CEO having government work experience is positively associated with enterprise investment in pollution control. In addition, CEO low status perception positively moderates the relationship between CEO government work experience and enterprise investment in pollution control. This paper enriches the research of imprint theory at the personal level, and also enriches the relevant research on the impact of status perception on enterprise decision-making. It has a certain practical significance for hiring CEOs with government work experience to promote enterprise environmental protection.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Environmental Policy and Market Dynamics in Sustainability

Session Moderator: **Gian Maria Mallarino**, *PhD Candidate at Bocconi U.*

ONE: Issue Field Interaction In The Voluntary Carbon Market

Author: **Gian Maria Mallarino**, *PhD Candidate at Bocconi U.*

Author: **Mislav Radic**, *Bocconi U.*

Author: **Valentina Mele**, *Bocconi U.*

Issue fields are arenas where specific events, developments, and trends are deemed consequential and receive sustained attention from field members including activists, businesses, and governments. While issue field members frequently interact across different fields, current research predominantly concentrates on the internal evolution and dynamics within specific fields. We draw on an in-depth longitudinal analysis of the historical development of the carbon removal field, to understand the role of field-to-field interaction in issue field evolution. Our findings show how the broader carbon removal field developed into two distinctive sub-fields – the compliance and voluntary carbon market and unveil the three main actors in present in both, whose interactions were pivotal for each other's evolution. By doing so, our research begins to unpack the mechanisms and consequences of field-to-field interactions within the context of issue fields, with a particular emphasis on those formed around pressing societal grand challenges.

ONE: Policy Effectiveness and Optimal Strategies of Environmental Tax: Evidence from China

Author: **Xiaomin Lyu**, *Beijing Information Science and Technology U.*

Author: **Jingjing Wang**, *Beijing Information Science and Technology U.*

Author: **Hui Wang**, *Beijing Information Science and Technology U.*

Author: **Shunming Zhang**, *Renmin U. of China*

As a market-based environmental regulation, the environmental tax is one of China's most important environmental economic policies in China, have been levied since January 1st, 2018. Its predecessor is the pollutant discharge fee, an administration-based ecological policy and the Chinese government has collected since 1979. Based on the quasi-natural experiment implemented in accordance with the Environmental Protection Tax Law of China, this paper analyzes the impact of environmental tax reform in China in a computable general equilibrium model. Using real data in 2018, we present the benchmark equilibrium under the minimum environment tax rates. Then, we examine two environmental tax alternatives by adjusting the tax rate levels and make a comparison of their impacts on GDP growth and social welfare. We find that there is a maximum GDP, and the government can boost economic development at the expense of total social welfare by increasing environmental tax rates. One possible reason is that high-polluting industries increase outputs to offset the rising costs incurred by environmental taxes, consequently promoting short-term economic growth. However, it distorts resource allocation and thus lowers social welfare. Further, we simulate the impacts of different environmental tax rate mixes of the water and air pollutants and find that GDP, economic growth, and social welfare are more sensitive to the tax rate of water pollutants. Finally, we investigate the mechanism of reducing the total pollutants when the environmental tax burden is fixed. Results indicate that social welfare can be improved by slightly slowing economic development. This paper provides substantial empirical evidence for improving environmental tax policies in China, such as reducing total pollutants discharged, moderately increasing the environmental tax rate, and capacity control of high-polluting industries.

ONE: Advocacy Group Messaging on Oil and Gas: Unveiling Policy Narratives Through Text Mining and Network

Author: **Yutong Si**, *Northeastern U.*

Research suggests that advocacy groups use various narrative strategies to achieve their policy goals on social media. However, little has been written to compare the narrative strategies employed by competing advocacy groups in the U.S. oil and gas policy subsystem. Applying a text mining and network approach, this study uses the Narrative Policy Framework (NPF) to examine how advocacy groups use narrative strategies to support or oppose oil and gas development through X (formerly called Twitter) from 2009 to 2023. Structural topic modeling (STM) reveals six prominent themes, which are organized into a taxonomy of narrative strategies to show how they correlate with different groups and how they change over time. While the pro-oil and gas groups use a logic of job creation, energy security, energy independence, and energy sufficiency to emphasize policy benefits, the anti-oil and gas groups focus on policy costs including air pollution, health threats, climate change, and wildlife devastation. Furthermore, a mention network is presented based on social network analysis (SNA), demonstrating that the pro-oil and gas advocacy groups have more outgoing connections. This paper suggests a holistic approach to unveiling policy narratives as a whole and highlights the role of networks in advancing policy agendas.

ONE: The Illusion of Science-Based Targets in Tackling Scope 3 Emissions and Supply Chain Carbon Leakage

Author: **Qian Li**, *Cardiff Business School, Cardiff U.*

This study empirically examines the impact of science-based targets (SBTs) on Scope 3 emissions and supply chain carbon leakage in a sample of international firms from 2010 to 2021. Using a staggered difference-in-differences approach with dynamic treatment effects, we investigate how SBTs affect emissions in the three years before and after their commitment, as well as how supply chain innovation and outreach strategies interact with SBTs commitment. Our results show that companies that adopt SBTs experience a short-term increase in Scope 3 upstream carbon intensity, while a significant decrease in Scope 1 and 2 emissions intensity. This short-term increase may be due to the challenge of implementing changes quickly across all three scopes and the potential for carbon leakage in the upstream supply chain in the short term. In the longer term, we find that SBTs commitment can lead to further reductions in Scope 3 upstream intensity due to the impact of supply chain innovation. Companies that establish SBTs significantly increase their supply chain engagement outreach and transparency only in the third year after target setting. Using social exchange theory as a theoretical lens, we posit that companies, perhaps influenced by the principles of subjective cost-benefit analysis and reciprocity inherent in the theory, resist engaging in sustained supply chain carbon leakage, especially under external stakeholder pressures. Our findings have important implications for companies and policymakers seeking to improve the effectiveness of SBTs in reducing greenhouse gas emissions in supply chains.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**

Program Session: **945** | Submission: **10560** | Sponsor(s): **(ONE)**

Scheduled: **Sunday, Aug 11 2024 3:00PM - 6:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Marriott Lobby**

ONE ISC Impact Safari

Host: **A. Wren Montgomery**, *Ivey Business School*

Host: **Sylvia Grewatsch**, *Brock U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **946** | Submission: **21761** | Sponsor(s): **(PUBS)**
Scheduled: **Sunday, Aug 11 2024 3:00PM - 4:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Acapulco**

AMLE Editorial Review Board

Presenter: **Dirk Lindebaum**, *Grenoble Ecole de Management*

By Invitation Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **947** | Submission: **21760** | Sponsor(s): **(PUBS)**
Scheduled: **Sunday, Aug 11 2024 3:00PM - 4:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Regency Ballroom B**

AMR Editorial Review Board

Presenter: **Kris Byron**, *Georgia State U.*

By Invitation Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **948** | Submission: **17205** | Sponsor(s): **(RM, MOC, OMT, OB)**
Scheduled: **Sunday, Aug 11 2024 3:00PM - 5:00PM CT (UTC-5)** at **Swissotel Chicago** in **Vevey 3**

Embracing the Benefits and Managing the Challenges of Mixed Methods Research



Organizer: **Solomiya Draga**, *U. of Toronto*
Organizer: **Siyin Chen**, *U. of Toronto, Rotman School of Management*
Organizer: **Lorenzo Lesana**, *IESE Business School*
Presenter: **Laura B. Cardinal**, *Darla Moore School of Business, U. of South Carolina*
Presenter: **Sarah Kaplan**, *U. of Toronto*
Panelist: **Scott F. Turner**, *U. of South Carolina*
Panelist: **Matthew Grimes**, *Cambridge Judge Business School*
Panelist: **Giada Di Stefano**, *Bocconi U.*
Panelist: **Arvind Karunakaran**, *Stanford U.*
Panelist: **Nick A. Mmbaga**, *Butler U.*
Panelist: **Winnie Jiang**, *INSEAD*

In management research, there is a noticeable gap between qualitative and quantitative scholarship. These approaches employ distinct forms of empirical evidence—qualitative research relies on text, verbal, and visual data, while quantitative research involves numeric and experimental data. Additionally, these approaches follow different modes of theorizing, with qualitative methods often being purely inductive and quantitative methods typically being deductive. However, the very distinctions between these methodologies suggest that combining them could yield unique insights that might be unattainable otherwise. The purpose of this Professional Development Workshop (PDW) is to illuminate the process of integrating both methodologies. We bring together accomplished scholars who have effectively utilized mixed methods in their research, and who bring valuable insights concerning the challenges and opportunities associated with blending qualitative and quantitative approaches.

If you have any specific questions about conducting mixed-methods research that you would like us to incorporate into the Q&A with the panelists, please contact Miya Draga in advance of the session (miya.draga@rotman.utoronto.ca).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **949** | Submission: **23003** | Sponsor(s): **(SAP)**
Scheduled: **Sunday, Aug 11 2024 3:00PM - 4:30PM CT (UTC-5)** at **Offsite** in **Intelligentsia Coffee Millennium Park**
Coffeebar

SAP Meets Routine Dynamics Café

Host: **Mehdi Safavi**, *Cranfield School of Management*

The Strategizing Activities and Practices (SAP) division of the Academy of Management and the Routine Dynamics (RD) community share a mutual interest in understanding the actions of organizational actors/actants. Their focus on the intricate daily activities that constitute strategy in practice and routine dynamics creates a shared language between these communities. We invite you to join us in fostering this dialogue at our upcoming Café event, to be hosted this year at the Intelligentsia Coffee Millennium Park Coffeebar (short walking distance from the Fairmont Chicago - Millennium Park Hotel).

Venue Address: 53 E Randolph St, Chicago, IL 60601

KEY TO SYMBOLS



Teaching-oriented



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Selected as a Best Paper

Sustainable and Purposeful Strategizing

Session Moderator: **Martin Friesl**, *Otto-Friedrich U. Bamberg*

SAP: **Extending Strategifying by Cultural Coupling: Purposefying Led by Chief Purpose Officers**  

Author: **Nicole Steller**, *Witten/Herdecke U.*

Author: **Albena Björck**, *ZHAW School of Management and Law*

The increasing institutionalization of corporate Purpose by the role of a Chief Purpose Officer signifies a pivotal transition in corporate priorities, emphasizing the imperative of Purpose-driven management. While the extant literature underscores the critical role of strategy in embedding Purpose in organizational frameworks, knowledge about the strategic practice of linking Purpose and strategy is scarce, and empirical studies are missing. Based on 44 in-depth interviews with a global sample across various industries and company sizes, our study is the first empirical investigation into the strategic practice of Purpose officers, predominantly Chief Purpose Officers. Grounded in the Strategy-as-Practice tradition, we address an inconsistency of current knowledge on strategifying work by considering the flat ontology perspective. We examine the strategic micro-foundations and identified four interrelated types of strategifying work: Cognitive Coupling, Relational Coupling, Material Coupling, and Cultural Coupling. The contributions of our study are threefold. First, we contribute to Strategy-as-Practice research by revealing the interdependence of different types of strategifying work and emphasizing their overlap and mutual influence. Second, we introduce a new type, cultural coupling, critical to facilitating the integration of Purpose as a fundamental component of the corporate ethos, the shared understanding of doing business. Third, we contribute to the emerging purpose literature by theorizing an incremental Purposefying framework and demonstrate how the role of a Purpose officer shapes the boundaries of organizational strategy. We discuss implications for research and practice.

SAP: **Orchestrating Communities of Practice for Grand Challenges: A Delicate Balancing Act**  

Author: **Sabrina Courtois**, *LouRIM, UCLouvain*

Author: **Valérie Swaen**, *U. Catholique de Louvain*

While communities of practice (CoPs) can offer participatory architectures necessary for grand challenges, they are also non-consensual places, making it difficult for coordinated action for grand challenges to take place. In this study, we reinvigorate the debate of 'what CoPs are for' by studying communities of practice in the perspective of their potential to help tackle grand challenges. After reviewing the CoP and grand challenges literatures and relevant CoP concepts such as identity and participation, we draw findings from a three-year ethnography of an inter-organizational community of practice focused on sustainability. We present the historical evolution of the community as processual and co-constituted by (re-)negotiating the CoP's identity, orchestrating the CoP for grand challenges and assessing the CoP's contributions to these grand challenges. We theorize that, over time, it was through fragmenting its identity and multiplying forms of peripheral participation, that the CoP managed to manoeuvre towards a so-called 'delicate balancing act' to contribute to grand challenges, by acknowledging complexity, embracing diversity, and addressing urgency.

SAP: **Ongoing Strategizing in Practice: The Case of the Metropolitan Economic Development Association**  

Author: **John M. Bryson**, *U. of Minnesota Twin Cities*

Author: **Danbi Seo**, *Arizona State U.*

Author: **Yuan Cheng**, *U. of Minnesota Twin Cities*

Author: **Barbara C. Crosby**, *U. of Minnesota*

Author: **Shuping Wang**, *Maxwell School, Syracuse U.*

There is a dearth of high-quality process studies of ongoing strategizing efforts by nonprofit organizations. Our research is guided by two questions: How can strategizing be conceptualized and measured as a set of interrelated activities? And what does strategizing look like over time as a set of activities? This paper helps address these questions. It is based on a multi-year, mixed-method study of the strategizing efforts of a nonprofit organization, the Metropolitan Economic Development Association (MEDA), located in the Twin Cities area of Minnesota, USA. MEDA is a nonprofit focused on supporting minority-owned businesses and entrepreneurs of color. The study employs a longitudinal single-case study design, drawing especially on 86 monthly interviews – and simultaneously produced cognitive maps – over a nine-year period (August 2014 – June 2023) of three successive MEDA CEOs and an interim leader between CEOs, interviews of other senior staff, meeting notes, reflection notes on the interviews and meetings, and extensive archival data. Based on analyzing the relevant literature and our empirical data, we propose that strategizing consists of five generic activities: diagnosis, prognosis, orienting, mobilizing, and structuring. While diagnosis was the predominant activity, all the activities were present in virtually every CEO interview – a finding that supports the idea that strategizing is a persistent, ongoing set of activities as senior leaders confront a continuous flow of multiple issues and events. The profile of activities changes as the context changes – for example, during periods in which formal strategic planning is under way and during subsequent implementation efforts. The profile of activities also differs across CEOs because the context differed, as did the CEOs. We conclude with several implications for future theorizing, research, and practice.

SAP: **Structural Perspectives on Organizational Sustainability**  

Author: **Annabelle Mueller**, *U. of Bamberg, Germany*

Author: **Martin Friesl**, *Otto-Friedrich U. Bamberg*

Within the past decade, sustainability-related organizational change has become a topical issue for management scholars. The realignment of organizational structures is central to this transition, as they define accountability for and create long-term commitment to sustainability. However, despite having attracted substantial attention, a wide array of disparate approaches to organizational structures, their evolution and effects exists in the sustainability literature, resulting in an incoherent and fragmented body of research. To address this issue, we conduct an integrative review of 182 articles on organizational structures for sustainability. We present our results as a typology of four research approaches to organizational structures in the sustainability literature (sustainability structures as formal roles, roles in action, formal arrangements, and social accomplishments). Then, we redirect future research to capture the full range of formal sustainability designs, the heterogeneity of structural change 'journeys' and their protagonists, and sustainability performance effects of organizational structures in context. Our review furthermore highlights the renewed relevance of organizational structures in management and organization research over and above an engagement with organizational sustainability.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



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Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **951** | Submission: **19234** | Sponsor(s): **(SIM, ONE)**
Scheduled: **Sunday, Aug 11 2024 3:00PM - 4:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Wrigleyville**

Business Innovation as a Force for Good in a Time of Climate Change

Organizer: **Chris Laszlo**, *Weatherhead School of Management, Case Western Reserve U.*

Panelist: **Sandra A. Waddock**, *Boston College*

Panelist: **Anita Mendiratta**, *Keshav Mahavidyalaya, U. of Delhi*

Panelist: **Mekobe Ajebe**, *PhD Candidate at Weatherhead School of Management, Case Western Reserve U.*

Panelist: **Ju Young Lee**, *Ivey Business School*

This symposium considers the business innovation implications of COP 28 to address rising global challenges such as climate change while avoiding actions that may be perceived as greenwashing. The topic of business innovation as a force for good is imperative at a time when incremental changes and only doing less harm are proving insufficient. Chris Laszlo will discuss the problem of closing the gap between Sustainability and ESG-driven business innovation goals and the capacity of a company to deliver against those goals. Sandra Waddock will suggest that the business case has not worked and that systemic change needs to be and can be catalyzed to transform businesses. Anita Mendiratta will discuss the implications of non-value-creating business innovations, which aim to gain stakeholder approval but fail to offer meaningful solutions to the climate crisis. Mekobe Ajebe will examine how business innovation in the energy sector, positioned as a force for good, can address COP 28 commitments and facilitate a broader transformation. Ju Young Lee will discuss the importance of incorporating systems thinking into corporate innovation processes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **952** | Submission: **21809** | Sponsor(s): **(STR)**
Scheduled: **Sunday, Aug 11 2024 3:00PM - 5:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Chicago Ballroom VI**

STR Consortia Social

Division Chair: **Marie Louise Mors**, *Copenhagen Business School*
Professional Development Workshop Chair: **Isin Guler**, *U. of North Carolina, Chapel Hill*
Division Chair-Elect: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*
Program Chair: **Brian Wu**, *U. of Michigan*

KEY TO SYMBOLS



Teaching-oriented



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Selected as a Best Paper

R&D Strategy in the Pharmaceutical Industry

Session Moderator: **Sina Khoshokhan**, *U. of Colorado, Boulder*

STR: The Costs They Are a-Rising: Commercialization Costs and the Innovation Process in Drug Development

Author: **Sina Khoshokhan**, *U. of Colorado, Boulder*

Commercialization is a crucial phase in the innovation process and its associated costs significantly influence R&D decisions. Yet our understanding of how commercialization costs impact various stages of innovation remains underdeveloped. In this study, I investigate the effects of commercialization costs on early- and late-stages of the innovation process in a quasi- experimental setting. Specifically, I leverage sudden policy shifts in the US Food and Drug Administration (FDA) that increased commercialization costs for drugs in certain therapeutic areas. Employing a difference-in-differences methodology, I trace the impacts of these elevated costs on discovery and clinical trial advancement of 3,357 drug candidates between 1997 and 2015. My research places emphasis on the contrasting roles that startups and established firms have in innovation. My findings reveal that while commercialization costs diminish the late-stage efforts in commercializing innovations, especially by established firms, they stimulate an environment conducive to early-stage entrepreneurial drug discovery efforts. Furthermore, I find that the disruption that commercialization costs create in markets for technology drives these opposite findings: new discoveries remain without buyers in technology markets, failing to complete their development process as commercialized products.

STR: The Hard Way? Learning and Drug Development Success (or Failure) in the Pharmaceutical Industry

Author: **Daniela Silvestri**, *Politecnico di Milano*

Author: **Rene Belderbos**, *KU Leuven, Faculty of Economics and Business*

Author: **Bart Leten**, *KU Leuven*

Author: **Massimo Riccaboni**, *IMT*

We investigate the extent to which a company's drug successful development benefits from previous - successful or failed - related development efforts in-house (experiential learning) or from other companies (vicarious learning). In a comprehensive framework, we also distinguish learning within and across therapeutic domains, as well as learning in the form of belief formation (at the start of a project) from learning as belief updating (during a project). Based on extensive information on 6,518 drug development projects, we find that projects that build on previous successes are more likely to develop marketable drugs, with the effects most pronounced for experiential learning, within-domain learning, and belief updating. Learning from previous failures also occurs, but only in the context of updating beliefs within the same domain. Belief formation learning from prior failure reduces the probability of drug development success if it concerns vicarious learning across domains.

STR: The Effects of Earnings Pressure on Technological Search in the Biopharmaceutical Industry

Author: **Shinhye Gloria Ahn**, *Seoul National U.*

Author: **Cecile K. Cho**, *Korea U.*

Although the influence of the financial market on firms' innovation performance has received increasing attention from scholars, the impact of the earnings pressure on firms' technological search activities has not been systematically examined. To address this gap, we propose that when firms face earnings pressure from security analysts, they not only attempt to improve their short-term earnings performance but also undertake impression management strategies for the sake of shaping the perception of financial market stakeholders. These dual motivations are expected to result in distinct changes in firms' technological search behavior, characterized by a decrease in the breadth and depth of search activities, along with an increase in the volume of search activities. Furthermore, we predict that the effects of earnings pressure on firms' technological search vary depending on the specific characteristics of the firms and the analysts. Specifically, the coverage of the analysts is expected to strengthen the effects of earnings pressure, while the scientific status of the firms in the knowledge community and educational background of the firms' chief executives weaken the effects. To empirically test our hypotheses, we analyze data from global biopharmaceutical firms between 2001 and 2019. Overall, our findings generally support the predicted relationships. These findings have meaningful implications for managers in technology firms and policymakers in governments, providing insights on how to foster firms' innovativeness in the context of the financial market and its stakeholders.

STR: There is Nothing Permanent Except Change: Trade-offs and the Substitution Paradox

Author: **Jason Sigler**, *The Ohio State U. Fisher College of Business*

Author: **Jaideep Anand**, *Ohio State U.*

When firms prevent imitation, they encourage substitution. We do not know if this trade-off is dynamic or static, nor do we know the contingencies as to when this trade-off occurs. While prior literature has examined the environmental factors affecting this relationship, we turn to firm-specific characteristics to show that not all firms are equally affected by this interdependency. We study this paradox using a natural experiment – the Biologics Price Competition and Innovation Act of 2009. We show that the substitution paradox is, in fact, dynamic and subject to boundary conditions. Firm-specific causal ambiguity and other impediments to asset accumulation are essential contingencies affecting a firm's decision-making. The results support our hypotheses while drawing important implications about the applicability of the VRIN framework.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Enhancing Value Creation and Capture: Navigating Challenges and Opportunities

Session Moderator: **Tunji Adegbesan**, *Bridge Institute for Strategy & Society*

STR: **Shared Gains but not Shared Losses: Value Capture by Stakeholders of US Airlines Over Four Decades**

Author: **Natarajan Balasubramanian**, *Syracuse U.*
Author: **Marvin B Lieberman**, *UCLA Anderson School of Management*
Author: **Marco Testoni**, *Miami Herbert Business School*

After demonstrating the connection between two models of value appropriation—the Brandenburger and Stuart model and the VCA model—we consider how value appropriation by a firm's stakeholders is linked to value creation and firm performance. Applying the VCA model to annual data on 16 airlines over four decades, we find that while economic gains are shared among multiple stakeholders, economic losses are largely borne by capital. Furthermore, we find that firm financial performance is weakly correlated with total value creation, but strongly positively correlated with gains to capital and negatively with gains to consumers. Together, our findings suggest nuanced patterns of value capture that depend not only on the magnitude of value creation but also on whether value creation is positive or negative.

STR: **You Have to Play to Win: Inside the Black Box of Creating and Capturing Value in Open Innovation**

Author: **John Pritchard**, *U. of Denver*
Author: **Paul M Olk**, *U. of Denver*

Open innovation (OI) represents an important approach for understanding how firms create and capture value. While research has explained how value can be created through open innovation, the findings have been ambiguous about whether value is captured from open innovation by an investing firm, and the literature provides few details about the process of value capture. We explore the value capture process by proposing a model that accounts for a direct relationship of open innovation on firm performance, but also explicates a mediating relationship where a firm's dynamic capabilities play a central role in the sensing and seizing knowledge as part of the value creation process, and then reconfiguring the knowledge into intangible assets as part of the value capture process, which then affects performance. We develop propositions about specific relationships between the contextual factors of market uncertainty, open innovation ecosystems, and industry diversity, and the internal activities of acquiring external knowledge, creating internal knowledge, and transforming it into intangible assets, and how this leads to performance. The model and propositions provide direction for future research into evaluating the potential mediating role of dynamic capabilities in explaining value capture from open innovation.

STR: **Value Creation in the Business of (Outer) Space: An Integrative Framework and Research Opportunities**

Author: **Petteri Leppänen**, *IE Business School*
Author: **Oliver T. Alexy**, *Technical U. of Munich*








Recent advancements in commercial space technologies have led to a notable decrease in the cost of launching satellites and other spacecraft. Consequently, the space sector is rapidly transforming and becoming a new potential source of value for a multitude of industries from pharmaceuticals to agriculture. Management scholarship, in turn, may not only help to understand how, when, and why space represents a new opportunity for business and a potential need to adapt, but also if and where new theorizing may be required to make sense of the space economy. The purpose of this study is to provide an overview of the sector and a systematic reflection of its potential and pitfalls. We begin by reviewing the historical and recent developments in the space economy as well as key literature. Next, we explore value creation in the complex space ecosystem and seek to understand its drivers, challenges, and broader implications, leading to a proposed integrative research framework of the business of space. Finally, we examine the potential need for new theoretical perspectives and highlight several areas for future research. Overall, by providing a comprehensive overview of the sector and its links to theories in strategic management, innovation, and entrepreneurship, our study offers insights for scholars interested in complex ecosystems of value creation, strategy and governance in emerging industries, and the business of space.

STR: **When Does the Specificity of Human Capital Lead to Superior Performance?**

Author: **Ebes Esho**, *U. of Johannesburg South Africa*
Author: **Tunji Adegbesan**, *Bridge Institute for Strategy & Society*

Strategic human capital research emphasizes the importance of firm-specific human capital and mobility constraints. Research has thus far overlooked the possibility that human capital specificity, the extent of its transferability across diverse contexts beyond firms, affects value appropriation and performance. This paper explores when human capital specificity leads to superior performance using performance data of sales staff, a context known for its task-specificity and transferability across contexts. Results show that human capital is fundamentally task-specific and that sales performance is driven by task-specific human capital and level of complementary resources provided by the firm. However, complementarity is only created between each firm and individuals' human capital developed within it. Consequently, firm-specific human capital and mobility constraints may have different value appropriation mechanisms. We also contribute by using data from an actual business context rather than the conventional use of sports context for human capital research on complementarity.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **955** | Submission: **16470** | Sponsor(s): **(STR, PNP, SIM)**
Scheduled: **Sunday, Aug 11 2024 3:00PM - 5:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Columbus B**

Strategies to Include Underserved Communities

Organizer: **Octavio Barros**, *Inspere Institute of Education and Research*

Organizer: **Sandro Cabral**, *Inspere Institute of Education and Research*

Organizer: **Sergio Giovanetti Lazzarini**, *Western U.*

Panelist: **Romain Boulongne**, *IESE*

Panelist: **Aline Gatignon**, *The Wharton School, U. of Pennsylvania*

Panelist: **Marieke Huysentruyt**, *HEC Paris*

Panelist: **Jiao Luo**, *U. of Minnesota*

Management research has increasingly recognized the importance of organizations pursuing value in the public interest and tackling societal grand challenges, such as pervasive global inequalities. More recently, literature has highlighted the imperative for firms to adapt their strategies when engaging with underserved and vulnerable communities. Nevertheless, there is still significant room for understanding how organizations and researchers can be more effective in approaching stakeholders from these regions, as well as comprehending the various challenges and liabilities faced when dealing with such localities. In that sense, the objective of this PDW is to discuss how to overcome research barriers within this field in a way that creates a common language among authors while respecting the multidimensional nature of vulnerability. In the first panel, four prominent researchers in Strategy will present papers showcasing methodologies and theoretical frameworks introduced to investigate various types of underserved needs. Then, in a final group discussion session, PDW attendees will have the opportunity to discuss their ideas centered on underserved communities with other participants and panelists.

No pre-registration required. For additional details about the PDW, feel free to contact the organizers at octavioadb@al.insper.edu.br.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

When Failure Benefits Innovation

Session Moderator: **Giacomo Marchesini**, *Copenhagen Business School - Department of Strategy and Innovation*

TIM: Turning the Tide: Persistent Search after Technological Failures  

Author: **Giacomo Marchesini**, *Copenhagen Business School - Department of Strategy and Innovation*

There is a longstanding agreement in management literature that failures should be tolerated to achieve innovative breakthroughs. However, less is known about how organizational search processes unfold after having encountered a failure and how firms can persist in searching within the same idea in order to fix it. This study builds on cognitive research on scientific reasoning to introduce a theory of persistent search during the discovery of a technological invention. This theory argues that organizations search for the latent value of a fully novel technology by generating alternatives (i.e., hypotheses on how the technology works) and experimenting with them. Biases characterize discovery search processes in both the hypotheses and the experiments. After a failure, solely persisting in searching for evidence is detrimental, but a coupled persistent search in the evidence space and the hypotheses space can improve the likelihood of reaching a successful result for the failed technology. The theory is tested by using a unique dataset of dynamic portfolios of research projects built on drug-development data.

TIM: How Failures In Causal Mechanisms Influence Innovation Search

Author: **Kiran Awate**, *Virginia Tech*
Author: **Mona V Makhija**, *Ohio State U.*

Identification of new causal relationships among knowledge components is a critical but understudied element of recombination search. The more novel an innovation, the more causal relationships among knowledge components will differ from previous innovations. Difficulties in working out causal relationships will lead to many failures. We suggest that learning from different types of causal failures can assist firms in diagnosing a rugged underlying technological landscape associated with knowledge components, improving the likelihood of novel outcomes. We consider two types of causal failures, those dispersed within a knowledge domain and those from other knowledge domains. Drawing on a unique database that allows us to assess such failures in more than 40,000 drug innovation projects, we find that both types of causal failures in the search process help to improve the novelty of subsequent innovations. Even so, the inclusion of more varied knowledge components in the search process diminishes the ability to derive insights from causal failures. These results not only highlight the importance of causal failures in the innovation search process, they shed light on the contradictory nature of search associated with knowledge components and causal mechanisms.

TIM: Does Others' Experience Matter for My Innovation Performance? A Quasi Replication and Extension 

Author: **Kiran Awate**, *Virginia Tech*
Author: **Kannan Srikanth**, *The Ohio State U. Fisher College of Business*
Author: **Oded Shenkar**, *Ohio State U.*








Do firms learn from others' innovation experiences? The literature on vicarious learning suggests that firms learn from others' failure experiences, but this empirical evidence mainly stems from operational disasters rather than innovation. The literature on alliances suggests that firms learn from their alliance partners in innovative contexts, but it has not considered whether partners' innovation experience—particularly success versus failure experience—influences the focal firm's innovation outcomes. Neither stream of literature considers what firms learn or the limits to such learning. We investigate these questions in the context of firms' learning from others' clinical trial experience in the pharmaceutical industry. We find that firms' introduction of successful new drugs increases with their own and their partners' failure experience, thus identifying boundary conditions to claims in prior work on vicarious learning. In addition, we find that increasing partners' experience is associated with the introduction of more novel drugs by the focal firm and increased selectivity in its clinical trials. Meanwhile, it is neither associated with chemical complexity (molecular novelty) in its drugs nor with improved success in areas outside of the alliance scope. This finding suggests that learning from alliance partners may be confined to context-specific development knowledge rather than more general scientific knowledge. Despite limitations imposed by our context and measures, our results suggest important avenues for future research.

TIM: Beyond Ego: The Impact of Intellectual Humility on New Venture Team Processes and Performance

Author: **Marieke Funck**, *Paderborn U.*
Author: **Slawa Tomin**, *Paderborn U.*

In the dynamic environment of new venture teams (NVTs), where new information and diverse perspectives necessitate ongoing adaptation, intellectual humility assumes a central role. Intellectual humility is marked by openness to alternative viewpoints, recognition of the fallibility of personal beliefs and opinions, and the capacity to engage in fair and constructive negotiation. We investigate the role of intellectual humility in NVTs' dynamics in terms of its influence on interpersonal conflict and information elaboration and how influence is distributed on the team. Our findings reveal that intellectual humility has a positive effect on the equal distribution of influence, reduces interpersonal conflict, and enhances information elaboration in NVTs. These findings expand our understanding of NVTs' dynamics and provide valuable insights into the role of intellectual humility in the field of entrepreneurship.

KEY TO SYMBOLS

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

Stakeholder Influences on Innovation

Session Moderator: **Ayodeji Daramola**, *Nova School of Business and Economics, U. Nova de Lisboa*

TIM: The Antecedents and Consequences of Product Safety Management

Author: **Andy Zhu**, *Grenoble Ecole de Management*

Author: **Maximilian Von Zedtwitz**, *Copenhagen Business School*

Author: **Dimitris G. Assimakopoulos**, *CEREN, EA 7477, Burgundy School of Business - U. Bourgogne Franche-Comté*

This paper examines how firm-internal product safety processes are affected by external pressures and internal top management commitment and how such safety management processes determine product safety after market introduction. We build and test a theoretical model among eight variables: coercive pressure, management commitment to safety, product complexity, risk level of product categories, resource availability, prevailing safety climate, safety management processes (SMP), and product safety performance. Using data from 284 manufacturing firms, we found that the effects of coercive pressure on the deployment of SMP are transmitted via management commitment to safety, and that product complexity negatively moderates the effect of coercive pressure on management commitment to safety. In addition, our findings suggest that management commitment to safety is positively related to resource availability and to prevailing safety climate. Our analyses also reveal that both resource availability and prevailing safety climate have direct effects on the deployment of SMP, and their effects on product safety performance are fully mediated by SMP. Finally, the deployment of SMP was found to be positively associated with product safety performance. We discuss the implications of these findings for the field of product safety.

TIM: Roles of Multi-level Governments in Orchestrating the Transformative Innovation Process

Author: **Kaihua Chen**, *Institutes of Science and Development, Chinese Academy of Sciences*

Author: **Zehua Xue**, *Institutes of Science and Development, Chinese Academy of Sciences*

Author: **Rui Guo**, *U. of Chinese Academy of Sciences*

Author: **Lutao Ning**, *Queen Mary U. of London*

The lack of social impetus for transformative innovation foregrounds a more entrepreneurial and directional role of the government. However, there is limited exploration on how the government can orchestrate innovation process to promote transformative innovation. We address this gap by constructing an analytical matrix to reflect different focuses and combinations of multi-level government roles in the entire transformative innovation process. Drawing from existing research, this study conceptualizes eight critical roles of the government, namely planning, coordinating, allocating, promoting, providing, regulating, evaluating, and publicizing, in transformative innovation. Then by examining a recent policy experiment case of Sustainable Development Agenda Innovation Demonstration Zones in China, this study differentiates specific government roles into five stages of innovation process. Thus, we enhance the governance capabilities of the government to facilitate transformative innovation. Finally, we uncover the heterogeneity of preferences among central, provincial and municipal governments and finds that these multi-level governance actors have distinct roles at different stage of transformative innovation process. Moreover, they must collaboratively utilize diverse policy instruments to maximize their roles within the scope of their administrative power. The results suggest that policies need to be holistic across the innovation process and multi-level governments.

TIM: External Stakeholders in Innovation Processes: A Computational Review on Current Trends

Author: **Nicholas Schwarz**, *Institute for Technology and Innovation Management at RWTH Aachen*

Author: **Nicole Hartwich**, *RWTH Aachen U.*

There is extensive research exploring the role of external partners in innovation processes. Despite common interests, different literature streams have only limited connection and there is no systematic overview integrating them: What are salient topics when research considers external partners in the innovation process? Where are structural differences between these literature streams? Against this backdrop, we conduct a computational literature review of 17 literature streams based 7,356 full text articles. As first review consolidating these literature streams into an overarching perspective, our analysis results in a topic landscape of 97 topics that describe the current state of research. Our topic model reveals a dominance of phenomenological research, calling for an increase in theoretical groundwork to span bridges between different literature streams. Through a network analysis, we identified four clusters among literature streams: Collaborative Ventures and their Management, Supply Chain Collaboration, Collaboration in Regional Clusters, Open Innovation Approaches and Ecosystems. In particular, our analysis shows the distinct position of the Open Innovation Approaches and Ecosystems cluster. While the cluster attracts large attention, it also faces the risk of becoming a fragmented research field. Finally, we provide four avenues for future research based on a list of concrete research question.

TIM: Cultivating AI Gardens in Emerging Markets, the Role of Community-Led Initiatives

Author: **Ayodeji Daramola**, *Nova School of Business and Economics, U. Nova de Lisboa*

Author: **Leid Zejnilovic**, *NOVA School of Business and Economics*

This paper investigates the emergence of community-led initiatives as a response to institutional voids within emerging contexts. These initiatives have ignited a period of substantial growth, fostering transformative change across local, national, and continental domains. While discourse on transformative social innovation has become increasingly prominent, there is limited exploration of the role of community-led initiatives in facilitating transformative social innovation (TSI) within emerging ecosystems, our research seeks to bridge this gap. To achieve this, we employ a comparative case study approach, examining three community-led initiatives across multiple African countries through 22 in-depth interviews. The novelty of our approach lies in shifting the perspective from a firm-centric view, which emphasizes stakeholder prominence, to a community-directed perspective that promotes collaboration and participation. This shift allows us to reevaluate the transformative impacts of these initiatives within emerging contexts. Findings from our case studies indicate the prominence and interpretive flexibility of these efforts. Results emphasize the exposure, international impact and entrenched connections that these initiatives facilitate, highlighting their efforts as stimulating significant and previously unremarked community-led change. .

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Phoenix From the Ashes? Industry and Technology Re-Emergence

Session Moderator: **Stefan Wuorinen**, *Xavier U.*

TIM: Back in Black: Technological Evolution and Re-Emergence 

Author: **Stefan Wuorinen**, *Xavier U.*
Author: **Tian Chen**, *U. of Hawaii at Manoa*

We explore the differences in the use and re-use of form and function aspects of technologies. Technological evolution and product life-cycle models detail the processes of introduction, competition, and growth, and eventually decline as new technologies are introduced and displace older models. These models have primarily described the functional components as the dominant driver in the selection mechanism. We present the argument that design-based inventions, in particular, can exhibit some level of re-emergence as consumers' acceptance of design styles may cycle in such a manner to desire products, features, and form factors found in older technologies. These design preferences can change separate from the technical functionality, resulting in technologies seemingly evolving in one dimension but re-emerging or being reused in another, even after new dominant designs have been selected. We test this using design patents representing the way an invention looks through industrial design as compared to utility patents covering an invention's function. We find that design-based inventions have a higher variance of backward re-use and are more likely to re-emerge even after a period of decline.

TIM: A Pluralistic Perspective on the Evolution of Technology: The History of the Electric Guitar

Author: **Mariano Mastrogiorgio**, *IE Business School*
Author: **Antonio Mastrogiorgio**, *John Cabot U.*

Tracing the origins and subsequent emergence of new technological artifacts has received increased attention in innovation studies. Despite this interest, most of these studies still build on the Neo-Darwinian gradualist model of evolution. Closer inspection of historical records across a variety of settings, however, reveals that this model is not entirely consistent with observed patterns characterizing the evolution of technological artifacts, which instead indicate the existence of a plurality of evolutionary mechanisms. Accordingly, our goal in this paper is to demonstrate the importance of evolutionary pluralism to fully appreciate the various mechanisms that shape the evolution of technology. We illustrate the novel insights of this perspective through a historical case study of the evolution of the electric guitar—whose evolutionary trajectory is not consistent with the Neo-Darwinian model—and discuss its broader implications for innovation and policymaking.

TIM: Industry Termination Initiative and R&D Organizations: Evidence from Nuclear Phase Out in Korea 

Author: **Seungryl Ryan Shin**, *Ulsan National Institute of Science and Technology*
Author: **YURA JUNG**, -








How does the government's industry termination initiative influence R&D organizations in the related sector? Exploiting a unique event in Korea, this paper documents how research-focused organizations are susceptible to the government's termination initiative for the related industry. Following the sudden regime change from the Park Geun-hye to the Moon Jae-in administration and the new government's announcement of the initiative to eliminate nuclear power plants in Korea, R&D grants in the nuclear sector resulted in 8.6% fewer research papers, relative to R&D grants in other engineering sectors. Such a change was muted for patent outcomes. The effects were primarily driven by basic research in university and government-funded laboratories, especially those located in the research hubs in Korea, i.e., Seoul and Daejeon. These effects were not directly linked to the termination of nuclear plants, as evidenced by the absence of significant changes in research activities in geographical locations close to existing nuclear plants. Instead, this paper provides evidence that the effects attribute to R&D organizations in the nuclear sector i) reducing research efforts, ii) decreasing investment in new research equipment, and iii) decreased next-generation researchers (i.e., those with master's degrees) participating in the research.

TIM: Socio-Technical Imaginaries in Technology Transitions: An Analytic Narrative of the Post-ICE Age  

Author: **Sanjay Jain**, *California State U., Northridge*
Author: **Anil Nair**, *Old Dominion U.*
Author: **Matthew Farrell**, *Austin Peay State U.*
Author: **Habib Ashraful Islam**, *Eastern Washington U.*

We integrate insights from the literatures on socio-technical imaginaries (STI) and the multilevel perspective (MLP) frameworks to understand the re-emergence of the electric car, which was instigated by a regime dominated by internal combustion engine (ICE) cars. Employing a "microhistories" methodology, we document how actors in the automotive industry took steps that enabled alternate technologies to form, gain momentum, and eventually coexist with the extant regime. Our account delineates the key role that actors play in defining proto imaginaries, as well as their performativity of these proto imaginaries. We observe interactivity between levels that serves to shape the broader adoption of niche technologies. Our insights highlight how nascent imaginaries and the processes they undergo shape an ongoing technological transition, thereby contributing to and complementing the STI and MLP literatures.

KEY TO SYMBOLS

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

Innovating Beyond Organizational Boundaries

Session Moderator: **Daphne W. Yiu**, *Singapore Management U.*

TIM: Open Innovations in Co-Creation Community Platform: Bonding, Crowding and Complementor's Engagement  

Author: **Daphne W. Yiu**, *Singapore Management U.*
Author: **Yiqian Lu**, *Chinese U. of Hong Kong*
Author: **Heyang Sun**, *Chinese U. of Hong Kong*
Author: **William P. Wan**, *Chinese U. of Hong Kong*

This study underscores how community bonding and crowding mechanisms are intertwined to facilitate complementor's engagement in a co-creation community platform. Co-creation community serves as both a social place for a firm and a valuable source of open innovation via the active involvement of its members. Using social identification and linguistic theories, we posit that affective bonding mechanisms, aroused and conveyed by linguistic cues in online computer-mediated communication, play an important role for complementor's community identity and hedonism, thus stimulating their continued engagement in contributing creative ideas in the co-creation community platform. In addition, strategic cooperation theories also highlight the incentives given by community crowding mechanisms. As such, we further posit that the bonding and crowding mechanisms are intertwined to influence complementor's continued engagement. Using a crawled set of 20,278 ideas and 780,840 comments from an exemplary brand co-creation community platform during 2008 and 2020, we find supporting evidence to our hypotheses. Our study sheds new light on the community interaction aspects of open innovations in an ideation platform by highlighting the underlying bonding and crowding mechanisms in a co-creation community.

TIM: Fostering Collaboration Between Scale-Ups and Corporations: An Action Research Study   

Author: **Mariela Fontenelle Assis**, *FGVEAESP Sao Paulo School of Business Administration*
Author: **Thomaz Wood**, *FGVEAESP Sao Paulo School of Business Administration*

This article discusses how scale-ups perceive the generation of good business with corporations and collaborative practices to enhance both productive business arrangements and innovation. Researchers have shown increasing interest in corporations' efforts to accelerate innovation through collaborations, and also in scale-ups, i.e., startups in the scaling stage of their business lifecycle. These collaborations with scale-ups can generate significant impacts for the parties involved. While many studies adopt the corporations' point of view, this research prioritizes the perspective of scale-ups. The action research method was adopted to improve practices at a global non-profit organization that acts as an intermediary supporting corporations and scale-ups in open innovation initiatives. The study revealed entrepreneurs' views on "good business" with corporations, how this engagement contributes to scale-up growth, and the practices that enhance good business between the parties. Finally, the research proposes a framework for good business, encompassing collaborative practices between corporations and scale-ups. In addition, the results lead to specific recommendations for corporations and scale-ups, as well as for support organizations that facilitate the relationship between them.

TIM: IPOs and Innovation in Open Source   

Author: **Yuping Li**, *U. of Colorado, Boulder*
Author: **Huiyi Litan**, *Tsinghua U.*








While a prominent stream of research has studied how going public affects firm innovation, research on how it affects firm employees' innovation activity remains scant. We address this gap by examining how going public affects where employees' innovation activity is being directed—toward their firm's projects (internal innovation) versus external entities' projects (external innovation)—post-IPO, and the mechanisms driving such changes. Applying an instrumented difference-in-differences technique to granular, activity-level data on employees' contribution to their firms' open source software projects and to the projects of other entities pre- and post-IPO, we show that going public decreases employees' internal innovation activity but increases their external innovation activity. Further, these effects are moderated by employees' internal and external collaboration ties, and are mainly driven by those who eventually depart the firm post-IPO. However, open source contribution from third-party nonemployee developers to the firm increases post-IPO, which may compensate for the reduced internal innovation by firm employees.

TIM: How Do Organizations Turn Jointly-Developed Tacit Knowledge into Explicit Solutions?  

Author: **Ruben Ogink**, *Eindhoven U. of Technology*
Author: **Martin C. Goossen**, *Old Dominion U.*
Author: **Georges Romme**, *Eindhoven U. of Technology*
Author: **Henk Akkermans**, *Tilburg U.*

Creating and exchanging tacit knowledge is widely considered as a key driver for interorganizational collaboration, especially in the context of open innovation. Yet, it is less well understood how organizations jointly transform tacit knowledge into explicit solutions, which often is a critical step in collaborative innovation processes. This paper explores this process in an embedded longitudinal case study of a loosely-coupled multi-partner open innovation program. We find five distinct mechanisms that drive codification from tacit knowledge to explicit knowledge and solutions. Furthermore, these mechanisms vary with the nature of tacit knowledge: whereas data sharing and direct expert interaction are key drivers for exchanging weaker tacit knowledge and making it explicit, creating and codifying strong tacit knowledge occur through radical goalsetting and proof-of-concept development. Different contextual and partner-specific factors appear to enable the effectiveness of each mechanism. These findings contribute to the literatures on tacit knowledge transfer, interorganizational collaboration, and open innovation.

KEY TO SYMBOLS

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

What Drives Innovation: Market Pull or Data Push?

Session Moderator: **Stefano Horst Baruffaldi**, *Politecnico di Milano School of Management*

TIM: Scientific Paradigms, Graphics Processing Units and the Evolution of Artificial Intelligence

Author: **Stefano Horst Baruffaldi**, *Politecnico di Milano School of Management*
Author: **Dietmar Harhoff**, *Max Planck Institute for Innovation and Competition*
Author: **Anna-Sophie Liebender-Luc**, *Max Planck Institute for Innovation and Competition*

A sudden shift in scientific and technological paradigms lies at the heart of recent advancements in artificial intelligence (AI). Around 2012, traditional symbolic AI gave way to neural networks (NN) as the dominant approach for AI research. This coincided with the sudden successful application of graphics processing units (GPUs) as computational technology. GPUs had been invented for a different application, i.e. accelerating complex graphics displays, mostly in video games. We claim that these developments reflect the nature of breakthrough innovations and have implications for regions competing to become AI leaders. We investigate the role of expertise in GPUs for the uptake of AI innovation across regions globally. To this end, we construct a global database covering 2,088 urban areas for the period from 2000 to 2020. The data encompass a broad set of measures describing AI research and innovation activities, based on publications, patents and startups. We document the ascendancy of neural AI and its association with GPU expertise. Panel OLS and IV regressions demonstrate that after 2012 GPU- and NN-related human capital had a strong effect on the growth of AI-related patents and startups. We discuss implications for innovation policy.

TIM: Impact of Foreign Policy on Domestic Corporate Innovation

Author: **Shibo Zhou**, *Copenhagen Business School*
Author: **Kedong Chen**, *Old Dominion U.*
Author: **Xiaojin Liu**, *Virginia Commonwealth U.*

We analyze the unintended consequences of foreign government policies on domestic inventors. In 2009, the Chinese government launched the policy of "national innovative cities" to support the innovation of firms in selected regions. However, the unintended consequence of the policy is unclear at the inventor level, in particular, for those foreign inventors who have experience working with Chinese firms that are exposed to the policy intervention. Our research is guided by the research question: How does government support influence foreign inventors who have collaborated with domestic firms before? By employing the difference-in-differences (DiD) technique in the quasi-experimental setting, we examine the influence of government intervention on foreign partners. We find that foreign inventors who have established relationships with firms in selected cities experience an increase in collaborators and innovations. We further show that inventors with less patent stock take better advantage of cross-border government support. Taken together, the findings of the study suggest that government support can facilitate unintended cross-border knowledge flows and strengthen the innovation performance of "treated" foreign inventors.

TIM: Determinants of Innovations Within Firms: The Case of Portuguese Firms

Author: **Priscila Ferreira**, *U. of Minho*
Author: **George Saridakis**, *U. of Kent*
Author: **Bochra Idris**, *Ozyegin U.*








In this study, we analyse seven waves of the Community Innovation Survey data to examine factors influencing innovation in firms, focusing on international markets, public funding, and market competition. Our investigation differentiates between product, process, organizational, and marketing innovation. Findings highlight the pivotal role of international market engagement and external funding in fostering innovation, particularly in new products and production methods. The influence of external funding varies across innovation types, diminishing in organizational and marketing innovations. The study reveals a nuanced relationship between market competition and product innovation, suggesting a nonlinear pattern up to a certain threshold. Policy recommendations include a comprehensive approach to innovation, leveraging international market engagement, monitoring market concentration, optimizing public funding, providing targeted support for SMEs, and implementing stability measures during economic downturns. These aim to foster innovation, enhance competitiveness, and support economic development and resilience.

TIM: Government Data and Agricultural Productivity: Evidence from the National Agriculture Imagery Program

Author: **Yuchen Zhang**, *Tulane U.*
Author: **Brian Wu**, *U. of Michigan*

This paper examines whether and how government data can help tackle the lack of digital data in the agricultural sector. Specifically, we investigate the impact of adding near-infrared (NIR) band data to the National Agriculture Imagery Program on agricultural productivity. Following this addition, we observe a rise in productivity equivalent to a 2.6 million-ton increase in the US corn yield, valued at approximately \$520 million. Our mechanism assessment, however, reveals that the positive effect exists only when data quality and human capital supply are sufficiently high. We further examine how NIR data inclusion affects farm profitability, efficient chemical and fertilizer use, and technological upgrades. Our research sheds new light on the importance of overcoming data availability challenges in foundational sectors that were not born digital.

KEY TO SYMBOLS

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

Disclosing Information and Litigating Patents

Session Moderator: **David Tobias Angenendt**, *TUM School of Management, Technical U. of Munich*

TIM: Strategic Information Disclosure: The Case of Pending Patents

Author: **David Tobias Angenendt**, *TUM School of Management, Technical U. of Munich*

Author: **Bernhard Ganglmair**, *ZEW Mannheim*

Author: **Jong-Min Oh**, *Sungkyunkwan U.*

In many jurisdictions, the existence and contents of patent applications are unknown to third parties until the application is published by the patent office at least 18 months after the initial filing. In contrast to other features of the patent system, this publication lag has received little analytical attention. The patent applicant can expedite public awareness of the existing application and the respective technology by announcing the patent application before its automatic publication. In our model, the applicant balances a negative effect of disclosure on its informational advantage in the short run (value of secrecy) with a positive long-run effect stemming from potential deterrence of a rival's R&D (value of deterring innovation). We give conditions under which announcing the pending patent deters a rival's innovation. We show that, in equilibrium, the applicant's decision to announce and the rival's decision to innovate are non-monotonic in the strength of the application and the strength of the patent. We present evidence supporting core predictions of our model by identifying press releases, one channel for disclosing business information, that announce nothing but the recent filing of patent applications. Using a technique suggested in the corporate finance literature, we estimate a measure of the nature of competition for all major NAICS codes. In doing so, we are the first to provide broad evidence supporting the prediction dating back to Gal-or (1986) that cost disclosure depends on the nature of competition in an industry.

TIM: Equilibrium Effects of the Availability of Injunctions in Standard-Essential Patent Licensing (WITHDRAWN)  

Author: **Benno Buehler**, *Charles River Associates*

Author: **Dominik Fischer**, *Charles River Associates*

Author: **Bernhard Ganglmair**, *ZEW Mannheim*

In this paper, we present a simple patent licensing-litigation game to study how a patent holder's access to injunctions against an alleged infringer of a standard essential patent affects equilibrium royalty rates and litigation outcomes. In the European Court of Justice's Huawei v. ZTE judgment, the Court stipulates that injunctions are granted only if the patent holder's royalty rate offer is fair, reasonable, and non-discriminatory (FRAND) while the implementer's counteroffer is not. In recent decisions, German courts have deviated from this ruling by granting injunctions regardless of the nature of the patent holder's offer, only requiring a non-FRAND counteroffer by the implementer. Expanding the access to injunctions in this way introduces the possibility of injunctions being granted even if the original offer is non-FRAND. We find that when the court's assessment of FRAND is sufficiently noisy, this can lead to higher equilibrium royalties and an increased risk of patent hold-up. Increased royalties are driven by the patent holder making more aggressive offers and the implementer responding with more cautious counteroffers to avoid triggering an injunction. Because in the amended framework, the patent holder's offer is immaterial for the court's injunction decision, a more cautious counteroffer can eventually decrease the court's use of injunctions and lower injunction rates, particularly for intermediate levels of court noise. Welfare implications of more accessible injunctions depend on the interpretation of the optimal FRAND rate.

TIM: Competition or Diversion? Effect of Public Sharing of Data on Research Productivity of Data Provider   

Author: **Seokbeom Kwon**, *Sungkyunkwan U.*

Scientists are concerned that public disclosure of research data will harm their research productivity because of reduced exclusive research publication opportunities with uncertain reciprocal rewards from data recipients. However, literature on scientists' competitive behavior in resource sharing and their intentions to use others' resources reveals that this concern is subject to theoretical ambiguity. The present research examines the effect of openly sharing research data on the research productivity of the data providers. Our empirical strategy takes advantage of the funding policy initiatives by the U.S. National Institute of Health (NIH), which started requiring investigators of projects to publicly share their research data via a designated online data archive. Using panel difference-in-differences regression and the synthetic control approach, we found no evidence of a negative impact on the research productivity of data providers. Our additional analyses suggest that the null effect is attributed to the data recipients' use of the data to pursue different research inquiries from data providers. Our research has science policy implications, particularly in designing institutions to support sustainable research data-sharing practices among scientists.

TIM: One Lawsuit, Two Signals: The Two-Sided Influence of IP Litigation Reputation on R&D Collaboration

Author: **Rene Belderbos**, *KU Leuven, Faculty of Economics and Business*

Author: **Sarah Edris**, *Maastricht U., School of Business & Economics*

Author: **Victor Gilsing**, *Vrije U. Amsterdam*

We draw on signaling theory to argue that a tough reputation based on IP litigation can be either detrimental or instrumental to the formation of new collaborative ties. This is because under information asymmetry, potential partner firms rely on observable signals to assess partner firms' attractiveness. While IP litigation reputation signals aggressiveness, it also signals the presence of a focal firm's high-quality resources that it seeks to protect. In the absence of a focal firm's prior collaboration, the latter dominates. The discouraging effect of IP litigation reputation is particularly dominant if new collaborations are with rival firms competing in the same market. We find support for these hypotheses in a simultaneous analysis of new partner collaborations of leading firms in the pharmaceutical industry, 1995-2015.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Insights on Recombination and Search

Session Moderator: **Christos Kolympiris**, *Warwick Business School*

TIM: Cues for Cures: How Scientists Search

Author: **Christos Kolympiris**, *Warwick Business School*
Author: **Kyriakos Drivas**, *U. of Piraeus*
Author: **Matthew Helsby**, *CiteAb*
Author: **Andrew Chalmers**, *CiteAb*
Author: **Ammon Salter**, *Warwick Business School*
Author: **Nicos Nicolaou**, *U. of Warwick*

The search process in the sciences is subject to a paradox where the high stakes of research necessitate deliberate efforts, yet scientists often prioritize speed and convenience over thoroughness. We delve into this paradox via a natural field experiment and a large-scale field experiment both exploiting rich clickstream data from a popular antibody search platform. First, we examine the interplay between positioning and quality indicators as cues within the scientific search process. Second, we explore the heterogeneous effects of positioning on different types of actors and across different choice architectures. We reveal four main findings. One, scientists choose options, including inputs for their research, that are of the highest quality according to imperfect quality indicators, primarily because those indicators place the options in the most prominent areas in the presentation. Two, the impact of such positioning effects is lower for experts and those who search more deeply. Three, offering a larger number of default options to choose from causally increases the demand for the top options in the presentation. Four, inferior options according to quality indicators are more likely to be chosen if choice architecture places them at optimal positions in different choice sets. We discuss the implications of these findings for scientific search and for technology platforms that support it.

TIM: Depth Versus Breadth in the Hierarchical Recombination of Technology

Author: **Likun Cao**, *U. Of Chicago*
Author: **James Evans**, *U. Of Chicago*

Depth and breadth are widely contrasted strategies of search for generating new technologies through recombination. Breadth of technological search is often associated with the exploration of new possibilities and is juxtaposed with depth of search, which references the exploitation of existing ones. We argue that the two qualities should be understood and measured independently, with breadth reflecting broad technical recombination and depth technical specificity. We operationalize deep and broad recombination using machine learning to project the network of prior technological combinations onto a Poincaré disk in negatively curved hyperbolic space, which natively represents the hierarchy of technology, with depth captured by components' difference in radius from center and breadth difference in angle. We validate this model with established metrics, a range of examples, and its conceptual treatment of depth and breadth as independent quantities, holding virtually no empirical correlation. Then we demonstrate how depth drives short-term advancement, increasing the number and quality of early adopters, while breadth forecasts long-term advance, enlarging the scope of relevant audiences to the inventive design. We explore distinct mechanisms through which this occurs, and show that local search garners more local recognition in the short term, but greater "lock-in" in the longer term. Finally, we analyze follow-up invention to reveal the unfolding interplay of exploitation and exploration, highlighting their synergistic relationship, especially within companies that can strategically allocate engineering resources to build on prior advances. We conclude with theoretical and strategic implications of these insights and the novel embedding representations that yielded them.

TIM: Fostering Creativity Through the Exploitation of Scientific and Technological Knowledge (WITHDRAWN)

Author: **Paul-Emmanuel Anckaert**, *SKEMA Business School, U. Côte d'Azur, GREDEG*
Author: **Bruno Cassiman**, *KU Leuven & IESE Business School*

The most creative inventions – i.e., inventions that are both novel and highly valuable – in the lithium-ion battery field are developed by inventors that exploit their own field-specific knowledge base leveraging scientific and technological knowledge components they previously developed. This observation contrasts with the findings of prior literature that has argued that exploration driven by inventors new to a field tends to drive novel and breakthrough inventions. We argue that the technological context and characteristics of the recombinant search process underlying technology development provide important theoretical boundaries to these prior findings and should be considered. In a complex and science-driven technology field, we would expect the inventor's own accumulated scientific and technological field-specific knowledge base to play an important role for advancing that technology field and to matter more for generating novel and breakthrough inventions.

TIM: When Do Firms Engage in Knowledge Recombination in Technology Development?

Author: **Jeongeun Seo**, *Yonsei U. School of Business*
Author: **Wonsang Ryu**, *Korea Advanced Institute of Science and Technology (KAIST), College of Business*

Prior research on knowledge recombination has largely focused on the recombination process and its innovative outcomes, resulting in a limited understanding of its antecedents, specifically, when firms engage in knowledge recombination. To address this research gap, we examine how out(under)performance duration, the length of time that a firm has been consistently out(under)performing, affects its technology development through knowledge recombination. In doing so, we focus on the reconfiguration of existing knowledge components within the current knowledge base, which is unique in that it encompasses elements of both exploitation and exploration. Drawing on previous research on knowledge recombination, performance feedback, and organizational search, we argue that technology development via existing-knowledge reconfiguration has an inverted U-shaped relationship with outperformance duration as well as underperformance duration. We test our hypotheses utilizing the patents applied for by the U.S. listed manufacturing companies in the high-technology industries from 2005 to 2019, and our results largely lend support to our hypotheses. Keywords: Knowledge recombination; out(under)performance duration; existing-knowledge reconfiguration; organizational search behavior

TIM: **The Strategic Challenge of Recombining Distant Knowledge After Hiring** 

Author: **Tom Ngo**, *Pennsylvania State U.*

Hiring can bring new knowledge into an organization but such knowledge often remains isolated. This study examines when new hires and incumbents (with distant knowledge) at the hiring organization collaborate. Our analysis of 14 years of data from the Academy of Management conference suggests that prior ties and collaboration experience are associated with post-mobility collaboration, but such collaborations tend to be among actors with similar knowledge. While distant knowledge has the potential to create new sources of value, it is also harder to integrate. We find that efforts to recombine such knowledge are more likely when actors have prior experience traversing large knowledge distances. The common practice of seeking people who collaborate frequently and/or who have ties to current employees may not achieve strategic objectives.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **963** | Submission: **13473** | Sponsor(s): **(TIM, STR)**
Scheduled: **Sunday, Aug 11 2024 3:00PM - 6:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Fountainview Room**

Future of Geographic and Technological Emergence

Organizer: **Min Jung Kim**, *U. of Illinois at Urbana-Champaign*

Organizer: **Sandeep Pillai**, *Department of Management and Technology, Bocconi U.*

Panelist: **Juan Alcacer**, *Harvard U.*

Panelist: **Maryann P. Feldman**, *Arizona State U.*

Panelist: **Mahka Moeen**, *U. of Wisconsin*

Panelist: **Alexander Oettl**, *Georgia Institute of Technology*

Panelist: **Francisco Polidoro**, *U. of Texas at Austin*

Panelist: **Olav Sorenson**, *UCLA Anderson School of Management*

In this PDW, we will discuss the interactions between geographic conditions and technological trajectories. The rich literature on geography of innovation and regional agglomeration has shed light on the antecedents and consequences of geographic clustering for both regions and firms. In parallel, the extensive literature on technological trajectories has offered insights about the emergence and evolution of technologies and associated industries. However, at this intersection, the interplay of geographic and technological emergence can play an integral role. On one hand, technological innovation has become increasingly spatially concentrated, where certain regions not only outperform others, but also propagate opportunities for further technology advancements. On the other hand, emerging technologies with no pre-existing geographic roots have attracted the attention of aspiring geographic regions, toward shaping these industries of the future and the concurrent regional prosperity. These trends suggest that it is vital to have a deeper understanding of the mechanisms through which geographic conditions may interact with the emergence and evolution of technologies. Consequently, in our proposed PDW, a panel of experts will engage with the audience to explore and highlight potential research opportunities at this intersection. The format of the PDW will encompass structured panel presentations, open discussions, and interactive round table discussions, with no prerequisite for pre-registration.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Calls for Courage: Exploring Conceptualizations and Contexts for Courage at Work



Organizer: **Edwyna Theresa Hill**, *U. of South Carolina*
Organizer: **Toschia M. Hogan**, *Chaifetz School of Business, Saint Louis U.*
Organizer: **Tiffany Dawn Johnson**, *Georgia Institute of Technology*
Discussant: **Monica C. Worline**, *Stanford U. Center for Compassion and Altruism Research*
Presenter: **Raquel Renee Kessinger**, *Boston College*
Presenter: **Laurel Detert**, *U. of Michigan, Ross School of Business*
Presenter: **Toschia M. Hogan**, *Chaifetz School of Business, Saint Louis U.*
Presenter: **Samantha E. Erskine**, *UMass Boston College of Management*

Courage has long been regarded as an important virtue in society. More recently, scholars have begun to explore the unique role that courage plays in organizational dynamics. Much of the research on workplace courage has focused on explaining why employees engage in courageous action. Yet, despite the growing focus on courage in organizations, there still remains a number of unanswered questions in the literature on workplace courage, such as the role of courage in social movements, the influence of courage on allyship, how observers make judgements about whether an act is courageous or not, and the nature of courageous followers in organizations. The papers in this symposium address these unanswered questions. In doing so, this symposium helps advance our understanding of workplace courage and highlight new directions for the study of workplace courage.

Speaking Up And Speaking Out: How Employee Activists Raise Social, Political, And Moral Concerns

Author: **Raquel Renee Kessinger**, *Boston College*

Fear and Courage at Work: The Prominence of Emotional Egocentricity in the Accolade Process

Author: **Laurel Detert**, *U. of Michigan, Ross School of Business*
Author: **James R. Detert**, *U. of Virginia*
Author: **Gabrielle Adams**, *U. of Virginia Darden School of Business*

At the Crossroads of Followership and Courage: Theory and Measure of Courageous Followership

Author: **Toschia M. Hogan**, *Chaifetz School of Business, Saint Louis U.*
Author: **Edwyna Theresa Hill**, *U. of South Carolina*

Above the Glass Ceiling: Insights on Allyship, Courage, and Antiracist Leadership

Author: **Samantha E. Erskine**, *UMass Boston College of Management*

KEY TO SYMBOLS

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

Search and Learning

Session Moderator: **Jori Kalkman**, *Netherlands Defence Academy*

OMT: **Navigating Unexpected Events: Way-Shaping by Search and Rescue Teams After the Earthquake in Turkey** 

Author: **Jori Kalkman**, *Netherlands Defence Academy*

Existing research offers much insight into how organizations coordinate to adapt to unexpected events. Yet, the lived experiences of organizational members who are tasked with this responsibility have received very limited attention and primarily emphasized risks of trauma. Thus, I raise the question: How do organizational members navigate unexpected situations? To answer this questions, I analyzed interviews and visual data on a Search and Rescue team deployed to Turkey after the February 2023 earthquake. Findings show that team members approach the situation with radical acceptance, they have a resilience mentality, and they pursue a fair performance. This disposition, mindset, and motivation helps them to engage in way-shaping: they navigate through the unexpected event by creating opportunities for effective and live-saving humanitarian interventions in a chaotic context. These findings offer contributions to the literature on organizational responses to unexpected events, meaningful work, and sensemaking.

OMT: **Information Search and Attention Shifts During Performance Shocks** 

Author: **Martin Schulz**, *U. of British Columbia*

Author: **Erik Robert Strauss**, *U. of Witten/Herdecke*

Author: **Leona Wiegmann**, *Monash Business School*

Organizational performance shocks – i.e., unexpected performance variations – can present challenges for organizations. Paying attention to performance shocks – before and after they happen – is important for organizational adaptation and responsiveness. But do organizations reallocate their attention before and after performance shocks? Do positive and negative shocks have the same effects on attention? We study the relationship between performance shocks and organizational attention allocation empirically with longitudinal data about information source use of knowledge workers of a large corporation. Our results indicate that performance shocks affect attention shifts of the knowledge workers, but positive and negative shocks have different effects. Negative shocks intensify problematic search and allocation of attention to sources of problem-relevant information. Positive shocks intensify opportunistic search and allocation of attention to sources of opportunity-relevant information. The results support the view that performance shocks shape organizational attention because they induce search, and that positive and negative shocks have different effects because they induce different types of search.

 OMT: **Less Severe but More Intense: Achievability as Search Motivation in the Vicinity of Aspirations** 

Author: **Karen Van Gia Tu**, *U. of Groningen*

Author: **Pasi Kuusela**, *U. of Groningen, Faculty of Economics and Business*

Author: **Pedro Faria**, *U. of Groningen*

Author: **Jordi Surroca**, *U. of Liverpool Management School*

While research in the behavioral theory of the firm has often shown that organizations intensify their search as their performance falls further below aspirations, some studies unexpectedly found that organizations are highly responsive also when their performance falls only slightly below aspirations. We reconcile these puzzling findings by studying organizations' motivation to address their performance shortfall in the vicinity of aspirations. Our core argument is that organizations perceive closing a small performance-aspiration gap as easily achievable. Following the self-efficacy perspective, this perceived achievability motivates organizations to intensify their search to close such gap. Overall, we predict that organizations' propensity to change decreases when performance falls from slightly to moderately below aspirations, before increasing as performance falls further below aspirations. Further, we suggest the effect of performance slightly below aspirations on change to be stronger when organizations possess a high level of success experience. Using U.S. patent data from 1980 to 2015, we find support for our hypotheses. Our study contributes to the behavioral theory of the firm by showing a more complex functional form of the relationship between performance shortfall and search, thus deviating from the typical linear and inverted-U shaped patterns.

OMT: **Introducing Variations Through Replacement: Uncovering the Mechanisms of Organizational Unlearning** 

Author: **Ning Xu**, *Zhejiang U., China*

Organizational unlearning, defined as intentionally discarding established routines, benefits further learning and improves R&D performance in organizations. However, compared to its beneficial consequence, our understanding of ways to facilitate organizational unlearning remains unclear. Noting that individuals are central not only to the emergence of routines but also to their endogenous evolution over time, we investigate how the replacement of a member may affect organizational unlearning. We simulate an R&D organization in which members closely collaborate with each other and take interdependent actions. We examine the properties of the replacement by disentangling two variations—new ideas and new beliefs—that may be introduced into the organization, and using organizational memory and constancy of action as two key metrics to uncover the temporal evolution dynamics of routines. Our results suggest that both variations can facilitate organizational unlearning but through different means: while idea-related variations prompt individual deviations in actions to alter the perceived payoffs shaped by interdependence and then modify members' formed beliefs regarding old routines (i.e., action?belief), belief-related variations induce direct changes in members' formed beliefs, enabling them to reduce their commitment to existing actions (i.e., belief?action). When the alternative action is believed to be more effective than the one which it replaces, organizations may be inclined to repeatedly take this deviate action and allow the emergence of the new routine; otherwise, unlearning may be followed by relearning (i.e., ending the trial and reverting to the old routine). Therefore, organizational unlearning does not necessarily lead to better performance outcomes. Furthermore, idea- and belief-related variations may jointly facilitate organizational unlearning more and reduce the reversion to the old routines more. This effect becomes even stronger when the replacement involves a new hire with higher influence.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



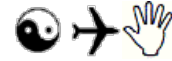
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **966** | Submission: **17974** | Sponsor(s): **(MSR, DEI, MED)**
Scheduled: **Sunday, Aug 11 2024 3:30PM - 5:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **O'Hare**

Understanding and Empowering the Asian Scholars Diaspora in Academy of Management



Organizer: **Sunny Jeong**, *Wittenberg U.*

Organizer: **Benito Teehankee**, *De La Salle U., Manila, Philippines*

Panelist: **Anna Fung**, *American U., Kogod School of Business*

Panelist: **Pooja Khatija**, *Case Western Reserve U.*

Panelist: **Xiaoan Li**, *Fetzer Institute*

Panelist: **Himani Singh**, *U. of Mannheim*

Panelist: **Maria Eduarda Soares**, *ISEG/ULisboa*

Panelist: **Irene Margaret**, *U. of Liverpool Management School*

Panelist: **Poonam Zantye**, *Boston College*

The "Understanding and Empowering the Asian Diaspora in Academia" workshop, drawing from the "Voices of Asian Diaspora" monthly meetings initiated by the Management, Spirituality, and Religion (MSR) Division at AOM, aims to address the multifaceted challenges faced by Asian scholars in the academic sphere since COVID. Since its inception on May 17, 2023, these meetings have become a crucial platform for Asian diaspora scholars to voice their unique concerns, share experiences, and build a robust support system. This workshop is designed to encapsulate and extend these discussions, offering insights into navigating racial profiling, minor aggressions, identity challenges, mental health issues, graduate student struggles, and the intricacies of academic publishing and funding. Comprising a series of panel discussions led by experienced academicians, the workshop will explore strategies to address these challenges, fostering an environment of understanding, solidarity, and actionable solutions. The sessions will cover topics ranging from coping with racial profiling and microaggressions to understanding the nuances of faculty identity in minority contexts. Mental health concerns specific to Asian scholars, challenges faced by Asian graduate students, and effective ways to ally with Asian colleagues will also be discussed. Additionally, the workshop will provide valuable insights into grant writing, networking, and strategies to increase academic paper citations, crucial for scholarly success. This workshop aims not only to enlighten but also to empower attendees with practical tools and knowledge, enhancing their capability to thrive in diverse academic environments and contribute meaningfully to their respective fields.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



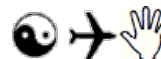
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **967** | Submission: **12050** | Sponsor(s): **(OB, CAR)**
Scheduled: **Sunday, Aug 11 2024 3:30PM - 5:30PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich E**

Thinking of a Position in the Pacific Asia Region? “Dos and Don’ts” of International Business School



Organizer: **Ying Chen**, *U. of Rhode Island*
Organizer: **David Leonard Patient**, *Vlerick Business School*
Panelist: **Nana Yaa Antwi-Gyamfi**, *China Europe International Business School (CEIBS)*
Panelist: **Byron Y. Lee**, *China Europe International Business School (CEIBS)*
Panelist: **Yuna Cho**, *HKU Business School, The U. of Hong Kong*
Panelist: **Yaping Gong**, *The Hong Kong U. of Science and Technology*
Panelist: **David P. Daniels**, *NUS Business School*
Panelist: **Chia-Yen Chiu**, *U. of Adelaide*
Panelist: **Anran Li**, *Monash Business School*

Many management scholars are interested in taking their career to a new culture and context. Although the opportunities to teach and conduct organizational research at business schools around the globe have significantly increased, first-hand information on business schools outside of North America and Europe can be hard to come by. This PDW is designed for both junior and senior OB scholars who would like more information regarding academic careers at reputable business schools in the Pacific-Asia region. It will bring together seven panelists currently working at schools in Australia, mainland China, Hong Kong, and Singapore. The panelists include junior and more senior faculty, who are “international hires” themselves, and/or have experience in recruiting and hiring international faculty for institutions in this region. The panel will provide information, highlight challenges, and share distinctive features for academic careers in each country/region, including tacit knowledge and unspoken rules that applicants should be aware of. Topics for discussion include: What does the hiring and job application process look like? How are faculty evaluated, and what types of tenure and contracts are used? What are key challenges that international faculty experience in adapting to the national culture and university system? What was most surprising for international faculty, so far? What are the norms of professional conduct (e.g., do’s and don’ts in presenting oneself and one’s work)? The PDW includes individual presentations by panelists, country-specific roundtable discussions, and a closing Q&A.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **968** | Submission: **21733** | Sponsor(s): **(RM)**
Scheduled: **Sunday, Aug 11 2024 3:30PM - 5:30PM CT (UTC-5)** at **Swissotel Chicago** in **Lugano**

RM Division Executive Committee Meeting

Division Chair: **Andreas Schwab**, *Iowa State U.*

Division Chair-Elect: **Le Zhou**, *Texas A&M U.*

Past Director: **Kris Byron**, *Georgia State U.*

Program Chair: **Jason Huang**, *Michigan State U.*

Professional Development Workshop Chair: **Michael C. Withers**, *Texas A&M U.*

Representative-at-Large: **Lindsey Greco**, *Oklahoma State U.*

Representative-at-Large: **Mary E Graham**, *Syracuse U.*

Representative-at-Large: **Yihao Liu**, *U. of Georgia*

Representative-at-Large: **Louis Tay**, *Purdue U.*

Representative-at-Large: **Sarah Wolfolds**, *Cornell U.-The Charles H. Dyson School of Applied Economics and Management*

Speaker: **Christopher Winchester**, *U. of Minnesota Carlson School of Management*

Speaker: **Claire Zhang**, *Georgia State U.*

Speaker: **Shu-tsen Kuo**, *Virginia Tech*

Speaker: **Markus Andreas Fitza**, *Frankfurt School of Finance & Management*

Speaker: **Hoda Vaziri**, *U. of North Texas*

Speaker: **Xavier Martin**, *Tilburg U.*

Speaker: **Jeffrey R. Edwards**, *U. of North Carolina*

Speaker: **Njoke Thomas**, *Boston College*

Speaker: **Justin A. DeSimone**, *U. of Alabama*

Speaker: **Larry J. Williams**, *Texas Tech U.*

This meeting is reserved for executive committee members of the Research Methods Division.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **969** | Submission: **13715** | Sponsor(s): **(TIM)**
Scheduled: **Sunday, Aug 11 2024 3:30PM - 5:00PM CT (UTC-5)** at **Sheraton Grand Chicago in Tennessee**

TIM Executive Committee Meeting

Division Chair: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Division Chair-Elect: **Elena Novelli**, *Bayes Business School*
Program Chair: **Susan K. Cohen**, *U. of Pittsburgh*
Professional Development Workshop Chair: **Valentina Tartari**, *Stockholm School of Economics*
Past Director: **Maryann P. Feldman**, *Arizona State U.*
Treasurer: **Llewellyn D W Thomas**, *IESE Business School*
Secretary: **Paul Huenermund**, *Copenhagen Business School*
Representative-at-Large: **Daniel Erian Armanios**, *Oxford U., Saïd Business School*
Representative-at-Large: **Susanne Beck**, *Warwick Business School*
Representative-at-Large: **Raffaele Conti**, *ESSEC Business School*
Representative-at-Large: **Nilanjana Dutt**, *Bocconi U.*
Representative-at-Large: **Aldona Kapacinskaite**, *Department of Management and Technology, Bocconi U.*
Representative-at-Large: **Hyunjin Kim**, *INSEAD*
Representative-at-Large: **Denisa Mindruta**, *HEC Paris*
Representative-at-Large: **Abhishek Nagaraj**, *UC Berkeley & NBER*
Representative-at-Large: **Markus Perkmann**, *Imperial College London*
Representative-at-Large: **Maria Roche**, *Harvard Business School*

This is an invitation-only meeting of the TIM Executive Committee (all officers and reps at large should attend).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **970** | Submission: **21627** | Sponsor(s): **(OSCM)**
Scheduled: **Sunday, Aug 11 2024 3:45PM - 5:15PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Crystal A**

OSCM Division All-members Business Meeting

OSCM Division Business Meeting

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **971** | Submission: **18924** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 3:45PM - 4:45PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Denver**

Teaching Intuition in Management Education

Participant: **Julie Ellen Benesh**, *The Chicago School*

Participant: **Elizabeth Schwab**, *Chicago School of Professional Psychology*

Research suggests that successful management professionals are perceptive and empathetic, hallmarks of intuitive thought, yet many refrain from leveraging their intuitive skills. This is primarily due to negative self-reinforcing social norms and internal narratives regarding what is acceptable or unacceptable to use in the workplace, in turn leading to the minimization or dismissal of intuition as an acceptable leadership skill. This ultimately can inhibit natural leadership ability, limiting the tools we can use to make complex and expedient decisions. Learners can overcome this negative self-reinforcing feedback loop by building the ability to trust oneself. Participants in this workshop will learn how management educators can help develop intuition, how to leverage intuitive thought, and how to help self and others build trust in this capacity.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **972** | Submission: **19387** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 3:45PM - 4:45PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Los Angeles**

Harmonizing Grading and Feedback: Using the Harmonized Appraisal Assessment Methodology



Presenter: **Colin Idzert Sarkies Lee**, *Erasmus U. Rotterdam*

Facilitator: **Chintan Kella**, *Department of Organisation and Personnel Management, Rotterdam School of Management*

Feedback is important, but writing high-information feedback for students can be unrewarding for educators, given the limited time and resources available for grading. To address this issue, we created a new student assessment methodology for unstructured and semi-structured assignments, such as essays and presentations, which aims to provide an efficient and effective approach to the creation of high-information feedback and fair assessment so as to optimize the positive impact of assessment on students' learning and development. The approach, which we termed Harmonized Appraisal (HAPP), uses the grader's input on a relatively detailed grading form to compute the student's scores on a conventional rubric and to aggregate a high-information feedback message by leveraging a comment bank. In this session, we present the basic principles on which the approach builds, discuss the key findings from our research on HAPP, and will give participants the opportunity to get some hands-on experience with HAPP methodology. After the session, participants should be able to implement the HAPP methodology in their own institutions and courses.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **973** | Submission: **13832** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 3:45PM - 4:45PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Miami**

Leading the Change: Advanced Practices Using GenAI as a Co-Pilot for Teaching Excellence



Facilitator: **Bert Verhoeven**, *The U. of Newcastle, Australia*
Facilitator: **Vishal Rana**, *Griffith Business School, Griffith U.*

Effective Generative AI (Gen-AI) integration in teaching and learning promises personalized instruction, collaborative engagement, improved student outcomes, enhanced efficiency and cost-effectiveness as well as more meaningful work for educators. But how do we define and achieve excellence in Gen-AI-enhanced hybrid learning? Recognizing the gap in practical applications within higher education, our session invites participants to join a collaborative discussion and workshop, focusing on practical, real-world Gen-AI applications. Drawing from 18 months of firsthand experiences, we'll share insights from two universities where Gen-AI as a learning tool has been a mandatory component in experiential classes across diverse disciplines like Entrepreneurship, Design Thinking, Problem Solving, and HR Management. These insights are gleaned from engaging hundreds of students at undergraduate and master's levels, providing a rich, multi-dimensional perspective on the transformative power of the ethical use of Gen-AI in educational settings. We will engage in enlightening discussions and lead interactive activities centered around three pivotal aspects of Gen-AI-enhanced hybrid learning: 1. Gen-AI in Experiential Learning. 2. Optimizing Gen-AI-Hybrid Classrooms for effective learning. 3. Disruption of Gen-AI in Education and future challenges.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **974** | Submission: **19065** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 3:45PM - 4:45PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon A**

No More Answering ‘Stupid Questions’: Exploring Customized GPTs in Education



Organizer: **Susanna Kultalahti**, *U. of Vaasa*
Facilitator: **Anni Rajala**, *U. of Vaasa*

Are you overwhelmed by repetitive student inquiries and a constant flood of emails about issues you have already addressed? This workshop presents a dual solution to meet student needs while efficiently managing your time and resources. We will explore one of the most innovative AI-assisted tools available: customized Generative Pre-trained Transformer (GPT). The session employs a SWOT analysis to assess the strengths, weaknesses, opportunities, and threats of this tool. Imagine a scenario where all course-related information – from syllabus details to thesis guidelines – is consolidated in one accessible location. Here, students can safely ask any question, even those deemed trivial, and receive the necessary information autonomously, without the need for teacher intervention through repetitive emails or posts. Historically, the most impactful and memorable TLC-sessions have been those fostering robust participant interaction. This session continues this tradition by providing a platform for exchanging ideas, addressing concerns, and collectively exploring exciting new possibilities. It is relevant for educators interested in technology-enhanced classrooms, experiential learning, curricular design, and teaching resources.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **975** | Submission: **19529** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 3:45PM - 4:45PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon B**

The Elephant in the Classroom: Adapting to the Newest Member of the Class – AI



Presenter: **Tricia Pal**, *Texas Tech U.*

Presenter: **Feruzan Irani Williams**, *Texas Tech U.*

Since late 2022, a new player has entered our management classrooms—generative AI. Despite concerns such as academic integrity issues or overreliance replacing learning, there is an urgent call for educators to adapt this emerging technology into their teaching practices, much like our graduates are going to have to incorporate it into their future work. This interactive session will start with a discussion on how ChatGPT and generative AI has changed our classrooms in the first year and a half of its general availability, the challenges that come with it, potential opportunities for teaching and learning, and end by challenging participants to reimagine assessments or activities that incorporate AI instead of trying to fight against it. The session will encourage broad discussion and sharing of ideas and resources beyond the time we are together through a shared Dropbox folder in which the presenters and session participants will share both how they are responding to concerns surrounding generative AI and how they are embracing the technology.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **976** | Submission: **20833** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 3:45PM - 4:45PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon C**

Beyond words: A Workshop on Writing and Teaching with Comic Cases



Participant: **Yasser Rahrovani**, *Ivey Business School*

This workshop unveils a novel approach to teaching sensitive topics, such as sexual harassment, through the integration of graphic novels (comic). Recognizing the limitations of traditional methods in capturing the attention of visually and auditorily oriented students, the proposal advocates for harnessing the power of comics to make teaching enjoyable for professors and joyful for students. Instructors will embark on a comprehensive journey, gaining four valuable insights into (1) when to employ comics as an instructional tool, (2) the effective pedagogical techniques for teaching with comics, (3) a critical examination of the impact of comic-based cases compared to their traditional text counterparts, and (4) step-by-step process of crafting a compelling comic case. The workshop offers pragmatic insights and tangible skillsets to various educators, especially in HR, OB, or EDI in any domain such as IT and Entrepreneurship, to extend their educational content accessibility and impact.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **977** | Submission: **21060** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 3:45PM - 4:45PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon F**

Innovative Experiential Learning in MBA Education: Connecting Pedagogy to Community and Practice



Organizer: **Pooria Assadi**, *California State U. Sacramento*
Facilitator: **Pooria Assadi**, *California State U. Sacramento*

MBA education requires innovation and redesign to better connect pedagogy to community and practice in order to ultimately enhance its relevance, quality, and impact. In this session, the participants will gain valuable insights regarding the contemporary methods, including experiential learning, to effectively achieve this connection, and learn about the benefits and challenges of pursuing and implementing such innovative pedagogies.

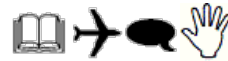
This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **978** | Submission: **21252** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 3:45PM - 4:45PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon G**

Teaching Religion and Business: Practical Advice for Engaging Classes



Participant: **Robert Neer**, *Hult International Business School*

Participant: **Rajendra Shirole**, *Hult International Business School*

Participant: **David Starr**, *Hult International Business School*

Understanding basic economic principles of major world religions provides invaluable support for business students preparing for global careers. Graduate and undergraduate instructors from a global business school with students from over 50 countries and multiple international campus locations will explain central business concepts in such texts such as the Bible, Qur'an, Bhagavad Gita and others, illuminated by key textual passages and case study examples. Presenters will share practical examples of teaching religious materials to a highly diverse group of business students. An informal session structure will allow time for questions and discussion.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **979** | Submission: **21482** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 3:45PM - 4:45PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon H**








Guided-Flexible Curriculum/Syllabus: Co-Designing Curriculum/Syllabus

Presenter: **Artin Backtash-Rad**, *U. of Surrey*

The Guided-Flexible Curriculum/Syllabus is a mindset and a course/module design strategy to give more voice and ownership to the students regarding what should be covered in their course and each of their modules. This symposium proposes an exploration of the significance and benefits of active student participation in university curriculum/syllabus design. The inclusion of students in curriculum/syllabus development is a transformative approach that recognizes learners as co-creators of their educational journey, fostering a more responsive and inclusive learning environment. This workshop aims to illustrate the positive impacts of such participation on the quality and relevance of higher education. It will target university academics across various disciplines, focusing on practical applications in course and program design. Through interactive methods, participants will gain insights into integrating student voices in curriculum/syllabus development, enhancing the alignment of educational offerings with student needs and contemporary societal demands. The session will offer practical strategies and resources for academics to implement student-centered curriculum/syllabus design in their teaching practices. The inclusion of student perspectives in curriculum/syllabus development is not only a pedagogical imperative but also a strategic approach to foster a more engaging and relevant higher education landscape (Bovill et al., 2016).

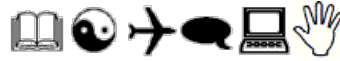
This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **980** | Submission: **14872** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 11 2024 3:45PM - 4:45PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Scottsdale**

Prioritizing Student Well-Being in Global Virtual Teams: The Impact of Self-Efficacy and Resilience



Presenter: **Mona Pearl**, *Sidhu School of Business and Leadership-Wilkes U.*

The ongoing COVID-19 pandemic has given rise to heightened mental health challenges, leading to a 25% rise in depression and anxiety disorders worldwide (ILO, 2022). 45% of US college students reported having moderate-to-severe depressive symptoms (University of Michigan, 2023) and globally, 36% worldwide reported experiencing anxiety or depression during the COVID-19 pandemic (WHO, 2022). Workplaces and educational institutions increasingly face challenges in ensuring student and employee well-being. From 2021 to 2023, we used structural equation modeling (SEM) to assess changes in learner well-being from participation on global virtual teams (GVTs). Students from Brazil, Canada, Netherlands, Mexico and the US were assessed before (n=201) and after (n=250) their GVTs experience. Results indicate that before the GVT experience an increase in resilience led to an increase of self-reported well-being. Likewise, after the GVT experience, resilience increases led to increases in well-being. The role of culture had no impact in either model before or after the GVT experience.

This session is part of the Teaching and Learning Conference (TLC@AOM). A separate TLC@AOM registration fee of \$120 (USD) is required. Space is limited and registration is on a first-come, first-served basis. The deadline to register is 11 August, unless sold out. [Register for TLC@AOM.](#)

KEY TO SYMBOLS

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

Session Type: **Meeting**

Program Session: **981** | Submission: **13690** | Sponsor(s): **(CM)**

Scheduled: **Sunday, Aug 11 2024 4:00PM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Roosevelt 3A**

Conflict Management Division Executive Board Meeting

Organizer: **Laura Rees**, *Oregon State U.*

Organizer: **Pri Pradhan Shah**, *U. of Minnesota*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Workplace Mistreatment: New Insights From the Perspectives of Targets, Perpetrators, and Observers



Organizer: **Rui Zhong**, *Penn State Smeal College of Business*
Discussant: **Rebecca Lee Greenbaum**, *Rutgers U., New Brunswick*
Participant: **Lance Ferris**, *Telfer School of Management, U. of Ottawa*
Presenter: **Jie Li**, *Wilfrid Laurier U.*
Participant: **Huiwen Lian**, *Texas A&M U.*
Participant: **Daniel J Brass**, *U. of Kentucky*
Participant: **Flora Chiang**, *China Europe International Business School (CEIBS)*
Participant: **Thomas A. Birtch**, *U. of Exeter*
Presenter: **Nicholas Andriese**, *U. of Central Florida*
Participant: **Dana Joseph**, *U. of Central Florida*
Participant: **Shannon G. Taylor**, *U. of Central Florida*
Presenter: **Zhanna Lyubykh**, *Beedie School of Business Simon Fraser U.*
Participant: **Jennifer E Jennings**, *U. of Alberta*

Workplace mistreatment is a pervasive and costly phenomenon within organizations. It is an umbrella term that includes a variety of interpersonal harmful behaviors, such as abusive supervision, workplace incivility, and workplace ostracism. Research indicates that, on average, 34% of employees have experienced mistreatment, with 44% having observed it. The estimated annual cost of workplace mistreatment to organizations ranges from \$691.70 billion to \$1.97 trillion. Given its prevalence and detrimental impact, previous research has extensively examined the antecedents and outcomes of workplace mistreatment from the perspectives of targets, perpetrators, and observers. Despite significant progress in prior studies, the existing literature still grapples with mixed findings and knowledge gaps, leaving many essential questions unanswered. For instance, there remains uncertainty about how supervisors react to covert mistreatment behaviors from their employees, why supervisors may mistreat employees who render favors to them, how being authentic can make one rude toward others, and why observers may respond negatively to those who are mistreated. This symposium aims to address these questions by bringing together four papers. These papers utilize diverse methods, from experience sampling methods to multi-wave surveys to scenario experiments, exploring workplace mistreatment at various levels and over different time spans. Additionally, they draw on novel theoretical perspectives, providing fresh insights into workplace mistreatment from the viewpoints of targets, perpetrators, and observers.

Isolated at the Top: Examining Supervisor Mixed Responses to Upward Ostracism

Author: **Rui Zhong**, *Penn State Smeal College of Business*
Author: **Lance Ferris**, *Telfer School of Management, U. of Ottawa*

Subordinates' Favor-Rendering Behavior toward the Supervisor Leads to Abusive Supervision

Author: **Jie Li**, *Wilfrid Laurier U.*
Author: **Huiwen Lian**, *Texas A&M U.*
Author: **Daniel J Brass**, *U. of Kentucky*
Author: **Flora Chiang**, *China Europe International Business School (CEIBS)*
Author: **Thomas A. Birtch**, *U. of Exeter*

When and Why Authenticity Leads to Workplace Incivility

Author: **Nicholas Andriese**, *U. of Central Florida*
Author: **Dana Joseph**, *U. of Central Florida*
Author: **Shannon G. Taylor**, *U. of Central Florida*

How Are Targets of Workplace Mistreatment Stigmatized?

Author: **Zhanna Lyubykh**, *Beedie School of Business Simon Fraser U.*
Author: **Jennifer E Jennings**, *U. of Alberta*

KEY TO SYMBOLS

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

Session Type: **Plenary Session**
Program Session: **983** | Submission: **22978** | Sponsor(s): **(ODC)**
Scheduled: **Sunday, Aug 11 2024 4:00PM - 5:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Addison**

Rigor-Relevance Award: In Conversation with Jane Dutton and Kathleen Eisenhardt

Program Chair: **Michael Jarrett**, *INSEAD*

Organizer: **Quy Nguyen Huy**, *INSEAD*

Join scholars from the ODC Division for a discussion of the balance between rigor and relevance in scholarly work

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **984** | Submission: **11877** | Sponsor(s): **(PNP)**
Scheduled: **Sunday, Aug 11 2024 4:00PM - 5:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Regal Room**

PNP Business Meeting

Program Chair: **Erynn Beaton**, *Ohio State U.*

The PNP Business Meeting is open to all division members. At the meeting, we will recognize the Division's awards winners, sponsors, and volunteers. The meeting provides an opportunity for leadership to provide an overview of the Division's membership and financial status.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **985** | Submission: **21786** | Sponsor(s): **(SIM)**

Scheduled: **Sunday, Aug 11 2024 4:00PM - 5:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Sheffield**

Business & Society Editorial Board Meeting

Organizer: **Colin Patrick Higgins**, *Deakin U.*

Organizer: **Hari Bapuji**, *U. of Melbourne*

This is an invitation-only meeting for the B&S editorial board members.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Relational Perspectives on Corporate Leadership

Session Moderator: **Rian HJ Drogendijk**, *U. of Groningen*

STR: **When are Women Open to Risk? How Director Identities Influence Firms' Financial Risk-Taking** 

Author: **Anish Purkayastha**, *U. of Sydney Business School*
Author: **Amy Hillman**, *Arizona State U.*

In some aspects of organizational life, women have been shown to be more risk adverse than men (e.g., acquisitions, cross-listings, personal career dimensions). Individuals, however, are composed of multiple identities, each with varying levels of strength of identification and contextual salience. We meld insights from identity theory into the debate around gender risk aversion to identify conditions under which women may be more open to risk. Our focus is on women directors and financial risk-taking decisions made by the board. Rather than assuming gender risk-taking propensity is always fixed, we ask: When are women on boards of directors open to financial risk-taking? We build theoretical insights about women directors' identities to explore the relationships between identity with being a director (independence vs. dependence), identity with the organization (owner vs. outsider), identity salience (finance committee membership) and financial risk-taking behavior in the form of the firm's foreign investment portfolio. We test our hypotheses using 1,308 observations from 2010-2020 from 141 Indian firms. Our findings indicate that more nuanced consideration of women director's identities in corporate governance is warranted to understand their risk-taking behavior and represent early empirical insight into the role of directors' identification.

STR: **CEO-Board Co-Optation: An Integrated Bourdieusian-Managerial Power Perspective**  

Author: **Tasawar Nawaz**, *186413*
Author: **Nader S. Virk**, *Manchester Metropolitan U. Business School*
Author: **Basel Awartani**, *King Fahd U. of Petroleum and Minerals*

An integrated Bourdieusian-managerial power theoretical continuum proposes that managers use their social capital to empower themselves in settings where social stratification plays a role in access, and exercise of control. This internalisation of social capital facilitates company managers to pursue their self-serving agenda. An iterative mixed-method approach is employed to evaluate the predictions of the proposed framework: support from social relationships may result in asymmetric economic rents for company owners and managers. Interview analysis elicits the cohesive nature of the social capital and how managers exploit it-mimetic to sectioning of control and normative protective practices in the society. Empirical findings show that management-board co-optation inflates agency costs in multiple ways. Findings reinforce predictions of the proposed framework. The implications of incorporating mechanisms that replicate social normative practices and resultant increased managerial power contribute to the emerging literature on cost appropriation of managerial-board connections.

STR: **Executive and Director Social Capital: Differential Effects on Corporate Value of Newly Listed Firms**  

Author: **Han Jiang**, *Chinese U. of Hong Kong, Shenzhen*
Author: **Yi Yang**, *Tongji U.*
Author: **Feng Wei**, *Tongji U.*
Author: **Meichen Dong**, *School of Economics and Management Tsinghua U.*








We highlight the distinct implications of social capital possessed by newly listed firms' executives and directors for corporate value through an agent-based framework of network embeddedness. Given their distinct roles and responsibilities, embeddedness benefits and costs derived from social capital reflect differently on executives and directors. Consequently, these two types of upper-echelon social capital exert varying influences on corporate value. Furthermore, the environmental dynamism of the firm, which affects the job demands of executives and directors, is likely to modify the effects of executive social capital and director social capital. Empirical evidence obtained from Chinese newly listed firms largely supports our theoretical hypotheses. Our research makes valuable contributions to the literature on interorganizational networks, strategic leadership, and newly listed firms.

STR: **Subsidiary Leadership Practices for Managing Subsidiary Identity in the MNC** 

Author: **Deborah Mireles**, *U. of Galway*
Author: **Pamela Sharkey Scott**, *Dulin City U.*
Author: **Josephine Igoe**, *U. of Galway*
Author: **Rian HJ Drogendijk**, *U. of Groningen*

This paper examines how subsidiary leaders manage the interplay of identities in the MNC to achieve both distinctiveness and sameness, and how their individual practices shape high-order identities. Drawing on 30 interviews, we reveal how subsidiary leaders manage four identity domains: distinct subsidiary identity, nested subsidiary identity, covert subsidiary identity and individual identity. This paper advances our understanding of the complexities of identity within the MNC and identifies the subsidiary leadership practices to achieve subsidiary distinctiveness and legitimacy (or not) within the organization.

KEY TO SYMBOLS

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

Learning and Adjustment in the Management of New Products and Technologies

Session Moderator: **Jorge Tamayo**, *Harvard Business School*

STR: **Can't See the Forest for the Trees?: Types of Related Experiences for Resource Utilization** 

Author: **Naoki Yasuda**, *Rikkyo U.*

Resource utilization is a crucial factor in gaining a competitive advantage. Research on organizational learning suggests that experience-based knowledge can promote utilization. However, an analysis regarding what specific type of experience is important remains unexplored due to the poor classification of organizational experience. This study proposes a novel classification of firm experiences consisting of three categories: (1) weakly-related experiences, (2) strongly-related experiences, and (3) direct experiences. Using this classification, our work examines how varying degrees of relatedness contribute to the effective utilization of newly introduced resources. Using data on newly introduced aircraft introduced between 1960 and 2019, this study first found that weakly-related experiences exert a greater positive influence on effective utilization than strongly-related experiences. Furthermore, this article uncovers that direct experiences are substitutes for the two types of related experiences. The presence of heterogeneous experiences also supplements the effects of related experiences. These findings contribute to the literature on organizational learning from relatedness, and resource utilization.

STR: **The Role of Customer Subsidies in Spurring Incumbents' Investments in New Technologies**  

Author: **John Eklund**, *U. of Southern California*

Author: **Rahul Kapoor**, *The Wharton School, U. of Pennsylvania*

Incumbent firms face a major tradeoff when deciding to invest in emerging new technologies during a period of significant uncertainty around customer adoption: invest preemptively and valuable resources may be wasted, delay investments and an important market opportunity may be missed. In many cases, public support is often required to facilitate customer adoption of emerging technologies via subsidies, especially if these technologies can have an important societal impact. Drawing on the notion of adjustment costs that incumbents face during periods of industry change, we argue that such subsidies, in addition to spurring downstream adoption, can also help to reduce incumbents' adjustment costs and spur preemptive upstream investments in new technologies. Further, the impact of subsidies is greater for incumbents who face a greater threat of technological obsolescence, and who are less likely to preemptively invest in the new technologies. We find support for our arguments in the context of the US electric utility industry between 2000 and 2018. The study illustrates how public subsidies that are often targeted toward demand-side adoption of emerging technologies can also have important heterogeneous supply-side effects in terms of incumbents' investments in such technologies.

STR: **Organizational Responses to Product Cycles**

Author: **Jorge Tamayo**, *Harvard Business School*

Author: **Achyuta Adhvaryu**, *UCSD*

Author: **Vittorio Bassi**, *USC*

Author: **Anant Nyshadham**, *U. of Michigan, Ross School of Business*

Author: **Nicolas Torres**, *GBL*

We use daily administrative data from a leading automobile manufacturer to study the organizational impacts of introducing new models to the auto assembly line. We first show that costly defects per vehicle spike when new models are introduced. As a response, the firm trains in problem-solving skills and promotes lower- and mid-level employees to solve the more complex problems that arise, thus moving to a less pyramidal knowledge hierarchy with fewer layers. We develop an extension to the classic theory of knowledge-based hierarchies that reconciles our novel empirical results by allowing the firm to also invest in its training resources.

STR: **The Effects of a Firm's Product Redesign and New Product Introduction Experience on its Performance** 

Author: **Jae Kyun Yoo**, *West Texas A&MU*.

Research suggests that the type of experience a firm accumulates affects its performance. However, there is little research investigating the effects of specific types of a firm's product development experience on its performance. This study examines the effects of a firm's product redesign experience and new product introduction experience on its performance, which is measured by the average owner satisfaction ratings across a firm's products. The research setting includes major (U.S. domestic and international) automobile firms competing in the U.S. market from 2005 to 2017. The research finds empirically that an increase in a firm's product redesign experience decreases the average owner satisfaction rating across its fleet of automobiles. Also, an increase in a firm's new product introduction experience decreases its average owner satisfaction rating across its fleet of automobiles. Finally, an increase in both product redesign and new product introduction experiences increases a firm's average owner satisfaction rating across its fleet of automobiles. This study contributes to the extant research literature by explaining and predicting the consequences of a firm's type of product development experience on its performance.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Entrepreneurship Dynamics: Navigating Challenges, Building Resilience, and Leveraging Narratives

Session Moderator: **Mirjam Knockaert**, *Ghent U.*

STR: **Antecedents of Minority-Owned SME Resilience** → 📄

Author: **Ari Dothan**, *IDC Herzliya*

Author: **Melike Nur Findikoglu**, *Ozyegin U.*

Our study aims to enhance the understanding of how minority-owned SMEs can build resilience by exploring organizational, motivational, cognitive and networking capabilities. To this end, we analyze the relationships of the firm's resilience with its flexibility, represented by its entrepreneurial orientation, its stability, manifested as the extent of its management practices, its generative work environment, and its embeddedness in mainstream and minority networks. Analysis of a sample of Arab-owned SMEs operating in Israel reveals significant positive effects of entrepreneurial orientation and management practices on resilience, with entrepreneurial orientation exerting a fivefold stronger impact. Finally, the embeddedness in mainstream stakeholder groups-- customers and financiers -- increases resilience, while higher embeddedness in minority stakeholder groups decreases it. Our findings integrate multiple realms to inform the SME owners and managers in terms of the balance between their investments in flexibility and in stable operations.

STR: **Unraveling University and Region Effect: A Variance Decomposition of Academic Spin-Off Performance**

Author: **Julia Mokhtar**, *Ghent U.*

Author: **Mirjam Knockaert**, *Ghent U.*

Author: **Tom R. Vanacker**, *Ghent U. and U. of Exeter*

Academic spin-offs (ASOs) originate from universities that are in turn embedded in regional ecosystems. As such, ASOs are embedded in interdependent contexts with their own resources and logics. While past research has usually focused on factors related to ASO performance at one contextual level, systems theory suggests the need to account for multiple contextual levels. We rely on multi-level modeling and use longitudinal data on 3,164 ASOs from 212 research-active universities in 99 different regions in 10 European countries. We find that the region effect accounts for significant variance in ASO performance, however, surprisingly, the university effect is negligible. Our study contributes to research at the nexus of academic entrepreneurship and variance decomposition in strategy.

STR: **From Margins to Mainstream: The Narrative Dilemma in Scaling Social Ventures** → 🗣️

Author: **Diana Jue-Rajasingh**, *Rice U.*

Author: **Wesley Wu-Yi Koo**, *Johns Hopkins Carey Business School*

Growth is an important goal of entrepreneurial ventures, and an important tool for entrepreneurs is storytelling. This research asks how a social venture's communication of its values-laden origin story to non-marginalized customers affects their reactions to the venture and its products. We run a two-wave field experiment with an Indian feminine hygiene company that is attempting to scale beyond its initial rural customers and find that 1) telling its origin story did not lead to enhanced outcomes compared to not telling the story at all, 2) this outcome was driven by the mechanism of stigma transfer, as opposed to dissimilarity or cynicism, and 3) when told with a social responsibility frame, there was lower customer identification but increased support by non-purchase means (e.g., joining the mailing list). These results urge growing entrepreneurial ventures to consider the trade-offs of telling their origin stories to new audiences. On the one hand, origin stories may generate unintended consequences in eliciting negative emotions among new, mainstream customers, which may be mitigated by putting a different frame on the origin story (i.e., a product frame). On the other hand, origin stories may lead to other forms of support for scale by different means.

STR: **The First Small Firm Effect: Early Career Experience and Employees' Transition to Entrepreneurship** 📄

Author: **Florence E M Honore**, *U. of Wisconsin, Madison*

Author: **Haifeng Wang**, *U. of Wisconsin, Madison*

Extensive work shows that organizational context predicts the likelihood of employees' transitions to entrepreneurship. The literature typically focuses on the role of firm size as a comprehensive proxy for the differences in acquired organizational knowledge and skills. While most prior studies have focused on studying single firms and experience immediately preceding entrepreneurship, recent work has started examining the role of prior organizational experience more broadly. We expand this view by arguing that focusing on early employment in one's career trajectory is particularly relevant. By doing so, we bring together the literature on the role of prior experience in entrepreneurship with the literature on formative work experiences. Using a rich employer-employee linked dataset, we find that working for a smaller first employer is an important driver of entrepreneurial transitions even for employees who hold multiple jobs and who work for a large firm immediately before transitioning to entrepreneurship. We also find that early career experience in all small firms is not equal. The small firm effect does not extend to very small firms that exhibit low growth, diverging from arguments made in prior work. Employees who start their careers in these small firms do not accumulate diverse experiences across jobs either. We employ an instrumental variable approach to isolate the effect of firm size from the effects of self-selection and heterogeneity in preferences.

STR: **Hybrid Entrepreneurship and Wage Dynamics**

Author: **Francesco Castellaneta**, SKEMA Business School, U. Côte d'Azur (GREDEG)

Author: **Vera Rocha**, Copenhagen Business School

Author: **Di Tong**, Shanghai International Studies U.

Author: **Daniel Tzabbar**, Drexel U.

Using matched employer-employee data from Portugal between 1994 and 2009, we examine the relationship between hybrid entrepreneurship and employee wages. Based on confirmation bias theory, we theorize and demonstrate an overall wage penalty associated with an employee's experience with hybrid entrepreneurship relative to their peers. However, compared with low performers, high performers – meaning the top earners in the firm – earn a small but significant wage premium when engaging in hybrid entrepreneurship. Female employees are penalized significantly less than their male counterparts for engaging in hybrid entrepreneurship. After exploring various potential mechanisms, we find reduced bargaining power to be a main reason why hybrid entrepreneurs incur a wage penalty. By implication, our results provide a meeting place for entrepreneurship, strategic human capital, and gender scholars.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Platform Design and Governance

Session Moderator: **Jay (Jinwon) Park**, *U. of California, Irvine*

STR: **Name Your Price: Dual Strategic Responses to Platform Design Change**   

Author: **Jovana Karanovic**, *Rotterdam School of Management, Erasmus U.*
Author: **Hakan Ozalp**, *Amsterdam Business School, U. of Amsterdam*
Author: **Carmelo Cennamo**, *Copenhagen Business School*
Author: **Mark Boons**, *Vrije U. Amsterdam*

Price-setting is one of the most crucial platform design choices, which can make the difference between a platform marketplace thriving or failing. While centralized (prices set by the platform owner) vs. decentralized pricing (prices set by users) may be a fixed choice for some platforms, others may also undergo a design change — making a switch from one model to another with a goal of maximizing platform’s value potential. We explore a unique context whereby a major platform for household services made a pricing design change — passing the control over price setting from the platform owner to service providers. We unravel differing responses between incumbents and new entrants, offering a rare account of individual providers’ responses to the introduction of decentralized pricing. Our research reveals that incumbents, despite their established reputation, exhibit risk aversion in altering prices, prioritizing stable client relations over the prospects of higher earnings. Conversely, new entrants raise their prices after securing some visibility and reputation (i.e., earning 5-star rating). At the platform level, a shift to decentralized pricing has enhanced the platform owner’s revenue stream while negatively impacting providers’ ability to secure demand and revenues, on average. Our findings offer a different account of how autonomy over strategic decisions such as price-setting might have negative consequences on service providers.

STR: **“Dropping the F-Bomb”: Vocabulary Choice in Feedback and Novelty in Online User Community Innovation** 

Author: **Jay (Jinwon) Park**, *U. of California, Irvine*

We investigate how the vocabulary choice in peer feedback influences the novelty of online community-driven innovations. To study this, we investigate field data from the implementation of a profanity filter in an online innovation community. Implementation of this filter, installed sequentially in different parts of the community, provides a quasi-natural experiment setting where we can examine how the changes in the feedback-provider’s vocabulary choice impact the feedback-receiver’s novelty in generating innovations. We use a natural language processing technique to analyze a dataset of 6 million feedback comments and 1 million update notes in these communities and compare changes in vocabulary choice and novelty regarding 266,000 workshop ideas before and after the filter implementation. We find that implementing profanity filters makes feedback-providers choose vocabularies that are more peaceful, clearer, and concise in formulating feedback, but this reduces the novelty of new updates in feedback-receiver’s content. We contribute to the theories of online user communities and language-based views of organizations.

STR: **Algorithm Learning: Intermediary Tradeoff and Strategic Purpose of Having Influencers on Instagram**   

Author: **Jong Sig Chung**, *McCombs School of Business, U. of Texas at Austin*
Author: **PuayKhoon Toh**, *U. of Texas at Austin*








In the digital realm, a key role of a platform is to intermediate between its complementors and users, primarily through algorithmic intermediation. Yet, algorithm is often not the only intermediary on the platform, and third-party human intermediaries often co-exist on the platform. The coexistence of third-party human intermediaries on these platforms prompts a critical question of their purpose and strategic contributions to the platform. Departing from traditional indirect network effects logic, this study contends that human intermediaries, even in their act of competing directly with algorithm, can foster algorithmic learning. We test our propositions in the context of Instagram platform, where both algorithm and human influencers act as intermediaries between advertising brands (complementors) and users. Findings suggest that algorithm and human intermediaries have distinctive advantages in intermediating between complementors and users, and algorithm learns vicariously from observing human intermediaries.

STR: **Identity Assurance in Platform Ecosystems: Unveiling the Impact of Real-Name Policy on Complementor** 

Author: **Xuyan Yang**, *Guanghua School of Management, Peking U.*
Author: **Bingrui Zhong**, *National U. of Singapore (NUS)*

Orchestrating the relationship between the platform and complementors is critical within a platform ecosystem, but it poses significant challenges. This study extends the platform governance literature by incorporating the meta-organization framework and stakeholder theory from strategic management. We examine the relationship between platform governance, a prominent policy for governing platform access, and financial performance of complementor. By utilizing the real-name policy as a measure of platform governance and analyzing the financial reports of 141 Chinese commercial banks that joined the Alipay fast payment system in 2015, we present empirical evidence indicating that the implementation of the real-name policy enhances the financial performance of complementors. Moreover, we find that this effect is moderated by the Internet Penetration Rate.

KEY TO SYMBOLS

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

Behavioral Strategy Theories

Session Moderator: **Daniella Laureiro Martinez**, *ETH Zürich*

STR: **Thumbs up! Organizational Action and Learning for Grand Challenges**   

Author: **Tomoko Yokoi**, *IMD Business School, ETH Zurich*

Author: **Daniella Laureiro Martinez**, *ETH Zürich*

Author: **Stefano Brusoni**, *ETH Zürich*

Author: **Philipp Benedikt Becker**, *WU Vienna U. of Economics and Business*

Organizations play a crucial role in addressing grand challenges; however, they often grapple with the complexities that arise from their gradual development, constant evolution and involvement of multiple stakeholders. We suggest that a shift from structural to adaptive processual approaches is important. We propose a model of organizational learning for addressing grand challenges that highlights attention and routinization as key mechanisms. In our model, the structured interaction of these two elements enables organizations to effectively learn from salient events, improve responses and develop the capacity to anticipate and proactively tackle similar challenges in the future. Our model is drawn from a historical case study of the Unicode Consortium-an international standards body responsible for the encoding and maintenance of emojis. The organization learned from a series of crises as it sought to address the grand challenge of social justice through more diverse and inclusive representation in emojis. We contend that attention was pivotal in enabling a focus on key evolving issues of diversity and inclusion, while routinization acted as a supportive structure for enhancing efficiency and responsiveness in a continuously evolving landscape.

STR: **Beyond Bounded Rationality: Implementing Hybrid Unfolding Rationality**  

Author: **Alberto Costa**, *U. of Rome Lumsa*

Author: **Giovanni Battista Dagnino**, *U. of Rome Lumsa*

The integration of digital technologies in the management realm is literally revolutionizing the landscape of firm decision-making, thereby prompting for a reassessment of traditional approaches in the face of increasing intricacies and complexities. Herbert Simon's idea of bounded rationality, undoubtedly a foundational notion in understanding human decision-making, has heretofore played a pivotal role in this context by proving more reliable than the previous understanding of full or Olympic human rationality. However, the inception of the digital age, marked by exponential technological advancements, the availability of big amounts of data, and the increasing influence of artificial intelligence (AI), has unexpectedly unveiled the inherent limitations of bounded rationality. To overcome these precincts, this paper explores the contours of the challenges that the digital age poses to bounded rationality and proposes the implementation of a third kind of rationality driven by human-AI interaction that we term 'hybrid unfolding rationality.' By contributing to a more nuanced understanding of human-AI decision-making, we emphasize the need for a type of rationality exposing the cognitive dynamics that support human-AI collaboration in building, refining, and revising procedures and rules of interaction in an iterative and recursive fashion within the firm context. The study highlights the key conceptual and managerial implications of hybrid unfolding rationality and suggests some fruitful avenues for future research.

STR: **Real Options Reasoning, Real Options Pricing, Real Options... Nothing: 20 Years after Debate**

Author: **Arkadiy V. Sakhartov**, *U. of Illinois at Urbana-Champaign*

Author: **Joseph T. Mahoney**, *U. of Illinois at Urbana-Champaign*

Author: **Jeffrey J. Reuer**, *Purdue U.*

Are real options useful for management research? Twenty years ago, this topic was hotly debated in the *Academy Management Review*. The major charge to real options was that the theory, in its existing state, was limitedly applicable to management research. What appeared to be only a minor, accompanying caveat was that the theory lacked conceptual uniqueness. Whereas responses of the advocates of real options to the uniqueness caveat were disparate, the limitations posed in the charge of inapplicability were deemed naturally remediable and, thus, not limiting the use of real options. Such responses left a strong impression that real options lost the debate. Following that outcome, the use of real options in management research started to stagnate. This paper carefully reviews positions of the two opposing parties in the debate, establishes the conceptual uniqueness of real options, and outlines solutions to the charges to the non-applicability of real options to management research.

STR: **Towards a Triadic Attention-Based View: Explaining the Microfoundations of Strategy Emergence** 

Author: **Olli-Pekka Kauppila**, *Hanken School of Economics*

Author: **Eero Vaara**, *U. of Oxford*

The attention-based view posits that the realized strategy of the firm is defined based on the issues attended to by organizational decision-makers. Whereas earlier research has focused on the implications of an organizational actor attending to an object (i.e., a dyadic approach to attention), our paper seeks to extend understanding by theorizing how an individual might advance strategy emergence through joint attention processes (i.e., a triadic approach to attention). Building on cognitive psychology and social brokering theories, our paper outlines a microfoundational process through which the object of one individual's attention transforms into a joint object of attention for a group of organizational members. By targeting the attention and relationships of other actors, organizational actors engage in processing triadic associations among self, another actor, and a joint object of attention. We suggest that an organizational actor might influence the attention of another individual to a specific issue or a third actor, and these agentic behaviors are supported by rhetorical tactics. Moreover, by increasing trust, normative commitment, and cognitive alignment among coattending individuals, joint attention contributes to the emergence of joint action, and the strategic agenda of the firm.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Governance of Interfirm Partnerships

Session Moderator: **Majid Abdi**, *U. of Sydney Business School*

STR: **Governance of multilateral cooperation for innovation. A case study in the European Aerospace**

Author: **Audrey Rouyre**, *Montpellier Business School*

Author: **Anne-Sophie Fernandez**, *U. of Montpellier*

Author: **Paul Chiambaretto**, *Montpellier Business School and Ecole Polytechnique*

Multi-partner alliances (MPAs) play a crucial role in R&D cooperation. MPAs often involve competitors as partners, considered for their ability to provide complementary and compatible resources, making their contribution essential to the development of innovations. The study focuses on the governance of multilateral cooperation for innovation, seeking to understand how to combine formal and informal mechanisms. Through a case study in the European aerospace industry, analyzing projects such as MTG, Galileo and Cleansky, the results reveal that, as the number of partners and competitors increases, formal mechanisms become crucial to coordinate, monitor and protect knowledge. However, once the agreement is formalized, partners and competitors rely on informal mechanisms to foster cooperation and knowledge sharing. Thus, the article highlights the importance of adopting a hybrid approach to governance, emphasizing that, in the face of increasing multilateral cooperation, increased formalization is necessary to prevent value destruction, while maintaining a balance with informal mechanisms to encourage flexibility and knowledge sharing.

STR: **Navigating Complexity and Novelty: a Stakeholder Governance Framework for PPP Projects**

Author: **Africa Arino**, *IESE Business School*

Author: **Pascual Berrone**, *IESE Business School*

Author: **Joan E. Ricart**, *IESE Business School*

Author: **Xavier Sobrepere**, *Tilburg School of Social and Behavioral Sciences*

Author: **Alexis Yong**, *IESE Business School*

Public-Private Partnership (PPP) projects are pivotal in tackling intricate societal challenges by leveraging synergies among diverse stakeholders. Despite their increasing prevalence, a theoretical exploration of the governance mechanisms to manage such partnerships is lacking. This paper develops a stakeholder governance framework for PPPs that proposes that project complexity and novelty define governance mechanism effectiveness. We focus on purpose-driven projects (high-complexity, high-novelty projects aimed at addressing grand challenges) to distill the different governance mechanisms needed to secure the proper value creation and distribution. Specifically, we present a set of propositions that outline how the different lifecycle stages in these PPPs, each representing unique challenges in a context of evolving stakeholder dynamics, demand diverse combinations of formal and informal, contractual and relational governance mechanisms. By theorizing and illustrating these interrelations, our framework contributes to a deeper understanding of stakeholder governance in PPPs, with implications for academics, practitioners, and policymakers engaged in the design, implementation, and management of partnerships tackling societal grand challenges.

STR: **Asset Specificity Perception Bias in Innovation Partnerships**

Author: **Russell Coff**, *Wisconsin School of Business*

Author: **Libby Leann Weber**, *U. of California, Irvine*

In a highly uncertain world, it is imperative to efficiently govern innovative buyer-supplier exchanges, which are often characterized by high asset specificity, the key indicator of governance choice in transaction economics (TCE). While TCE traditionally assumes asset specificity is easily observed and measured, recent research suggests managers' perceptions of specificity typically drive these decisions instead. Additionally, since managers are boundedly rational, these perceptions are likely to be biased. We contribute by exploring the direction and potential of asset specificity perception biases, and how they may lead to inefficient governance. We first argue that false uniqueness and confirmation biases influence buyer and supplier asset specificity perceptions in opposite directions. We then propose that perceptions of human asset specificity are more likely to be biased than other types and that bias is more likely when the exchange features radical as opposed to incremental innovation. Finally, we examine the impact of these unconscious biases, arguing that buyer bias is more likely to be dominant in discrete exchanges, resulting in costly over-governance compared to that predicted from standard TCE theory. This paper expands our understanding of biased specificity perceptions and their impact on efficient governance and value capture for innovation partnerships.

STR: **The Direct and Indirect Performance Implications of Inter-firm Governance**

Author: **Majid Abdi**, *U. of Sydney Business School*

We argue that interfirm governance arrangements source a substantial indirect effect on exchange performance owing to their capacity to uphold transaction-specific investments (TSIs). This indirect effect is often overlooked in the extant literature which conceptualizes asset specificity as an inherent transaction attribute that shapes (rather than partially emanates from) the governance arrangements. Examining foreign-market entry partnerships of US firms, we provide empirical evidence that this often-overlooked indirect effect (i.e., upholding TSIs) is the only mechanism through which contractual governance enhances the exchange performance (i.e., no direct effect). Relational governance, in contrast, affects the exchange performance both directly and indirectly. We employ instrumental variables to identify the governance arrangements irrespective of the reverse effect of transaction's inherent attributes. This allows estimating the causal impact of governance on specific investments and thereby the indirect performance consequences of governance through their TSI augmentations. While governance is often reduced to proper reflection of known transaction attributes, our study demonstrates the malleability of economic exchange to governance, and accounts for a major—yet often overlooked—path through which governance arrangements affect exchange performance.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Organizational Challenges and Human Factors

Session Moderator: **Miguel Espinosa**, *Bocconi U.*

STR: A Resource Constraint Logic on Multiple Goals

Author: **Elizabeth Lim**, *Georgia State U.*

The performance feedback literature has overlooked how the synthesis of both elements—feedback on multiple performance goals of different importance and at different levels—affects organizational change within the context of internationalization. We argue that performance shortfalls on profitability and sales growth goals of different priority at the corporate level induces diverging rates of internationalization due to resource constraints. We also posit that business unit goals (profitability and growth) modify the relationship between corporate profitability shortfalls and internationalization rates, providing additional insights into how tensions between multiple goals at different levels in the organizational structure engender heterogeneous patterns of internationalization. Empirical findings from a population of publicly-listed multiunit firms on the Russell 3000 index over the period 1998-2016 supported the hypotheses.

STR: The Speed of Digital Transformation and Firm Performance

Author: **Hai Guo**, *Renmin U. of China*

Author: **Yingjie Bai**, *School of Business, Renmin U. of China*

Author: **Zhuen Yang**, *School of Business, Renmin U. of China*

To address the key question of whether the faster the speed of digital transformation is the better, it is necessary to delve into the specific process of digital transformation to conduct dynamic research. Based on the perspective of strategic change speed, we empirically examine the differential impact of the initiation and implementation speed of digital transformation on the short- and long-term performance of firms from the process perspective, using the listed companies in China's Shanghai and Shenzhen A-shares from 2007 to 2021. We find that the initiation of digital transformation is negatively related to short-term performance and positively related to long-term performance; on the contrary, the implementation speed of digital transformation is positively related to short-term performance and negatively related to long-term performance. Slack resources can strengthen and weaken the impact of the initiation speed of digital transformation on short-term and long-term firm performance respectively, while strengthen and weaken the impact of implementation speed on short-term and long-term performance respectively. By distinguishing the initiation and implementation speed of digital transformation, we aim to clarify the theoretical paradoxes of "first mover - follower" and the "change - stability", and integrate them in the study of digital transformation process.

STR: Value Dissonance at the Workplace

Author: **Miguel Espinosa**, *Bocconi U.*

Author: **Alexia Delfino**, *Bocconi U.*

We conduct a large-scale survey with a global bank to measure workers' personal values and investigate their power to explain worker-level productivity. Using granular organizational data, we construct measures of workers' value misalignment with their teammates and their boss. We show that workers who have different values than their colleagues and than their managers perform worse than those who have similar values. This negative effect is stronger and robust for value misalignment with bosses and in hard productivity measures. Exploratory evidence suggests that value misalignment hinders workers' motivation and increases managers' difficulties in coordinating employees. However, teams with improved and frequent communication can better mitigate the challenges arising from divergent values.

STR: Barriers to Firm Performance: Experimental Evidence of the Importance of Relational Contracts

Author: **Francisco Brahm**, *London Business School*

Author: **Jeanne Lafortune**, *Pontificia U. Católica de Chile*

Author: **Catherine Magelssen**, *London Business School*

Author: **Jose Tessada**, *Pontificia U. Católica de Chile*

Firms often fail to adopt organizational practices that improve their performance. Existing research suggests several reasons why this may occur: managers do not perceive a problem, do not understand what to do, are not motivated to act, or have difficulty in building relational contracts with workers. We conducted a large-scale field experiment on 12,761 small and medium enterprises to study how these four factors influence the adoption of workplace safety. We found that only the relational treatment, which emphasized mutual effort by managers and workers, was effective: it reduced the rate and severity of accidents and increased the types of safety training nudged by our treatment. The results are substantial and long-lasting, and stronger when treatment dosage is higher. The effect was enhanced when combined with the manager motivational and understanding treatments, but not the perception treatment. This study provides evidence of the primal importance of relational contracts and suggests that the effects of manager motivation and understanding are insufficient without relational contracts in place for workforce safety practices.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Human-Technology Interface

Session Moderator: **Sandro Cabral**, *Inspire Institute of Education and Research*

STR: In Search of Solutions: Impact of Machine Intelligence on Knowledge Sourcing

Author: **Bowen Zhou**, *Singapore Management U.*
Author: **Nianchen Han**, *Nanyang Business School, NTU Singapore*
Author: **Liang Chen**, *Singapore Management U.*

Although scholars have long studied knowledge search from a problem-solving perspective, research examining how technological changes shape the specific components of knowledge search, namely problem formulation and solution finding, remains scant. This study bridges this gap by teasing apart these components and examining how Artificial Intelligence-Generated Content (AIGC) technologies impact the solution finding process. Leveraging the advent of ChatGPT in a quasi-experiment design, our analysis of data from Stack Overflow, a platform for crowdsourcing coding knowledge, shows that the likelihood of programmers getting responses increases post-ChatGPT, after controlling for changes in problem formulation. However, this increase does not lead to increasing likelihood of locating satisfactory solutions, and instead results in a prolonged duration for locating accepted solutions as well as extensive post-acceptance discussions. Additionally, we also explore how the direction of programmers' knowledge search moderates these effects and we attribute such heterogeneity to varying capabilities of solution evaluation, an overlooked conceptual factor in prior research.

STR: The Effects of Robots on the Workplace

Author: **Adrianto Adrianto**, *U. of Minnesota*
Author: **Avner Ben-Ner**, *U. of Minnesota*
Author: **Ainhua Urtasun**, *U. pública de navarra*

This paper examines the effects of robots across various occupations in US manufacturing plants, extending extant research conducted at the firm and industry levels. We use a difference-in-differences approach matched on industry, commuting zone, and plant size to estimate how employment and skill demand for various occupations change after robot adoption. We find that the introduction of robots is associated with 150 percent increase in the number of job postings and an increase in employment of 15 percent; the increase is larger in production jobs than in support jobs. Comparing effects across plants within adopting firms, we show that the expansion only occurs in the robotic plants, suggesting that prior firm-level studies overlooked the distinction between adopter and (majority) nonadopter plants within firms, underestimating the robotization effect. We find a negligible employment effect at the industry level as the positive effect in adopters is counterbalanced by the lost of workers in nonadopters. The majority of jobs do not change skill composition following the adoption, but the robotized part of the plant requires more design, production, maintenance, repair, and programming skills. We provide credible evidence that the productivity and robot-human complementarity effects dominate any displacement effect and that loss of employment is limited to outcompeted nonadopters.

STR: The Uneven Impact of Generative AI on Entrepreneurial Performance

Author: **Nick Otis**, *Haas School of Business, UC Berkeley*
Author: **Rowan Clarke**, *Harvard Business School*
Author: **Solene Delecourt**, *UC Berkeley*
Author: **David Holtz**, *Haas School of Business, UC Berkeley*

There is a growing belief that scalable and low-cost AI assistance can improve firm decision-making and economic performance. However, running a business involves a myriad of open-ended problems, making it hard to generalize from recent studies showing that generative AI improves performance on well-defined writing tasks. In our five-month field experiment with 640 Kenyan entrepreneurs, we assessed the impact of AI-generated advice on small business revenues and profits. Participants were randomly assigned to a control group that received a standard business guide or to a treatment group that received a GPT-4 powered AI business mentor via WhatsApp. While we find no average treatment effect, this is because the causal effect of generative AI access varied with the baseline business performance of the entrepreneur: high performers benefited by just over 20% from AI advice, whereas low performers did roughly 10% worse with AI assistance. Exploratory analysis of the WhatsApp interaction logs shows that both groups sought the AI mentor's advice, but that low performers did worse because they sought help on much more challenging business tasks. These findings highlight how the tasks selected by firms and entrepreneurs for AI assistance fundamentally shape who will benefit from generative AI.

STR: The Impact of Technology-Supported Training on the Performance of Underserved Small Entrepreneurs

Author: **Octavio Barros**, *Inspire Institute of Education and Research*
Author: **Leandro Nardi**, *HEC Paris*
Author: **Sandro Cabral**, *Inspire Institute of Education and Research*
Author: **Sergio Giovanetti Lazzarini**, *Western U.*

We assess the potential of digital technologies in supporting business activity in underserved regions by investigating the responses of small entrepreneurs in those regions to variations in the mode of provision of digital business training programs. Specifically, we analyze and compare how learning and practice adoption are affected by three distinct provision modes of the same program content: a static training module without any sort of interaction; an interactive training module that involves engaging with automated chatbots; and an interactive module that combines interactions with automated chatbots and human agents. To empirically gauge the effectiveness of each mode of provision, our study encompasses data from a four-arm randomized controlled trial involving 461 small entrepreneurs from Brazilian underserved regions, who participated in a real-world training program on financial literacy during July 2022. We fail to detect a significant effect of the online training, either on its own or complemented by human or chat-based support. In fact, we observe a negative effect of the training on participants' learning of financial practices when interactions occurred exclusively with the chatbot. Our extension analyses indicate that these negative effects depend on participants' level of digital literacy, which affects their ability to engage effectively with the online application. Furthermore, the treatment involving human support is also subject to the level of engagement of the entrepreneurs and yielded negative effects on sales among less attentive participants. Overall, our study questions the effectiveness of digital technologies in supporting business activity in underserved regions. We propose that, even though these tools may potentially increase access for entrepreneurs in such areas, there are significant constraints and vulnerabilities that undermine their ability to fully harness the benefits of such initiatives. Hence, in such contexts, the use of digital technologies should be approached with caution.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Digital Transformation: Amplifying the Value in Global Value Chains and Strategic Innovation

Session Moderator: **Juan Alberto Sanchis Llopis**, *U. of Valencia and ERICES*

STR: **Dancing to the Tune? Digital Transformation and Funding of Startups in Media and Entertainment** 

Author: **Sonal Nayak**, *Doctoral Student at Indian Institute of Management Bangalore*

Author: **Ludvig Levasseur**, *Indian Institute of Management, Bangalore*

Author: **Vijayaraghavan Venkataraman**, *Indian Institute of Management, Bangalore*

Digital is transforming several industries and disrupting value chains. Digital is sometimes seen as enabling the spread of value chain activities across locations but at other times as reinforcing traditional colocation advantages across activities. While prior research has focused often on incumbent adaptation to such technological change, we look at startups, instead, and how they are affected based on their position in the value chain as well as co-location with other startups along the chain. We develop a theory of digital multiplicity composed of digital variety upstream and digital scale downstream to explain asymmetric benefits to colocation wherein downstream startups tend to benefit more from collocated upstream ones. We analyze the location and outcomes of startups from the US media and entertainment industry amid digital diffusion and find broad support for our theories. Our paper has implications for the literature on digital transformation, innovation ecosystems, as well as strategic entrepreneurship.

 STR: **Data Privacy, Scaling, and Firm Scope: Evidence from the GDPR**  

Author: **Jingya You**, *U. of Illinois at Urbana-Champaign*

The dramatic growth of the digital economy has led to widespread increases in the collection, storage, process, and dissemination of personal data, making data privacy an important and pressing issue for firms, policymakers, and researchers. The prior literature on privacy protections has largely documented their negative impacts on organizational outcomes, such as impeding technology adoption and diffusion, reducing the efficacy of advertising, lowering financial performance, and hindering startups' fundraising. While the literature has provided empirical evidence of several economic consequences of privacy protections, it has thus far provided limited insights into the role of privacy protections in firm scaling and its associated implications for corporate strategy. To address this gap, in the current paper we investigate the following two research questions: How do privacy protections affect firm scaling? And, how do changes in scaling (opportunities) affect firm scope? Since enhanced privacy protections limit digital firms' ability to leverage data network effects and data-driven learning, we posit that they are associated with a decrease in firm scaling. Further, when firms experience a decrease in scaling, they are more likely to expand their scope. This is because decreased scaling reduces the opportunity costs of spreading resources across multiple businesses. To test our hypotheses, we leverage a quasi-natural experiment provided by the enactment of General Data Protection Regulation (GDPR) in E.U. in 2018. Using a difference-in-differences methodology, we find that the implementation of GDPR is associated with a 37.7% decrease in scaling relative to the mean value of scaling pre-GDPR. To examine the relationship between scaling and firm scope, we adopt an instrumental variable (IV) approach that uses the firm's exposure to GDPR as an IV for firm scaling. The IV estimates show that the decrease in scaling associated with GDPR implementation relates to a 36.0% increase in diversification relative to the mean value of diversification pre-GDPR. We conduct further supplementary analyses to validate our identification strategies, explore heterogenous treatment effects, and verify the robustness of our primary results. These findings seek to extend the emerging stream of research on scaling, contribute to the scholarship on corporate strategy, and provide valuable insights for policymakers.

 STR: **How Startups Scale into New Markets: Large-Scale Evidence from Digital Language Tools**   

Author: **Nataliya Wright**, *Columbia Business School*

Author: **Ed Saiedi**, *BI Norwegian Business School*

Technology startups often scale by entering new markets. Doing so as a full commitment allows gaining more users to spur network effects, while doing so experimentally by staging market entries enables more learning. (When) do startups expand into new markets as full commitments or experimentally? We assess this question in the international context. As the first study to track startup internationalization worldwide, we use BuiltWith data on language adoption by nearly 50,000 software firms from 2001-2022. Startups, on average, adopt languages gradually, even from smaller markets and with platform business models. These results suggest that startups pursue market expansion experimentally.

 STR: **Digitalization and Global Value Chain Participation: Evidence from Spanish Manufacturing Firms** 

Author: **Juan Alberto Sanchis Llopis**, *U. of Valencia and ERICES*

Author: **Dolores Añon**, *U. de Valencia*

Author: **Amparo Sanchis Llopis**, *U. of Valencia and ERICES*

Author: **Juan A. Mañez**, *U. of Valencia and ERICES*

In this study we explore the relationship between the adoption of digital technologies and firms' participation in global value chains (GVCs). Using a sample of Spanish manufacturing firms for 2006-2018, we analyse the impact of digitalization on firms' participation in GVCs and its intensity. We construct a general synthetic index of digitalization at the firm level, but also distinguish between information and telecommunication technologies (ICTs) and automation. We consider both the direct effects of digitalization, and the indirect effects that arise from its impact on productivity. Our results suggest that digitalization is a key driver of firms' participation in GVCs. We find evidence supporting both a positive direct and indirect effect of digitalization on GVC participation. The direct effect is to a higher extent attributable to the use of ICT technologies rather than to automation technologies. By contrast, only automation has a positive direct effect on GVC intensive margin.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented

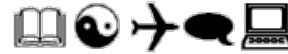


Diversity-oriented



Selected as a Best Paper

Opening the Black Box of Diversification: Mechanisms and Dynamics



Organizer: **Michael G Jacobides**, *London Business School*
Participant: **Catherine Magelssen**, *London Business School*
Participant: **Mingyu Dalbert Ma**, -
Participant: **Juan Santalo**, *IE Business School*
Discussant: **Carliss Baldwin**, *Harvard Business School*
Discussant: **Constance E. Helfat**, *Tuck School of Business at Dartmouth*

Should we re-think commonly held assumptions about how large firms operate? If so, what are the implications for scholars and practitioners? This symposium aims to open the black box of how large organizations operate and foster a rich discussion of some of the commonly held assumptions and propositions in the field based on recent micro-level empirical evidence. Considering the increasingly broad, digitally-powered, multi-business firms; rise of new factors underpinning the benefits and costs of firm scope; growing complexities from climate crisis and diverse regulatory environments; and availability of data; the field may be ripe for such an endeavor. This symposium draws on three recent, cutting-edge papers that offer a detailed empirical analysis of the mechanisms that operate within large corporates. The first analyzes the contents of internal formal contracts between organizational units. Its findings push back against the foundational theoretical distinction between the choice of contracts and hierarchy in theories of the firm that has been taken for granted by scholars. The second uncovers the trade-off between the benefits from synergies and the flexibility to redeploy in adapting to regulatory contexts. The third articulates a framework for the upsides and downsides of firm scope and identifies an increasingly important set of benefits related to common ownership akin to those that emerge in firms that co-exist in an ecosystem. This symposium aims to foster a rich discussion, led by two leading scholars who will delve into the manuscripts, common threads, and consider the implications for scholars and practitioners in the field.

From related diversification to internal ecosystems: A granular view of synergy & value destruction

Author: **Michael G Jacobides**, *London Business School*
Author: **Mingyu Dalbert Ma**, -
Author: **Yuri Romanenkov**, *Evolution Ltd & London Business School*

Synergy or Redeployment? Examining Environmental Pollution Spillovers in Multi-Unit Firms

Author: **Teresa Antonia Dickler**, *Philipps-U. Marburg*
Author: **Juan Santalo**, *IE Business School*

How do Internal and External Contracts Differ? Evidence from the Semiconductor Industry

Author: **Catherine Magelssen**, *London Business School*
Author: **Kyle J. Mayer**, *U. of Southern California*
Author: **Beverly Rich**, *U. of Southern California*

KEY TO SYMBOLS

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

Behavioral Strategy in a Dynamic, Uncertain, and Ambiguous World

Organizer: **Hui Sun**, *Frankfurt School of Finance & Management*
Organizer: **Amy Zhao-Ding**, *Technical U. of Munich*
Presenter: **Jaeho Choi**, *HKUST Business School*
Participant: **Jamie Seoyeon Song**, *ESMT European School of Management and Technology*
Presenter: **Cha Li**, *U. of Texas at Austin*
Participant: **Xirong Shen**, *McCombs School of Business, U. of Texas at Austin*
Participant: **Francisco Polidoro**, *U. of Texas at Austin*
Participant: **Jizhen Li**, *Tsinghua U.*
Presenter: **Amy Zhao-Ding**, *Technical U. of Munich*
Participant: **Vibha Gaba**, *INSEAD*
Presenter: **Hui Sun**, *Frankfurt School of Finance & Management*
Discussant: **Daniel Levinthal**, *U. of Pennsylvania*
Discussant: **Alan D. Meyer**, *U. of Oregon*

In today's dynamic, uncertain, and ambiguous environment, the future is often "unpredictably different from the past, and information about the future is incomplete, unknown, or unavailable" (Furr & Eisenhardt 2021: 1916). Firms struggle to understand and adapt to changes driven by emerging technologies (like large language models), escalating geopolitical tensions (such as the Ukrainian wars), and macroeconomic shifts (including interest rate hikes). These challenges underscore the need to comprehend how decision-makers understand that decision-making context, how they interpret ambiguous or even contradictory feedback, and how they mobilize internal and external support for change in a highly uncertain environment. This symposium aims to enrich our understanding by showcasing new research in a diverse set of entrepreneurial and innovation contexts. For example, Jamie Seoyeon Song and Jaeho Choi explore the impact of divergent feedback on entrepreneurial pivoting in the context of Product Hunt. Xirong (Subrina) Shen, Cha Li, Francisco Polidoro Jr., and Jizhen Li utilize detailed data on A/B testing in a large tech firm to investigate how experiences with interdependence affect decision-makers' subsequent product innovation searches. Amy Zhao-Ding and Vibha Gaba's paper probes how market aggregate feedback—user evaluations for existing competitive products—informs Photo & Video mobile app developers' product positioning in the functional space. Hui Sun employs computational simulation to uncover how ambiguity—an intrinsic property of language—shapes the evolution of interpretations within organizations. Collectively, the set of papers explores nuances in how organizations learn and adapt in complex decision-making contexts with diverse, ambiguous, and interdependent feedback.

Learning From Community Feedback: A Study of The Entrepreneurial Pivoting Process

Author: **Jamie Seoyeon Song**, *ESMT European School of Management and Technology*
Author: **Jaeho Choi**, *HKUST Business School*

Learning from Intra-Organizational Interdependence in Digital Experimentation

Author: **Xirong Shen**, *McCombs School of Business, U. of Texas at Austin*
Author: **Cha Li**, *U. of Texas at Austin*
Author: **Francisco Polidoro**, *U. of Texas at Austin*
Author: **Jizhen Li**, *Tsinghua U.*








Market Aggregate Feedback and Firm's Product Positioning in Multi-Functional Markets

Author: **Amy Zhao-Ding**, *Technical U. of Munich*
Author: **Vibha Gaba**, *INSEAD*

The Invisible Hand of Language: How Ambiguity Drives the Evolution of Interpretations

Author: **Hui Sun**, *Frankfurt School of Finance & Management*

KEY TO SYMBOLS

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

Technology Standards in Ecosystems: Designer, Design Rules, and Implications for Firm and Ecosystem



Participant: **Ron Adner**, *Dartmouth College*
Participant: **Charlotte Jacobs**, *Louisiana State U.*
Participant: **Gwendolyn Kuo-fang Lee**, *U. of Florida*
Organizer: **Najoung Lim**, *Melbourne Business School, U. of Melbourne*
Organizer: **Rajshree Agarwal**, *U. of Maryland*
Organizer: **Ram Ranganathan**, *U. of Texas at Austin*
Participant: **Daniel Albert**, *Drexel*
Participant: **Martin Ganco**, *Wisconsin School of Business*

While technology standards and standard-setting organizations have been the foci of economics and policy scholars for decades, there is a renewed interest among strategic management and innovation scholars in examining the role of standards in firm strategy and performance. A key reason for this research resurgence is the foundational role that standards play as ‘alignment structures’ that spur the growth of modern day platforms and ecosystems. While standards are central to the growth and success of platforms and ecosystems, their crucial role has often been implicitly assumed in the recent literature that showcases these types of organizations. The literature on standards, on the other hand, has been focused on the inter-firm level of analysis, with clear opportunities to both broaden and narrow the scope of research while integrating more directly with mainstream strategy questions. Thus, there is a need for a dedicated forum that can bring together scholars who can speak to these unaddressed research challenges and opportunities. Our objective is to reinvigorate discussions on the core issues around technology standards and the standardization process, emphasizing their profound influence on firm, ecosystem, and industry dynamics. The proposed symposium aims to spotlight emerging research ideas in technology standards by bringing together a collection of papers to present their insights on the strategic implications of standard specification, implementation, and adoption for subsequent competition and performance. The four papers encompass diverse theoretical perspectives including ecosystems, demand-side view, evolutionary perspective, and modularity, and employ a wide range of methodologies including conceptual, quantitative, qualitative, and computational modeling methods. By sharing ongoing endeavors that drive research on standards and their related issues, this symposium seeks to deepen our understanding of standards as the bedrock of technological and industry evolution.

Competing in Ecosystems: “Complementor” Innovation and the Dynamics of Rivalry

Author: **Ron Adner**, *Dartmouth College*

Intentional Design Efforts as Antecedent of Shaping Technology Standards by Firm in PV Cell Industry

Author: **Charlotte Jacobs**, *Louisiana State U.*
Author: **Gwendolyn Kuo-fang Lee**, *U. of Florida*

Demand-led Standardization: How User Involvement Shapes Voluntary Standard Setting

Author: **Najoung Lim**, *Melbourne Business School, U. of Melbourne*
Author: **Rajshree Agarwal**, *U. of Maryland*
Author: **Ram Ranganathan**, *U. of Texas at Austin*

Interface as Design Choice: How Implementation of Interfaces Influences Coordination and Performance

Author: **Daniel Albert**, *Drexel*
Author: **Martin Ganco**, *Wisconsin School of Business*

KEY TO SYMBOLS

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

Next Decade Bot Research

Organizer: **Carolina Salge**, *U. of Georgia*
Organizer: **Anna Priante**, *Rotterdam School of Management*
Organizer: **Aaron Schecter**, *U. of Georgia*
Presenter: **Jason Thatcher**, *U. of Colorado Boulder*
Presenter: **Elena Karahanna**, *U. of Georgia*
Presenter: **Jerry Kane**, *U. of Georgia*

Bots, automated entities in online social networks, have a substantial presence on digital platforms. They are capable of posting messages quickly and extensively, thereby potentially influencing communication dynamics and the spread of information. However, their behavior can range from ethical to unethical (Salge and Berente 2017), leading to either beneficial or detrimental effects in society. On the positive side, studies have demonstrated that bots can be valuable in organizational contexts, such as in coordinating tasks (Hukal et al. 2019) and influencing human-to-human interactions (Seering et al. 2018), particularly in communication processes (Safadi et al. (2021). Conversely, there is evidence that bots can sway public opinion (Forelle et al. 2015), diffuse information rapidly (Mønsted et al. 2017), affect political elections (Bessi and Ferrara 2016; Martini et al. 2021), and propagate false news (Shao et al. 2018). Additionally, bots pose challenges to the validity of online social network research due to the potential confounding effects they introduce, which scholars must carefully control and account for (Salge and Karahanna 2018). Following our two successful Professional Development Workshops (PDWs) on “Researching Bots in Online Social Networks” at the Academy of Management (AoM) 2022 Annual Meeting in Seattle, and on “Bot Theory, Methods, and Ethics” at the 2023 Annual Meeting in Boston, we have gained substantial insights into the opportunities and challenges associated with bot research. These workshops highlighted the widespread impact of bots and underscored the need for more comprehensive theorizing in this area, as discussed in Salge et al. (2022). Eager to continue enriching discussions and strengthening ties within the AoM community, we propose a new PDW titled “Next Decade Bot Research.” Through this workshop, we aim to: (1) Survey the first decade of research on bots. (2) Provide a research agenda that expands work on bots into new uncharted territories. (3) Discuss how bots can be leveraged for experimental research. (4) Converse about the implications of generative AI for research on bots. This PDW also aims to sustain and further develop the interdisciplinary community of scholars dedicated to bot research, a collective that we began nurturing two years ago in Seattle.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **999** | Submission: **21645** | Sponsor(s): **(HR)**
Scheduled: **Sunday, Aug 11 2024 4:30PM - 6:30PM CT (UTC-5)** at **Swissotel Chicago** in **Alpine I**

HR Division Executive Committee Meeting

Program Chair: **Joel Koopman**, *Texas A&MU*.
Past Director: **David Collings**, *Trinity College Dublin*
Past Director: **Jill Ellingson**, *U. of Kansas*
Division Chair-Elect: **Kaifeng Jiang**, *Peking U.*
Division Chair: **Rebecca Rheinhardt Kehoe**, *Cornell U.*
Professional Development Workshop Chair: **Corine Boon**, *U. of Amsterdam*

This meeting is only for the executive committee members of the HR Division.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Creative Solutions in HR: Driving Firm Outcomes Through Innovation and Diversity



Session Moderator: **Jin Nam Choi**, *Seoul National U.*

HR: **Internal and External Labor for Innovation: Firm-level Contingencies of Diversity and Knowledge Flow**

Author: **Jung Woo Shin**, *Seoul National U.*

Author: **Jin Nam Choi**, *Seoul National U.*

This study examines how firms employing different labor utilization strategies can achieve innovation through two firm-level contingencies: workforce diversity and knowledge flow facilitating human resource (HR) practices. Drawing on the knowledge-based view (KBV) theory, we propose that firms leveraging their internal workforce not only directly drive firm innovation but also acquire additional innovation benefits through having firm-level gender diversity and adopting knowledge flow HR practices. The utilization of external labor, however, requires more intricate workforce management, as innovation may be hindered without adequate knowledge-integration mechanisms to assimilate external labor introduced to the organization. Our analysis based on multisource, large-scale firm-level data collected from 727 Korean organizations at two time points over a 3-year period provided empirical support for our hypotheses. In addition, we found that knowledge flow HR practices may be insufficient in harnessing the advantages of a highly heterogeneous workforce comprising high gender diversity and external labor. The current analysis empirically validates the KBV-based theoretical arguments that firms capable of balancing between knowledge depth and breadth through utilizing internal and external sources of knowledge can successfully enhance innovation, offering new insights into firm-level contingencies that enable firms to achieve such equilibrium and innovation outcomes.

HR: **The Double-Edged Sword of Generative AI Usage on Employee Creativity: A Dual Pathway Model**

Author: **Liping Chen**, *Guanghua School of Management, Peking U.*

Author: **Minya Xu**, *Guanghua School of Management, Peking U.*

Author: **Scott Dust**, *U. of Cincinnati*

This paper examines the effects of generative artificial intelligence (AI) on employees' creativity. While prior scholars generally theorized that generative AI as a powerful tool facilitates individual creativity, we contest that this assumption is overly simplistic and optimistic. Drawing upon the theories of the creative process, we develop a research model that illustrates both the positive and negative impacts of generative AI usage on employees' creativity. We validate the model with data from a multi-source, three-wave field survey. Specifically, we found that generative AI fosters employees' creativity through its positive effect on absorptive capacity. However, generative AI usage hampers employees' creativity through its negative effect on their cognitive elaboration. We also found that interpersonal interaction neutralizes the negative impact of generative AI on cognitive elaboration, highlighting the crucial complementary role of human-human interaction in the context of human-machine interaction. Theoretical and practical implications specific to the impact of generative AI on employee creativity are discussed.

HR: **Performance Appraisal Purposes and Employee Creativity: A Multidimensional Perspective**

Author: **Xiaoya Wen**, *Chongqing U.*

Author: **Yong Zhang**, *Chongqing U.*

Author: **Hao Qu**, *Chongqing U.*

Author: **Yiwen Tuo**, *Chongqing U.*

Modern organizations widely implement performance appraisal to manage employees' work, yet the role of performance appraisal for employee creativity remain ambiguous, with positive, negative, or even insignificant relations being reported in literature. The present research aims to address such ambiguity. We introduce multidimensional conceptualization of both performance appraisal and creativity, and draw from self-determination theory and learned industriousness theory to develop a multilevel conceptual framework incorporating diverse linkages between performance appraisal and creativity. Using time-lagged survey data collected from 582 employees working in 49 companies, we found that developmental performance appraisal was positively related to radical creativity through intrinsic motivation, whereas administrative performance appraisal was positively related to incremental creativity through extrinsic motivation. These findings extend our theoretical understandings of performance appraisal-creativity relationship, and offer important practical implications for innovation and creativity management.

HR: **Are Human Resource Practices Gendered? Exploring its Effect on Managerial Career**

Author: **Sumita Datta**, *S P Jain Institute of Management and Research*

Author: **Seema Das**, *Indian Institute of Management Mumbai*

Author: **Jorge Gomes**, -

Author: **Shivganesh Bhargava**, *Indian Institute of Technology*

Research has consistently demonstrated the existence of a leaky career pipeline where the ratio of women vis-à-vis men keeps decreasing as they move into higher echelons of management. Evidently Human Resource Practices (HRPs) don't seem to be helping in enhancing gender equity in managerial careers. Following Theory of Gendered Organization (Acker, 1990), this research explores whether and how gender bias may still be embedded within formalized HR practices with respect to their impact on career motivation and development. Employing a sequential mixed methodology, data was collected in two phases. In the first phase of the study data was obtained using quantitative methods from a sample of managers (N = 403), at various stages of their careers, drawn from 11 large global and Indian MNCs operating in India. This was followed by a qualitative study using in-depth interviews with 31 women professionals across various levels of management in the second phase. The quantitative study reveals that HRPs impact career motivation of men and women in significantly different ways. Further, the qualitative research suggests that HRPs when filtered through the lens of gender identity and interwoven with gendered social support lead to unintended effects on career motivation and thereby career development of female managerial employees. Implications of the research for both theory as well as practice are discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **1001** | Submission: **10517** | Sponsor(s): **(IM)**

Scheduled: **Sunday, Aug 11 2024 4:30PM - 6:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Michigan 3**

Yadong Luo - International Management Division Hyundai Motor Eminent Scholar

Coordinator: **Grazia D. Santangelo**, *Copenhagen Business School*

Coordinator: **Klaus Meyer**, *Ivey Business School*

Session Chair: **William Newburry**, *Florida International U.*

Speaker: **Yadong Luo**, *U. of Miami*

Speaker: **Sam Park**, -

Speaker: **Ari Van Assche**, *HEC Montreal*

Speaker: **Stephanie Wang**, *Indiana U. - Kelley School of Business*

We will discuss the contributions of Eminent Scholar Yadong Luo to the field of international management

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Where Management and Labor History Meet

Participant: **Jeffrey Muldoon**, *Emporia State U.*
Participant: **David Jacobs**, *American U., Kogod School of Business*
Participant: **Anthony Gould**, *U. Laval*
Participant: **Hindy Schachter**, *New Jersey Institute of Technology*
Participant: **Ellen Shaffner**, *Mount Saint Vincent U.*

The purpose of this PDW is to provide a forum for exploring the overlap between management and labor history fields. Although the two fields have much in common, our purpose is to examine the areas shared between management thought and the worker experience in history. Traditionally, both fields have generally ignored each other even though management thought and practice and labor behaviors have a synergistic relationship. Therefore, we seek to use a format of lecture and discussion to encourage scholars to consider a fruitful dialogue between the two fields moving forward. Our contention is that the evolution of management thought was the result of its interaction with the labor movement and that labor history evolved due to its interaction with management. If we seek to understand one, we must understand the other.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **1003** | Submission: **21700** | Sponsor(s): **(OB)**
Scheduled: **Sunday, Aug 11 2024 4:30PM - 5:30PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich D**

OB Division Lifetime Achievement Award (2023 Winner)

Organizer: **Rebecca J. Bennett**, *U. of Central Florida*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1004** | Submission: **14745** | Sponsor(s): **(OMT, OB, MOC)**
Scheduled: **Sunday, Aug 11 2024 4:30PM - 6:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Royal Room**

Advancing Theory and Research on Network Agency

Organizer: **Stefano Tasselli**, *U. of Exeter Business School*

Organizer: **David Obstfeld**, *California State U., Fullerton*

Panelist: **Ronald S. Burt**, *Bocconi U.*

Panelist: **Raina A. Brands**, *UCL School of Management*

Panelist: **Adam M. Kleinbaum**, *Dartmouth College, Tuck School of Business*

Panelist: **Martin J. Kilduff**, *UCL School of Management*

Panelist: **Paul Leonardi**, *UC Santa Barbara*

Moderator: **Alexandra Gerbasi**, *U. of Exeter Business School*

The agency issue is at the conceptual core of organizational social network research and theory because it concerns the relations between individual choices and the system of interdependencies that the interplay between people and structure involves. This tension concerning agency has surfaced in social network theory since its beginnings and gained popularity in the last decade, influencing leading theoretical approaches to organizational social networks. In this panel symposium, in which we invited leading scholars in the field, we aim to build consensus on the relevance of network agency for current research in management and adjacent disciplines, address its critical issues and controversies, and envisage future research implications and directions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Why Career and Identity Construction is Important for Current Careers



Session Moderator: **Yufan Deng**, *Southwestern U. of Finance and Economics*

CAR: **Career Advancement Towards Leadership: An Examination Through the Lens of Role Identity Management**

Author: **Yufan Deng**, *Southwestern U. of Finance and Economics*

Author: **Dishi Hu**, *U. of North Carolina Greensboro*

Previous research on leader transition mainly focuses on how new leaders adapt to their new leadership roles and utilize different leadership styles to meet followers' expectations. However, there has been limited exploration of the strategies used by leaders promoted from within peer groups, particularly from a career development standpoint. This research, informed by the socialization framework and role identity theory, suggests that newly promoted leaders may adopt different strategies for managing their role identities as they acclimatize to leadership roles. In Study 1, we introduce three distinct role identity management strategies and develop and validate measures for these strategies. Study 2 examines how these strategies affect transition outcomes (transition satisfaction and leader effectiveness) through mechanisms of leader adjustment (leader role clarity and leadership self-efficacy). Overall, this research highlights the experiences of leaders promoted from peer positions and explores how changes in role identity can influence their leadership transition, offering both theoretical and practical insights.

CAR: **The Pursuit of Preferred Identities Among Dutch Young Professionals and its Role in Well-being**

Author: **Yoy Bergs**, *Nyenrode Business U.*

Author: **Pascale Peters**, *Nyenrode Business U.*

Author: **Xander Lub**, *Hogeschool Utrecht*

Author: **Robert Blomme**, *Blomme*

In this qualitative study, we explore how Dutch young professionals do identity work to build and maintain their preferred work-nonwork identities and how this plays a role in their well-being. Drawing on interview data from a sample of 37 participants, we demonstrate that Dutch young professionals desire to be and be seen as successful in both their work and nonwork lives. More specifically, we reveal how young professionals view the notion of success going beyond their professional achievements, including personal fulfilment, maintaining social relationships, and improving their physical, mental, and spiritual well-being. We identify two strategies guiding the young professionals' work-nonwork identity work: optimizing and prioritizing. Regarding optimizing, we demonstrate how identity work on multiple preferred identities can trigger two simultaneous processes: a short-term motivational process and a long-term health impairment process. Their underlying dynamics initially lead to positive outcomes, such as pride and self-esteem, but in the longer run result in mental health complaints. Regarding prioritizing, we find that some participants have learned that optimizing is not sustainable in the longer run and therefore have shifted to prioritizing their core identities, strikingly not necessarily being their career-centric identities. Our findings are important in the light of the increase in mental health complaints among young professionals, which can have a severe impact on their career development and functioning in modern society.

CAR: **How Could AI Impact Employees' Career Growth? The Role of Thriving at Work and Identity Threat**

Author: **Yunyun Yuan**, *School of Management, Beijing Institute of Technology, Beijing*

Author: **Yuxin Wang**, *Beijing Institute of Technology*

Author: **Pingqing Liu**, *Beijing Institute of Technology*

Grounded in self-regulation theory, this study examines the influence of the usage of artificial intelligence (AI) on employee career growth, with a focus on two mediating factors: thriving at work and identity threat. It investigates how AI affects career progression through these dual pathways and examines the moderating roles of learning goal orientation and performance goal orientation. The research finds that AI use positively affects career growth by promoting a thriving work environment and by triggering an identity threat that motivates employees to work harder, the latter being contrary to initial expectations. The study also uncovers that performance goal orientation strengthens the link between AI-induced identity threat and career advancement. However, learning goal orientation's moderating effect is not significant, possibly due to individual differences in core self-evaluations affecting responses to AI technology in the workplace. This complexity highlights the varied impacts of AI on employees, suggesting that reactions to AI integration may not uniformly view it to enhance individual skills.

CAR: **When Parallel Identities Converge: Career Construction of Multiple Job Holders**

Author: **Aparna Sudha Ramachandran**, *S P Jain Institute of Management and Research (SPJIMR) Mumbai India*

Author: **Snehal Shah**, *S P Jain Institute of Management and Research*

Author: **Amit Jain**, *S P Jain Institute of Management and Research*

We present a qualitative study of the careers of a cohort of full-time employees who moonlight as platformised creative workers. Interpretive Phenomenological Analysis was performed to expand the theoretical understanding of the career development of multiple job holders. We interviewed a sample of 15 social media content creators who have full-time jobs. The findings revealed a mechanism through which individuals activate their career identities, enabling voluntary career transitions. Career adaptability dimensions and multiple contextual factors prompt identity activation, eventually determining their career pathways. Based on these findings, we have proposed a process model for the career development of multiple job holders. The study adds to the Career Construction Theory by affirming the role of adaptability and context in career development while highlighting the scope for permissive moonlighting policies by employers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1006** | Submission: **18772** | Sponsor(s): **(CAR, OB)**
Scheduled: **Sunday, Aug 11 2024 4:45PM - 6:15PM CT (UTC-5)** at **Swissotel Chicago** in **St Gallen 2**

The Aging Workforce: How to Foster Employability and Work Ability



Moderator: **Irmgard Mausz**, *ISM International School of Management*

Panelist: **Alexandra Weilhartner**, *Consulting and Leadership Development; Health Care Management, Entrepreneurship*

Panelist: **Franziska Jungmann**, *ISM International School of Management*

Panelist: **Ariane Froidevaux**, *U. of Texas At Arlington*

Panelist: **Rick Laguerre**, -

Panelist: **Julian Pfrombeck**, *The Chinese U. of Hong Kong*

Demographic change is altering the age-composition of the workforce, resulting in an increasing number of older workers and of age diverse teams. This panel symposium aims to address the challenges posed by demographic changes and their impact on the employability and work ability, especially on the ageing workforce. We will bring together experts (renowned scientists and practitioners) to discuss the implications of demographic shifts on workforce dynamics and to propose evidence-based strategies for maintaining a productive workforce.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Caucus**
Program Session: **1007** | Submission: **16563** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 11 2024 4:45PM - 6:15PM CT (UTC-5)** at **Swissotel Chicago in Arosa**

Virtual Reality and the Metaverse in Management Research

Organizer: **Timothy David Hubbard**, *U. of Notre Dame*
Organizer: **Anand Prema Aschwin Van Zelder**, *U. of Zurich*
Participant: **James D. Westphal**, *U. of Michigan*
Participant: **Donald A. Lange**, *Arizona State U.*
Participant: **Herman Aguinis**, *George Washington U.*
Participant: **Ithai Stern**, *INSEAD*
Participant: **Cole Evan Short**, *Pepperdine Graziadio Business School*
Participant: **Daniela Aliberti**, *U. Cattolica del Sacro Cuore*
Participant: **Diego Gomez-Zara**, *U. of Notre Dame*
Participant: **Theodore Charles Masters-Waage**, *Singapore Management U.*
Participant: **Rohny G. Saylor**, *Washington State U.*
Participant: **Shannon Rawski**, *Ivey Business School*
Participant: **Abhishek Nagaraj**, *UC Berkeley & NBER*
Participant: **Dhruv Pratap SINGH**, *NEOMA Business School*
Participant: **Laetitia Aurélie Renier**, *U. of Lausanne, HEC Lausanne*
Participant: **Albert Jolink**, *SKEMA Business School - U. Côte d'Azur*
Participant: **Anely Bekbergenova**, *TUM School of Management, Technical U. of Munich*

Virtual reality has the potential to revolutionize management research. In this caucus, we will explore the state of VR technology and its potential applications such as the Metaverse. Participants will discuss the benefits and challenges of using VR in research and learn how to utilize VR in their own work.

KEY TO SYMBOLS

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

Session Type: **Caucus**

Program Session: **1008** | Submission: **17628** | Sponsor(s): **(CAU)**

Scheduled: **Sunday, Aug 11 2024 4:45PM - 6:15PM CT (UTC-5)** at **Swissotel Chicago** in **Élevé River View 1**

“Innovating for the Future by Taking a Step Back”: Replication Studies in Management Research



Participant: **Athina Skiadopoulou**, *U. of Alabama*

Participant: **Daniel L. Bennett**, *U. of Louisville*

Participant: **Andreas Schwab**, *Iowa State U.*

The caucus unites management scholars to emphasize replication's role in research. It will highlight replication methods, publication strategies, and integration in doctoral education, aiming to bolster research rigor and theory refinement. This initiative fosters a global scholarly community dedicated to advancing management knowledge through replication.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**

Program Session: **1009** | Submission: **17415** | Sponsor(s): **(CAU)**

Scheduled: **Sunday, Aug 11 2024 4:45PM - 6:15PM CT (UTC-5)** at **Swissotel Chicago** in **Élevé River View 2**

Interdependencies and Endogeneity Problems in Strategy Research: A Way Forward



Organizer: **Marat Davletshin**, *Colorado State U.*

Organizer: **Stephen Thomas Downing**, *U. of Missouri*

Strategy scholars hope to explain increasingly more dynamic relations that entail complex interdependencies and thus endogeneity—when variables are jointly determined, leading to difficulties in establishing causal relationships. While network analysis methods deal with this endogeneity, unfamiliarity and technical barriers delay their adoption in strategy research. This Caucus aims to form a community where scholars discuss solutions to the complex web of interdependencies that cause endogeneity issues.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

SROI, Meet ESG! Designing a Universal Impact Measure for Social Enterprises and For-Profits



Organizer: **Cheryl Gladu**, *Thompson Rivers U.*
Facilitator: **Bruce Carruthers Martin**, *Thompson Rivers U.*
Coordinator: **Peace Jilani**, *Thompson Rivers U.*
Coordinator: **Digvijay Kulshreshta**, *Thompson Rivers U.*

We connect the long-sought goal of a comprehensive social enterprise impact measure with the more recent search for a for-profit ESG measure. This professionally facilitated design thinking session will produce low-fidelity prototypes of a single, comprehensive measure that is suitable for application to both for-profit firms and hybrid social enterprises.

This caucus enables researchers and practitioners across the spectrum—from innovation for social and sustainable good to profit maximization for traditional for-profit firms—to come together in a way that bridges and engages them in a ground-breaking ideation effort. In facilitated groups, participants will develop low fidelity prototypes of a single, comprehensive measure that is suitable for application to both for-profit firms and hybrid social enterprises. Participants will leave with at least one low-fidelity prototype of such a measure which they can take home and test in practice and/or in their own research. Hence, this session allows participants to fully embrace the “Innovating for the Future” conference theme and do so in a way that can surface potentially disruptive innovations in measurement of organizational performance and outcomes. Participants will form new collaborations, and new research and practice orientations that will enable, in the session and afterwards, innovative ideas and conceptions of future measurement possibilities that meet the needs of people, planet, and profit for all types of organizations. We will run a professionally facilitated designing thinking session suitable for engaging scholars and practitioners with interest and expertise in Social Enterprise, Accounting, Sustainability, CSR, ESG, SROI, Carbon Accounting, Ethics, Strategy, Financial Management, or Non-Profit studies from around the world. Caucus design will promote maximum interaction among scholars and practitioners from different disciplines/fields, to broaden scope and encourage development of original, hybrid perspectives. KEYWORDS: Impact Measurement, ESG, SROI, Sustainability, Design Thinking

KEY TO SYMBOLS

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

Human “Being” or Human “Resource”? New Research Directions in Workplace Objectification Research



Organizer: **Jinghao Zhang**, *Faculty of Economics and Business, U. of Groningen*
Organizer: **Shiyu Yang**, *Texas A&M International U.*
Discussant: **Cristina Baldissarri**, *U. degli Studi di Milano-Bicocca*
Presenter: **Bibi Zhang**, *Swansea U.*
Presenter: **Diwan LI**, *Hong Kong Polytechnic U.*
Presenter: **Noémie Brison**, *U. catholique de Louvain, Psychological Sciences Research Institute*
Presenter: **Jinghao Zhang**, *Faculty of Economics and Business, U. of Groningen*
Presenter: **Shiyu Yang**, *Texas A&M International U.*
Participant: **Barbara Wisse**, *U. of Groningen*
Participant: **Katrina Jia Lin**, *Hong Kong Polytechnic U.*
Participant: **Wu Liu**, *Hong Kong Polytechnic U.*
Participant: **Huiwen Lian**, *Texas A&M U.*
Participant: **Constantin Lagios**, *Catholic U. of Louvain*
Participant: **Gaëtane Caesens**, *U. Catholique de Louvain*
Participant: **Onne Janssen**, *U. of Groningen*
Participant: **NianNian Dong**, *U. of Science and Technology Beijing*
Participant: **Jack Anthony Goncalo**, *U. of Illinois at Urbana-Champaign*

Despite the increasing focus on employee welfare, workplace objectification—viewing and treating employees as instruments of profit—remains a prevalent phenomenon in today’s workplace around the world. Featuring five papers by research teams from ten different institutions across North America, Europe, and Asia, the proposed symposium aims to advance scholarly discussions on workplace objectification with a focus on three interconnected themes: (1) conceptual critique and reflections on the key progresses and pitfalls of workplace objectification research, (2) empirical examination of novel antecedents (e.g., performance pressure) and consequences of workplace objectification (e.g., creativity), and (3) extension of the phenomenology of workplace objectification to previously understudied dimensions (e.g., third party/witness reactions). The symposium incorporates theories and evidence on different manifestations of workplace objectification (i.e., instrumentalization, dehumanization, commodification) in diverse contexts with mixed methodologies. It offers novel theoretical and practical insights into workplace objectification that can benefit organizations and individuals alike.

Objectification at Work: A Review, Synthesis, and Research Agenda

Author: **Bibi Zhang**, *Swansea U.*
Author: **Barbara Wisse**, *U. of Groningen*

Objectify Self or Seek Affirmation? How and When Employees React to Organizational Objectification

Author: **Diwan LI**, *Hong Kong Polytechnic U.*
Author: **Katrina Jia Lin**, *Hong Kong Polytechnic U.*
Author: **Wu Liu**, *Hong Kong Polytechnic U.*
Author: **Huiwen Lian**, *Texas A&M U.*

Witnessed Workplace Ostracism and Organizational Dehumanization

Author: **Noémie Brison**, *U. catholique de Louvain, Psychological Sciences Research Institute*
Author: **Constantin Lagios**, *Catholic U. of Louvain*
Author: **Gaëtane Caesens**, *U. Catholique de Louvain*

When to Utilize “Human Resource”? Leader's Objectifying Behaviors Under Performance Pressure

Author: **Jinghao Zhang**, *Faculty of Economics and Business, U. of Groningen*
Author: **Onne Janssen**, *U. of Groningen*
Author: **NianNian Dong**, *U. of Science and Technology Beijing*

Offering Oneself Up for Sale: Objectification of Self and Its Implications for Creativity

Author: **Shiyu Yang**, *Texas A&M International U.*
Author: **Jack Anthony Goncalo**, *U. of Illinois at Urbana-Champaign*

KEY TO SYMBOLS

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

Redefining Women Entrepreneurs

Session Moderator: **Andrea E. Smith-Hunter**, *Siena College*

DEI: **A Country-Context Matrix on the Challenges of Female Entrepreneurial Activity**  

Author: **Riccarda Anna Joas**, *Technical U. of Munich*
Author: **Eva-Marie Steisslinger**, *Technische U. München, TUM School of Management*
Author: **Isabell Melanie Welpe**, *Technical U. of Munich*

Scholars studying female entrepreneurs claim we need a comprehensive understanding of challenges to frame appropriate policies and interventions. Yet, while past research has studied challenges, limited focus has been dedicated to the macroeconomic maturity level of a country where the woman lives and its impact on the challenges. To merge the insights about challenges globally, we conducted a systematic literature review and synthesized previously disparate streams of work, based on studies published in the leading management and entrepreneurship journals between 2010 and June 2023. The review was guided by the research question: “What is holding women back from pursuing the path of entrepreneurship given the context of macroeconomic maturity?”. Based on the published literature we propose conceptual 3x3 matrices condensing the existing research and providing the ground for future research routes and theoretical implications. We find that, while the essence of what is holding women back from entrepreneurial activities differs between developed- and developing countries, the core determinant is in both contexts the sociocultural environment.

DEI: **An Exploratory Study of Indigenous Female Entrepreneurship: Cluster Analysis and More**  

Author: **Andrea E. Smith-Hunter**, *Siena College*
Author: **Joseph McCollum**, *Siena College*
Author: **Necip Doganaksoy**, *Siena College*

The landscape of Native American female-owned enterprises remains an underexplored domain, warranting attention to highlight their contributions and challenges. In this study, an exploratory data analysis was conducted, encompassing 4,296 Native American female entrepreneurs. The aim was to illuminate distinctive findings and potential pathways for future investigation. Our research confirms prevailing theories on the existence of cultural and economic clusters within this demographic. Moreover, we delve into discernible patterns and trends, seeking to elucidate factors contributing to sustained entrepreneurial endeavors. Employing correlational analysis and visual representations, intriguing insights emerged, shedding light on the entrepreneurial landscape among Native American women. Furthermore, this study advocates for the exploration of specific areas deserving deeper scrutiny. By highlighting noteworthy observations and suggesting prospective research avenues, this research aims to catalyze further exploration and understanding of Native American female entrepreneurship.

DEI: **Redefining the Age of Enterprise: Embracing Senior Women Entrepreneurs in the Work Ecosystem** 

Author: **Yusuf Alparslan Dibek**, *Marmara U.*
Author: **Erhan Aydin**, *Liverpool Business School, Liverpool John Moores U.*








This study explores the shift in entrepreneurship from a youth-centric focus to an emphasis on senior entrepreneurs, particularly women over 45. Utilizing a qualitative approach, it examines the influence of family dynamics, diverse capital forms (economic, social, and symbolic), and cultural perceptions on senior women's entrepreneurial journeys. The findings highlight the unique advantages senior women bring, including extensive life experiences and established networks, juxtaposed against challenges such as societal biases and age-related barriers. This paper contributes to redefining entrepreneurship by advocating for a broader understanding across various life stages, emphasizing the untapped potential and need for greater support for senior women entrepreneurs. This research thus calls for an inclusive approach in entrepreneurship policies and practices, recognizing the diverse contributions across age and gender spectrums.

DEI: **The Influence of Parents and Adolescent Social Identity on the Choice to Become an Entrepreneur**  

Author: **Angela Randolph**, *Babson College*
Author: **Alisa Boguslavskaya Jno-Charles**, *Babson College*
Author: **William B. Gartner**, *Babson College*

This paper explores how parents' business ownership, parenting styles, socioeconomic status, and adolescents' social identities affect subsequent adolescent entrepreneurship as measured by adolescents' choices to pursue entrepreneurship. Using the National Longitudinal Survey of Youth (NLSY97), we find that business ownership matters – children of parents who are not business owners are less likely to pursue entrepreneurship. Yet, adolescents from wealthier families in which parents did not own businesses were likelier to choose entrepreneurship than those with less wealth. We show that parenting styles, ownership, and socioeconomic characteristics affect adolescent entrepreneurship differently, indicating that there is no best parental profile to influence adolescents' subsequent entrepreneurship across all socioeconomic situations and social identities.

KEY TO SYMBOLS

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

Session Type: **Plenary Session**
Program Session: **1013** | Submission: **21818** | Sponsor(s): **(DEI)**
Scheduled: **Sunday, Aug 11 2024 4:45PM - 6:15PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Regency Ballroom C**

2024 AOM DEI CoS (Celebration of Success) Meeting

Program Chair: **Sujana Adapa**, *professor*

DEI CoS Meeting following the Division's Plenary

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Cultural Microaggressions and Gender

Session Moderator: **Mihwa Seong**, *U. of St. Gallen (HSG)*

DEI: The Surprising Dark Side of MNCs' CSR Engagement: Dynamics Between National Culture and Gender    

Author: **Mihwa Seong**, *U. of St. Gallen (HSG)*
Author: **Kiera Dempsey-Brench**, *Trinity Business School, Trinity College Dublin*
Author: **Amanda Shantz**, *U. of St. Gallen*

It is evident that addressing future grand challenges cannot rely on merely reacting to major social and environmental events but requires constant innovation and concerted efforts from all stakeholders. Against this backdrop, multinational corporations (MNCs) are increasingly adopting employee volunteer programs (EVPs) as part of their CSR initiatives to harness their power to disseminate social impact throughout their operations spread across the globe. In this study, we focus on a specific form of EVP at a Fortune 500 MNC wherein the MNC provides support (in our context, financial support) for employees to initiate and lead their own volunteer projects. This lies in contrast to the traditional top-down EVPs where the mandates of volunteer projects are predetermined by leadership. In investigating the financial support provided for employees' initiation of volunteer projects, we find that women employees receive less financial support for their efforts. In addition, we find that the local culture – more specifically, the degree to which the culture is amenable to challenging the existing social hierarchies and structures – plays a significant role in mitigating (or exacerbating) this gender disparity. Our findings underscore the unexpected externalities of CSR engagement at an international scale, whereby well-intended MNCs' initiatives that aim to benefit stakeholders outside the firm can create gender inequality within. We call for future studies to further investigate the unique challenges of CSR engagement through social innovations that MNCs experience.

DEI: Contextualization of Inclusion: Evidence from MNC Subsidiaries in Emerging Economies

Author: **Sana Ahmed**, *Henley Business School, U. of Reading, United Kingdom*

There is very little research in non-western contexts on what practices make organizations inclusive. There is also limited existing empirical evidence on transfer of diversity and inclusion practices from home to host country in case of MNCs. This study was conducted in multinational subsidiaries with their parent companies headquartered in the US & Europe. Multiple case methodology was used along with semi-structured interviews to measure experiences of organizational diversity and inclusion. The study provided a valuable insight into the transfer of diversity and inclusion practices to MNC subsidiaries and managers' perceptions of diversity and associated organizational initiatives for inclusion management. The findings suggested that workforce diversity is crucial for MNCs global operations but addressing specific cultural biases operating in the local context can be extremely challenging. It also highlighted that what is considered "inclusive" is context based and western-centric models are inadequate in creating inclusive organizations within non-western contexts. Keywords: Diversity, Inclusion, MNC, South Asia, Pakistan

DEI: A Cultural Values Framework for Research on Retirement   

Author: **Justin Marcus**, *Koc U.*
Author: **Noura Al Mursi**, *Koc U.*








Given a dearth of theory and data on cultural values differences in retirement, we provide a multilevel framework (societal, organizational, individual) with accompanying theoretical propositions and recommended future research directions on culture and retirement. The framework integrates cross cultural management scholarship on cultural values, including collectivism and tightness, with DEI scholarship on ageism at work to help understand the cultural boundary conditions of essence on associations between retiree demography and the decision to retire, post-retirement work, and retirement adjustment. Individual and cultural values typified by both an emphasis on group boundaries (collectivism) and an emphasis on group norms (tightness) are theorized to give rise to more negative consequences for retirees. Cultural values differences between organizations and societies on hierarchy, including power distance and gender egalitarianism, are additionally theorized to give rise to more negative consequences for retirees of lower social status and women, respectively. Suggested future research directions adopting a holistic focus on cultural differences in retirement not just at the country level but also between organizations, departments, teams, and even individuals are provided, with concrete recommendations on how best to design and execute studies on culture and retirement.

DEI: Cultural Microaggressions in Multinational Organizations: Organizational Inclusivity and Coping    

Author: **Regina McWilliams**, *U. of Missouri- St. Louis*
Author: **Matthew Aplin-Houtz**, *Brooklyn College*
Author: **Gerald Gao**, *U. of Missouri-St.Louis*

In multinational corporations, the extensive and diverse nature of their operations, encompassing a wide range of cultures and nationalities, often gives rise to cultural microaggressions. These subtle, often unintended discriminatory acts or remarks based on one's culture can have a substantial impact on organizational dynamics, leading to lower perceptions of inclusivity, increased job stress, and lower employee engagement. Despite a robust and growing literature on general microaggressions, there is a significant vacuum in understanding the specific impact of cultural microaggressions in such diverse settings. Using the Minority Stress Model as a lens, this study aims to fill this research gap by exploring the influence of cultural microaggressions on employment results in these complex circumstances. As such, we surveyed 184 foreign-born employees at multinational firms and used structural equation modeling to analyze the data. The results showed a strong relationship between cultural microaggressions and greater occupational stress. Furthermore, the result indicate that coping strategies can moderate occupational stress. We discuss our findings and suggest managerial implication - emphasize the need of having strong inclusion policies and providing staff with appropriate coping techniques to lessen the negative consequences of these microaggressions.

KEY TO SYMBOLS

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

Innovating for the Future Workforce: Neurodiversity-Inclusive Selection, Retention, and Performance



Organizer: **Rohan Crawley**, *Purdue U.*
Organizer: **Michelle Checketts**, *U. of Illinois Urbana-Champaign*
Discussant: **Timothy J. Vogus**, *Vanderbilt U.*
Discussant: **Ludmila Praslova**, *Vanguard U. of Southern California*
Presenter: **Debra R. Comer**, *Hofstra U.*
Presenter: **Michelle Checketts**, *U. of Illinois Urbana-Champaign*
Presenter: **Frederike Scholz**, *Hogeschool Utrecht*
Presenter: **Jennifer R. Spoor**, *La Trobe U.*
Presenter: **Michal T. Tomczak**, *Gdansk U. of Technology, Faculty of Management and Economics*

As the world grapples with unprecedented complexity, organizations search for fresh perspectives and unconventional talent pools to navigate disruptive forces and forge innovative solutions. Enter neurodiversity: a vibrant tapestry of unique cognitive styles associated with autism, ADHD, dyslexia, and other neurodevelopmental differences. These emerging communities and rising generations hold immense potential to enrich organizations with novel ideas and unconventional approaches. Yet, despite a blossoming public awareness, many neurodivergent individuals remain locked out of meaningful employment, their unique talents remaining untapped until the workplace becomes more neuro-inclusive. This symposium tackles this critical gap, presenting empirical research on innovating in the workplace to support the neurodiverse workforce of the future. We delve into the crucial aspects of selection, retention, and performance, engaging with diverse stakeholders – neurodivergent individuals, hiring managers, and HR professionals – to gain multi-level insights.

When Does Disclosure of Autism Help? Exploring Factors that Could Affect Ratings of Job Candidates

Author: **Debra R. Comer**, *Hofstra U.*
Author: **Janet A. Lenaghan**, *Hofstra U.*
Author: **Andrea Pittarello**, *Stony Brook U.-State U. of New York*
Author: **Daphna Motro**, *Hofstra U.*

A Strengths-Based Perspective of the Work Experiences of Autistic Professionals

Author: **Michelle Checketts**, *U. of Illinois Urbana-Champaign*

Safe Spaces For Neurodivergent Employees In Ableist Workplaces: A Longitudinal Study

Author: **Frederike Scholz**, *Hogeschool Utrecht*
Author: **Luca Smeets**, *Fontys U. of Applied Sciences*
Author: **Amber Kersten**, *Tilburg U.*
Author: **Marianne Van Woerkom**, *Tilburg U.*
Author: **Manon Krabbenborg**, *Fontys U. of Applied Sciences*
Author: **Joanna Szulc**, *Gdansk U. of Technology*

Job Crafting Among Autistic Workers

Author: **Jennifer R. Spoor**, *La Trobe U.*
Author: **Simon Bury**, *Olga Tennison Autism Research Centre, La Trobe U.*
Author: **Susan Hayward**, *latrobe U.*
Author: **Darren Hedley**, *La Trobe U.*
Author: **Claire Brown**, *La Trobe U.*
Author: **Cheryl Dissanayake**, *La Trobe U.*

Neurodiversity Organizational Maturity Model: Components, Determinants and Assessment

Author: **Michal T. Tomczak**, *Gdansk U. of Technology, Faculty of Management and Economics*
Author: **Lukasz Sienkiewicz**, *Gdansk U. of Technology, Faculty of Management and Economics*
Author: **Katarzyna Stankiewicz**, *Gdansk U. of Technology, Faculty of Management and Economics*

KEY TO SYMBOLS

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

Innovating Identity Management Theorizing to Illuminate the Experiences of Marginalized Employees



Session Chair: **Ryan Ragaglia**, *U. of Colorado, Boulder*
Session Chair: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*
Presenter: **Emily David**, *NUS Business School*
Presenter: **Mallory Decker**, *PhD candidate at CU Boulder*
Presenter: **Ryan Ragaglia**, *U. of Colorado, Boulder*
Presenter: **Larry R. Martinez**, *UT Arlington*
Participant: **Wendy J. Casper**, *U. of Texas At Arlington*
Participant: **Ariane Froidevaux**, *U. of Texas At Arlington*
Participant: **Nicholas Anthony Smith**, *ohsu-psu school of public health*
Participant: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*
Participant: **Ryan Ragaglia**, *U. of Colorado, Boulder*

Over the last 20 years, research on identity management, the strategic choices employees make to manage others' impressions of their association with a stigmatized identity(ies), has contributed to a growing understanding of the crucial role of employment experiences for people with marginalized identities (e.g., employees with disabilities, sexual minorities). The identity management literature is at a critical juncture, however, as employees with marginalized identities are increasingly bringing new and more complex aspects of themselves to work (e.g., intersectional identities) that are not well understood in current research. As such, to aid scholars in 'Innovating for the Future' during the 84th Annual Meeting of the Academy of Management, we aim to spark dialogue about how scholars can innovate theorizing around identity management processes in a way that better illuminates the lived experiences of marginalized employees. To achieve this, we included research in this symposium that employed grounded theory methodologies to deepen the novel theoretical contributions of the work offered. As such, the presentations, along with the unique theory-focused discussion that will take place after, are poised to help scholars innovate the future of the identity management literature using the developments presented in the symposium that are centered on illuminating the lived experiences of marginalized employees.

Working through Impending Doom: The Identity Renegotiation of Employees with a Chronic Illness

Author: **Emily David**, *NUS Business School*
Author: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*
Author: **Wendy J. Casper**, *U. of Texas At Arlington*
Author: **Ariane Froidevaux**, *U. of Texas At Arlington*

Exploring Women's Identity Management in Engineering Firms Characterized by Masculine Defaults

Author: **Mallory Decker**, *PhD candidate at CU Boulder*

Am I My Mental Illness? Identity Management and the Disclosure of Mental Health Conditions

Author: **Ryan Ragaglia**, *U. of Colorado, Boulder*

Continual Disclosure of Intersectional Identities at Work: The 'Closet within a Closet' Phenomenon

Author: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*
Author: **Ryan Ragaglia**, *U. of Colorado, Boulder*
Author: **Nicholas Anthony Smith**, *ohsu-psu school of public health*
Author: **Larry R. Martinez**, *UT Arlington*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Research-oriented



Diversity-oriented



Selected as a Best Paper

Complexities in Navigating Inequality at the Workplace



Organizer: **Serenity Lee**, *The Wharton School, U. of Pennsylvania*
Organizer: **Josephine Tan**, *Stanford Graduate School of Business*
Discussant: **Rebecca Ponce de Leon**, *Columbia Business School*
Presenter: **Alexis Avery**, *U. of Wisconsin, Madison*
Presenter: **Josephine Tan**, *Stanford Graduate School of Business*
Presenter: **Jacob W. Roberson**, *USC Marshall School of Business*
Presenter: **Stephanie Jingxian Yu**, *The Wharton School, U. of Pennsylvania*

Organizations and its members play a role in producing and reproducing the gender and racial inequality reflected in larger society (e.g., Amis, Mair & Munir, 2020; Hebl, Cheng & Ng, 2019). Organizational gatekeepers can perpetuate these disproportionately unequal outcomes, while marginalized employees process and act in response to unequal treatment. Drawing on multiple methods and theories, the present symposium investigates how both gatekeepers and marginalized employees perceive, process, perpetuate and experience the complexities of such inequality in the work context. Across four papers, we consider the nuances of how inequality is perceived and perpetuated by gatekeepers (including skin tone and ideology), while also asking how certain contexts can exacerbate the experience of inequality for marginalized employees (such as resource allocation and organizational culture). Our discussant, Rebecca Ponce de Leon, an expert on inequality in organizations, will guide a discussion about the current research and directions for future research.

A Legacy of Task Segregation: Skin Tone and Exposure to Adverse Work Environments

Author: **Alexis Avery**, *U. of Wisconsin, Madison*
Author: **Jirs Meuris**, *U. of Wisconsin-Madison*

Egalitarians Prefer Inequality Only When It Benefits Non-White Women

Author: **Josephine Tan**, *Stanford Graduate School of Business*
Author: **Ramathulaschi Srimurugan**, *U. of Mannheim*
Author: **Hooman Habibnia**, -

The Haves and the Have Nots: Attributions, Fairness, and Divergent Pathways to High Entitlement

Author: **Jacob W. Roberson**, *USC Marshall School of Business*
Author: **Leigh Plunkett Tost**, *U. of Southern California*
Author: **Erin Frey**, *U. of Southern California - Marshall School of Business*

A Balancing Act: Why Efforts to Improve Work-Life Balance Backfire for East Asian Employees

Author: **Stephanie Jingxian Yu**, *The Wharton School, U. of Pennsylvania*
Author: **Andrew Carton**, *The Wharton School, U. of Pennsylvania*

KEY TO SYMBOLS

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

Entrepreneurial Finance: Lending and Borrowing

Session Moderator: **Majid Rahimi**, *U. of Alabama*

ENT: **Investing Again after Failure? Crowd Lenders' Decision to Sustainable Ventures Promising Multiple**

Author: **Caroline Lindlar**, *Heinrich Heine U. Düsseldorf*
Author: **Eva Alexandra Jakob**, *U. of Bayreuth*
Author: **Jeannette Mai Dinh**, *Heinrich-Heine U. of Dusseldorf*
Author: **Marius Wehner**, *Heinrich-Heine U. of Dusseldorf*

A significant number of crowdlending campaigns – including sustainable campaigns – fail after securing successful funding. Yet our understanding of how crowd lenders respond to failures of campaigns promising multiple values, such as realizing sustainable (social or environmental) value and financial return, remains limited. We conducted a vignette-based experiment investigating crowd lenders' reactions to failure in sustainable versus commercial campaigns. Our findings reveal uniform negative reactions to failure among lenders, irrespective of the initially promised values. However, in the aftermath of failure, socially compared to commercially framed campaigns experience higher subsequent investments the higher lenders' self-transcendence values. By contrast, lenders with high self-enhancement values showed lower subsequent investments in socially compared to commercially framed campaigns. We did not find any significant effect for environmentally framed campaigns. This study adds a failure perspective to research on sustainable crowdfunding by emphasizing the importance of aligning campaign values with lender values to mitigate the effect of failure and potentially promote forgiveness in subsequent investment decisions.

ENT: **Financial Knowledge and Borrower Discouragement: The Role of Occupational Status, Gender and Race**

Author: **Anoosheh Rostamkalaei**, *York U., Canada*
Author: **Allan Riding**, *Professor Emeritus, Telfer School of Management*
Author: **George Saridakis**, *U. of Kent*

We use the U.S. Federal Reserve Survey of Household Economics and Decisionmaking from 2017 to 2022 to study how financial knowledge affects borrower discouragement. Our results show that financial knowledge lowers the likelihood of borrower discouragement. However, this effect is not significant for different lending attitudes in our sub-sample analyses. We find that self-employment, gender and race are important predictors of borrower discouragement, and their effects are generally robust to the inclusion of financial knowledge. However, we also report some variations of these effects across sub-samples. We conduct several robustness tests and control for sample self-selection.

ENT: **The Fallacy of Sunk Cost: The Impact of Investors' Sunk Cost on Reinvestment in Underperforming Firms**

Author: **Alexander Narh Tetteh**, *school of management, USTC*
Author: **Qingxiong Derek Weng**, *school of management, USTC*
Author: **Boyka Simeonova**, *U. of Leicester*
Author: **Mathew Hughes**, *U. of Leicester*
Author: **Hafiz Habib Tayyab**, *Univevrsity of Science and Technology of China*

While existing studies mainly examine founders' persistence in underperforming firms (UPF), little is known about when key stakeholders, such as investors, persist in UPF. Drawing on sensemaking theory, we theorize that investors, tethered by sunk costs in previously funded firms but underperforming, are likely to exhibit persistence. Using a conjoint experiment with 2,016 decisions nested within 126 participants, we find that when considered in isolation, investors' sunk cost has no direct significant effect on their decision to persist and reinvest in firms they initially funded but are underperforming. However, when considered conjoint with the entrepreneur's personal investment, their knowledge of the entrepreneur's high level of personal investment, as well as the entrepreneur's ability to conduct rigorous market research following the firm's underperformance, influence investors' decisions to overlook their sunk cost to persist and reinvest. Furthermore, we find that when the firm's business model can be made less intricate, investors are more likely to be swayed by their sunk costs when deciding to reinvest. Finally, we observe that when UPF has a reputation for corporate social responsibility, investors are willing to support these firms in reinvestments despite having incurred a sunk cost.

ENT: **Femininity and Masculinity in Pitches: How Entrepreneurial Traits Affect Microlending Success**

Author: **Jayaram Suryanarayana Uparna**, *IIM Udaipur*
Author: **Dalhia Mani**, *Indian Institute of Management, Bangalore*

Entrepreneurship and agentic-masculine traits such as positivity, competence, and creativity, are celebrated in entrepreneurship research. Practitioners predict that sharpening these in pitches even in small-scale entrepreneurship as beneficial. We predict that it is only women entrepreneurs (and not men), and especially women who display entrepreneurial traits in their pitches, who fit the role expectations of entrepreneurs in the microlending context best, and benefit from the fastest funding speeds. We find support for these predictions in a dataset involving 600,000 entrepreneurs. Our research on gender and crowd-financed microlending shows how, unlike in the commercial entrepreneurship context, display of entrepreneurial traits like positivity, provides women funding advantage in microlending.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Entrepreneurial Finance Signals 2

Session Moderator: **Miranda Welbourne Eleazar**, *U. of Iowa*

ENT: **ESG Transparency and Impression Management of Venture Capitalists**

Author: **Miranda Welbourne Eleazar**, *U. of Iowa*
Author: **Haemin Dennis Park**, *U. of Texas at Dallas*

Environmental, social, and governance (ESG) issues continue to gain attention and have important consequences in both public and private firms. Despite the attention to how ESG affects the ability of ventures to obtain funding, the effect of ESG transparency of venture capitalists (VCs) has not been examined. This is particularly important because VCs' ESG activities may be directly related to their ability to nurture and develop their portfolio firms. As a result, their disclosure in terms of ESG activities may impact how potential subsequent investors and portfolio firm entrepreneurs view the VCs. We apply a novel impression management perspective to the VC context to study how VCs' ESG transparency affects their success. Because firm attributes and actions may affect the impressions that they convey, we further consider the moderating effects of the VCs' investment in portfolio firms with the high likelihood of impact, the high likelihood of risk of harm, portfolio diversity, and whether the VC is women-led. We contribute to the literature on entrepreneurship in VC investments, impression management, and ESG transparency.

ENT: **When Competence Meets Warmth: Interactions Between Costly and Costless Signals in Crowdfunding**

Author: **Wanxiang Cai**, *U. of Bristol Business School*
Author: **Hai-Anh Tran**, *Alliance Manchester Business School, U. of Manchester*
Author: **Guowei Huang**, *Alliance Manchester Business School, U. of Manchester*
Author: **Bach Nguyen**, *U. of Exeter Business School*

Due to the information asymmetry in financial markets, entrepreneurs need to send signals to investors to acquire financial capital. Traditional signalling theory suggests that signals must be costly to differentiate high-quality from low-quality firms. Recent studies show costless signals can be effective in some markets. Furthermore, the influence of costless signals is shaped by costly signals. We propose a framework to explain how costly signals interact with costless ones to affect crowdfunding performance. We broadly classify signals into competence-related and warmth-related signals. While costless signals such as influence tactics affect crowdfunders' decision-making, their effectiveness depends on the consistency with costly signals: the effectiveness will increase if the costless signals are accompanied by similar costly signals (e.g., both are competence-related or warmth-related). The framework is partially supported by empirical evidence. Our research contributes to signalling theory, influence tactics, and crowdfunding research.

ENT: **Pushing the Envelope: How Stretch Goals Shape Funding Decision in Crowdfunding**

Author: **Tanguy Tresor Sindiheburu**, *Nottingham U. Business School China*
Author: **Xiaodie Pu**, *U. of Nottingham Ningbo China*
Author: **Ting-Kuei Kuo**, *National U. of Singapore*
Author: **Jin Chen**, *U. of Nottingham Ningbo China*








Does the adoption of stretch goals effectively encourage backers to support crowdfunding projects? Drawing on a comprehensive data from a leading Southeast Asian crowdfunding platform, we examine the effects of stretch goal adoption on backers' decision process. Distinguishing three aspects of backers' funding decision: likelihood to invest, amount invested and decision time, we integrate insights from the sensemaking and goal setting literature to theorize the effects of stretch goals on backers' funding decision process. We find that stretch goals have a negative impact on the likelihood to invest while positively affecting amount invested and decision time. Furthermore, we consider the moderating influence of backer's experience on the observed impacts. Our results challenge the dominant wisdom, revealing that stretch goals encourage increased engagement from already participating individuals while deterring initial participation. We attribute this discrepancy to the voluntary nature of crowdfunding's stretch goals which contrast with the mandatory context of stretch goals in traditional settings such as organizations. Our study contributes to the broader understanding of stretch goals as tools to motivate individuals by providing a nuanced view of their impact in discretionary participation contexts like crowdfunding. The study offers valuable insights for entrepreneurs and platform designers seeking a comprehensive understanding of how stretch goals shape backers' funding decision.

ENT: **The Role of Entrepreneurs' Emancipatory Motive in Reward-Based Crowdfunding**

Author: **Zahid Rahman**, *Dhillon School of Business, U. of Lethbridge*

While scholars have started investigating entrepreneurial actions aiming at overcoming constraints (although primarily social), a key area remains understudied: how these emancipatory entrepreneurs get funding for their ventures and whether there are critical differences in entrepreneurial pitches when founders wish to overcome social vs. personal constraints. Drawing on framing literature and regulatory focus theory, in this paper, I propose effective framing strategies for overcoming each type of constraints (social vs. personal) in reward-based crowdfunding platforms. I argue that when an entrepreneur founds a new venture in order to overcome any personal constraints, an entrepreneurial pitch framed with the prevention focus motive will receive a higher pledge amount from a backer than if it highlights the promotion focus motive. Alternatively, when a founder aims to overcome social constraints, a backer will commit more funds if the pitch is framed to evoke a promotion-oriented rather than a prevention-oriented motive. An online controlled experiment with 475 MTurk panel members supports these hypotheses.

KEY TO SYMBOLS

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

Creativity and Innovation

Session Moderator: **Amber Olson**, *U. of Alabama, Tuscaloosa*

ENT: **How New Ventures Navigate Innovation Search in Ties with Virtual Incubators**

Author: **Qian Ma**, *School of Economics and Management Tsinghua U.*
Author: **Delin Yang**, *School of Economics and Management Tsinghua U.*
Author: **Shilong Jia**, *School of Economics and Management Tsinghua U.*

Search for external knowledge is vital for new ventures' innovative activities. Constrained by internal search scope, they rely on external connections to facilitate their innovation search. Given the emergence of virtual incubators as a novel support institution for new ventures, we try to answer how new ventures utilize their tie with virtual incubator to conduct innovation search. We employed a multi-case study of China's well-known virtual incubator, Tusstar, and interviewed six software new ventures affiliated with it. Our case study illustrate that new ventures, based on their ties with virtual incubator, undergo an innovation search process consisting of three stages: framing, directing, and extrapolating. Throughout this process, new ventures engage in increasingly profound and comprehensive effectuation logic based on external connections, forming more flexible and open search activities by fully leveraging their existing external ties. Overall, our research contributes to the literature by discussing the combination and shift of decision-making logic for new ventures in innovation search. Furthermore, by demonstrating the learning effects of new ventures during innovation search with external connections, our study contributes to the literature on innovation search.

ENT: **Bring Industry Context Back in: Schemas, Team Faultlines, and Business Model Innovation**

Author: **Yingzhao Xiao**, *Tianjin U.*
Author: **Fuwei Li**, *Business School, Nankai U.*
Author: **Jun Yang**, *School of management, Zhejiang U.*

In relation to the question of where new business models come from, extant work generally treats business model innovation (BMI) as a key decision for entrepreneurial teams. Yet, team members can be diverse in terms of their cognitive views toward business models, leading to incomplete understanding of how entrepreneurial teams leverage cognitive resources for BMI. Drawing on the cognitive view of BMI, this study explores how and under which conditions schemas, an important managerial cognition ascribed from prior industry experience, influence BMI. With data from 799 IT-based entrepreneurial firms in China, empirical results support a three-way interaction among schemas, team faultlines, and industry context, indicating that the sharing of schemas in entrepreneurial teams is critical for BMI, but whether it can bring about actual innovation outcomes depends on the industry context in which the firm operates. This study thus contributes to the cognitive view of BMI and aids in understanding the role of situated context in BMI.

ENT: **Innovating Under Fire? Entrepreneur-Investor Conflict and the Radicalness and Speed of Innovation**

Author: **Pia Christine Otto**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen U.*
Author: **Andrea Greven**, *WHU Otto Beisheim School of Management*








This research investigates the impact of task conflict between entrepreneurs and their investors on young ventures' innovation radicalness and speed. Due to the mutual dependence and close strategic collaboration of entrepreneurs and investors, task conflict within this dyad is frequent, and its prevalence has been linked to a severe impact on the overall innovativeness of young ventures. However, our understanding remains incomplete, mainly regarding how specific innovation characteristics are altered due to task conflict. By focusing on innovation radicalness and speed, we aim to answer two particular questions: Does innovation become more or less radical in times of task conflict? Slower or faster? Additionally, by considering the contingency framework, this study introduces procedural justice as a moderating variable. We gathered survey data from May to October 2023 using founder directories from two of Germany's most entrepreneurial institutes, ultimately utilizing data from 115 entrepreneurs. Our study makes significant contributions to both theory and practice. It deepens research on the conflict-innovation relationship and its contingencies while also providing entrepreneurs and investors with insights into how task conflict affects innovation radicalness and speed and how procedural justice can be used as a mitigation tool. Our findings support three out of four hypotheses, indicating that task conflict in the entrepreneur-investor dyad leads to less radical and slower innovations and that procedural justice can attenuate the negative relationship.

ENT: **To Brave Challenges: Imaginativeness, Environmental Dynamism and Public Leaders' Effectual Behavior**

Author: **Katrin Bauer**, *TU Dortmund U.*
Author: **Alex Kier**, *Washington State U.*

Grand challenges increasingly burden public leaders, requiring them to flexibly respond to the resulting uncertainty. We postulate that the effectuation principles that allow entrepreneurs to navigate such uncertainty also apply to public leaders, enabling them to creatively combine constrained resources on hand. However, to date, research has only limitedly focused on factors that foster public leaders' flexible uncertainty coping routines. Drawing upon the creative cognition lens and promoting a cross-disciplinary approach, we theorize that effectual behavior in public leaders varies by the degree of creative, social, and practical imaginativeness, further contingent upon environmental dynamism, a major root of uncertainty. To test our theorizing, we conduct a survey of 324 public leaders throughout Germany, amid the COVID-19 pandemic. We find differences in effectual behavior pertaining to the degree of individuals' social and practical imaginativeness and differing moderating effects of environmental dynamism on these two relationships, delineating a boundary condition to effectual behavior. We thereby build theory of public entrepreneurship explaining how entrepreneurial, effectual behavior is critical to the public sector. We conclude by unpacking the implications of our findings for practice in public sector organizations.

KEY TO SYMBOLS

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

University Spinouts

Session Moderator: **Matthias Qian**, *ESMT Berlin*

ENT: **How Does Equity Allocation in University Spinouts Affect Fundraising Success? Evidence from the UK** 

Author: **Matthias Qian**, *ESMT Berlin*

Author: **Thomas Hellmann**, *U. of Oxford*

Author: **Junida Mulla**, *Saïd Business School U. of Oxford*

This paper examines the impact of university spin-out ownership on subsequent fundraising success. The analysis is based on a formal theory and uses detailed data from UK spin-outs. Using an instrumental variable based on precedence set by prior spin-outs, we find that 10% higher university stakes reduce the likelihood of venture capital by 3% per year. The negative effect is concentrated in less science-intensive spin-outs, and in spin-outs where the founding team includes scientists transitioning to become entrepreneurs. A 10% larger university stake also decreases the rate at which spin-outs are formed by 5%. High university stakes impede spin-out success.

ENT: **Founder's Prior Experience and the Development of Network Capability in Academic Spin-Offs**

Author: **Monika Sienknecht**, *CAU U. of Kiel*

Research on academic spin-offs (ASOs) generally calls for developing organizational capabilities, while at the same time, attesting particular challenges due to limited knowledge and experience of the science-based founding team. I argue that in order to build a specific type of competitive capability i.e., network capability, ASOs make use of the congenital knowledge, drawing upon two different types of pre-founding R&D collaboration experience of the founding team. A cross-sectional study of 229 ASOs suggests that broad pre-founding R&D collaboration experience with both, scientists and industry partners, promotes networking capability development. Shared experience among the founding team negatively moderates both relationships. The results extend our understanding of the lasting effects of founding team's prior experience on organizational capability development in ASOs. They suggest that scientists with vast experience from collaborative R&D in academia transitioning to an entrepreneurial setting equip their ASO with extensive networking capabilities. Yet, founder's shared R&D collaboration experience constrain the inheritance of broad collaboration experience to the ASOs network capability.

ENT: **How Can Cooperative Governance Make a University Entrepreneurial? The Case of Mondragon University** 

Author: **Lucia Alejandra Rodriguez-Aceves**, *U. of Bergamo*

Author: **Maite Couto-Ortega**, *Mondragon Unibertsitatea*

Author: **Tommaso Minola**, *U. of Bergamo*

Author: **Leire Markuerkiaga-Arritola**, *Mondragon Unibertsitatea*

Author: **Davide Hahn**, *U. of Bergamo*

This paper presents a single case study on the Cooperative University of Mondragon to delve into the intricate process of Higher Education Institutions (HEIs) adopting the entrepreneurial university (EU) framework across their diverse missions. Through qualitative data and analysis, this research seeks to unravel the organizational solutions employed by the University of Mondragon in embracing entrepreneurial behaviors, by building on a specific type of governance (i.e., cooperative). The findings shed light on how the Cooperative University of Mondragon, as a prominent example, leverages on a long-term vision that puts entrepreneurship at the center of its decision-making, as well as management tools and governance elements that favor collective participation and intrinsic motivation. This study advances our understanding of the evolving landscape of higher education and its entrepreneurial drift. It does so by (i) addressing the need for more research on governance in EUs; (ii) complementing existing studies on the role of university leadership in the adoption of entrepreneurial behaviors seizing opportunities and; (iii) identifying strategies to overcome barriers that inherently characterize large organizations and thus can impede universities to be entrepreneurial. Overall our study offers a set of practical implications for the adoption of entrepreneurial behaviors in HEIs.

ENT: **Universities' Sustainability Practices and the Incubation of Firms with Sustainable Orientation** 

Author: **Douglas Wegner**, *FDC - Fundação Dom Cabral*

Author: **Elisa Thomas**, *U. of Houston Downtown*

Author: **Marcelo Dias**, *Federal U. of Pelotas*

This study aims to analyze the relationship between universities' internal sustainable practices and their support for sustainable entrepreneurship, ultimately contributing to a more comprehensive understanding of universities' role in promoting sustainability and sustainable business development. We analyzed 60 U.S. universities that adopt five dimensions of sustainability practices and support business incubators. A Qualitative Comparative Analysis revealed that universities with higher scores towards sustainability in teaching and research, internal operations, strategic planning, community engagement and innovation also show a higher ratio of incubated startups that adopt a value proposition focused on sustainability. The results contribute to the theory by showing that a holistic approach to sustainability at the University level instills entrepreneurs to incubate startups that consider sustainability central to their new ventures. The results also contribute to the practice by offering guidance to universities that aim to positively contribute to implementing their third mission and impact society to become more sustainable.

KEY TO SYMBOLS



Teaching-oriented



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Selected as a Best Paper

Strategic Leadership

Session Moderator: **Sonal Kumar**, *Assistant professor of finance, Bryant U.*

ENT: **Founder Gender and Firm Exit Routes: The Mediating Roles of Firm Size and VC Financing**

Author: **Sonal Kumar**, *Assistant professor of finance, Bryant U.*

Author: **R. Isil Yavuz**, *Bryant U.*

Author: **Leila Zbib**, *Bryant U.*

Author: **Peter Nigro**, *Bryant U.*

While it is well established that founder gender influences starting and managing new ventures, little is known about the influence of founder gender on firm exits. In this paper, by drawing on liberal feminist and social feminist theories, we argue that female entrepreneurs are less likely to have positive exits via M&As and IPOs, and that firm size venture capital (VC) financing are two important factors mediating this relationship. We test our hypothesis using data from Crunchbase dataset on 18,495 new ventures in the US and find that firm size and VC financing fully mediate the negative relationship between female-founded firms and IPOs, but partially mediate the negative relationship between female-founded firms and M&As. These results are robust to propensity score matching. This paper provides valuable contributions to the entrepreneurship literature by explicitly investigating the mechanisms through which gender influences probabilities of positive firm exits via M&A or IPO and has important practical implications for policymakers.

ENT: **Firm-Level Consequences of Entrepreneurs' Life Events – A Dynamic Multilevel Theory**

Author: **Mateja Andric**, *U. of St. Gallen, Switzerland*

Entrepreneurs experience a variety of events in their lives such as marriage, the birth of a child, divorce, but also adverse health events or the death of relatives. Such life events do not only change the lives of entrepreneurs, but likely also affect their firms. Integrating theories on the work-life interface and on power-dependence relations, this conceptual study introduces a dynamic multilevel theoretical framework that outlines the processes through which entrepreneurs' life events incur changes in firm goals and firm performance. The proposed theory also explicates boundary conditions that influence how strongly firm-level outcomes change in response to entrepreneurs' life events. This study advances a perspective of firms' temporal embeddedness in entrepreneurs' lives, suggesting that shifts in firm goals and firm performance over time can reflect changes in entrepreneurs' lives emanating from life events that they experience.

ENT: **External Successors and Performance Change in Small Businesses: The Upper-Echelon Perspective**

Author: **Dorian Boutedjaoud**, *Burgundy School of Business*

Author: **Karim Messeghem**, *U. of Montpellier*

This paper investigates the roots of the strategies used by external successors to ensure business continuity and preserve employment. We employ the upper echelon perspective to show how top executives' characteristics – such as creativity and entrepreneurial alertness – shape organizational outcomes and lead to improved financial performance for small businesses. The study focuses on a sample of 283 French external successors. We find that creativity triggers entrepreneurial alertness, thereby increasing financial performance. Our research contributes to the upper echelon perspective and explains how the basic background characteristics of external successors shape organizational outcomes and contribute to the revitalization of the business.

ENT: **For the Long Haul: Family Firm Influence on Buyer-Supplier Relationships**

Author: **Kristen Raney**, *U. of Virginia - McIntire School of Commerce*

Author: **Pablo Casas Arce**, *W. P. Carey School of Business, Arizona State U.*

Author: **Asis Martinez Jerez**, *Cornell Nolan School of Hotel Administration*

Author: **Luis R. Gomez-Mejia**, *Arizona State U.*

Careful management of strategic partnerships, such as buyer-supplier relationships (BSR), represents a critical source of competitive advantage. Despite the importance of developing and maintaining longer-term strategic partnerships, we have limited understanding of why firms implement different approaches to buyer-supplier relationships (BSRs). That, is what are the factors that influence the pursuit and management of longer versus shorter term relationships. In this study, we draw on the socioemotional wealth perspective to theorize about the influence of family ownership and involvement on firm management of BSRs. Through integrating the literature on family business with the disparate literature on BSR management from management, marketing, supply chain, and accounting, we extend our understanding of family firms and buyer-supplier relationship management.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Uncertainty

Session Moderator: **Farzana Chowdhury**, *Durham U. Business School*

ENT: **Career Transitions and Uncertainty Acceptance**

Author: **Farzana Chowdhury**, *Durham U. Business School*
Author: **Daniel Richard Clark**, *Ivey Business School*
Author: **Robert J. Pidduck**, *Old Dominion U.*

People's decisions to accept uncertainty are critical to career- and change-related decisions. Uncertainty acceptance can occur at any age or career stage, but the motivation and connection to the career stages remain undertheorized. Evolving conceptions of the "future of work" have accelerated through conditions emerging from significant shocks such as global pandemics and geopolitical tensions, changing conditions such as technology-enabled remote work, and steadily rising global aging. Given the importance of maintaining one's livelihood and a general aversion to the stress-inducing uncertainty associated with career changes, the recent wave of career shifts underscores the limited conceptual tools scholars have with which to investigate and understand when, why, and how individuals are willing to accept and even instigate career-change uncertainties. Cognizant of the need to better identify, describe, and predict the origins and drivers of uncertainty acceptance, we utilize the person-environment fit perspective in theorizing a model whereby the desirability and feasibility of accepting uncertainty serve as a purposeful response to career dissonance, resulting from the fit, or misfit, individuals perceive concerning their existing career conditions and aspirations. We propose that individual and cultural factors moderate the desirability and feasibility of accepting uncertainty. We conclude by discussing the implications for both career and entrepreneurship literature.

ENT: **Configurations of Entrepreneurial Behaviors Amid Various Uncertainty for New Venturing Performance**

Author: **Wenjing Zhao**, *School of Management, Shanghai U.*

New ventures face a variety of environmental uncertainties as they pursue high performance, which requires firms to adopt appropriate entrepreneurial behavior to leverage uncertainties and thus benefit from them. This study aims to explore what kinds of multi-faceted entrepreneurial behaviors configurations (e.g., causation, effectuation, and entrepreneurial bricolage) best aligned with the external environment (e.g., state uncertainty, effect uncertainty, and response uncertainty) from a holistic perspective. Based on questionnaire survey data from 143 new start-ups in the China's software industry, this study employ fuzzy-set qualitative comparative analysis (fsQCA). The findings indicate that no single entrepreneurial behavior is effective, but when multiple entrepreneurial behaviors are combined, they can make better use of various environmental uncertainties to achieve high performance. Specifically, there are three configurations for high new venture performance: state uncertainty-effectuation, effect uncertainty-effectuation, and mixed environmental uncertainty-causation and entrepreneurial bricolage.

ENT: **The Effects of Monochronicity on Serendipity and Innovation Performance in Dynamic Environments**

Author: **Andrew E. F. Fultz**, *U. of Texas at El Paso*
Author: **Keith Hmieleski**, *Texas Christian U.*

Growing research indicates that business outcomes often involve some combination of effort and luck, or what is labeled serendipity—the unexpected discovery of opportunity brought about by purposeful action. Despite growing interest in serendipity, however, understanding remains limited about what firms can do to cultivate and leverage such unexpected findings. The current study demonstrates a positive relationship between firms' preferences for handling tasks one at a time sequentially (monochronicity) and the occurrence of serendipity. Further, our findings illustrate a positive relationship between serendipity and innovation performance in new ventures, a relationship that is enhanced when firms operate in rapidly changing environments. Our study provides important implications for entrepreneurship and management research on the role of agency in cultivating serendipity and for important contextual constraints that shape the value serendipity generates.

ENT: **The Economic Consequences of Hybrid Entrepreneurship: The Moderating Role of Uncertainty Avoidance**

Author: **Jialin Song**, *School of Economics & Management, Tongji U.*
Author: **Xinyu Liu**, *Tongji U.*

How does family diversity affect the income growth of hybrid entrepreneurs across different regional uncertainty avoidance level? The effect of family dynamics has received little attention in research on entrepreneurial income. Building on the family embeddedness perspective, we hypothesize that the diversity of family households at surface (age and gender) and deep (work experience and education) levels impacts the hybrid entrepreneurs' income. We further theorize that the effects of family diversity on hybrid entrepreneurial income are moderated by regional uncertainty avoidance, which largely determines the ways hybrid entrepreneurs develop attitudes and skills in dealing with family diversity. Using a sample from the China Health and Nutrition Survey (CHNS), our findings demonstrate that the hybrid entrepreneurial income is affected by deep-level diversity and surface-level diversity among family households. Moreover, regional uncertainty avoidance weakens the relationship between surface-level diversity and the hybrid entrepreneurial income, while strengthening the effects of deep-level diversity such as education diversity. This study contributes to the ongoing discussion about family dynamics and entrepreneurship variations and provides important theoretical and practical implications.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Perspectives in Entrepreneurship

Session Moderator: **Masoud Karami**, *U. of Otago*

ENT: **Creativity, Alertness, and Entrepreneurship: A Multilevel Meta-Analysis**

Author: **Masoud Karami**, *U. of Otago*
Author: **Clécio Araujo**, *pontifical catholic U. of rio grande do sul*
Author: **Jintong Tang**, *Saint Louis U.*
Author: **Lucas Roldan**, *PUCRS - Business School*

Contributing to ongoing conversations about the central role of creativity in entrepreneurship, we propose that creativity leads to positive entrepreneurial outcomes through a crucial mediating mechanism: entrepreneurial alertness. We conducted a multilevel meta-analysis of 92 published studies with 209 effect sizes extracted and a cumulative sample size of 927,615 participants. Our findings suggest that alertness fine-tunes creativity and channels it toward more promising opportunities, innovation, and firm performance. Integrating Schumpeterian and Kirznerian perspectives, this study provides a pragmatist view of entrepreneurship and paves the way for further theorizing the association between creativity and alertness in explaining entrepreneurial outcomes.

ENT: **Understanding the Role of Empathy in Entrepreneurship: A Review and Future Directions**

Author: **Sukriti Hari**, *LM Thapar School of Management Thapar U. Patiala (Punjab) India*
Author: **Sarnish Kour**, *LM Thapar School of Management Thapar U. Patiala (Punjab) India*
Author: **Raja Singaram**, *U. of Galway*

Empathy is a frequently invoked construct in the entrepreneurship literature to study a wide range of issues such as opportunity recognition and identification, novel ideation, entrepreneurial pitching success, social entrepreneurial intentions and motivations and entrepreneurial education. In this literature review, we catalog the studies and bring out the different conceptualizations, related concepts, measure and use of empathy in entrepreneurship research. The development of a specific construct such as entrepreneurial empathy is recommended. We describe the problems in the extant literature and recommend future research directions that take empathy beyond the nascent stages of the entrepreneurship process.

ENT: **In Search of Readability Across Entrepreneurship Research Journals**

Author: **Jill R. Kickul**, *USC Marshall School of Business*
Author: **Mark D. Griffiths**, *Retired*
Author: **Malin Brännback**, *Abo Akademi U.*
Author: **Sönke Mestwerdt**, *ESCP Business School*








The entrepreneurship research field has grown dramatically over the last decades in terms of overall rigor, relevance, and impact. However, we arguably still need to improve how our research translates to other audiences outside of academia. Given that most of our empirical work surveys entrepreneurship practitioners, our scholarship should have practical significance and relevance to their endeavors. The purpose of this paper is to examine the overall readability and accessibility of published entrepreneurship research with implications for its relevance and knowledge creation for stakeholders such as entrepreneurs, investors, policymakers, and students. Data were collected from the most cited articles from ten entrepreneurship journals between 2000-2019 (N=281). Surprisingly, empirical articles had a higher readability score than conceptual and qualitative articles and there was significant variation on readability across the journals. Lastly, we found support that readability scores of articles were positively related to their citation scores after controlling for number of authors and article age.

ENT: **The Problem of Opportunities and the Promise of Artifacts for Conceptualizing Entrepreneurship**

Author: **Henrik Berglund**, *Chalmers U. of Technology*

This paper argues for the theoretical and practical merits of replacing the economics-inspired nexus of individuals and opportunities with a design-oriented triad of individuals, environments, and especially the artifacts progressively designed at their interface. This shift has two related advantages. First, distinguishing between artifacts and environmental circumstances lets us conceptualize the illusive 'non-actor nexus component' with more clarity. Second, by highlighting the nature and significance of artifacts—pitches, prototypes, and plans as well as ventures as final outcomes—the design triad mirrors entrepreneurial practice thereby reducing the gap between theory and practice.

KEY TO SYMBOLS

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

Venture Capital Influencing Factors

Session Moderator: **Alina Polkläsener**, *TU Dortmund U.*

ENT: **Starting Off Strong: How Early Employees Influence Venture Funding in the AI Sector**

Author: **Alina Polkläsener**, *TU Dortmund U.*

Rising investment amounts and increasing patent filing numbers accelerate venture scaling in the artificial intelligence (AI) sector. To achieve sustainable competitiveness and attract investors within this fast emerging, highly innovative environment, founders of AI ventures need to complement their founding team with the "right" employees early on. However, insights on the human capital of early employees and the respective signaling effect on external stakeholders are scarce. Therefore, we combine data from Crunchbase and LinkedIn to derive a unique sample of 15,134 early employees at 1,775 US-based AI ventures. Our study explains how early employees can be clustered into three groups that mirror the key tasks arising in early-stage AI ventures, namely industry and management experts suited for business tasks, academic IT managers equipped with the skills to conduct high-complexity tech tasks, and tech specialists providing the human capital required for low-complexity tech tasks. Based on signaling theory, we derive that the early hiring of industry and management experts sends the strongest positive signal towards investors and, thus, leads to the highest venture funding, followed by academic IT managers, and, lastly, tech specialists. This study contributes to human capital and signaling theory literature by examining the understudied group of early employees and introduces a temporal component into the commonly static entrepreneurship research by analyzing the moderating role of the venture's maturity stage. Our results have practical implications for both founders and investors in the AI sector supporting informed hiring and funding decisions.

ENT: **I Think We Should See Other People: The Impact of Network Turnover on VC Investment Performance**

Author: **Jitse Duijsters**, *U. of Groningen*

Author: **Vareska Van De Vrande**, *Rotterdam School of Management, Erasmus U.*

This study examines the conditions under which turnover in a firm's venture capital investment network affects its subsequent investment performance. While a firm's connections are crucial in predicting investment success, relying on the same connections over time can breed inertia and complacency. In this paper, we argue that there is an optimal point of network turnover, but also that this is dependent on the characteristics of the former partners with whom ties are severed. We collected a panel dataset of 5,157 venture capital firms across the 1990-2018 time period, and show that partner centrality and relational embeddedness affect the inverted U-shaped relationship between network turnover and subsequent IPOs. In doing so, we move beyond prior work on the project or investment level, and argue that there are additional consequences to turnover when considering the entire portfolio of ties rather than individual investments. Our findings contribute to literature taking a dynamic view on inter-organizational portfolios, and the boundary conditions of turnover in the venture capital context.

ENT: **The Role of Actively Open-Minded Thinking and Control Orientation in VC Investment Outcomes**

Author: **Randy Stein**, *California State Polytechnic U., Pomona*

Author: **Tovin Schwartz**, *vFunction, Menlo Park, CA*

Author: **Denis Iurchenko**, *California State Polytechnic U., Pomona*

Research has started to show how predictive and control strategies can each be effective in investment and entrepreneurial decisions. We bridge effectuation theory with theory on Actively-Open Minded Thinking (AOT), a construct tapping analytical, debiased reasoning skills and, in a study of venture capital investors, we present evidence supporting a novel hypothesis that AOT and being oriented towards control logic have a complimentary role in predicting success. When either AOT or control orientation, but not both, is relatively high, investors report more homerun exits. We contribute to the effectuation literature by suggesting that AOT is a type of predictive logic that captures the benefits of prediction not previously captured by conceptualizations. Additionally, while the venture capital literature has previously stressed that venture capitalists tend to be prediction oriented, we show that control orientation can be linked to success.

ENT: **Racial Minority Entrepreneurs and Venture Capital Funding**

Author: **Mauricio Mercado**, *Syracuse U.*

Author: **Jose Antonio Cerecedo-Lopez**, *U. of Texas At San Antonio*

Despite minority entrepreneurs being prone to starting more businesses than their non-minority counterparts these underrepresented groups are met with limited probabilities of receiving VC funding. To date, our understanding of how entrepreneurs' minority status influences VC decision-making is limited. The lack of access to VC capital that minority entrepreneurs face is particularly problematic as it precludes the start-up from achieving its growth potential, hinders its ability to grow at a rate that is comparable to start-ups owned by non-minority competitors, and at a broader level deprives the economy of countless potential new jobs created. To understand the inequitable funding that minority entrepreneurs receive, VC-minority entrepreneur relationship using the stereotype content model (SCM) and Intergroup Contact Theory are analyzed. Specifically, authors hypothesize that entrepreneurs' minority status, relative to non-minority entrepreneurs, negatively affects investor willingness to fund such ventures via the assessment of trustworthiness and competence of the entrepreneurs. However, we posit that VCs engaging in positive imagined intergroup contact may ameliorate the negative effects of VC stereotyping. Findings expand our systematic understanding of the investor-minority entrepreneur relationship by explaining the mechanisms through which investors make decisions about minority entrepreneurs, how dissimilarity biases influence VC decision making, and how minority entrepreneurs can potentially counteract negative subconscious investor perceptions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Exceptional Performance and Growth

Session Moderator: **Kaushik Gala**, *Iowa State U.*

ENT: **A Distributional Perspective of Exceptional Entrepreneurial Performance**

Author: **Kaushik Gala**, *Iowa State U.*
Author: **Andreas Schwab**, *Iowa State U.*

Researchers, policymakers, practitioners, and educators increasingly recognize the extreme variation of performance in entrepreneurship. However, a variance-centric understanding of entrepreneurial outcomes remains largely lacking. While extreme performers draw attention via case studies, celebrity status, and media stories, those who teach, promote, or pursue entrepreneurship often focus on 'average' entrepreneurs or ventures. In response, scholars have begun to adopt distributions as a lens to examine the variance in quantitative measures of entrepreneurial performance. Therefore, this exploratory empirical study proposes a framework to examine exceptional performance in entrepreneurial endeavors. Here, we introduce and explicate three aspects of performance distributions – tail extremity, tail frequency, and tail impact. Moreover, we introduce a methodological innovation, the moment-ratio plot, and simulations to extract nuanced insights into exceptional performance using statistical data reported in past average-centric studies. Finally, we discuss the implications of related findings for targeted policy interventions, venture creation, venture capital investing, corporate venturing, entrepreneurship pedagogy, and future research.

ENT: **Exceptional Performers**

Author: **William John Wales**, *U. at Albany, State U. of New York*
Author: **Maksim Belitski**, *Loyola U. New Orleans*
Author: **Jeffrey A. Martin**, *U. of Alabama, Tuscaloosa*
Author: **Tatiana Romanova Stettler**, *Kent State U.*

This study tracks firm excellence in the wild by exploring the phenomenon of exceptional firm performance, focusing on outliers that achieve 'escape velocity' and transcend typical growth metrics. Utilizing a mix of qualitative and quantitative data-driven approaches, we examine organizational, regional, and industry factors that contribute to a firm's exceptional status. Our methodology involves collecting data on 14.9 million observations and 1,458,915 firms in the United Kingdom during 2001-2017 and probing the drivers of outlier firms. We adopt an abductive reasoning process, guided by previous findings on firm acceleration and growth, to explore potential factors influencing outlier emergence. This flexible approach enables us to delve into the dynamics of outlier development and formulate policy recommendations. To this end, our study examines the role of context in outlier emergence by focusing on factors that influence a firm's likelihood of becoming an exceptional outlier, and demonstrating that exceptional performers can emerge at multiple levels, including the firm, industry, and ecosystem regional levels. Taken together, what we find expands our understanding of exceptional performers, shedding light on the mechanisms within a firm and its organizational context that generate such exceptional outcomes.

ENT: **How Predictable Is Exceptional Venture Growth? Using Machine Learning to Predict Unicorn Ventures**

Author: **Suresh B Kotha**, *U. of Washington, Seattle*
Author: **Benjamin L. Hallen**, *U. of Washington, Seattle*
Author: **Sung Ho Park**, *U. of Oregon*
Author: **Ryan Allen**, *U. of Washington*
Author: **Seowon Joseph Shin**, *U. of Washington, Tacoma*

We examine how predictable is eventually achieving unicorn status for early-stage entrepreneurial startups (i.e., achieving a billion-dollar valuation while private). While past studies have examined factors impacting new firm growth, they have not explored the overall predictability of growth or examined the exceptional growth of outlier startups in modern entrepreneurship. Predicting outlier growth is essential for many stakeholders – including potential investors, employees, and partners – who wish to discern which startups to work with. We examine this using state-of-the-art Machine Learning (ML) algorithms tailored for predictive models on rich early founder and venture attributes across 2,845 startups. When tasked with pinpointing the 10 startups with the highest probability of becoming unicorns in the holdout test set, our most effective model successfully identifies 2.3 actual unicorns on average from its top 10 predictions. While a 3-fold improvement over pure chance, this predictability is still moderate. We consider how this extends past scholarship on the benefits of early founder, industry, and resource advantages to show their role in also driving outlier growth, while additionally suggesting that much variance remains for scholarship on new firm growth to explain. We also elaborate on how prediction-oriented modern ML methods open new avenues for entrepreneurial research.

ENT: **“Ecosystem Work” in Orchestrating and Scaling Startup Support Interventions**

Author: **Elie Abi Saad**, *Umeå School of Business, Economics, and Statistics*
Author: **Medhanie Gaim**, *Umeå U.*
Author: **Sujith Nair**, *BI Norwegian Business School*

In this paper, we examine how startup support interventions are orchestrated and scaled over time by zooming in on the micro-foundations that underpin their functioning. Specifically, we show how interventions that change existing venturing behaviors emerge from the interplay between macro-level ecosystem characteristics (e.g., structure, governance, and institutions) and micro-level communal initiatives, which themselves are facilitated (or impeded) by strategies to help maximize their reach and propagate their impact. We illustrate this process through an in-depth case study tracing the evolution of a startup-incumbent matchmaking program from a small pilot project to a national flagship initiative in Sweden. We introduce the concept of "ecosystem work" to capture the coordinated efforts to foster a diverse and co-evolving network around the intervention with the ultimately goal of fostering venturing activities. Our micro-foundational model of entrepreneurial support contributes to research by theorizing how localized changes to individual-level (inter)actions can transform venturing behaviors in the ecosystem, thereby illuminating new strategies for intermediaries seeking to foster entrepreneurial activity in more relevant, efficient, and scalable ways.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Human and Social Capital

Session Moderator: **Abdul Waris Jalili**, *Ph.D. Candidate, Harbin Institute of Technology*

ENT: **Entrepreneurship Education and Student Entrepreneurial Intention: A Comprehensive Review, Synthesis**     

Author: **Abdul Waris Jalili**, *Ph.D. Candidate, Harbin Institute of Technology*
Author: **Yanqing Wang**, *Associate Professor, Harbin Institute of Technology*
Author: **Som Suor**, *PhD candidate, School of Economics and Management*
Author: **Yasin Rahimi**, *Postgraduate Student*

This review paper seeks to address two key research questions: Does entrepreneurship education reliably forecast students' entrepreneurial intentions? if so, how and when does this predictive relationship occur? To answer these queries, we conducted a thorough, systematic search and review of empirical articles published between 2013 and 2023. A total of 35 papers meeting specific criteria—such as reporting empirical results, being published in English, and addressing the aforementioned research questions—were included in the analysis. The collective findings of these studies indicate a generally positive predictive relationship between entrepreneurship education and student entrepreneurial intentions. However, recent findings indicate that this connection may exhibit greater complexity than initially perceived. Notably, a range of mediators and moderators have been identified, highlighting instances where entrepreneurship education exerts an indirect influence on student entrepreneurial intentions. Although certain boundary conditions have been explored, additional research on moderators is deeply essential. The review underscores the need for more robust research designs to establish causality in this domain. Consequently, there is a crucial call to examine different facets of entrepreneurial education independently and assess complex relationships more comprehensively. This approach is imperative for gaining a nuanced understanding of the dynamics at play in shaping students' entrepreneurial intentions.

ENT: **Social Capital and Firm Performance in Developing Countries: Mediating Role of Dynamic Capabilities** 

Author: **Joyce Komakech Nabisaalu**, *U. of Mississippi*

The study investigates how entrepreneurs in developing countries transform social capital into firm performance effectively amidst challenging contextual conditions and uncertainties to navigate resource scarcity. Advanced strategic capabilities are argued to be cultivated by entrepreneurs in response to heightened costs associated with accessing social capital. Drawing on data from 406 entrepreneurs from Uganda, East Africa, a mediated model is tested, wherein sensing, seizing, and reconfiguring capabilities mediate the relationships between social capital dimensions (social network and relational capital) and firm performance. The findings highlight the direct influence of an entrepreneur's social network on firm performance, while a seizing capability suppresses this relationship. Notably relational capital requires the development of all three types of capabilities to translate its intangible value into an enhanced firm performance. The study contributes both theoretically and practically to social capital and dynamic capabilities.

ENT: **Human Capital of East Asian Start-up Founders and Entrepreneurial Orientation: A Three-Country Study** 

Author: **Martin Hemmert**, *Korea U.*
Author: **Ying Cheng**, *Chongqing U.*
Author: **Adam Cross**, *Xi'an Jiaotong-Liverpool U.*
Author: **Agata Kapturkiewicz**, *Sophia U.*
Author: **Jae-Jin Kim**, *Hoseo U.*
Author: **Masahiro Kotosaka**, *Keio U. Japan*
Author: **Franz Waldenberger**, *German Institute for Japanese Studies*

While the performance implications of firms' entrepreneurial orientation (EO) have been extensively studied, less is known about EO antecedents. Furthermore, most studies that have examined EO predictors have focused on external or organizational factors. We identify start-up founders' human capital, which has been found to influence business outcomes of start-ups, as an antecedent of the firms' EO. We study the influence of four sub-dimensions of founders' human capital (higher education, business leadership experience, entrepreneurial experience, and international experience) on three EO sub-dimensions (innovativeness, proactiveness, and risk-taking) in a longitudinal study of 1,029 start-ups from China, South Korea and Japan. While the founders' higher education is not related to any EO sub-dimension, their entrepreneurial experience is positively related to the start-ups' proactiveness, and their business leadership experience and international experience are positively related to all three EO sub-dimensions. From a theoretical perspective, our findings demonstrate a need to differentiate between sub-dimensions of founders' human capital when studying their influence on start-ups' EO. In addition to commonly used sub-dimensions, we highlight the importance of international experience. From a practical perspective, our results indicate that founders can leverage their business leadership experience, entrepreneurial experience and international experience to strengthen their firms' EO.

ENT: **The Effects of Entrepreneurship Education: A Literature Review on Task and Non-Task-Related Outcomes**

Author: **Ilaria Cascavilla**, *U. degli Studi di Bergamo*
Author: **Tommaso Minola**, *U. of Bergamo*

The importance of entrepreneurship as a key driver of job creation and economic growth is widely recognized. Entrepreneurial University, with its Entrepreneurship Education interventions and programs, aims to promote entrepreneurship in many ways. However, the role of the Entrepreneurial University goes well beyond venture creation. This study systematically reviews 160 empirical articles from 2000 to 2023 on the effect of Entrepreneurship Education. The findings reveal that previous research focused on assessing the impact of entrepreneurship courses solely on outcomes associated with entrepreneurship-related dynamics and venture creation. Embracing the Human Capital in entrepreneurship research [Marvel et al. (2016), *Entrepreneurship: Theory and Practice*, 40(3), 599-626], we first elaborate why a specific task-related investment in human capital, such as Entrepreneurship Education, could lead to both task-related and non-task-related outcomes; then we show that, despite such potential, the literature currently overlooks the non-task-related dimensions and only focus on task-related ones. In addition, this study presents a research agenda to identify which specific categories of outcomes require further exploration. The study emphasizes the need to focus on non-task-related knowledge, skills, and abilities that are beneficial for success in various domains, not just for aspiring entrepreneurs.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Entrepreneurial Journey

Session Moderator: **Bob Bastian**, *U. of Trento*

ENT: **Metacognition and Stakeholder Enrollment: Cognitive Frames in the Entrepreneurial Process**

Author: **Bob Bastian**, *U. of Trento*

Author: **Nicolai J. Foss**, *Copenhagen Business School*

Entrepreneurs are often critically dependent on their stakeholders. An important challenge for entrepreneurs is to convince and involve key stakeholders so that they see themselves as part of a collective effort towards realizing a novel value proposition, that is, they adopt a We-framing of the collaboration. We argue that stakeholders are stratified in terms of their importance to the entrepreneurial venture and how much interaction is required between the entrepreneur and the relevant stakeholders. Awareness about collaboration goals as well as collaboration frictions is particularly important for relations that involve the key stakeholders. This involves incorporating the knowledge representations of the key relevant stakeholders to formulate mutual collaboration goals, but also includes devising ways to anticipate and reduce potential frictions to the collaboration, particularly when adaptation is required. To better understand this challenge, we draw on recent cognitive science literature, theorizing a social metacognition perspective on stakeholder enrollment. We conceptualize joint metacognition as a way through which entrepreneurs and their key stakeholders jointly reach greater understanding in their process of enrollment, and describe how perceived goals, knowledge, and beliefs of others are adjusted to what is best for the collaboration, and how debiasing may assist this process. Lastly, we discuss two distinct forms of metacognition which leads entrepreneurs and key stakeholders to consider their collaboration goals and overcome cognitive frictions.

ENT: **Maintaining Balance Through the Ups and Downs of Entrepreneurial Venturing**

Author: **Lauren Atkinson Zettel**, *Central Michigan U.*

The emotional rollercoaster of entrepreneurship is characterized by encounters with challenges that impede the progress of venture founders. For this reason, resilience, which is reflected in the ability to maintain functioning through such challenges, has become of particular interest to scholars of entrepreneurial venturing. The literature on psychological resilience emphasizes the ability of resilient individuals to maintain and utilize positive emotions to their advantage in challenging times. Yet, the resilience literature has largely overlooked the role of affective fluctuations in resilience processes, which is problematic for entrepreneurs facing the highs and lows of venturing. This research investigates the relationship between resilience and affective fluctuations for entrepreneurs working through a venture-related challenge. The results have implications both for the theory of psychological resilience, as well as for how entrepreneurs may enact resilience in adverse circumstances.

ENT: **Long-Term Strategic Decisions in Family Firms: A Temporal Motivation Theory Perspective**

Author: **Zulfiqer Ali Haider**, *Assistant Professor, Western U.*

Author: **James J Chrisman**, *Mississippi State U.*

Author: **Hanqing Chevy Fang**, *U. of Missouri/Rolla*

Author: **Zhenyu Wu**, -

In this paper, we use temporal motivation theory to study long-term oriented strategic decisions in family firms. We focus on the four key aspects of this theory (time sensitivity, expectancy, value and the framing of losses and gains) and test whether its predictions apply to family firms' long-term strategic decisions which are proxied by a composite measure based on asset durability, capital expenditure and research and development expenses. Our findings on an international longitudinal sample of publicly-listed firms from 2007-2018 show that, while family firms have lower sensitivity to time delays in future utilities, the extent of actual long-term decisions are significantly influenced by their economic and non-economic performance, the family generation in control, as well as the interaction between and family- and national-level values.

ENT: **Market Switching in Serial Entrepreneurship and Venture Performance in the US Feature Film Industry**

Author: **Qinyue Chen**, *School of Business, Renmin U. of China*

For serial entrepreneurs, they are often faced with two alternatives when entering a new market, that is starting a new business in the original market category or switching to a new market category. Drawing on the entrepreneurial learning theory, we examine how serial entrepreneurs' market switching activities contribute to venture performance. Using cross-sectional data of 1887 observations based on the U.S. feature film industry from 2011 to 2020, our findings reveal a U-shaped relationship between serial entrepreneurs' market switching and venture performance. We also find that both serial entrepreneurs' degree of specialization and market competition intensity would attenuate this curvilinear relationship. These findings offer fresh insights into the literature on serial entrepreneurship by investigating the outcomes of market switching and exploring the learning process. This study also provides valuable guidance for serial entrepreneurs when deciding whether to switch markets.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Rural Entrepreneurship

Session Moderator: **Leif Brändle**, *U. of Hohenheim*

ENT: **Mobility Maintenance: Intergenerational Social Mobility and Entrepreneurial Entry**

Author: **Leif Brändle**, *U. of Hohenheim*

Author: **Anna-Lena Rönnert**, *U. of Hohenheim*

Author: **Christopher Albert Sabel**, *Rotterdam School of Management, Erasmus U.*

Increasing evidence shows that social class affects the propensity to pursue entrepreneurial opportunities. However, entrepreneurship research has either focused on the impact of social class during childhood or the effects of the current social class while neglecting movements between social classes (i.e., social mobility). While higher social class positions facilitate entrepreneurial entry, we argue that mobility maintenance, especially avoiding the loss of job and wage stability, explains why the upwardly mobile are less likely to become entrepreneurs. We explore under which conditions social mobility affects entrepreneurial entry. Based on longitudinal data on 21,960 individuals, we demonstrate that, while higher social class is positively associated with entrepreneurial entry, upwardly mobile individuals, when compared to immobile individuals, are less likely to enter entrepreneurship. Contrary to common assumptions in the literature on family backgrounds, we find that having entrepreneurial parents reinforces this relationship. We attribute this to upwardly mobile individuals' tendencies to dissociate from their parents' social class.

ENT: **When May Age Not be a Barrier to Entrepreneurial Entry of Senior People in Rural Areas**

Author: **Honglan Yu**, *Huddersfield Business School, U. of Huddersfield*

Author: **Xiaoying Li**, *U. of Essex Business School*

Author: **Qihai Huang**, *Huddersfield Business School, U. of Huddersfield, UK*

Author: **Guowei Cai**, *Sun Yat-Sen U. Business School*

This paper aims to contribute to senior entrepreneurship and rural entrepreneurship literature by developing a contingency view regarding the likelihood of entrepreneurship entry by senior people in rural areas in emerging economies. Based on utility theory, we propose that multi-level factors and their joint effects help overcome the barriers to entrepreneurial entry by older individuals. Our results, based on the Chinese Labour-force Dynamics Surveys (CLDS) data comprising 8,692 individual-year observations in 209 villages in 2012, 2014 and 2016, indicate that individual geographical mobility attenuates the negative effect of older age on entrepreneurship entry in rural areas. While village democratic governance does not independently have a mitigating effect, its interaction with individual geographical mobility weakens the negative impact of older age on entrepreneurship entry. Our research has theoretical and policy significance for understanding entrepreneurial entry of senior people in rural areas in addressing the challenges of ageing society.

ENT: **Age Diversity and Social Entrepreneurship: A Neuroscience Perspective**

Author: **Rai Siddhant Sinha**, *NEOMA Business School*

Author: **Sreevas Sahasranamam**, *U. of Glasgow*

Often entrepreneurs of different ages team up for a social impact, yet current entrepreneurship literature is evasive of how age diversity impacts social venture performance. Extant research provides us with contradictory arguments about the relationship between age diversity and firm performance, leaving us with more questions than answers. Thus, this work dives deeper into the cognitive realm of entrepreneurial team dynamics and offers a fresh perspective informed by affective neuroscience literature integrated with the upper echelons theory to provide empirical evidence of how age diversity in teams hurts social venture performance and discuss its boundary conditions.

ENT: **Unearthing Tales of Rural Entrepreneurship in Developed and Developing Economies**

Author: **Janvi Patel**, *IIM Kozhikode*

Author: **Anubha Shekhar Sinha**, *Indian Institute of Management, Kozhikode*

While the broader field of entrepreneurship has witnessed substantial attention in recent decades, the specific subdomain of "rural entrepreneurship" has experienced a notable lag. Furthermore, research on rural entrepreneurship has predominantly concentrated on developed economies, primarily emphasizing agricultural activities. Consequently, there is a compelling need to amalgamate the literature from both developed and developing economies to present a comprehensive understanding of rural entrepreneurship and encourage its broader application. This review seeks to examine the antecedents and outcomes for rural entrepreneurs in both developing and developed economies. In developing economies, rural entrepreneurship is markedly influenced by necessity-driven factors, whereas in developed economies, it is predominantly motivated by opportunistic considerations. This review encompasses an analysis of 131 studies published in leading management and entrepreneurship journals spanning the period from 1991 to 2021. Entrepreneurs in rural areas of developing economies often engage in entrepreneurial endeavors as a means to address challenges such as unemployment, poverty, and destitution. In contrast, their counterparts in developed economies embark on entrepreneurship for additional income, optimal resource utilization, and mitigating social isolation. Keywords: Rural entrepreneurship, developed economies, developing economies, systematic literature review, antecedents, outcomes

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership and Strategy

Session Moderator: **Tabea Brüning**, *Leuphana U. Lüneburg*

ENT: **Unintended Consequences of Field Experiments in Poverty Settings**

Author: **Tabea Brüning**, *Leuphana U. Lüneburg*
Author: **Tim Weiss**, *Imperial College London*

Extant research has shown that field experiments may generate unintended consequences. Yet, our understanding of these and how to mitigate their impact remains nascent. In this study, we conduct a follow-up fieldwork and qualitative investigation of a large-scale randomized controlled field experiment in Sub-Saharan Africa. Our empirical results suggest that the field experiments realized two unintended sub-treatments. We capture the subsequent unintended effects and their impact on the decision-making and actions of participants. We argue that unintended consequences provide an insight into the non-theorized dimension of field experiments that interact, often in unforeseeable ways, with the intended, theorized dimension of field experiments. We propose in situ and post hoc observational and interview data collections as a methodological innovation to pragmatically track and mitigate unintended consequences. We also propose a fully embedded case study design of field experiments to systematically build our understanding of how non-theorized and theorized dimensions of field experiments interact in shaping dependent variables.

ENT: **Unmasking Entrepreneurial Leadership: Aspects by Which Leaders Influence Small Business**

Author: **Kingsley O. Omeihe**, *U. of the West of Scotland*
Author: **Ibiyemi Omeihe**, *U. of the West of Scotland*
Author: **Stephen Isa**, *The Business School, Edinburgh Napier U., Edinburgh, UK*

This present paper explores the state of entrepreneurial leadership in small businesses, an area that is very much in its infancy. It discusses the context of entrepreneurial leadership and summarises research evidence related to the narratives of Nigerian business owners. Using field data and existing literature, we advance a formal definition of entrepreneurial leadership and induce the introduction of entrepreneurial relational characteristics, attributes and skills. We demonstrate the socially constructed nature of entrepreneurial leadership and indicate the seemingly valuable interplay between selective and strategic attributes. Central to our contribution is the notion that empathy and people management are dominant relational characteristics. We conclude by providing implications for practice and policy as well as directions for future research.

ENT: **Understanding the Family Business Effect in Online Environments: Exploring Family Business Brands**

Author: **Fabian Diaz**, *U. of Louisville*
Author: **Isabel C. Botero**, *U. of Louisville*








Researchers have argued for the “family business effect” (i.e., the benefit of the connection between family and business systems) as a source of differentiation in the marketplace. However, most of that work lacks ecological validity and focuses on the family business as the sole provider of information about the family brand. This study explores how family business brands work in online environments and the impact that they have on online reputation. We test our ideas with a dataset of 12,310 businesses, amassing 331,256 reviews between 2006 and 2021. Our results provide support for the notion that family firm branding on online platforms is generally beneficial for businesses’ online reputation. However, contrary to our expectations, we also find that reviewer usage of family firm branding terms on their reviews has an attenuating effect on the relationship between family firm branding by the firm and their online reputation. Implications of these results are discussed.

ENT: **Understanding Resource Orchestration in Start-ups : Exploratory Case Studies in Africa**

Author: **Toussaint Bugandwa**, *UCLouvain*
Author: **Mahamadou Biga Diambeidou**, *LouRIM, UCLouvain*
Author: **Brett Gilbert**, *American U.*
Author: **Daniel Manyabe**, -
Author: **Yeguignafere Diarrassouba**, *CESAG*
Author: **Benoit Gailly**, *LOURIM, Louvain School of Management*
Author: **Gyewan Moon**, *Kyungpook National U.*

Startups in developed countries lack equal access to resources, and this reality complicates entrepreneurs’ ability to orchestrate their resources to create competitive advantage. Despite this fact, we know less about how entrepreneurs in resource constrained environments navigate the challenges of the environment to acquire the resources their ventures require. This research explores this question in the context of the Democratic Republic of Congo in Africa. Using a qualitative approach, 13 startups are interviewed and analyzed to understand how entrepreneurs structured, bundled and leveraged resources to build companies in an environment with few resources for technology venture creation. Results show that the resource orchestration process is not easily followed by these ventures, and questions its application in resource-constrained contexts, and especially in the under-researched context of Francophone Africa. One of the contribution that this study offers is the insight that local partners at founding may be more important than international partners for helping firms manage resources in resource constrained environments. Keywords: Africa, Startups, Resource Orchestration, Lean Startup, Technology

KEY TO SYMBOLS

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

Entrepreneurship and Well-Being I

Session Moderator: **Omima Elkailani**, *Alberta School of Business*

 **ENT: Coping with Indeterminate Dangers in a Violent Conflict Zone: A Study of Libyan Women Entrepreneurs**    

Author: **Omima Elkailani**, *Alberta School of Business*

Author: **Jennifer E Jennings**, *U. of Alberta*

Responding to the call for recalibrated entrepreneurship research that embraces the pluralism of entrepreneurial activity and is open to contextually grounded theorizing, this paper investigates the lived experiences of women entrepreneurs in a violent conflict zone. Although such contexts may seem 'extraordinary' relative to the stable and benign settings underlying the vast majority of extant scholarship, unfortunately, such environments are 'ordinary' for the millions of people who live within them. Adopting an inductive theory-building approach, we analyzed qualitative data collected from interviews with 30 women who had launched businesses in Libya—a country that has become one of the most dangerous in the world after the 2011 Arab Spring uprising. Our findings illuminate the indeterminate everyday dangers that exist for women entrepreneurs in such a context, the tactics that they implement as attempted coping/surviving mechanisms, and the consequences for themselves, their businesses, and other citizens. Collectively, the emergent insights from our study not only extend—but also challenge—several taken-for-granted understandings about entrepreneurship, derived primarily from Western theory and research, in which entrepreneurs are presumed to operate in environments of relative peace.

ENT: Historical Pathogen Prevalence, Collectivism, and Different Forms of Entrepreneurship 

Author: **Yida Tao**, *Shanghai U.*

Author: **Xiaoyu Yu**, *Shanghai U.*

This study draws on the parasite stress theory of values to investigate the epidemiological origins of entrepreneurship. This study considers both the rate of entrepreneurship and the proportions of three forms of high-quality entrepreneurship (i.e., technology entrepreneurship, growth-aspiring entrepreneurship, and export-oriented entrepreneurship). By analyzing a country-level dataset spanning 14 years, this study finds that historical pathogen prevalence positively affects the rate of entrepreneurship, but negatively affects the proportions of technology entrepreneurship, growth-aspiring entrepreneurship, and export-oriented entrepreneurship. Collectivism is found to mediate the effects of historical pathogen prevalence on entrepreneurship and technology entrepreneurship. We also find partial support for the hypothesis that collectivism mediates the effects of historical pathogen prevalence on export-oriented entrepreneurship. This study contributes to a better understanding of the relationship between infectious diseases and entrepreneurship (and more broadly, economic activity), and reconciles the inconsistent findings in the literature on the relationship between collectivism and entrepreneurship. The implications for policy-makers are also discussed.

ENT: Mindfulness Enhances Entrepreneurial Well-Being Through Supporting Co-Founder Goal-Coordination

Author: **Eva Peters**, *Singapore Management U.*

Author: **Jochen Matthias Reb**, *Singapore Management U.*

Author: **Kenneth Tan**, *Singapore Management U.*

Research on entrepreneurial well-being (EWB) is increasingly moving to the center stage of entrepreneurship research. However, limited research has explored co-founder relationships and their influence on EWB. Taking a relational perspective, we draw on Self-Determination Theory and Transactive Goal Dynamics Theory to propose that mindfulness supports better goal coordination among co-founders, which leads to better relationship quality and, ultimately, higher individual EWB. Across two studies involving 516 entrepreneurs, we found support for a sequential mediation from mindfulness via goal coordination to co-founder relationship quality and, finally, entrepreneurial well-being. We discuss contributions to the entrepreneurship, mindfulness, and interpersonal relationships literature.

ENT: Same Role at Work, Different Role in the Family: Gender Differences in Sources of Well-being 

Author: **Xu YAN**, *Hong Kong U. of Science and Technology*

Author: **Liangang Cui**, *Business School at Nankai U.*

This study explores the different pathways to entrepreneurial well-being for male and female entrepreneurs by simultaneously considering the conditions of the work-family interface and entrepreneurial identity. Drawing upon role congruence theory and job demand-resource theory, we propose that, influenced by role stereotypes, male entrepreneurs' well-being is determined more by their work than their family, while female entrepreneurs' well-being is determined more by their family than their work. Furthermore, indicated by entrepreneurial identity, when entrepreneurship implies more resources than demands for entrepreneurs, work-family enrichment becomes more important than conflict, and vice versa. Our arguments are supported by the results of fuzzy-set qualitative comparative analysis and regression analysis conducted on a field survey of new venture founders in China. We contribute to a nuanced understanding of the gender differences in pathways to entrepreneurial well-being.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Expanding the Role of Society on Business and Innovation

Session Chair: **Inara Tareque**, *Columbia Business School*
Session Chair: **Brandon Freiberg**, *Columbia Business School*
Presenter: **Nataliya Wright**, *Columbia Business School*
Presenter: **Daniel Fehder**, *U. of Southern California - Marshall School of Business*
Discussant: **Natalie Carlson**, *The Wharton School, U. of Pennsylvania*
Discussant: **Dan Jun Wang**, *Columbia Business School*
Discussant: **Rembrand Michael Koning**, *Harvard Business School*

Society, business, and innovation are interlinked – meaning that the social context in which a company is embedded plays a critical role in influencing a company’s founding, growth, hiring, and capability to innovate. While extant research highlights several interdependencies between societal dynamics, business outcomes, and innovation, in today’s rapidly changing political and technological climate, there is an opportunity for scholars to strengthen our understanding of the intricate processes connecting business and society. The goal of this symposium is to advance more research in this area by identifying specific ways in which today’s society shapes business outcomes via political, technological, and social processes. Some critical questions that will be answered include: what is the impact of growing political polarity on the distribution of high-skilled labor, patents, and innovation? How do emerging technologies such as generative AI impact the information value of signals available in hiring and venture capital settings? Are nascent entrepreneurs in communities with stronger social ties able to exploit external advice better? In doing so, the symposium will bring together multidisciplinary management research to highlight the interplay between business, society, and innovation.

Economic Consequences of Polarization: Large-scale Field Evidence from Technology Startups

Author: **Brandon Freiberg**, *Columbia Business School*

Does AI Cheapen Talk? Evidence from Global Startup and Hiring Contexts

Author: **Nataliya Wright**, *Columbia Business School*








Institutional Advice and Nascent Entrepreneurship: the Moderating Role of Community Social Capital

Author: **Inara Tareque**, *Columbia Business School*

Partisan Patent Examiners? Political Ideology of Patent Examiners and Patent Office Outcomes

Author: **Daniel Fehder**, *U. of Southern California - Marshall School of Business*

KEY TO SYMBOLS

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

Unpacking Acceleration Heterogeneity: A Multilevel Perspective

Session Chair: **Shaker A. Zahra**, *U. of Minnesota*
Presenter: **Miriam Erez**, *Technion - Israel Institute of Technology*
Presenter: **Violetta Gerasymenko**, *Oregon State U.*
Presenter: **Sandy Yu**, *U. of Minnesota*
Presenter: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*
Presenter: **Shelly Lev-Koren**, *Technion - Israel Institute of Technology*

Research on business accelerators has grown rapidly over the past decade. This growth reflects the importance of accelerators for new ventures' growth and access to resources. Accelerators also provide new ventures with opportunities for networking and mentorship, promoting their learning and acquisition of the skills and capabilities essential for their survival and growth. Participating in these programs also gives new ventures opportunities to refine their business models and strategies, sharpening their competitive advantages. Further, admission into these accelerators serves as a signal of legitimacy that enhances these ventures' market standing. Given these diverse benefits, business accelerators have become a vital means of developing local, regional, and national entrepreneurial ecosystems that enhance job creation, improve employment, enable technological and social progress, and improve competitiveness. This symposium takes a multi-level approach to study new ventures' growth in accelerators from the micro, meso and macro levels. We do so by: (1) offering four empirical studies that cover the micro, meso, and macro levels; (2) highlighting points of intersection across these levels; and (3) articulating the theoretical, empirical, and practical implications for future research.

Do leadership capabilities shape the performance trajectories of early-stage startups?

Author: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*
Author: **Ndubuisi Richard Ugwuanyi**, *The Wharton School, U. of Pennsylvania*
Author: **Martin Gonzalez**, *Google*

The Jockey or the Horse? New Ventures Prior Knowledge, Accelerators' Learning Mechanisms and Success

Author: **Shelly Lev-Koren**, *Technion - Israel Institute of Technology*
Author: **Miriam Erez**, *Technion - Israel Institute of Technology*








Choose your herd wisely? Insights into Startup Performance Relative Standing in Accelerator Cohorts

Author: **Sandy Yu**, *U. of Minnesota*
Author: **Violetta Gerasymenko**, *Oregon State U.*

Location and Business Accelerators' Design Characteristics

Author: **Shaker A. Zahra**, *U. of Minnesota*

KEY TO SYMBOLS

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

The Diversity of Qualitative Methodology

Session Moderator: **Courtney Hamby**, *Northeastern State U.*

HCM: Factors Influencing Recruitment and Retention of Oklahoma FQHC Managers: A Phenomenological Study

Author: **Courtney Hamby**, *Northeastern State U.*

Author: **Carissa Smock**, *National U.*

Healthcare workforce shortage impacts all system stakeholders, particularly rural Federally Qualified Health Centers (FQHC) in the United States. The purpose of our study is to examine current workforce recruitment and retention practices perceived by managers in rural Oklahoma FQHC healthcare organizations. Our research utilizes a qualitative, phenomenological approach to conduct in-depth interviews via Zoom. We explore the lived experiences of rural FQHC managers with at least five years of experience to discern the nuanced aspects that influence their practices. Based on the literature, we developed the interview protocol, recorded, transcribed, interviewed, and performed member checking to ensure accuracy. Utilizing NVivo, we analyzed perceptions with a thematic analysis. We interviewed (n = 18) managers identifying key themes including learning and growth, positive experiences, COVID-related challenges, unawareness the FQHC mission upon employment, implementation of technology and word of mouth for recruitment, operational and competitive job market concerns, rewards and recognition, passion for serving the population as important recruitment, and retention factors for rural healthcare managers. Our research illuminates unique workforce recruitment and retention challenges faced by FQHC managers. Findings may assist healthcare practitioners, policymakers, and researchers invested in enhancing the effectiveness of recruitment and retention with targeted strategies within rural healthcare settings.

HCM: Escaping the Professional Identity “Straitjacket”: Towards a Model of Identity Plasticity

Author: **Elisabeth Andvik**, *BI Norwegian Business School*

Author: **Therese Egeland**, *NHH Norwegian School of Economics*

Author: **Vidar Schei**, *NHH Norwegian School of Economics*

Interprofessional teamwork may threaten professional identities and consequently impede collaboration. This is particularly the case in health care, where resilient professional identities and practices contradict. However, our ethnographic study of interprofessional health care teams showed that over time, professionals reduced identity tensions and escaped their professional identity “straitjacket” to extend their professional identity repertoire. Through real-time observations and interviews, we delineated the process of professional identity reconstruction, which has been insufficiently accounted for in interprofessional teams thus far. Drawing upon literature on identity work and identity play, we explicated five phases of identity reconstruction in our identity plasticity model: shattering, shielding, juggling, fusing, and embodying. This highlights the plastic nature of professional identities, in which advanced phases are fueled by a professional’s courage, vulnerability, and flexibility. Our findings contribute to theoretical insights on the plastic nature of identity, extending how professional identities become reconstructed in interprofessional teams. This has valuable implications for practice in highlighting mechanisms that may boost identity reconstruction to augment collaboration.

HCM: Racial/Ethnic Group Differences in Patient Psychological Safety: Qualitative Patient Narrative Study

Author: **Cheryl Rathert**, *Saint Louis U.*

Author: **Derick Simmons**, *Saint Louis U.*

Author: **Jessica N. Mittler**, *Virginia Commonwealth U.*

Author: **Kimberly Enard**, *Saint Louis U.*

Author: **Joanna Veazey Brooks**, *U. of Kansas Medical Center*

The existence of racial and ethnic disparities in health outcomes is well-established. In addition to historical discrimination and social determinants, disparities can result from lower-quality health care relationships historically marginalized groups may experience with health care providers and systems. The extent to which patients can connect with and be understood by care providers is thought to play a key role in their subsequent diagnoses, treatments, and finding the right care plans for them. Recent research has found that many patients express the need for psychological safety (PPS) in order to feel connected. Thus, we were interested in exploring whether there exist racial/ethnic differences in experiences of PPS, as a lack of safety could reduce patients’ abilities to connect with providers. This study used a patient narrative approach in a large sample of patients from across the U.S. (n=1766) to examine what patients say about PPS, and to explore the extent to which their descriptions may vary by race and/or ethnicity. Patient comments were coded to fit into one of four sequential psychological safety stages. Analysis found that nearly all patients described some level of PPS in order to feel connected, with greater proportions of Black and Hispanic/Latino patients expressing the need for inclusion safety, that is, the need to be welcome and respected as a human being. In contrast, White patients were more likely to express the need for contributor safety, or the need to have influence on their care. While our data are limited and preliminary, the finding of racial/ethnic differences in PPS in terms of connecting with providers is worthy of timely future research.

Author: **Alden Lai**, *New York U.*

Author: **Jemima Frimpong**, *New York U. (NYU), Abu Dhabi*

Proactive behaviors at work refer to behaviors that are self-starting, future-focused, and change oriented. These behaviors can benefit both the employee (e.g., job promotion) and organization (e.g., innovation). Proactive behaviors are generally thought of as positive and desired. However, they can also backfire (e.g., due to unintended consequences), reflecting what scholars have called the “proactivity paradox.” Through the perspectives of health care executives, we investigated how health care workers can be more effective when engaging in proactive behaviors. We used the episodic narrative interview method, where health care executives narrated instances of proactive behaviors among health care workers that they considered to be effective or ineffective. We then performed an inductive, qualitative analysis of these episodes. We found that the effectiveness of proactive behaviors among health care workers is shaped by three dimensions: managerial expectation (in)congruence (e.g., going through chain of command); organizational priority (in)congruence (e.g., not overly motivated by individual benefits); and boundaries of action and change (e.g., financial budgets). Our results show that engaging in proactive behaviors is not a straightforward process; there is a considerable amount of navigation needed for health care workers to be effective. Further, health care workers should equip themselves with knowledge on relevant expectations, priorities, and boundaries when engaging in proactive behaviors at work. Among the dimensions, managerial expectations may be the most challenging for health care workers to access. Health care managers and leaders should thus aim to share these expectations so that workers can better use proactivity to generate benefits for themselves and the organization.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Global HRM: Navigating Cross-Cultural Challenges and Multinational Strategies



Session Moderator: **Anna Yumiao Tian**, *Xi'an Jiaotong-Liverpool U.*

HR: **The Role Played by Trust in Reverse Knowledge Transfer: The Case of a Chinese Acquisition in the UK**

Author: **Anna Yumiao Tian**, *Xi'an Jiaotong-Liverpool U.*
Author: **Mohammad Faisal Ahammad**, *Sheffield Hallam U.*
Author: **Shlomo Yedidia Tarba**, *U. of Birmingham, UK*
Author: **Riikka Sarala**, *UNC Greensboro*
Author: **Ahmad Arslan**, *OBS - Oulu Business School Finland*
Author: **Pia Paulina Junni**, *Aalto U. School of Business*

Trust is a critical, yet under-examined mechanism in reverse knowledge transfer (KT) in cross border acquisition. Our article presents an empirical investigation of the role played by trust in reverse KT. Based on a survey conducted on a sample of 103 employees of a Chinese acquiring firm and its UK subsidiary, we established that trust is affected positively by distributive justice and negatively by psychic distance between acquiring and acquired firm. Moreover, we found that the negative effect of psychic distance on trust is lowest when perceptions of procedural justice are highest. Furthermore, we found that trust positively impacts reverse KT between acquiring and acquired firm, playing a pivotal role in it. Rather strikingly, we found no direct association between absorptive capacity of acquiring firm and reverse KT. However, we found that trust plays a mediating role in explaining the relationship between the absorptive capacity and reverse KT.

HR: **The Lived Experiences of Qualified Black Female Expatriates in the UAE**

Author: **Milena Tekeste**, -
Author: **Chris Brewster**, *Henley Business School, U. of Reading*

This study delves into the underexplored realm of the experiences of qualified black female self-initiated expatriates. Employing a multi-level framework, we investigate the interplay between macro-level societal perceptions, meso-level employment conditions, and micro-level interpersonal dynamics, with the United Arab Emirates as our research site. We reveal the profound impact of racial and gender discrimination, leading to a range of negative experiences, from subtle microaggressions to explicit stigmatization and biases. These experiences, in turn, significantly affect the mental health and well-being of black female expatriates, manifesting as anxiety and stress and leading to employment turnover. The study emphasizes the critical role of the leader-member dyad in influencing these experiences and underscores the urgent need for organizations to address institutional racism. The research advances our understanding of the challenges black female face in the expatriate context and calls for a comprehensive examination of workplace discrimination in the global labor market.

HR: **Talent Retention Effectiveness in the Era of Deglobalization: The Role of National Institutions**

Author: **Hilla Peretz**, *Braude Academic College of Engineering*
Author: **Vlad Vaiman**, *California Lutheran U.*








Aligned with the demand for a more nuanced understanding of the efficacy of talent retention strategies, this research investigates how institutional context moderates the relationship between retention strategies and organizational turnover rate. This connection is becoming especially crucial in the times of deglobalization, as this trend, whether temporary or more permanent, has significant implications for talent management in general, and talent retention in particular. Thus, the study enhances our understanding of the macro-level factors affecting talent retention strategies in MNC subsidiaries in the post-COVID, deglobalization era. Specifically, the study demonstrates that the effect of specific talent retention strategies (such as a 'wellbeing'-oriented strategy, an 'enrichment'-focused strategy, and a 'financial'-centric strategy) on voluntary employee turnover hinges, to a greater extent, on the institutional contexts of respective host countries. We discuss the theoretical and practical implications of our findings and suggest avenues for future investigation.

HR: **The Nature and Context of Human Resource Management in Cameroon**

Author: **Julius Nyiauwung**, *Maynooth U., Ireland*
Author: **Serge Mandiefe Piabuo**, *World Bank Cameroon*
Author: **Marian Crowley-Henry**, *Maynooth U.*
Author: **Janice Tieguhong Puatwoe**, *Research Centre for Sustainable Development (RECSUD) Cameroon*

This paper considers Human Resource Management in an African setting, specifically in the West-Central African country of Cameroon, a country with over 27 million inhabitants. The different influences on HRM practices in Cameroon are unpacked from qualitative interviews within different types of companies and from secondary sources. The findings point to a complex mix of local, imported and adapted HRM practices in a simultaneous flux of adoption, redesign, and disuse by companies in the country. The fluidity of the HRM model that is practised in Cameroon is underscored, as a constantly evolving and changing system, in alignment with the macro-, meso-, and micro-levels contextual features that shape, and are in turn influenced by, HRM approaches in Cameroon. We contribute to critical, international and contextual HRM in the Global South through evidence-based narratives within operating companies in Cameroon, discerning the key practices and influencing factors of HRM within the political, economic, institutional, historical, and organizational contexts of Cameroon.

KEY TO SYMBOLS

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

Talent Management in the Digital Age: Strategies for Hiring and Recruitment



Session Moderator: **Farid Jahantab**, *Sam Houston State Uni*

HR: **A Workgroup Examination of Perceived Overqualification and Counterproductive Work Behaviors**

Author: **Farid Jahantab**, *Sam Houston State Uni*
Author: **Prajya Rakshit Vidyarthi**, *U. of Texas at El Paso*
Author: **Smriti Anand**, *Illinois Institute of Technology Stuart School of Business*

This study examines the possibility of a non-linear relationship between perceived overqualification (POQ) and counterproductive work behaviors (CWB) in the workgroup context of justice and task interdependence. Drawing upon justice theory, we integrate two contrasting perspectives on employee POQ to offer a more accurate nonlinear nature of the relationship between POQ and CWB moderated by workgroup attributes of justice climate and task interdependence. Multilevel analyses of multi-source data from 209 employees and 39 managers nested in 39 workgroups showed an inverted U-shaped relationship between POQ and CWB with the highest level of CWB occurring at the intermediate levels of POQ. Moreover, moderation analyses revealed that workgroup justice climate and task interdependence independently influence the curvilinear relationship between POQ and CWB. Implications and directions for future research are discussed.

HR: **It's all About Uncertainty: (De-) Activating Hope and the Hope-as-Ambiguity-Preference Hypothesis**

Author: **Sarah Klein**, *Brandenburg U. of Technology, Cottbus*
Author: **Diemo Urbig**, *Brandenburg U. of Technology Cottbus-Senftenberg*

Existing research focuses on hope as a motivational driver for personal effort. We argue that hope can facilitate individuals' decisions for and against effort, depending on different goal-related levels of uncertainty. Based on two experiments with hope-inducing scenarios, we tested our theory in a health context and in an occupational context with overall 662 participants. Our findings indicate that the effects of hope on individuals' goal-related actions are critically dependent on the level of outcome ambiguity. Depending on the level of ambiguity hope can trigger effortful or effort-avoidant behavior. We contribute to research by linking two disconnected theories, which ultimately leads to the hope-as-ambiguity-preference hypothesis and offers new research opportunities for research on hope in management and organization and on human decision making.

HR: **External Human Capital Sourcing Strategies of Lower-Reputation Professional Service Firms**

Author: **Ilhwan Na**, *U. of Kansas*
Author: **Clint Chadwick**, *U. of Kansas*

Attracting and employing workers with the necessary human capital, or human capital sourcing, is crucial for the success of any knowledge-intensive firm. Prior studies indicate that firms with a higher reputation gain a competitive advantage by leveraging worker human capital. However, firms with relatively low reputations may face inherent challenges when competing with higher-reputation counterparts for human capital sourcing. What are the specific challenges confronted by these firms, and what unique strategies can they implement to address these challenges? We propose a theoretical framework that examines labor market frictions as barriers to worker entry in lower-reputation firms and the coping strategies employed by these firms, within the professional service industries. Building on this framework, we then develop hypotheses concerning the unique preferences of lower-reputation firms for two strategies for human capital sourcing: (1) supplementary quality and opportunity signals and (2) alternative sources of labor untapped or underutilized by higher-reputation firms. Through an empirical analysis of multi-sourced data from U.S. corporate law firms spanning the years 2000 to 2020, we find evidence that mostly supports the specific behavioral patterns exhibited by lower-reputation firms. We then discuss the implications of these findings for the relevant literature.

HR: **Your Friend Cannot Work Here: How Referrers Respond When Their Employer Rejects Their Referral**

Author: **Jenna Renae Pieper**, *U. of Nebraska, Lincoln*
Author: **Madison Schnacker**, *U. of Nebraska, Lincoln*
Author: **Steven Schlachter**, *U. of Central Arkansas*

There is compelling evidence on the benefits of employee referrals and how the hiring of an employee's referral can positively influence important referrer outcomes. However, not all employee referrals make it through the selection process and are hired, and the literature is void of research examining how these referral rejections can impact referrers. The current paper seeks to address this gap. Drawing from social exchange theory, this paper argues that referrers will be negatively affected by referral rejections and certain boundary conditions (i.e., strength of the referrer-referral relationship, referrer constituent attachment, and perceived fairness in the hiring process) will buffer the negative effect. Across two experimental studies, results largely supported predictions. This research contributes to the literature by developing theory for how referral rejections negatively impact referrers, expanding the referral literature by being the first to consider referral rejections, and offering an empirical examination of referral rejections.

KEY TO SYMBOLS

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

Breaking Traditions: Navigating Remote and Hybrid Work Models and the Impact on Employee Life



Session Chair: **Afshan Iqbal**, *Alliance Manchester Business School, U. of Manchester*
Discussant: **Ravi Shanker Gajendran**, *Florida International U.*
Participant: **Matthew Christopher Davis**, *U. of Leeds*
Participant: **Mark Robinson**, *U. of Leeds*
Presenter: **Ajay Rama Ponnappalli**, *Wayne State U.*
Participant: **Amanuel G. Tekleab**, *Wayne State U.*
Participant: **Joseph Yestrepky**, *Wayne State U.*
Presenter: **Amadeja Lamovšek**, *School of Economics and Business, U. of Ljubljana*
Participant: **Simona Šarotar Žižek**, *U. of Maribor, Faculty of Economics and Business*
Participant: **Matej Cerne**, *School of Economics and Business, U. of Ljubljana, Slovenia*
Participant: **Laura Trinchera**, *NEOMA Business School*
Participant: **Ales Popovic**, *NEOMA Business School*
Participant: **Dejan Uršic**, *School of Economics and Business, U. of Ljubljana*
Participant: **Katarina Katja Mihelic**, *School of Economics and Business, U. of Ljubljana*
Presenter: **Ajda Merkuz**, *School of Economics and Business, U. of Ljubljana*
Participant: **Bettina Kubicek**, *U. of Graz*
Presenter: **Gislene Feiten Haubrich**, *Stockholm School of Economics*

In the aftermath of a global pandemic, the demands for greater workplace flexibility have increased, with the rise of remote and hybrid work arrangements. Research has found that work arrangements such as remote work have been seen to improve employee well-being, productivity, and job satisfaction, with reports of a reduction in burnout. People can now work from anywhere, at any time, spanning spatial and temporal boundaries. However, this can lead to working longer hours, experiencing challenges in demarcating healthy boundaries, due to the spillover of work into non-work domains. This symposium presents five studies exploring the changing nature of work and the challenges and the ways in which these experiences may be improved. Each study focuses on remote and hybrid work arrangements and consider the following: 1) the influence of virtual meetings on technostress and work-family conflict, 2) whether changing work modalities influence the psychological contracts of employees, 3) enriched work design, spirit and work, meaningfulness and satisfaction with life, 4) the psychological detachment, thriving, work-nonwork balance between couples working in a hybrid setting and, 5) A thought- piece on participatory democracy in organizing, to make hybrid work arrangements work. Our esteemed discussant will then lead a general discussion, reflecting upon theoretical and practical implications and highlight future directions for research in this field.

Blurring Boundaries: the Effects of Virtual Meetings on Technostress and Work-Family Conflict

Author: **Afshan Iqbal**, *Alliance Manchester Business School, U. of Manchester*
Author: **Matthew Christopher Davis**, *U. of Leeds*
Author: **Mark Robinson**, *U. of Leeds*

Do changing work modalities influence employees' psychological contracts?

Author: **Ajay Rama Ponnappalli**, *Wayne State U.*
Author: **Amanuel G. Tekleab**, *Wayne State U.*
Author: **Joseph Yestrepky**, *Wayne State U.*

Enriched work design, spirit at work, meaningfulness, & satisfaction with life: Comparative studies

Author: **Amadeja Lamovšek**, *School of Economics and Business, U. of Ljubljana*
Author: **Simona Šarotar Žižek**, *U. of Maribor, Faculty of Economics and Business*
Author: **Matej Cerne**, *School of Economics and Business, U. of Ljubljana, Slovenia*
Author: **Laura Trinchera**, *NEOMA Business School*
Author: **Ales Popovic**, *NEOMA Business School*
Author: **Dejan Uršic**, *School of Economics and Business, U. of Ljubljana*

"Relax, take it easy": Working couples' psychological detachment, thriving, work-nonwork balance

Author: **Katarina Katja Mihelic**, *School of Economics and Business, U. of Ljubljana*
Author: **Ajda Merkuz**, *School of Economics and Business, U. of Ljubljana*
Author: **Bettina Kubicek**, *U. of Graz*

How can hybrid working work? Thoughts on participatory democracy in organizing.

Author: **Gislene Feiten Haubrich**, *Stockholm School of Economics*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Questions in Overqualification: Implications for Families, CEOs, and Entrepreneurs



Host: **Emika Howard**, *U. of Western Australia, UWA Business School*
Session Chair: **Aleksandra Luksyte**, *U. of Western Australia*
Discussant: **Berrin Erdogan**, *Portland State U.*
Presenter: **Emika Howard**, *U. of Western Australia, UWA Business School*
Presenter: **Yanan Dong**, *School of Economics and Management, Beihang U.*
Presenter: **Barbara Körner**, *U. of Zurich*
Presenter: **Chao Ma**, *Australian National U.*
Presenter: **Yi-Ying Chang**, *National Taiwan U. of Science and Technology*

This symposium presents five empirical studies that explore positive and negative work and nonwork outcomes of overqualification. We ask and answer new developing questions in overqualification research with papers unpacking nonwork outcomes such as work-family enrichment and work outcomes such as CEO performance, entrepreneurship goal-setting behaviors, and voluntary turnover. The studies presented shed light on the novel insights on (1) how and why overqualified employees may experience positive or negative nonwork lives and (2) how these workers utilize their underused capacities in unique and new ways in their work lives to improve their performance and satisfaction.

Overqualification and Work-Family Enrichment: The Influence of Attributions

Author: **Emika Howard**, *U. of Western Australia, UWA Business School*
Author: **Aleksandra Luksyte**, *U. of Western Australia*

Perceived Overqualification and Spouse's Family-to-Work Enrichment

Author: **Yanan Dong**, *School of Economics and Management, Beihang U.*
Author: **Aleksandra Luksyte**, *U. of Western Australia*
Author: **Mian Zhang**, *Tsinghua U.*
Author: **Lin Ma**, *School of Economics and Management, Beihang U.*

Knowing What to Expect: Overqualification and the Impact of Realistic Job Previews

Author: **Barbara Körner**, *U. of Zurich*
Author: **Maike Debus**, *U. of Zurich*

Effects of Perceived Overqualification on Entrepreneurial Outcomes

Author: **Chao Ma**, *Australian National U.*
Author: **Xue Zhang**, *Shanghai Normal U.*

Overqualified CEO, Firm HRM practices, CEO Motivation, and CEO Performance

Author: **Yi-Ying Chang**, *National Taiwan U. of Science and Technology*
Author: **Feng-Yi Chiang**, *National Taiwan U. of Science and Technology*
Author: **Chiahuei Wu**, *King's College London*
Author: **Tai-Wei Chang**, *Graduate School of Resources Management and Decision Science, Management College*

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **1039** | Submission: **19242** | Sponsor(s): **(HR, OB)**
Scheduled: **Sunday, Aug 11 2024 4:45PM - 6:15PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich C**

Understanding and Supporting Grief in the Professional Environment



Organizer: **Elizabeth E. Stillwell**, *London School of Economics and Political Science*

Organizer: **Lidiia Pletneva**, *London School of Economics and Political Science*

Organizer: **Jessi Hinz**, *Youngstown State U.*

Discussant: **Olivia Amanda O'Neill**, *George Mason U.*

Presenter: **Yu Tse Heng**, *U. of Virginia - McIntire School of Commerce*

Participant: **Elizabeth E. Stillwell**, *London School of Economics and Political Science*

Participant: **Samantha Dodson**, *Haskayne School of Business, U. of Calgary*

Presenter: **Lara Bertola**, *Rennes School of Business*

Participant: **Esra Paca**, *Rennes School of Business*

Participant: **Ozlem Ozkok**, *Rennes School of Business*

Participant: **Tunyaporn Vichiengior**, *Rennes School of Business*

Participant: **Julia Roloff**, *Rennes School of Business*

Participant: **Thibaud Damy**, *Henri Mondor Hospital, France*

Presenter: **Rebecca DICKASON**, *CREM UMR 6211, U. of Rennes*

Participant: **Erwan Flécher**, *Rennes Hospital, France*

Participant: **Frédéric Pochard**, *Famirea Group, France*

Participant: **Sophie Provenchère**, *Bichat Hospital, France*

Participant: **Véronique Thoré**, *Nancy Hospital, France*

Presenter: **Rebecca Cairns**, *Saint Mary's U.*

Participant: **Stephanie Gilbert**, *Cape Breton U.*

Participant: **E Kevin Kelloway**, *St. Mary's U.*

Participant: **Jennifer Dimoff**, *Telfer School of Management, U. of Ottawa*

Participant: **Jane Mullen**, *Mount Allison U.*

Participant: **Michael Teed**, *Bishop's U.*

Participant: **Emily Allan**, *Xtra Mile Marketing*

Presenter: **Oluseyi Aju**, *Leeds Beckett U.*

This symposium contributes to the Academy of Management's conference theme "Innovating for the Future: Policy, Purpose, and Organizations," showcasing five papers that highlight the impact of personal and professional grief on work and personal well-being. Loss and grief are inevitable parts of personal and professional life. Despite how common, yet critical grief-related experiences may be in workers' lives, management scholarship on the topic remains limited in its understanding of (1) the personal beliefs and understandings people within organizations hold about grief and the influence these beliefs may have on the experience of grief at work, (2) the nuanced varieties in grieving employees' experiences with personal and professional loss contributing to how workers communicate, make sense of, and move forward with their grief and (3) how colleagues, leaders, and organizations can best support grieving employees. This symposium includes mixed methods, qualitative, and quantitative research perspectives that enrich the current understanding of grieving workers' beliefs and experiences and provides research-based recommendations for organizations in managing and supporting grieving individuals. Together, with discussion led by Professor Olivia "Mandy" O'Neill, these papers aim to provide insights into the processes and outcomes of grief and mourning for employees, their colleagues, and organizations, engage an emerging community of scholars focused on issues related to grief, well-being, and the work-life interface, and generate a strong program of future academic research.

How Lay Theories About Grief Influence Grieving Employees' Work Experiences

Author: **Yu Tse Heng**, *U. of Virginia - McIntire School of Commerce*

Author: **Elizabeth E. Stillwell**, *London School of Economics and Political Science*

Author: **Samantha Dodson**, *Haskayne School of Business, U. of Calgary*

Grief in Fertility Treatment: Unintentional Childless Women's IVF Challenges

Author: **Lara Bertola**, *Rennes School of Business*

Author: **Esra Paca**, *Rennes School of Business*

Author: **Ozlem Ozkok**, *Rennes School of Business*

Author: **Tunyaporn Vichiengior**, *Rennes School of Business*

Author: **Julia Roloff**, *Rennes School of Business*

Physicians' worsened mental health in the face of end of life, death, trauma and pathological grief

Author: **Thibaud Damy**, *Henri Mondor Hospital, France*

Author: **Rebecca DICKASON**, *CREM UMR 6211, U. of Rennes*

Author: **Erwan Flécher**, *Rennes Hospital, France*

Author: **Frédéric Pochard**, *Famirea Group, France*

Author: **Sophie Provenchère**, *Bichat Hospital, France*

Author: **Véronique Thoré**, *Nancy Hospital, France*

Employee Motivations to Return to Work Following Bereavement

Author: **Rebecca Cairns**, *Saint Mary's U.*

Author: **Stephanie Gilbert**, *Cape Breton U.*

Author: **E Kevin Kelloway**, *St. Mary's U.*

Author: **Jennifer Dimoff**, *Telfer School of Management, U. of Ottawa*

Author: **Jane Mullen**, *Mount Allison U.*

Author: **Michael Teed**, *Bishop's U.*

An investigation into Employee Experiences of Bereavement Support in the Workplace

Author: **Emily Allan**, *Xtra Mile Marketing*

Author: **Oluseyi Aju**, *Leeds Beckett U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Ethics, Race, and Organizational Dynamics: A Historical Perspective

Session Moderator: **Katsuki Aoki**, *Meiji U.*

This session explores the intersection of ethics, race, and organizational dynamics from a historical perspective, aiming to uncover how social and cultural factors influence behavior in organizations.

MH: **Double Diasporas Family Businesses: The Case of Trans-Generational Asian Tanzanians Conglomerates**  

Author: **Aloysius Marcus Kahindi**, *U. of Victoria*

In this article, we study double diaspora – where diasporas that have already established a homeland ('first host country') which is in Tanzania, they generate other layers of diasporas in foreign countries ('host countries'), yet their reverse flows of trade and investment activities remain in the first host country. Based on our qualitative analysis of 30 Asian-Tanzanian family businesses, we use an interpretative historical exploration approach to explain the socio-spatial interplay of reverse diaspora trade and investment activities in Tanzania and beyond. We found that family business groups have transnational aspirations that foster knowledge transfer and capital flows back to Tanzania. We also show how individuals are groomed by their respective family businesses, mainly first-born males, and then pursue their education and work experience in more than one country before they either return or choose not to return home. We provide insights into how double diasporas engage in multiple reverse trade and investment activities in their country of origin, Tanzania. We contribute to the complex historical and transnational network of double diasporas that shape Asian-Tanzanian family business activities in Tanzania and the Global South, particularly in the field of international business (IB).

MH: **“Ethnicity, Race and Corruption: An Investigation of History and Management Within South Africa”**   

Author: **Howard Jean-Denis**, *Pepperdine U.*

Author: **Mzamo P. Mangaliso**, *U. of Massachusetts, Amherst*

Author: **LaStarr Hollie**, *UMass Amherst*

The United Nations estimated that African leaders have siphoned more than 200 billion out of Africa in the year 1991, with little changing in subsequent decades (Owoye & Bissessar, 2018). The purpose of this research study is to explore how acts of corruption and the ethnic background of corruptors interact systematically within organizational life in Africa. Race has been explored widely in the academic literature, yet studies discussing corruption and race are underexplored. In the case of the African continent, race has been weaponized as a rationale to oppress large groups of people with entire countries such as South Africa still struggling to overcome this vicious cycle (Imiera, 2020). Historically, the Apartheid oppressive time period lasted from 1948 until 1994. This empirical study is critically important because it examines organizations within emerging markets in Africa as opposed to the more traditional focus on advanced, western economies. The importance of our research within the discourse relates to potential methodological and theoretical implications on how corruption exacerbates racial injustices globally. Ultimately, we aim to make novel contributions to the extant literature by examining race relations as measured by ethnic groups. We compiled a qualitative dataset of semi-structured interviews with business executives within the African context to explore their lived experiences with the phenomena.

MH: **The Closed Business Elite: Was There a Freemason Conspiracy in the Banking Industry 1960-2000?** 

Author: **Juha Kansikas**, *U. of Jyväskylä School of Business*

Author: **Jan-Peter Gustafsson**, *U. of Jyväskylä*

This study analyzes Freemason power in the Finnish banking industry by studying financial interlocks among the Finnish business elite between the 1960s and the 2000s. Financial interlocks are studied in the context of business elite corporate governance. Board positions in the banking, finance, and insurance industries create a powerful influence in negotiations as well as status for board members in terms of capital access. Financial interlocks occur when the same board member holds a corporate board position in a banking, finance, or insurance company, and simultaneously in one or more corporate boards. Using prosopography, a new database of 33 Freemasons belonging to the institutional business elite of Finland was created. However, no evidence of a Freemason conspiracy in the banking industry was found. Instead, the study identified individual Freemasons whose power among the institutional business elite was unquestionable.

MH: **Corporate Citizenship: From Corporate Social Responsibilities to Corporate Constitutional Rights**

Author: **Jae Hwan Lee**, *Rollins College*

Author: **Brandon Randolph-Seng**, *Texas A&M U., Commerce*

Past research on corporate citizenship has focused mostly on what corporations should do to demonstrate corporate responsibilities. The continued expansion of corporate rights by the US Supreme Court, however, has expanded what it means for a corporation to be a citizen. To help fill this gap in the literature, we describe a new conceptualization of corporate citizenship that captures corporations' deliberate actions to claim new rights. We emphasize that corporate citizenship is best understood when the corporation is thought of as an artificial person who may make intentional efforts to assert new rights, in addition to fulfilling the responsibilities expected of them and exercising the rights granted to them. After discussing the expansion of corporate rights by integrating the foregoing research, we then illustrate how corporations have asserted their newfound right to free speech.

MH: How HBC's Surrender of Rupert's Land Sealed the Fate of Indigenous Peoples in Canada

Author: **Ken Ogata**, York U.

Author: **Gary Spraakman**, York U., Canada

Author: **Alison Kemper**, Ted Rogers School of Management, Toronto Metropolitan U.

Structures both enable and constrain what is possible. We use structuration theory to understand how the colonization of Canada was rationalized through shifts in the social structures used to legitimize and enact particular actions by key actors. We trace shifts in the signification and domination structures that guided the relationships between the Hudson's Bay Company (HBC) and its shareholders, with the British Crown, the Dominion of Canada, and the Indigenous Peoples in Rupert's Land. Changes in HBC's business strategy, shifting from a fur trading company bartering with Indigenous Peoples, to a retailer and land developer serving European settlers, were influenced by social structures that legitimated particular courses of action. Specifically, the financialization of HBC 'assets' (Rupert's Land) through the 1863 IFS Prospectus, and subsequent pressures from the new shareholders for the colonization or 'sale' of Rupert's Land to the Dominion of Canada. These new capitalist structures of signification and domination persist today, thus complicating the project of Indigenous reconciliation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1041** | Submission: **13841** | Sponsor(s): **(OMT)**
Scheduled: **Sunday, Aug 11 2024 4:45PM - 6:15PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Gold Room**

A Micro-level Analysis of Paradoxes: Leadership, Time Orientation, Team Motivation and CQ



Session Chair: **Steven Poelmans**, *U. of Antwerp/Antwerp Management School*
Presenter: **Steven Poelmans**, *U. of Antwerp/Antwerp Management School*
Presenter: **Duijnsveld Sabrina**, *6507*
Presenter: **Tiffany Taylor**, *PhD student at U. of Antwerp*
Presenter: **Luis Roses**, -

Paradox theory has been mostly applied at the meso-level of analysis in organizations with concepts like organizational ambidexterity. In this symposium, we broaden the application of paradox theory to the micro-level with contributors from Belgium, the Netherlands, Spain, and the US. We introduce a neuroscience-based theory of paradoxical leadership behavior (PLB), study the importance of cultural intelligence to match PLB with the cultural context, explore the short-term versus long-term paradox in a US public organization, and examine paradoxes in teamwork and -motivation.

A Neuroscience-Based Theoretical Model of Leadership Paradoxical Behaviors

Author: **Steven Poelmans**, *U. of Antwerp/Antwerp Management School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1042** | Submission: **15887** | Sponsor(s): **(OMT, CTO, TIM)**
Scheduled: **Sunday, Aug 11 2024 4:45PM - 6:15PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
International Ballroom

Data Work as an Organizational Subject: Crafting a Future Research Agenda



Moderator: **Ingrid Erickson**, *Syracuse U. School of Information*

Discussant: **Kathleen Pine**, *Arizona State U.*

Panelist: **Kasper Elmholdt**, *Aalborg U.*

Panelist: **Jeffrey V. Nickerson**, *Stevens Institute of Technology*

Panelist: **Lauren Waardenburg**, *ESSEC Business School*

Panelist: **Sarah Lebovitz**, *U. of Virginia*

Data work, broadly defined as the activities devoted to producing, managing, curating, analyzing, and deploying data, is becoming an increasingly critical part of all organizational activity. Yet, despite this empirical import, discussions of data work within our field are minimal, if not absent altogether. To rectify this lacuna, this symposium seeks to explore data work within the distinct context of organization and management studies, highlighting its particular consequentiality for developments in organizational theory. Central to our discussion will be the shifting role of data work in organizational contexts, specifically how the practices of data workers and the dynamics of emergent data-driven infrastructures may be impacting (and potentially destabilizing) our traditional understanding of such topics as organizational learning, authority, and culture. Our assembled panelists will draw on recent research to discuss several distinctive themes regarding data work across a set of empirical contexts, and, prompted by a commentary from our discussant and engagement from the audience, will conclude the session by outlining a targeted research agenda for the future study of data work.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Navigating Inequality in Entrepreneurship: Strategies and Evaluations of Marginalized Entrepreneurs



Organizer: **Yixi Chen**, *Columbia Business School*
Organizer: **Kylie Jiwon Hwang**, *Northwestern Kellogg School of Management*
Presenter: **Sandra Portocarrero**, *Columbia Business School*
Participant: **Dan Jun Wang**, *Columbia Business School*
Participant: **Yunjung Pak**, *U. of Alberta*
Presenter: **Suntae Kim**, *Johns Hopkins Carey Business School*
Participant: **Simon (Seongbin) Yoon**, *U. of California, Irvine*
Participant: **Hyo Young Lee**, *Boston U. Questrom School of Business*
Presenter: **Amisha Miller**, *NYU Stern*
Participant: **Siobhan O'Mahony**, *Boston U.*
Presenter: **Florencio F. Portocarrero**, *London School of Economics and Political Science*
Participant: **Vanessa Burbano**, *Columbia Business School*
Participant: **Michael White**, *Columbia Business School*
Discussant: **Andras Tilcsik**, *U. of Toronto*
Presenter: **Yixi Chen**, *Columbia Business School*

Accessing resources, and subsequent success, is not equal for all entrepreneurs. Questions about disparities in entrepreneurship have garnered major attention in the literature. Marginalized individuals face pervasive barriers as a result of stakeholders and investors' biases. While past research has shown inherent barriers posed by marginalized identities, scant research has examined the strategic actions of both the entrepreneurs themselves and the supporting organizations in shaping these marginalized entrepreneurs' journeys and outcomes. Thus, our symposium aims to advance our understanding of how marginalized entrepreneurs and their supporting organizations, such as training programs and investment funds, navigate the challenges posed by marginalized identities. Our presenters explore various strategies and their effectiveness from the side of entrepreneurs and involved agencies in supporting marginalized entrepreneurs overcome challenges associated with their marginalized identities. We center around two interrelated questions: What strategies are employed by entrepreneurs who possess marginalized identities and the organizations that assist them in overcoming various challenges associated with marginalized identities? Under what conditions do these strategies successfully support marginalized entrepreneurs, and when do they not? Together, the presentations provide implications for social inequality and pose questions for future research, such as how narrative disclosure helps overcome stigma, how entrepreneurship can override negative status beliefs, how interactions between entrepreneurs and supporting agencies shape entrepreneurial journeys, how evaluation processes may fail to create a more level playing field for marginalized entrepreneurs, and what communication strategies towards marginalized entrepreneurs can effectively increase participation in training programs. Collectively, these papers underscore the resilience and resourcefulness of entrepreneurs from under-represented backgrounds and the importance of creating supportive ecosystems that acknowledge and address the unique challenges they face.

Stigma Disclosure in Entrepreneurial Narratives among Justice-Impacted Individuals

Author: **Yixi Chen**, *Columbia Business School*
Author: **Kylie Jiwon Hwang**, *Northwestern Kellogg School of Management*

Entrepreneurial Activity as a Way to Override a Stigmatized Immigrant Status

Author: **Sandra Portocarrero**, *Columbia Business School*
Author: **Dan Jun Wang**, *Columbia Business School*

Playing A Serious Game: North Korean Refugees' Journey to Become an Entrepreneur in South Korea

Author: **Yunjung Pak**, *U. of Alberta*
Author: **Suntae Kim**, *Johns Hopkins Carey Business School*
Author: **Simon (Seongbin) Yoon**, *U. of California, Irvine*
Author: **Hyo Young Lee**, *Boston U. Questrom School of Business*

Evaluating entrepreneurial potential

Author: **Amisha Miller**, *NYU Stern*
Author: **Siobhan O'Mahony**, *Boston U.*

The Impact of Communication Frames on Necessity Entrepreneurs' Participation in Training Programs

Author: **Florencio F. Portocarrero**, *London School of Economics and Political Science*
Author: **Vanessa Burbano**, *Columbia Business School*
Author: **Michael White**, *Columbia Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Symposium**
Program Session: **1044** | Submission: **14846** | Sponsor(s): **(OMT, STR, MOC)**
Scheduled: **Sunday, Aug 11 2024 4:45PM - 6:15PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Rouge Room**

Spaces and Places for Imagination and Innovation

Organizer: **Paolo Aversa**, *King's College London*
Organizer: **Juliane Reinecke**, *Oxford U., Saïd Business School*
Panelist: **Eva Boxenbaum**, *Copenhagen Business School*
Panelist: **Santi Furnari**, *City, U. of London*
Panelist: **Elena Giovannoni**, *Birmingham Business School, U. of Birmingham, UK*
Panelist: **Gemma Irving**, *U. of Queensland*
Panelist: **Luis L. Martins**, *U. of Texas at Austin*
Panelist: **Violina Rindova**, *U. of California-Irvine*
Panelist: **Silviya Svejenova**, *Copenhagen Business School*
Panelist: **April L. Wright**, *Warwick Business School*

Spaces and places provide immersive experiences to foster imagination, creativity, and innovation. The material and immaterial features of spaces act as catalysts for the generation of new ideas, innovations, and industries. This symposium seeks to foster the creation of a global community of scholars who share a common interest in exploring and potentially contributing to the understanding of how spaces and places can foster or inhibit imagination and innovation, in order to jointly develop a comprehensive theorization. Our goal is to unite researchers who investigate the role of place, space, or imagination/innovation from various theoretical angles, embracing perspectives at micro, meso, and macro levels. We encourage diverse theoretical, methodological, and epistemological viewpoints. The symposium will feature a distinguished group of scholars spanning different disciplines, all of whom have, either implicitly or explicitly, delved into a theoretical understanding on the nature of spaces and places, the importance and role of imagination and innovation in organization and management theory, or both.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **1045** | Submission: **15996** | Sponsor(s): **(OMT, STR, SIM)**
Scheduled: **Sunday, Aug 11 2024 4:45PM - 6:15PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Embassy Room**

Navigating Political Polarization: Organizational Challenges and Strategic Responses



Organizer: **Ludovica Castiglia**, *IESE Business School*
Discussant: **Forrest Briscoe**, *Cornell U.*
Presenter: **Timothy Werner**, *U. of Texas at Austin*
Presenter: **Ludovica Castiglia**, *IESE Business School*
Presenter: **Grady Wallace Raines**, *Cornell SC Johnson College of Business*
Presenter: **Witold Jerzy Henisz**, *U. of Pennsylvania*
Participant: **Joel Adam Cobb**, *U. of Texas at Austin*
Participant: **Christopher Bruno**, *Management Department - The Wharton School, U. of Pennsylvania*
Participant: **Tyler Wry**, *The Wharton School, U. of Pennsylvania*

This symposium showcases current research projects on how political polarization shapes firms' strategies and performance. While most attention has focused on the societal repercussions of political polarization, far less research has focused on its impact on organizational strategies and outcomes. By spanning theoretical traditions and levels of analyses, the papers assembled in this symposium tackle this question, examining how polarization reshapes stakeholder relationships and corporate nonmarket strategies, influencing economic outcomes and presenting new challenges for firms navigating these shifts. They also explore how organizational practices spread in a polarized context, challenging the notion that institutionalization leads to uniformity. Finally, they offer new insights on how countermovements unfold within polarized sociopolitical contexts, strategically targeting and influencing corporations.

Great(er) Expectations: Nonmarket Strategy in an Age of Affective Polarization

Author: **Timothy Werner**, *U. of Texas at Austin*
Author: **Joel Adam Cobb**, *U. of Texas at Austin*
Author: **Christopher Bruno**, *Management Department - The Wharton School, U. of Pennsylvania*
Author: **Tyler Wry**, *The Wharton School, U. of Pennsylvania*

Fractured Endorsements: Value Alignment in Polarized Landscapes

Author: **Ludovica Castiglia**, *IESE Business School*

Polarization and Practice: Divergent DEI Adoption Following Salient Events

Author: **Grady Wallace Raines**, *Cornell SC Johnson College of Business*

The Counter-Mobilization of the Anti-ESG Movement

Author: **Witold Jerzy Henisz**, *U. of Pennsylvania*

KEY TO SYMBOLS

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

Challenges and Strategies in Sustainable Practice and Certification



Session Moderator: **Carol T. Kulik**, *U. of South Australia*

ONE: Too Expensive, Too Many, Too Hard: Sustainability Certification in the Australian Fashion Industry

Author: **Carol T. Kulik**, *U. of South Australia*

Author: **Sukhbir Kaur Sandhu**, *U. of South Australia*

Author: **Josephine Mckenzie**, *U. of South Australia*

Environmental certifications play a crucial role in instilling consumer trust and signalling adherence to environmental standards. However, the complexity and lack of consensus in measuring and implementing environmental standards results in confusion and high costs throughout the supply chain. Using qualitative data, we examine the perceived costs and benefits of environmental certification for organizations in the Australian fashion industry. Organizations in this industry encounter significant challenges in accessing and effectively leveraging environmental certification. The complexity of the contemporary certification landscape has led some organizations to turn to more comprehensive certification schemes, such as B Corp which offers a somewhat higher level of rigor in holding organizations to environmental standards. We document the challenges faced by organizations when engaging with certification practices in the Australian fashion industry. We suggest ways to address these issues and enhance the effectiveness of environmental certifications, to promote meaningful change and environmentally sustainable practices within the fashion industry.

ONE: Temporary Organizing with Nature: Reconfiguring the Organization-Natural Environment Interplay

Author: **Jonathan Feddersen**, *Copenhagen Business School*

Author: **Sunny Mosangzi Xu**, *Copenhagen Business School*

Author: **Tor Hernes**, *Copenhagen Business School*

Author: **Majken Schultz**, *Copenhagen Business School*

While previous studies have emphasized the social and institutional embeddedness of temporary organizing, scant attention has been paid to how temporary organizing takes place within the natural environment. This study explores how organizations engage in temporary organizing to reconfigure their relationship with the natural environment. Pursuing a situated temporal view, we investigated three exemplary cases in different industries. Even though each case organization pursued another envisioned organization-natural environment relationship, which we label decoupling from, reconnecting with, and rekindling of the natural environment, they followed a similar process of temporary organizing, which we synthesize in an empirical model. In all three cases, the temporalities of non-human actors extended beyond the temporal boundaries of temporary organizing efforts, what we theorize as temporal overflows. We consider how the dynamics of these temporal overflows varied across cases and affected which scaling pathways organizations pursued. Finally, we discuss the implications for temporary organizing research.

ONE: Family Ownership and the Impact of Motives on Sustainability Practices in SMEs

Author: **Mateja Bodlaj**, *U. of Ljubljana, School of Economics and Business*

Author: **Barbara Cater**, *U. of Ljubljana, School of Economics and Business*

Author: **Patricia Patricia Milic**, *U. of Ljubljana, School of Economics and Business*

Author: **Tomaz Cater**, *U. of Ljubljana, School of Economics and Business*

Author: **Vesna Zabkar**, *U. of Ljubljana, School of Economics and Business*

Given the lack of studies on the drivers of various sustainability practices within the realm of small and medium-sized enterprises (SMEs), this paper aims to enhance our understanding of how family ownership influences the relationship between three groups of motives (moral, relational, and instrumental) and SMEs' sustainability practices (environmental, social, and governance). We develop a conceptual model and empirically test it using survey-based data from 259 SMEs across different industries. The results indicate that family ownership positively moderates the relationships between moral motives and all three groups of sustainability practices. Contrary to our expectations, no statistically significant moderating effect of family ownership on the relationships between relational motives and the three groups sustainability practices was observed. Finally, family ownership strengthens the relationships between instrumental motives and two groups of SMEs' sustainability practices, namely social and governance, while its effect on the relationships between instrumental motives and environmental practices is not significant. The study contributes to the existing literature on Socio-Emotional Wealth (SEW) theory by offering a more systematic understanding of how family ownership shapes the relationships between SMEs' motives and sustainability practices.

ONE: All Sustainable? How Businesses can Manage Transitions to Sustainability

Author: **Leonardo Boni**, *Politecnico di Milano School of Management*

Author: **Gorgi Krlev**, *ESCP Business School*

Author: **Riccardo Fini**, *U. of Bologna*

Author: **Laura Toschi**, *U. of Bologna*

Growing demands from policy and the public urge firms to become more sustainable. Many businesses are reshaping their internal sustainability practices and are changing how they communicate their position on sustainability to external stakeholders. However, there are different combinations between the internal practices and the external communication of sustainability. We conduct qualitative, exploratory research, which combines a large scoping of cases with in-depth analysis to inform our conceptualization of an empirically grounded framework. We contribute to understanding the combinations of internal practices and external communication better and develop four different types of business sustainability: pretending, aspiring, signaling, and fully-fledged. Building on existing literature, we do not present these as better or worse states of sustainability but probe the ethical or pragmatic motives that lead businesses to assume their position. Thereby we uncover that there are justified and ethically questionable reasons for businesses to assume a certain type of sustainability. In contrast to existing literature, which has often assumed a static position, we also scrutinize the transition pathways businesses can take by moving from one type to another. We highlight five potential transition paths and develop strategic recommendations for how managers could foster or prevent such transitions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sustainable Innovation and Leadership: Navigating Organizational Change for the Future



Session Moderator: **Hui Lu**, *Nanjing U. of Science and Technology*

ONE: How can Green Ambidextrous Leadership Most Enhance Employees' Green Innovation Behavior?

Author: **Hui Lu**, *Nanjing U. of Science and Technology*
Author: **Huanmei Pi**, *China U. of Mining and Technology*
Author: **Shen Xu**, *New York U. Shanghai*
Author: **Sixuan Chen**, *Nanjing U. of Science and Technology*

The green innovation behavior of employees is essential for the sustainable development of organizations. Leadership has a crucial role in facilitating and promoting employee's green innovation initiatives. Existing research primarily focuses on a singular leadership style, which may not adequately support the adaptable transformation required to address the ever-changing demands of employees during the green innovation process, known as green exploration and green exploitation. Our study proposes the concept of green ambidextrous leadership, which aims to optimize the influence of leaders on employees' green innovation behaviors. Based on the cognitive-affective processing system framework, green ambidextrous leadership promotes employees' green mindfulness and harmonious green passion, hence improving their green innovation behavior. The findings indicate that employees are more inclined to demonstrate green innovation behavior when the levels of green opening and closing leadership are both high. The research has theoretical implications for the understanding of ambidextrous leadership and green innovation behavior. Additionally, the study provide practical insights into the mechanisms that motivate people to engage in green innovation behavior.

ONE: Regenerative Innovation: A Source of Competitive Advantage in the Anthropocene Era

Author: **Mac Nguyen**, *Gustavson School of Business, U. of Victoria*

This paper explores a new way to understand sustainable innovation—new and potentially useful ideas, products, services, or processes to improve sustainability performance. To do so, I adopt a regeneration perspective—an emerging paradigm in sustainability research. Innovation in the regenerative paradigm, or regenerative innovation, seeks to cultivate relationships with nature, and local communities to create positive impacts by restoring, reconciling, and reinforcing the quality of the social and ecological systems (SESS). This work conceptualizes and operationalizes regenerative innovation as a new construct, juxtaposing it with research on innovation in classical economics and strategy views, and on sustainable innovation in sustainability literature. Attempting to move the innovation construct into a new trajectory, this paper contributes to strategy research by recognizing regenerative innovation as a new, potential source of competitive advantage. I conclude the paper with theoretical implications and future research avenues.

ONE: Entrepreneurs' Journey Through Systems Thinking Tension in New Product Development

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

By developing sustainable products, entrepreneurs can make a significant contribution to solving grand socio-ecological problems. However, they often face challenges when it comes to tackling complex sustainability issues and truly integrating them into new product development. Using the action research methodology, we intend to investigate why entrepreneurs confront tension to applying system thinking in the sustainable new product development, and how learning mechanisms can facilitate systems thinking. We explained that entrepreneurs encounter a tension of applying systems thinking due to four issues. We also identified learning mechanisms, such as learning from each other, and visualization, that were most useful in facilitating systems thinking for entrepreneurs in sustainable new product development.

ONE: Open Ambidextrous Learning: Green Technological Readiness, Green Innovation and Sustainability

Author: **Junggeun Kim**, *Hanyang U.*
Author: **Taewoo Roh**, *Hanyang U.*

This study delves into an exploration of the between green technological readiness, green innovation, and firms' sustainability performance within the context of Korean enterprises, aligning with the global emphasis on sustainability initiatives. To offer a nuanced understanding, this study posits open ambidextrous learning conceptualized as a second-order construct encompassing both inbound and outbound learning. The empirical analysis of 200 domestic manufacturing firms through a structural equation model substantiates that green technological readiness and green innovation impact sustainable performance, revealing the mediating role of open ambidextrous learning. Interestingly, the study does not discern a significant correlation between open ambidextrous learning and environmental performance. Nevertheless, a statistically significant effect of competitive performance on environmental performance was found, implying an indirect influence. The results of this empirical analysis contribute valuable insights into the interplay of green technology and corporate sustainable performance from the viewpoint of inter-organizational learning, suggesting Korean enterprises grappling with challenges in attaining sustainable performance can actively contemplate embracing green technology and cultivating inter-organizational learning.

KEY TO SYMBOLS

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

Agency Perspectives and Strategic Leadership

Session Moderator: **Shelby Gai**, *Michigan State U.*

STR: Behavioural Theory of Corporate Governance in Multi-National Corporations  

Author: **Szymon Kaczmarek**, *Bayer*
Author: **Richard B. Nyuur**, *School of Management, U. of Bradford*
Author: **James A. Cunningham**, *Newcastle U. Business School*

This research represents a conceptual effort on the problems of corporate governance in the multi-national corporations (MNCs). It highlights the importance of the behavioural theory of corporate governance, which draws from the research streams of the agency and behavioural theory of the firm. This cross-theoretical hybridization allows for studying the micro-foundations of behaviour on the boards of directors in MNCs in relation to their subsidiaries and in the context of cultural influences. We utilize the notions of the socially situated and socially constituted agency together with the impact of the cultural differences in terms of schemas, norms and values on MNCs' headquarters boards of directors, in order to propose a unique model consisting of four theoretical propositions. The propositions specify the kind of impact to be expected from the resultant behavioural dynamics on the board functions of control and resource-provision.

STR: Recognizing the Role of Risk in Property Rights: A Challenge to the Residual Rights of Shareholders

Author: **Robert Wiseman**, *Michigan State U.*

We offer a novel criticism of shareholder primacy that calls attention to the role of risk in justifying property rights. Emerging from Common Law, property ownership must also include responsibility for what is owned. In the case of residual claimancy rights, we show for a number of reasons shareholders bear little residual risk, though they continue to bear investment risk. That is, developments in the U.S. equity markets have effectively insulated shareholders from losses related firm failure. The virtual elimination of residual risk results from reliable third-party financial information, the availability of sophisticated financial instruments, governmental and stock exchange regulations, and a highly liquid equity market. Finally, we suggest that employees bear the brunt of residual risk associated with firm failure and should replace shareholders as the primary claimant of a firm's residuals. In sum, we introduce the under-developed concept of risk allocation to the discussion of shareholder primacy and offer a distinction between residual risk and investment risk.

STR: Prospect Theory, Multiple Anchor Points and Risk-Taking  

Author: **Stefan Maric**, *Bentley U.*
Author: **Shelby Gai**, *Michigan State U.*

In this paper, we suggest that the current theorizing in prospect theory does not consider the existence of multiple anchor points. We suggest that individuals when making decisions under risk may consider goals with multiple progressing targets as having differential risk incentives due to upwards and downwards counterfactual thinking. We hypothesize that having multiple targets elicits greater risk-taking response and we consider the role of causal attribution of environmental as a key moderator. We test our theory using a novel granular dataset with performance-based CEO compensation data and a series of laboratory experiments we use to better understand the underlying mechanisms. We find broad support for our theory and consider practical implications.

STR: The Impact of CEOs' Social Evaluations on Hedge Fund Activism 

Author: **Saeid Bazmohammadi**, *John Molson School of Business, Concordia U.*
Author: **Young-Chul Jeong**, *Concordia U.*

Previous research has underscored the significance of CEO attributes in predicting the occurrence of hedge fund activism. Yet, the impact of CEOs' social evaluations on such activism has been largely overlooked. Our investigation delves into the likelihood that activist hedge funds may strategically target firms helmed by CEOs with notable social evaluations. We hypothesize and find that infamy CEOs, due to their high visibility and the strong negative emotional reactions they elicit, represent unique opportunities for activist hedge funds to step in. By examining this dynamic, our research not only contributes to the theoretical understanding of activist targeting strategies and CEOs' social evaluations but also offers practical insights for corporate leaders and governance practitioners.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Stakeholder Theory and Ethics

Session Moderator: **Felipe Mendes Borini**, *U. of Sao Paulo (FEA/USP)*

STR: Missing Agent Problems and the Limits to Stakeholder Management

Author: **Kate Odziemkowska**, *U. of Toronto, Rotman School of Management*

Author: **Aseem Kaul**, *U. of Minnesota*

Author: **Jiao Luo**, *U. of Minnesota*

Stakeholder theorists contend that firms can boost their value creation by enfranchising key stakeholders, implicitly assuming that stakeholders have agency, i.e., they can recognize and reciprocate the value being shared with them. In this paper, we interrogate that assumption, arguing that stakeholders are often heedless, powerless, or absent, and laying out the conditions under which firms' attempts to enfranchise stakeholders may go unrewarded—conditions we collectively define as missing agent problems. Profit-maximizing firms will avoid enfranchising stakeholders who lack agency, and firms that do enfranchise such stakeholders are likely to see their profits decline. Our study thus highlights an important but largely unexamined boundary condition of stakeholder theory, while offering a fresh perspective on the social impact of stakeholder management.

STR: Does Morality Explain Stakeholders' Reactions to Firms' Stakeholder Management?

Author: **Flore Bridoux**, *Erasmus U.*

Author: **Corentin Hericher**, *UCLouvain - LouRIM*

Author: **Jan-Willem Stoelhorst**, *U. of Amsterdam*

A defining feature of stakeholder theory is its argument that business and morality cannot be separated. Moreover, stakeholder theory has long argued that stakeholder-oriented firms will be able to create more value than shareholder-oriented firms by upholding moral standards when managing their stakeholders. However, there is little, if any, empirical evidence about the role morality plays in how stakeholders react to firms' stakeholder management. We therefore set out to study moral emotions as potential mechanisms explaining the impact of firms' stakeholder management on stakeholders' value-creation behaviors. Across two vignette-based experiments and a survey, we show that stakeholder-oriented firms are more likely to elicit value-creation behaviors in their stakeholders because they trigger more positive moral emotions, and that shareholder-oriented firms are less likely to elicit value-creation behaviors because they trigger more negative moral emotions. In addition to contributing to the theoretical development and empirical testing of stakeholder theory by hypothesizing and finding a role for stakeholders' moral emotions in explaining value creation, we also contribute to making stakeholder theory more amenable to empirical analysis by validating scales to measure firms' stakeholder and shareholder orientation.

STR: An Evolutionary Theory of the Firm: Managers, Stakeholders, and Collective Action Problems

Author: **Jan-Willem Stoelhorst**, *U. of Amsterdam*

Organizational economics (OE) has long inspired management scholars interested in theorizing about firms, but recent literature questions if OE can help management research and practice deal with the problems of contemporary firms. This paper develops a theory of the firm that takes a fundamentally different approach than traditional OE to answering the classical question 'Why do firms exist', and yet continues to build on economic concepts. Rather than seeing the existence of firms as a puzzle in the context of neoclassical theory, their existence is seen as a puzzle in the context of evolutionary theory – defined as a theory that explains human behavior and organization in terms of gene-culture co-evolution. Evolutionary theory suggests that the firm should not primarily be understood as an alternative to the market, but as a contemporary solution to collective action problems that emerge when agents become interdependent. The evolutionary theory of the firm that is developed overturns some of the most basic assumptions in OE, but at the same time offers an integrative approach to solving the main problems that OE has raised, an approach that is consistent with a stakeholder view of the role of firms and their managers in a capitalist system.








STR: Stakeholder Strategy: A New Strategic Positioning

Author: **Silvia Ferraz Nogueira De Tommaso**, *Faculty of Economics, Administration and Accounting of the U. of Sao Paulo*

Author: **Felipe Mendes Borini**, *U. of Sao Paulo (FEA/USP)*

The positioning strategies have been classified into typologies, mostly focused on a product-market perspective, and only a few considered a stakeholder perspective. Nevertheless, strategic positioning for stakeholders became a strong business promise and an academic research priority when the Business Roundtable's CEOs declared their firm's commitment to delivering value to multiple stakeholders for the future success of their companies, their communities, and their country. We aimed to understand how stakeholder management has driven a new strategic positioning. For that, we applied an exploratory inductive multiple case study. We developed in-depth interviews with 55 top leaders from 11 companies from 2020 to 2023. Our data revealed that a firm needs to embed four attributes to be better positioned in both the competitive and cooperative updated business contexts: stakeholders' alignment; stakeholders' joint value creation; stakeholders' interdependence awareness and walk-the-talk leadership. We contribute to the stakeholder theory literature in two ways: defining a stakeholder strategic positioning for a stakeholder approach management and defining stakeholder orientation as a firm's strategic positioning. Our managerial contributions lie in highlighting attributes of a stakeholder strategy to be incorporated by managers who are still figuring out how to manage their firms in uncertain business and societal contexts. In the updated scenario, competing for better products, services, and markets does not fulfill individual needs. Individuals are at the same time members of society, employees, investors, customers, and suppliers and have preferences and claims that may benefit or harm a firm's performance and change over time. Our research has limitations, so we suggest scholars could use the categories revealed in this paper to apply quantitative research.

KEY TO SYMBOLS

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

External Influences on Corporate Choices

Session Moderator: **Elizabeth Demissie Degefe**, *Fuqua School of Business, Duke U.*

STR: Slipstream Strategy: How Product-Focused Incumbents Cooperate and Compete in the Face of Platforms 

Author: **Georg Reischauer**, *WU Vienna & JKU Linz*
Author: **Alexander Engelmann**, *WU Vienna U. of Economics and Business*
Author: **Annabelle Gawer**, *U. of Surrey*
Author: **Werner Helmut Hoffmann**, *WU Vienna U. of Economics and Business*

Product-focused incumbents such as engineering companies and carmakers increasingly create and capture value with digital extensions for their physical products. Concurrently, these incumbents also face platform entrants such as Google and Apple providing substitutes for these digital extensions. Scholars suggest that a viable strategic response to the entry of platforms is cooptation, the interplay of cooperation and competition. However, little is known about which cooptation strategy can best protect the digital extensions of product-focused incumbents. We address this gap with a longitudinal case study of “InnoCar,” a European carmaker whose digital extensions – car-specific digital services that enhance the driving experience, such as real-time navigation and infotainment – were attacked by Google and Apple. InnoCar defended these extensions with the distinct slipstream strategy, which comprises two phases. An incumbent first cooperates with platform entrants and product rivals to establish shared demand-related complementary assets and then competes with platform entrants on the quality of digital extensions. We develop a conceptual framework for how to execute the slipstream strategy and provide boundary conditions for its application. Our paper contributes to the cooptation literature and research on incumbent-platform entrant dynamics.

STR: Developing a Novel Theory of Corporate Misconduct Using Abductive Reasoning: A Mixed-Method Approach 

Author: **Elizabeth Demissie Degefe**, *Fuqua School of Business, Duke U.*
Author: **Zhi Liu**, *Peking U.*
Author: **Zeyu Zhao**, *Arizona State U.*
Author: **Krishna Savani**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*

We propose that a mixed-method approach combining machine learning with follow-up studies is ideal for simultaneously engaging in prediction and explanation. Based on publicly available information, we trained a machine learning algorithm to predict whether publicly traded corporations engaged in misconduct. The algorithm correctly identified 58.2% of the misconduct cases in out-of-sample data, indicating high sensitivity. An analysis of the algorithm’s basis of prediction revealed a novel predictor of misconduct: the CEO’s outside directorships. Experiments found that managers informed that they were serving on multiple external boards experienced a greater sense of power, which increased their willingness to engage in misconduct. This research sets a new standard for identifying corporate misconduct based on publicly available data and builds a new theory of corporate misconduct.

STR: Cream Skimming and Financial Inclusion at the Base of the Pyramid: A Resource Dependence Story 

Author: **Nachiket Bhawe**, *U. of North Carolina Pembroke*
Author: **Srivardhini K. Jha**, *Indian Institute of Management, Bangalore*








The ability of MFIs to drive financial inclusion has been contested due to concerns that they may be selecting more credit worthy borrowers—i.e. ‘cream skimming’ borrowers. However, MFIs often work with banks through the business correspondent (BC) model, and the role of this inter-organizational arrangement on financial inclusion is unexplored. While the BC model can reduce information asymmetry and facilitate borrower selection, the bank’s influence over the MFI acts as a counterbalancing force. We draw on resource dependence theory to develop hypotheses on the behavior of MFIs when credit is scarce and demand is high i.e., when MFI dependence on banks is high. We use the policy shock of the 2016 currency demonetization in India as a natural experiment to test and validate the underlying assumptions of the role of power in resource dependence theory. Using a difference-in-differences analysis, we find that resource dependence constrains MFIs with BC model from indulging in cream skimming and fosters greater financial inclusion.

STR: Supply Base Concentration and Coordinator Structures: The Case of the Korean Popular Music Industry

Author: **Hyundo Choi**, *Dongguk U., Seoul*

Decentralized supply base can increase a chance of benefiting from broad supplier innovations, whereas centralized supply base strengthens integration and coordination among interdependent product components and tasks. Using the Korean popular music industry case from 2004 to 2013 and quantile regression, this study proposes the relationships between supply base concentration and new product development (NPD) market performance, varying conditional on the NPD market performance levels. Results show that the decentralized supply base increases NPD market performance only in low- and moderate-performance projects. Moreover, the analysis suggests that the decentralized supply base and coordinator structures jointly increase NPD market performance in high-performance projects as a coordinator unit with strong capabilities ease complex coordination works in decentralized supply base environments. This study highlights the importance of the supply base as NPD inputs and suggests how NPD project organizations exploit the supply base effectively from the organizational structure view.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **1051** | Submission: **21661** | Sponsor(s): **(ENT)**
Scheduled: **Sunday, Aug 11 2024 5:00PM - 7:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall MN**

ENT Division Executive Meeting

Organizer: **Vishal K. Gupta**, *U. of Alabama*
Division Chair: **Jon C. Carr**, *North Carolina State U.*

Do you want to hear how we do things in the ENT Division? Do you want to learn how your favorite division makes important decisions? Do you want to help make crucial division for one of AoM's largest divisions? If yes, join us at the ENT Division Executive Meeting.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1052** | Submission: **21825** | Sponsor(s): **(MSR)**
Scheduled: **Sunday, Aug 11 2024 5:00PM - 7:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon 2**

MSR and Friends

Program Chair: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1053** | Submission: **19727** | Sponsor(s): **(OMT, SAP)**
Scheduled: **Sunday, Aug 11 2024 5:00PM - 6:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
Ambassador Room

Agency at the Crossroads: New Paths, Problems, and Perspectives for a Central Concept



Organizer: **Ibrat Djabbarov**, *Imperial College London*
Organizer: **Daniel Milner**, *Oklahoma State U.*
Organizer: **Andrey Pavlov**, *Cranfield School of Management*
Panelist: **Maria Jose Murcia**, *IAE Business School & CESIS, Austral U.*
Panelist: **Mike Zundel**, *U. of Liverpool Management School*
Panelist: **Mary Uhl-Bien**, *Texas Christian U.*
Panelist: **Sebastiano Massaro**, *Surrey Business School*

Our assumptions of agency characterize how we as scholars understand and research leadership, strategy, entrepreneurship, and technological changes, to name just a few. The concept of agency is central to creating, changing, and dealing with challenges ranging from minor issues to societal grand challenges. Although ubiquitous in organization research and an undercurrent in management theory and practice, agency remains largely under-theorized. As societies and organizations face wicked problems – e.g., societal grand challenges, inequity, mental health – bringing agency into the foreground can help scholars develop new perspectives and conceptual insights about how actors can be creative agents, change and enact change, and respond to challenges (Battilana, Yen, Ferreras, & Ramarajan, 2022; Sewell, 1992). Furthermore, the stories we pay attention to and the angles from which we study organizations as management scholars often favor agentic elements. For example, how peripheral and central actors instigate change at organizational or field levels (Greenwood & Suddaby, 2006; Greenwood, Suddaby, & Hinings, 2002; Suddaby & Greenwood, 2005), how entrepreneurs develop intentions, or managers strategize (Hengst, Jarzabkowski, Hoegl, & Muethel, 2020; Jarzabkowski, Bednarek, Chalkias, & Cacciatori, 2018) are all tightly connected to what it means to be an agent. Our interpretations and lenses may propel a particular view of agency. Scholars advancing the agential realism perspective argue that how we measure and observe shapes our perception of agency (Barad, 2007). For example, actor- network theory highlights that agency is not limited to humans and can extend to non-human entities such as objects and technologies (Latour, 2005). These perspectives are underpinned by researchers' assumptions and their ontological, epistemological, and methodological orientations (Gioia, 2022). Moreover, separate from the nature or ontology of agency are its causes and consequences. The diversity of organizational research examining a wide range of phenomena of creativity, change, and challenges across different contexts and theoretical lenses can yield new insights about the nature, causes, and consequences of human agency. As organization scholars, we can leverage the diversity of organizational research streams to develop fresh perspectives and nuances on agency. For this symposium, we invited scholars representing a broad range of perspectives to offer diverse insights on agency from different research streams in management and organization studies. Our expert panel will provide insights from processual and relational ontology, leadership and complexity, strategy and technology, and neuroscience.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1054** | Submission: **21725** | Sponsor(s): **(SAP)**
Scheduled: **Sunday, Aug 11 2024 5:00PM - 7:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Diplomat Room**

SAP IG - Executive Meeting

Division Chair: **Eric Knight**, *Macquarie Business School, Macquarie U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1055** | Submission: **13692** | Sponsor(s): **(CM)**
Scheduled: **Sunday, Aug 11 2024 5:30PM - 6:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Randolph 3**

Conflict Management Division Open Business Meeting

Organizer: **Laura Rees**, *Oregon State U.*

Organizer: **M. Audrey Korsgaard**, *U. of South Carolina*

Organizer: **Pri Pradhan Shah**, *U. of Minnesota*

Organizer: **Deborah A. Cai**, *Temple U., Klein College of Media and Communication*

Organizer: **Jamie L. Perry**, *Syracuse U. Whitman School of Management*

All are welcome to the Conflict Management business meeting. Join us to find out the latest CM Division developments, connect and reconnect with Division members and other interested folks, and celebrate the accomplishments of our members.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1056** | Submission: **22979** | Sponsor(s): **(ODC)**
Scheduled: **Sunday, Aug 11 2024 5:30PM - 6:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon 1**

Rigor-Relevance Reception

Program Chair: **Michael Jarrett**, *INSEAD*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1057** | Submission: **22965** | Sponsor(s): **(OSCM)**
Scheduled: **Sunday, Aug 11 2024 5:30PM - 8:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Plaza Ballroom B**

OSCM Division Social

Organizer: **Anand Nair**, *Northeastern U., D'Amore-McKim School of Business*

This is the social event for OSCM members to meet and network. Drinks and food is served as part of this social event.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



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Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1058** | Submission: **11879** | Sponsor(s): **(PNP)**
Scheduled: **Sunday, Aug 11 2024 5:30PM - 7:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Cuvee Room**

PNP Social

Program Chair: **Erynn Beaton**, *Ohio State U.*

The PNP Social is open to all division members. After the division business meeting, we will collectively make our way to the social for networking, celebration, and socializing.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1059** | Submission: **21784** | Sponsor(s): **(SIM)**
Scheduled: **Sunday, Aug 11 2024 5:30PM - 7:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Cook**

SIM IABS Executive Board Meeting

Organizer: **Rajat Panwar**, *Oregon State U.*

This is an invitation-only Governance Meeting for IABS Executive Committee Members

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1060** | Submission: **13718** | Sponsor(s): **(TIM)**
Scheduled: **Sunday, Aug 11 2024 5:30PM - 6:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom III**

TIM Business Meeting

Division Chair: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Division Chair-Elect: **Elena Novelli**, *Bayes Business School*
Participant: **Susan K. Cohen**, *U. of Pittsburgh*
Professional Development Workshop Chair: **Valentina Tartari**, *Stockholm School of Economics*
Past Director: **Maryann P. Feldman**, *Arizona State U.*
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Secretary: **Paul Huenermund**, *Copenhagen Business School*
Representative-at-Large: **Daniel Erian Armanios**, *Oxford U., Saïd Business School*
Representative-at-Large: **Susanne Beck**, *Warwick Business School*
Representative-at-Large: **Raffaele Conti**, *ESSEC Business School*
Representative-at-Large: **Nilanjana Dutt**, *Bocconi U.*
Representative-at-Large: **Aldona Kapacinskaitė**, *Department of Management and Technology, Bocconi U.*
Representative-at-Large: **Hyunjin Kim**, *INSEAD*
Representative-at-Large: **Denisa Mindruta**, *HEC Paris*
Representative-at-Large: **Abhishek Nagaraj**, *UC Berkeley & NBER*
Representative-at-Large: **Markus Perkmann**, *Imperial College London*
Representative-at-Large: **Maria Roche**, *Harvard Business School*

Please join us to learn more about the Technology and Innovation Management Division's activities and ways in which you can become more involved with our community. The Business Meeting is the place to learn about the workings of the division, acknowledge the hard work of the many dedicated committee members who help put the program together, and congratulate our award winners - including Best Conference Paper and Best Reviewers, and newly elected officers. This session will be followed by a cocktail social hour. All conference attendees interested in the TIM community are welcome.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



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Diversity-oriented



Selected as a Best Paper

Strategic Entrepreneurship and Venture Capital

Session Moderator: **Carlos Adrian Rodriguez**, *INCAE Business School*

STR: **Unpacking CVC Outcomes - CVC Activities, Strategic Breadth, and Firm Performance** 

Author: **Julia Demmer-Nolden**, *U. of Duesseldorf*

Corporate Venture Capital (CVC) investment activities are an essential mechanism for a Corporate firm to innovate and explore beyond the firm's boundaries and in parallel leverage the existing core business. From a Corporate investor's perspective, the question still is which role CVC investment activities play for the definition of strategic value, more particular the strategic breadth of attention, and how this is interrelated with other CVC outcomes, such as firm value. Drawing upon the attention-based view of the firm, we argue that more CVC investment activities lead to an overall increase of the Corporate's strategic breadth, as they encourage an incumbent to explore and exploit simultaneously, and thereby driving positive implications for the firm's performance. Based on a longitudinal panel dataset across various industries between 1997 and 2019, resulting in 542 unique Corporate firms and 4,171 firm-year observations, we find that the more CVC investment activities a Corporate engages in, the more the strategic breadth of attention increases. This effect even enhances with increasing competitive intensity. Furthermore, our research suggests a positive relationship between the breadth of strategic attention of a Corporate and its firm value.

STR: **Dominance and Prestige: How Entrepreneurs' Competence-Framing Influence Evaluation of the Venture**  

Author: **Lun Li**, *Beijing Normal U.*

Author: **Xue Liu**, -

Author: **Chang Lu**, *Guanghua School of Management, Peking U.*

Author: **Jiguo Qi**, *China U. of Petroleum Beijing*

Author: **Chuqing Zhang**, *beijing language and culture U.*

Previous research on entrepreneurial framing often focused on studying the linguistic features and content of framing, overlooking investigations into the entrepreneurs themselves. Our study explores how entrepreneurs utilize framing to convey information about their personal capabilities to external evaluators. By integrating literature on entrepreneurial framing with studies on dominance and prestige, we propose that perceived dominance can lead to higher appraisals due to its conveyance of decisiveness and power; similarly, perceived prestige, by signaling skills and commitment. Further linking entrepreneurs' perceived competence to audience characteristics, we demonstrate how evaluators' backgrounds influence their reactions to entrepreneurs' exhibited dominance and prestige during the review processes. Specifically, elite evaluators with prestigious education backgrounds tend to favor entrepreneurs who exhibit high dominance, while those with R&D backgrounds prefer entrepreneurs with high prestige. Utilizing a unique sample of science and technology venture program, we provide empirical support for the theoretical predictions. Our findings offer unique insights into understanding entrepreneurial framing and dominance and prestige literature.

STR: **Linking Strategic Positioning & Implementation: Monitoring Effects Over Profitability**  

Author: **Carlos Adrian Rodriguez**, *INCAE Business School*

Author: **Mauricio Melgarejo**, *Butler U.*

This study explores the link between strategy positioning and implementation by evaluating how adopting bundles of monitoring tools or practices affects profitability once a firm has chosen a strategy. We adopt an attention-based perspective to propose that profitability for a firm with an efficiency-seeking strategy is enhanced when the monitoring tools or practices comprehensively cover critical outputs expected from the strategy rather than focusing on the individual selection of specific tools or practices. We test this proposition in a panel dataset of 43 firms -763 data points- pursuing efficiency-seeking strategies. We found that the profitability effect of adopting monitoring tools or practices focused on three critical dimensions, i.e., target defining, controlling, and operations improving, is higher than adopting tools that do not cover these three dimensions simultaneously. In addition, we observe that the level of a firm's diversification moderates the effect of implementing monitoring tools or practices on financial performance.

 STR: **Legitimization by Aspiration Setting: Evidence from Token Supply in Initial Coin Offerings**

Author: **Nastaran Alimardaniaghani**, *The Ohio State U. Fisher College of Business*

The extant research on the behavioral theory of the firm has primarily focused on aspirations as vehicles for performance evaluations and subsequent strategic decision-making. However, how aspirations can be used as a resource acquisition signal—especially in the context of entities that lack historical performance (e.g., new ventures)—has been largely unexplored. I build on and expand an emerging stream of research in the behavioral theory tradition that highlights the importance of allocative aspiration setting (i.e., aspirations as means of resource acquisition) by integrating a legitimacy perspective. More specifically, I theorize and use the empirical setting of Initial Coin Offerings to demonstrate that setting aggressive aspirations signals greater legitimacy to the resource-providing audience of a new venture and hence, increases the odds of success. Additionally, I show that cognitive legitimacy signals, such as those that are formally disclosed by a new venture, alter the positive effect of aggressive aspiration signals on a new venture's success.

KEY TO SYMBOLS



Teaching-oriented



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Diversity-oriented



Selected as a Best Paper

CSR and Competitive Dynamics

Session Moderator: **Jiangyan Li**, *Chongqing U.*

STR: **The More, The Merrier? Corporate Social Responsibility (CSR) Contracting and Firm Competitive Action**   

Author: **Shuping Li**, *Hong Kong Polytechnic U.*

Author: **Steve Sauerwald**, *U. of Houston*

Author: **Luman Yu**, *The Hong Kong Polytechnic U.*

We investigate the possible effects of a prominent corporate governance development, namely, CSR contracting (i.e., incorporating ESG metrics into CEO compensation packages), on firms' competitive actions. We draw on research on agency theory and theorize that compared with CEOs without CSR contracts, CEOs with CSR contracts perceive greater job security in their positions and thus are more motivated to engage in competitive actions by the firms they manage. However, as the complexity of CEOs' CSR contracting increases to involve diverse stakeholder interests, CEOs likely experience heightened job demands, leading to reduced information processing capabilities and rigidity in decision making. Consequently, they become less responsive to the competitive actions of their firms' rivals, reducing their competitive actions. To tease out the mechanism of CEO job demands associated with the complexity of CSR contracting, we assess three dimensions of CEOs' job environments: the time horizon of the CSR contract, the financial pressure faced by CEOs, and the increased monetary incentive for CEOs. We analyzed 38,113 firm-year observations of 3,116 firms from 1999 to 2020 (2,825 firm-year observations with CSR contracts) and found support for our hypotheses. Our study enriches the understanding of possible intended and unintended consequences of CSR contracting, while also generating implications for enhancing strategic leadership for firm competitive actions.

STR: **Normative and Strategic CSR as Responses to Peer Firms' Financial Misconduct** 

Author: **Fengwen Chen**, *School of Economics and Business Administration, Chongqing U.*

Author: **Bing Wang**, *Chongqing U.*

Author: **Jiangyan Li**, *Chongqing U.*

Prior research has shed much light on the consequences of corporate misbehavior, one of the research streams found the dual interorganizational spillover effects resultant from financial misconduct: a "stigma effect" that pollutes peer firms and a "competition effect" that benefits competing peers. Although the outcomes of these spillover effects are revealed explicitly, little is known about whether and how the innocent firm strategically responds to the legitimacy threat and the competitive opportunity. As corporate social responsibility (CSR) facilitates alleviating institutional and competitive pressures, we propose that an innocent firm can implement two CSR strategies in response to the two spillover effects: normative CSR to uphold legitimacy through conformity and strategic CSR to enhance competitiveness through differentiation. Using a sample of Chinese listed firms from 2009 to 2019, we show that innocent firms will increase normative CSR after peer firms' financial misconduct, especially firms motivated to repair potentially lost legitimacy. We also find that innocent firms with a motivation to compete with the culpable firms will improve strategic CSR. By investigating two CSR strategies in response to the stigma and competition effects, our research highlights the critical roles of CSR in pursuing business ethics and competitive advantages.

STR: **Power to My People: How Proximity to Political Power Affects Firm's Competitive Behavior**

Author: **Izuchukwu Evans Mbaraonye**, *U. of Missouri, Kansas City*

Author: **Jeffrey Thomas Cavanaugh**, *U. of Nebraska*

Author: **Cameron Jay Borgholthaus**, *Southern Illinois U., Edwardsville*

Current management research indicates that enhanced access to political power puts firms in a superior competitive position. This is because such access enables firms to leverage government-controlled resources in their competitive endeavors. However, insights from the behavioral theory of the Firm (BToF) suggest that easy and abundant access to resources, such as those that accompany firm's access to political power, may induce complacency in a firm's strategic behavior. Expanding on these insights, we contend that a firm's proximity to political power facilitates convenient and ample access to government resources. Consequently, we argue that this accessibility leads managers to become complacent in pursuing competitive actions. Our theoretical model and empirical tests contribute to the literature on business-government relationships and the literature on BToF.

STR: **Exploring the Untapped Influence of Stakeholders in Organizational Rivalry**

Author: **Waqas Nawaz**, *Smith School of Business, Queen's U.*

Extant literature posits that past competitive interactions between rival firms serve as antecedent to psychological animosity as well as mutual forbearance, but since these outcomes are antithetical, it remains a puzzle how firms decide to aggressively respond or strategically forbear a rival's attack. Despite the evidence that stakeholders influence organizational decisions, it is surprising that competitive dynamics scholarship did not examine this puzzle using a stakeholders' perspective. My goal in this work is to investigate how stakeholders' evaluation of rival's actions affect focal firm's decision to aggressively respond or strategically forbear, for which I utilize environmental action/response dyads of Coca-Cola and Pepsico over a period of 15 years (2006-2020). Findings suggest that some rival actions motivate focal firm to respond aggressively (influential actions) than others (skeptical and controversial actions), which is determined by the extent of stakeholders' approval of those actions. This work is the first of its kind to qualitatively study rivalry in an environmental sustainability context at a dyadic level (Coca-Cola vs. Pepsico).

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Selected as a Best Paper

Corporate Social Irresponsibility

Session Moderator: **Stephanie L. Wang**, *Indiana U., Bloomington*

STR: From Accusation to Advancement

Author: **Brian Park**, *Georgia State U.*

Author: **Chanhyuk Shin**, *Korea U.*

Author: **DuckJung Shin**, *Korea U. Business School*

Business groups involved in undesirable events, political or otherwise, need to regain legitimacy to defend against perceptions of organizational misconduct. We show how affiliates increase their Environmental, Social, and Governance (ESG) initiatives when their business groups are accused of misconduct. Our findings indicate that when misconduct accusations are aimed at business groups, their affiliates take ESG measures as a strategy to mitigate threats to the business groups' legitimacy. Further, this legitimacy recovery is typically achieved through a targeted approach, wherein the affiliates selectively prioritize a specific facet of ESG directly associated with the misconduct. Lastly, we report a positive spillover effect, in which the affiliates within non-accused business groups also strive to strengthen the same specific ESG component as the affiliates within accused business group to alleviate any potential guilt-by-association. Our study unveils how affiliates strategically engage in ESG activities in response to the accusation of misconduct toward business groups.

STR: The Price of Risk: Corporate Social Irresponsibility and New CEO Compensation

Author: **Michael Koch**, *Brunel Business School, Brunel U. London*

Author: **Yejee Lee**, *Indiana U., Bloomington*

Author: **Sarah Park**, *U. of Leicester*

Despite extensive research on corporate social irresponsibility (CSI) and its repercussions, there is no straightforward answer to its impact on newly appointed CEOs. In this study, we seek to examine the consequences of firms deviating from their social responsibilities, particularly in the context of the new CEO's initial compensation. We argue that firms' engagement in CSI leads to higher initial pay for new CEOs. The higher pay can be seen as a form of compensation for the risk, as CEOs face considerable uncertainty about the potential negative impact on their own reputation by joining such firms. We further propose that this impact is contingent on new CEOs' tolerance for the risk of negative reputation spillover. Specifically, we posit that a positive association between CSI and new CEO compensation is stronger for CEOs with greater prosocial orientation but weaker for CEOs with higher career variety. We support our argument with 1,168 observations of firm-CEO year-level data from 2007 to 2019. Our findings show that socially irresponsible firms pay a premium for new CEOs and that the amount of this premium depends on the risk tolerance of the CEOs.

STR: Empirically-Based Resistance Strategies: How Firms Resist Stakeholder Demands

Author: **Nicole West**, *U. of Texas at Dallas*

Author: **David G. Sirmon**, *U. of Washington*

How does a firm resist stakeholder demands while maintaining these critical relationships? The stakeholder literature has largely skirted this question because it was argued that resisting stakeholders would be so costly that the firm must concede to avoid potentially catastrophic outcomes. Joining the nascent research reconsidering this position, we theorize that empirically-based resistance strategies allow firms to resist stakeholder demands without degrading relationships or provoking substantial conflict. We postulate that stakeholder demands flow from issues, whose salience is informed by the stakeholders' shared values, as well as empirical evidence establishing the issue's existence, magnitude, causes/effects, and remedies. This leads to our primary theoretical argument: firm resistance focused squarely on the empirical aspects of an issue weakens perceptions of issue salience, thereby minimizing resulting demands, without threatening the stakeholders' shared values. We identify two novel empirically-based resistance strategies: validity disputing and validity promoting. Whereas both avoid addressing shareholders' shared values, validity disputing acts on empirical evidence to weaken perceptions of issue salience as well as resulting demands, while validity promoting accepts an issue's salience, but uses empirical evidence to advocate for the firm's preferred remedy to the issue. Cumulatively, these strategies produce a lack of consensus among stakeholders regarding an issue's existence, magnitude, causes/effects and/or remedies - without provoking the adversarial responses that resistance on stakeholders' shared values would foster.

STR: There Is a Dark Side to Everything: CEO Creativity and Corporate Social Irresponsibility

Author: **HE Li**, *Xi'an Jiaotong Liverpool U.*

Author: **Philip J. Steinberg**, *U. of Groningen, Faculty of Economics and Business*

Author: **Jordi Surroca**, *U. of Liverpool Management School*

Author: **Hille C. Bruns**, *Groningen U. (RuG)*

Individual creativity is generally regarded as an important competency for CEOs that positively affects organizational outcomes. However, based on recent insights from the field of psychology, we theorize that CEO creativity may also hold undesirable implications for the firm as it can increase firms' likelihood to engage in corporate socially irresponsible (CSIR) activities. Moreover, we identify conditions for when our theory applies. We propose that proximity to bankruptcy, strategic flexibility, and track record of corporate social responsibility serve as moderators that enhance our focal relationship. In a longitudinal study of 883 firms for years 2009 to 2020, we find support for the hypothesized relationship between CEO creativity and CSIR and the moderating effects of proximity to bankruptcy and strategic flexibility.

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Teaching-oriented



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Selected as a Best Paper

Strategic Decision-Making Dynamics: Balancing Internal Challenges and External Influences

Session Moderator: **Andrew von Nordenflycht**, *Simon Fraser U.*

STR: **Remedies for Growing Pains: How Venture Leaders Manage Stalemates When Scaling Senior Executive Team**      

Author: **Changjoon Rhee**, *HKUST Business School*

Author: **Sam Garg**, *HKUST Business School*

We investigate how venture leaders can effectively manage stalemates that arise after hiring professional executives. Using a multi-case inductive method, we analyze 21 actual top management team (TMT) stalemates—communication breakdowns between task-dependent parties—within four Hong Kong fintech ventures that raised venture capital. Our study contributes to the venture professionalization literature in several ways. We introduce negative intra-TMT dynamics into the literature by identifying stalemates that emerge during the professionalization process and classifying these stalemates as horizontal or vertical. More importantly, we develop a contingency framework that consists of four actions taken by the venture leaders to manage these stalemates. Our framework reveals that effective leaders use private mediation in horizontal stalemates and structural crafting in vertical stalemates, but not vice versa. In contrast, open discussion and decision enforcement, two actions suggested in prior conflict management literature, were found ineffective for all types of stalemates in our data. Beyond venture professionalization, we offer a fresh lens on conflict management as brokering by highlighting the space and hierarchy in the brokering process. We conclude by suggesting boundary conditions for our theoretical framework.

STR: **Inhouse vs Outsourced Skill Development in Professional Sports: Analysis of Baseball Careers** 

Author: **Andrew von Nordenflycht**, *Simon Fraser U.*

This study analyzes the effects of in-house vs. outsourced skill development on professional athletes' early careers, by analyzing selection and promotion of prospects (promising young players) by Major League Baseball teams. Drawing on research on worker skill development and labor market transaction costs, I theorize three benefits to having a top-tier professional club control the development process for a set of prospective athletes: (1) development of more club-specific skills; (2) better assessment of unmeasurable skills; and (3) ability to maximize general skill development. Focusing on US baseball players exploits the fact that some prospects enter the minor league system ("inhouse" development) at age 18 while others opt for college ("outsourced" development) and do not enter the professional system until age 22. Using a dataset of 9,785 players drafted into the league from 1987 to 2013, I find some evidence that internal development may generate more club-specific skills that aid prospects' careers. I find that from age 22, prospects that entered the minor leagues from high school may be less likely to be promoted to the top-tier league than those that developed in college—but among those that are promoted, the minor leaguers are promoted more quickly than the college prospects. Furthermore, I find that promotion rate and probability for minor league infielders than non-infielders, which is consistent with the assumption that infielders are more interdependent and thus benefit more from club-specific skills. I also find evidence that college draftees, relative to high school draftees, are more likely to be drafted below their pre-draft rankings. This is consistent with the idea that clubs are more concerned about the unmeasurable skills of college draftees, who will spend less time in the clubs' development system, than of high school draftees. These findings raise questions about the lack of in-house development systems in other major professional sports, such as US football and basketball.

STR: **Intergenerational Succession and Smart Manufacturing: The Effect of Sibling Number on Change Timing** 

Author: **Xiaowei Luo**, *INSEAD*

Author: **Shuangying Chen**, *U. of Electronic Science and Technology of China*

Author: **Boyi Chen**, *U. of Electronic Science and Technology of China*

Author: **Jun Wang**, *U. of Electronic Science and Technology of China*

Previous studies have suggested that treating intergenerational succession as a single event conceals the dynamics of strategic change. Structuring intergenerational succession as a two-stage process: a pre-appointment stage and a post-appointment stage, we argue that the dynamic timing of change is an important means for successor leaders to prove their personal authority and competence in authority. However, the intensity of the pressure to prove oneself varies in terms of timing for multiple-child versus single-child families, resulting in differences in the timing of change in these family firms. We posit that firms with a multi-child family are more likely to engage in strategic change at the pre-appointment stage due to the selection pressure. In comparison, firms with a single-child family are more likely to engage in strategic change at the post-appointment stage because the child-successor experiences little selection pressure and needs to establish their legitimacy after the formal appointment. These tendencies are stronger when the succession is contested. We test our arguments in the context of the deployment of smart manufacturing in Chinese listed family manufacturing firms between 2009 and 2019 and find consistent results. Our study contributes to a deeper understanding of how family size affects strategic change in family firms and demonstrates the fruitfulness of a multiphase process view of intergenerational succession.

STR: **Foreign Institutional Investors and Equity Share Decisions in Cross-Border Mergers and Acquisitions**  

Author: **Dennis Wajda**, *Coastal Carolina U.*

This study contributes to equity ownership research by showing the role of foreign institutional investors in shaping firms' equity share decisions in cross-border mergers and acquisitions (M&A). We argue that foreign institutional ownership (FIO) from a given country is positively associated with the share of equity sought in the target firm in this country because foreign institutional investors can help reduce information asymmetry between the acquiring and target firms. Moreover, this positive relationship is stronger if target firms are in countries with weaker institutional development because acquiring firms suffer from higher information asymmetry in this scenario and thus are more inclined to rely on foreign institutional investors for information. Findings from a sample of 4,166 cross-border M&As by US firms lend support to our arguments.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Technology Ecosystem Strategy

Session Moderator: **Andre Nemeah**, *Rennes School of Business*

STR: Data Ecosystems: Value Creation Processes, Configurations, and Evolution Patterns 

Author: **Cheng Huang**, *Fujian Normal U.*

Author: **Tianxi Yang**, *Tsinghua U.*

Author: **Yong Lin**, *U. of Birmingham*

In the digital age, data has emerged as a nonrival factor of production characterized by increasing returns to scale. However, its value is maximized only when it is fully transformed into products or services, and there is an inherent challenge regarding data privacy during its utilization. Addressing these complexities necessitates a multi-stakeholder, co-evolutionary mechanism - an ecosystem - to navigate uncertainties in the data market and fully unlock data's potential value. Building upon the theoretical framework concerning the overarching operations of business ecosystems, this paper delved into the intricacies of Data Ecosystem (DE) value creation. It scrutinizes the process, configuration, and evolutionary patterns of DE through a cross-case study involving leading digital firms and associations. Our cross-case analysis reveals a tripartite value creation process in DEs, comprised of data resource licensing, data factors trading, and data products/services development. For optimal value creation, the configuration of a DE should include both a data value network and a data community network. Informed by these elements, this study also outlines the evolutionary patterns of DEs. This research enriches the burgeoning literature on data markets and business ecosystem theory, particularly in complementarities and value creation processes. Moreover, it offers practical implications for firms aiming to construct effective data ecosystems.

STR: Resource Complementary Uncertainty and Strategies of Innovation Ecosystem

Author: **SHENGXI YANG**, *Sichuan U.*

Author: **Jiaming Yang**, *School of management, Zhejiang U.*

Author: **Lin He**, -

The highly collective uncertainty of innovation ecosystem is portrayed as unclear resource complementary participants, unstable allocation of participants' relationships, and untimely updating of complementary rules, which led to the complicity of complementary resource gaps identification, the generation of complementary resources, as well as final innovation results. While the existing understanding of complementary resource strategies became inapplicable with the emerging phenomenon. By conducting an abductive, exploratory multi-case analysis of Geely Stereoscopic Travel Ecosystem, Xiaomi Smart Home Ecosystem and DJI Drone Innovation Ecosystem. Our study contributes to innovation ecosystem literature by deconstructing ecosystem uncertainty to complementary participants and complementary functions. We also contribute to resource complementary strategy and complementarity research by identifying four strategies based on an integrated framework and providing a comprehensive understanding of not only what ecosystem complementarity is but also how it comes from.

STR: Ecosystem Strategies for Small Firms' Competitive Advantage: The Case of AI Ecosystem

Author: **Mohamad Najib Tarhini**, *Rennes School of Business*

Author: **Andre Nemeah**, *Rennes School of Business*

Recently, scholars highlighted the importance of orchestrating or joining an ecosystem for the development of artificial intelligence (AI). However, these researchers mainly focused on large firms' roles in the ecosystem orchestration or emergence, seeing small firms as affiliates, and calls for research that investigates whether small firms are equally suitable for orchestrating ecosystems. Conversely, they also stated the challenges that small firms face in comparison to larger ones in the adoption of AI. Yet, to date, there are no clear indications about small firms' strategies to face these AI challenges and compete with larger firms. In this paper, we aim to address this phenomenon by investigating the small firms' strategies in an AI ecosystem. To answer this question, we followed a qualitative research approach by conducting 20 interviews with executives from 13 different AI small firms in the Brittany region, France. Our findings show that AI small firms elaborated different ecosystem strategies based on a unique value proposition and different patterns of relationships. As a result, we coined two ecosystem strategies, the pure complementor strategy and the ambivalent strategy. Moreover, the study revealed multiple conditions necessary for AI ecosystems to emerge, in addition to different continuity factors from the client's and partners' side to preserve this ecosystem.

STR: Platform-Based Multimarket Competition: Strongholds, Strangleholds and Footholds

Author: **Erik Liesola**, *Aalto U., Department of Industrial Engineering and Management*

Author: **Jens Schmidt**, *Aalto U., Department of Industrial Engineering and Management*

Classic strategy research on multimarket competition explains why firms refrain from fierce competition when meeting familiar competitors in multiple markets. Firms forbear because attacks and gains in one market may instigate counterattacks and greater losses in all other markets. This paper provides the first explicit attempt to bridge classic multimarket competition with contemporary platform competition. We propose that platform firms' strangleholds and footholds in each other's markets give rise to mutual spheres of influence which deter rivalry in their important strongholds. This complements extant platform theory by presenting an alternative explanation for leading platforms' stable and profitable businesses that is not based on demand economies of scale (network effects) and scope (platform envelopment). We conclude with implications for platform strategy research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



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Research-oriented



Diversity-oriented



Selected as a Best Paper

Diversification

Session Moderator: **Teresa Antonia Dickler**, *Philipps-U. Marburg*

STR: **Resource or Burden? CEO Reputation and Corporate Diversification** 

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

Author: **Wanjiao Zhang**, *Tongji U., Shanghai, PR. China*

This study examines how CEO reputation affects the level of corporate diversification from two distinct perspectives: resource versus burden. The resource perspective suggests that CEO reputation serves as quality and credibility signal in markets and reduces information asymmetry, thus providing sufficient resources to implement diversification strategy. By contrast, the burden perspective posits that CEO reputation induces CEO overconfidence, which encourages CEOs to ignore the risks of investments and engage in value-decreasing diversification. Both perspectives predict a positive relationship between CEO reputation and corporate diversification. To examine which perspective prevails, we examine the moderating effects of state ownership and free cash flow. If the resource perspective works, we expect that the two moderators will weaken this positive relationship. If the burden perspective works, we expect that the two moderators will strengthen the relationship. Using a sample of listed firms in China from 2006 to 2020, we find that CEO reputation is positively associated with the level of corporate diversification. Moreover, the state ownership and level of free cash flow weaken this positive relationship, supporting the resource perspective but not the burden perspective.

STR: **Examining the Impact of Capital Redeployment on Strategic Business Segment Disclosures**

Author: **SONALI KAUR BHATIA**, *IE U. - IE Business School Madrid, Spain*

Author: **Marco S. Giarratana**, *IE Business School*

Author: **Juan Santalo**, *IE Business School*

This study explores the impact of capital redeployment in internal capital markets on a firm's decision to disclose or withhold business segment information. It also investigates whether the relationship between capital redeployment and segment disclosure is moderated by the level of the firm's unabsorbed slack. Additionally, it examines how diversification in related product markets affects the likelihood of disclosing business segment information. This study demonstrates that diversified firms that redeploy capital across business segments are more likely to disclose a greater number of sectors. This strategic disclosure approach aligns with the broader goals of diversified firms with redeployment capabilities, aiming to strengthen their competitive position by discouraging potential competitors from entering their markets. Furthermore, the negative relationship between capital redeployment and segment non-disclosure is weakened as the firm's level of unabsorbed slack increases. Furthermore, firms diversifying in related product markets tend to disclose fewer sectors as their primary focus is safeguarding sources of synergy. These findings align with a unique dataset on the U.S. pharmaceutical industry from 1983 to 1992, covering diversification across three different industries within the U.S. medical sector and spanning a total of 85 product categories.

STR: **Stock Market's Influences on Resource Redeployment: The Roll of Sell-Side Analysts**

Author: **Raffaele Morandi Stagni**, *Department of Business Administration. U. Carlos III de Madrid*

Author: **Teresa Antonia Dickler**, *Philipps-U. Marburg*

This paper exploits exogenous shocks on a firm's coverage by stock market analysts, to investigate analysts' influence on resource redeployment within multi-business firms. We expect that firms might be constrained in their ability to capitalize on redeployment opportunities by the presence and pressure of external governance forces such as stock market analysts. This is because strategies emphasizing internal resource markets magnify asymmetric information between a firm's management and external analysts, thereby complicating evaluation by the financial community, and ultimately disincentivizing their use by corporate headquarters. Consistent with these ideas we find that the number of analysts following a firm's stock is negatively related to resource redeployment and that, vice versa, losing an analyst increases the amount of resources that a firm moves across its businesses. Moreover, we demonstrate that resource redeployment in response to analyst coverage loss is value creating and increases firms' strategic uniqueness.

STR: **Diversified Production and Market Power: Theory and Evidence from Renewables**  

Author: **Michele Fioretti**, *SciencesPo*

Author: **Junnan He**, *SciencesPo*

Author: **Jorge Tamayo**, *Harvard Business School*

We study the Colombian energy market, where diversified energy firms strategically substitute thermal generation for hydropower before droughts. This within-firm substitution, due to thermal generators internalizing the drop in hydropower supply during droughts, mitigates higher market prices. We show theoretically and empirically that these virtuous spillovers exist when thermal generators have market power but are severed when their residual demands are vertical or horizontal, which attenuates a firm's business stealing incentives. We conclude that industry consolidation can reduce prices if it promotes diversified production portfolios. Diversification can keep the green transition affordable by reducing the cost of renewable intermittencies.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Interfirm Collaboration

Session Moderator: **Sandip Bisui**, *Purdue U.*

STR: The Role of Local Supplier Perceived Unfairness in International Exchanges: A Contingency View 

Author: **Mengyang Wang**, *Huazhong U. of Science and Technology*
Author: **Jialin Du**, *Renmin U. of China*
Author: **Jiaxuan Li**, *School of Management, Huazhong U. of Science and Technology*

This study investigates how local supplier perceived unfairness influences exchange performance via supplier opportunism from two theoretical perspectives: equity theory and resource dependence theory (RDT). Equity theory postulates that when actors perceive unfairness in relationships, they engage in actions, such as adjusting inputs or efforts, to restore equity. However, RDT maintains that if actors depend on their partners for critical resources, they tend to tolerate perceived unfairness to acquire those resources for survival. Using unique primary data from 141 dyads of multinational corporations (MNCs) from developed economies and their suppliers in China, our results show that local supplier with perceived unfairness indeed are more likely to engage in opportunistic behaviors as a way to restore equity, which in turn hurts exchange performance. However, local supplier's dependence on international buyers attenuates this effect, whereas formal institutional distance magnifies it. Our study helps reconcile the divergent views of equity theory and RDT and illuminates the implications of perceived unfairness for ongoing interfirm relationships in an international exchange context.

STR: Boundary-Spanning Experiences of Middle Managers and Interorganizational Relationship Renewal

Author: **Rose Ji Youn Kim**, *U. of Kentucky*
Author: **Mukund Chari**, *U. of Colorado, Boulder*

Exchange managers serve as boundary-spanning individuals who represent their organizations in inter-organizational relationships (IORs). Given potential divergent perspectives within an organization of the value of current relationships, managers play an important role in advocating for partnerships and garnering support from stakeholders. We posit that their abilities in this regard hinge on their boundary-spanning experience. By examining corporate venture capital (CVC) investments, we elucidate how a CVC manager's external and internal boundary-spanning experience affect the likelihood of making follow-on investments in portfolio companies. We find that both kinds of experience enhance follow-on investment likelihood. We also find a complementary effect; the likelihood of follow-on investments is enhanced when the manager possesses both kinds of experience. Our findings enrich the literatures on IORs, CVC, and middle management

STR: R&D Centralization and Knowledge Sourcing in Technology Alliances 

Author: **Sandip Bisui**, *Purdue U.*
Author: **Jeffrey J. Reuer**, *Purdue U.*
Author: **Kyungsub Song**, *U. of Colorado Boulder*
Author: **Kun Zhang**, *Peking U. HSBC Business School*








This study bridges corporate strategy, organizational structure, and innovation research to explore the interplay between the centralization of an organization's R&D decision-making and its external knowledge sourcing. We propose that the intra-organizational decision-making of an organization plays an important role in its external knowledge exploration strategy, specifically in determining the organization's technology sourcing from its alliance partners. Analyses of technology alliances in the bio-pharmaceutical industry indicate that organizations with centralized R&D decision-making tend to search more extensively from their alliance partners and tend to leverage this knowledge to a wider extent. In particular, we show that organizations with centralized R&D decision-making source knowledge from their alliance partners beyond the scope of the focal alliance and that they are better able to use the externally sourced technologies in a wider range of technological areas within the organization compared to organizations with decentralized R&D decision-making.

STR: Collaboration Conundrum: Unraveling CEO Hubris and Alliance Formation 

Author: **Xuefei Yu**, *U. of Hong Kong*
Author: **Yi Tan**, *U. of Alabama in Huntsville*
Author: **Yongchuan Bao**, *U. of Alabama in Huntsville*

Why do firms vary so much in their attitudes toward alliance formations? While prior research has predominantly focused on external pressures, the potential impact of CEO cognitive biases—specifically hubris—on alliance formation has been largely overlooked. This study introduces the concept of CEO hubris as a key factor influencing firms' propensity to form alliances. Utilizing a media-based approach to quantify levels of CEO hubris within U.S. high-tech firms, our analysis reveals that increased CEO hubris is associated with less alliance formations. Interestingly, this relationship is more pronounced in munificent environments, yet it diminishes in markets characterized by high dynamism and complexity. These findings extend our understanding of strategic alliance formation by highlighting the critical role of CEO psychological traits, particularly hubris, in shaping organizational strategy.

KEY TO SYMBOLS

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

Alliance Processes

Session Moderator: **Martin Kleis Pit**, *Faculty of Economics and Business, U. of Groningen*

STR: **Seeking Outside Help: The Role of Third-Party Intervention in Strategic Alliance Relational Recovery**  

Author: **Martin Kleis Pit**, *Faculty of Economics and Business, U. of Groningen*

Author: **Isabel Estrada Vaquero**, *Groningen U. (RuG)*

Author: **Floor Rink**, *U. of Groningen*

Prior alliance research has shown the inherent complexity and instability of alliances, and identified a key driver of such instability in that alliance relationships are frequently met with negative relational dynamics – characterized by competition and distrust. As such, alliance literature has studied solutions that alliance partners employ for relational recovery. In doing so, extant literature has focused on recovery solutions predominantly internally, i.e., within the boundaries of the alliance, despite the recognition that third parties can play an important and constructive role in facilitating alliance relationships. To explore the role of third-party interventions, we conduct an inductive case study of a dyadic alliance between two organizations in the Dutch fin-tech industry, that saw an intervention by an independent third party. We identify redirection of attention as a novel mechanism to understand how third-party interventions can facilitate relational recovery. Specifically, our study highlights that attention redirection toward the overarching goals of the alliance facilitates the repair and continuation of the alliance, provided that partners confirm complementarity (in skills and resources) and compatibility (in culture).

STR: **Fuzzy Logic and Alliance: A Configurational Approach to Improve Alliance Performance** 

Author: **Lijun Pan**, *U. of International Business and Economics*

Author: **Dong Chen**, *Loyola Marymount U.*

Author: **Zhenning Yang**, *U. of International Business and Economics*

Author: **Donghong Li**, *School of Economics and Management Tsinghua U.*

In a growing competitive external environment, strategic alliances are becoming increasingly vital, but they face a variety of obstacles to high performance. Prior alliance research has focused on a limited subset of alliance motivations and operational mechanisms, instead of examining multiple determinants of high performance. We attribute this to the mismatch between studying causally complex relationships using conventional symmetric regression methods. Instead, using a configurational approach, this paper constructs a research framework based on cross-sectional questionnaire data from the Chinese Ministry of Science and Technology's assessment of 56 first pilot alliances in 2012 and dynamic tracking data of alliance performance from 2013 to 2019. This paper mines the pathways of how strategic alliances improve performance by integrating alliance motivation and alliance operational mechanisms and offers an asymmetric perspective to identify the causal complexity of high and not-high performance. This research concludes that no single condition is necessary for high performance and that the combination of alliance motivation and alliance operational mechanism generates four pathways to high performance. Our study develops a configurational model to advance a holistic understanding of alliance performance, contributing to offering a more complete picture of how alliances operate and explaining why individually conflicting results can be true collectively. We also demonstrate how configurational theory can be employed to analyze the alliance's performance.

STR: **The Unique Nature and Dynamics of Multiparty Alliances: Insights from Three Decades of Research** 

Author: **Wenqian Wang**, *Hong Kong Baptist U.*

Author: **Jiabei Hu**, *Purdue U., West Lafayette*

Author: **Fabrice Lumineau**, *U. of Hong Kong*

Multiparty alliances – i.e., collaborative arrangements among more than two organizations – have been gaining increasing relevance as a means to gain a sustainable competitive advantage. Distinguishing themselves from widely studied dyadic alliances, they exhibit unique characteristics. However, current research on multiparty alliances has been largely fragmented, encompassing a diverse array of topics, levels of analysis, and theoretical perspectives. In order to gain a holistic and comprehensive understanding of the specific features of multiparty alliances, we conducted a systematic review of scholarly publications in leading management journals spanning over 30 years. We adopted the generic alliance lifecycle perspective to analyze and integrate 154 relevant articles. Our review finds that multiparty alliances display important qualitative differences in each of the three phases: the order of entry in the partner selection phase, the change of reciprocity in the alliance design phase, and faultlines in the post-formation implementation phase. Our analysis leads us to an integrative framework highlighting both the differences and the dynamic interactions among the three phases of a multiparty alliance. Our framework opens rich opportunities for future studies to deepen our understanding of multiparty alliances.

STR: **Is it Worth Returning to the Negotiation Table? Contract Adaptation's Impact on Alliance Outcome** 

Author: **Doerte Leusmann**, *U. of Passau*

Author: **Matthias Schulz**, *Georg-August-U. Göttingen*

Author: **Christian Schwens**, *U. of Cologne*

Author: **Carolin Haeussler**, *U. of Passau*

This paper examines how contracts and their adaptations over the course of strategic alliances influence alliance innovation outcome. Drawing on transaction cost economics, we argue that contract adaptation increases efficiency as the adapted contract re-aligns to transactional attributes, which, in turn, positively influences the alliance innovation outcome. Moreover, we introduce the concept of alliance partners embracing contingencies and argue that contingency adaptability clauses employed in the initial contract positively moderate the baseline relationship. We test our theory on a longitudinal dataset of 340 alliances from the biopharmaceutical industry. Our study contributes to strategic alliance research by explaining if and under which circumstances an innovation outcome of a strategic alliance, i.e., a drug approval in the biopharmaceutical context, is influenced through contracts and their adaptation as the alliance evolves over time. Empirically, employing an instrumental variable regression approach helps us to mitigate potential endogeneity concerns.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Exploring Top-Executive Cognition in Business Ecosystems



Organizer: **Anastasiya Shylina**, *U. of Passau*
Organizer: **Moritz Maier**, *U. of Passau*
Organizer: **Urszula Ayache**, *ESCP Business School*
Panelist: **Theresa Cho**, *Seoul National U.*
Panelist: **Daniel Gamache**, *U. of Georgia*
Panelist: **Lorenz Graf-Vlachy**, *TU Dortmund U.*
Panelist: **Mark P. Healey**, *U. of Manchester*
Panelist: **Michael J. Mannor**, *U. of Notre Dame*
Panelist: **Mary Tripsas**, *U. of California, Santa Barbara*
Panelist: **Henk W. Volberda**, *Amsterdam Business School, U. of Amsterdam*
Panelist: **Timo Olavi Vuori**, *Aalto U.*

Celebrating the fortieth anniversary of Upper Echelons Theory (UET), this symposium delves into the evolving role of top-executives' cognition in the novel, unique, and increasingly important context of business ecosystems. UET posits that executives' background—their experiences, preferences, and dispositions—significantly shape organizational outcomes. We reexamine UET by exploring how the nature and strategic implications of top-executives' cognition in business ecosystems differ from standard assumptions in the extant literature, given the idiosyncrasies of business ecosystems such as their meta-organizational structure and the focus on collaborative value creation and shared value distribution. The symposium explores three interrelated themes: the unique challenges that business ecosystems pose to strategic leaders, the idiosyncratic processes and structures of executive cognition influencing sensemaking and decision-making in these ecosystems, and the use of so-far underleveraged streams of cognitive psychology and linguistics to theoretically and empirically explore the implications of top executives' characteristics in these contexts.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **1070** | Submission: **13585** | Sponsor(s): **(STR, IM, OMT)**

Scheduled: **Sunday, Aug 11 2024 5:45PM - 7:15PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Superior A**

Frontier in the Research of Nationalism in Organization, Strategy, and International Business



Organizer: **Lori Qingyuan Yue**, *Columbia Business School*
Organizer: **Stephanie L. Wang**, *Indiana U., Bloomington*
Organizer: **Yusaku Takeda**, *U. of Illinois at Urbana-Champaign*
Organizer: **Yilang Feng**, *U. of Illinois at Urbana-Champaign*
Discussant: **Ari Van Assche**, *HEC Montreal*
Presenter: **Christina L. Ahmadjian**, *Hitotsubashi U.*
Participant: **Jesper Edman**, *Waseda U.*
Participant: **Tetsuya Aoki**, *Hitotsubashi U.*
Presenter: **Srividya Jandhyala**, *ESSEC Business School*
Participant: **Quan Li**, *Texas A&M U.*
Participant: **Himanshu Bhatt**, *King's Business School*
Presenter: **Yilang Feng**, *U. of Illinois at Urbana-Champaign*
Presenter: **Yusaku Takeda**, *U. of Illinois at Urbana-Champaign*
Presenter: **Stephanie L. Wang**, *Indiana U., Bloomington*
Participant: **Xuchang Chen**, *Peking U.*
Participant: **Yadong Luo**, *U. of Miami*
Presenter: **Lori Qingyuan Yue**, *Columbia Business School*
Participant: **Jiexin Zheng**, *HKUST Business School*
Participant: **Kaixian Mao**, *Renmin U. of China*

Nationalism has become a major social and political issue in recent years, and its importance to strategic and managerial fabrics of organizations has never been greater. Organizational and strategy scholars have studied nationalism from diverse angles, but discussions have been fragmented, and an integrated perspective is to emerge. This symposium has two goals. The first goal is to showcase nationalism research in organizational theory, strategy, and international business to spark more studies on this increasingly important topic. The second goal is to aggregate these studies to understand better nationalism's effects on business organizations and broader corporate landscapes. Civic, economic, techno-nationalistic, and other nationalism topics will be discussed during this symposium. Furthermore, the latest research methodologies and analytical frameworks are brought together. This scholarly exchange at the forefront of nationalism research in management and strategy seeks to enhance our understanding of the ever-changing nationalism-business relationship.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **1071** | Submission: **12123** | Sponsor(s): **(STR, OB, OMT)**

Scheduled: **Sunday, Aug 11 2024 5:45PM - 7:15PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Old Town**

Behavioral Integration at 30: Progress, Pitfalls and Prospective Directions



Organizer: **Ciaran Heavey**, *U. College Dublin, Smurfit*

Organizer: **Zeki Simsek**, *Clemson U.*

Organizer: **Brian C. Fox**, *Bentley U.*

Panelist: **Craig Crossland**, *Texas Christian U.*

Panelist: **Aaron Hill**, *U. of Florida*

Panelist: **Ann Langley**, *HEC Montreal*

Panelist: **Ryan Adam Krause**, *Texas Christian U.*

Panelist: **Floor Rink**, *U. of Groningen*

Panelist: **Ann Mooney Murphy**, *Stevens Institute of Technology*

Panelist: **Richard J. Klimoski**, *George Mason U.*

Panelist: **Nathan J. Hiller**, *Florida International U.*

It has been nearly 30 years since Donald C. Hambrick published the seminal article entitled “Top Management Groups: A Conceptual Integration and Reconsideration of the ‘Team’ Label” that introduced the concept of behavioral integration. Defined as the degree to which the top management group “engages in mutual and collective interaction” (Hambrick, 1994: 188-189), behavioral integration has emerged as a unifying construct that captures the harmonisation of team processes at the strategic apex of the organisation. The article, which has been cited nearly 1500 times, significantly advanced upper-echelon research by opening up the black box of team process, allowing scholars to better explain the conditions under top management attributes are most likely to explain and predict strategic choice, behavior, and outcomes. The 30th anniversary of the article provides an opportune moment to reflect upon and synthesize the scholarly progress on the concept of behavioral integration, and to stimulate some new directions for future development of the concept.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1072** | Submission: **17356** | Sponsor(s): **(STR, OB, SIM)**
Scheduled: **Sunday, Aug 11 2024 5:45PM - 7:15PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Pullman**

Micro Meets Macro Meets Political Science: Political Ideology, Partisanship, and Organizations



Organizer: **Krishnan Nair**, *U. of Illinois Urbana-Champaign*
Organizer: **Trevor Spelman**, *Northwestern Kellogg School of Management*
Organizer: **Rajen Anderson**, -
Discussant: **Abhinav Gupta**, *U. of Washington, Seattle*
Panelist: **Eli Finkel**, *Kellogg School of Management, Northwestern U.*
Panelist: **Joel Adam Cobb**, *U. of Texas at Austin*
Panelist: **M. K. Chin**, *Indiana U., Bloomington*
Panelist: **Maryam Kouchaki**, *Northwestern Kellogg School of Management*
Panelist: **Philip L. Roth**, *Clemson U.*
Panelist: **Sekou Bermiss**, *U. of North Carolina, Chapel Hill*

Political polarization has been growing around the world, with this phenomenon being particularly severe in the US. This is clear from the increasing alignment between individuals' partisan identity and political ideology, and in the increasing hostility between Democrats and Republicans. Moreover, growing research suggests that these political divisions have important implications for understanding organizations. Although there is considerable overlap between micro- and macro-organizational work in this domain, these literatures have largely developed independently. The goal of the proposed panel symposium is to bring together scholars from both camps, as well as those conducting basic disciplinary work in political science, to increase awareness of each others' work, and to discuss potential avenues for future research.

KEY TO SYMBOLS

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

“Problems” with AI: How Artificial Intelligence Helps Frame and Formulate Problems in Organization



Coordinator: **Chan Hyung Park**, *Scientist, ETH ZURICH*
Discussant: **Markus Baer**, *Washington U. in St. Louis*
Coordinator: **Johnathan Cromwell**, *U. of San Francisco*

This symposium investigates the intersection of two topics that are gaining traction in academic conversations across the Academy. The first is based on a phenomenon, which is the rapid rise of generative AI technologies that are transforming work and posing serious questions about how they will affect human productivity and well-being. The other is based on theory, which is the rising awareness that effective strategies for innovation and management depend on their fit with the nature of problems that they aim to solve, which in turn depends on how well individuals frame and formulate problems. Scholars have been theorizing on the importance of framing and formulating “problems” for several decades, but the topics have received growing interest in recent years due to prominent publications highlighting their fundamental role in (a) defining opportunities to pursue during strategic decision-making, (b) providing a focal point for gaining resources in entrepreneurial ventures, and (c) creating the fundamental context in which problem-solving occurs to drive creativity and innovation. Problem framing and formulation are likely to become even more important for organizational actors in organizational research because generative AI technologies are effective in and increasingly capable of creating solutions across various tasks, modalities, and contexts once problems are clearly defined. Therefore, this symposium is both timely and relevant to help shape the conversation on these important topics, which will be facilitated by many leading voices in the field.

Human-AI Interaction: Dividing the Labor, Interrogating, Doom and Delight

Author: **Hila Lifshitz-Assaf**, *Warwick Business School*
Author: **Steven Randazzo**, *Warwick Business School*

Envision the Future or Critique the Past: A Theory of Evaluating Problems for Innovation

Author: **Johnathan Cromwell**, *U. of San Francisco*
Author: **Jean-François Harvey**, *HEC Montréal*
Author: **Andy El-Zayaty**, *Leavey School of Business, Santa Clara U.*

Machine Predictions and Causal Explanations: Evidence from a Field Experiment

Author: **Xi Kang**, *Vanderbilt U.*
Author: **Hyunjin Kim**, *INSEAD*

Understanding Motivations of Open Artificial Intelligence Developers: Evidence from GitHub

Author: **Savindu Herath**, *ETH Zurich*
Author: **Patrick Tinguely**, *ETH Zürich*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



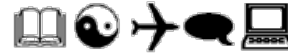
Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **1074** | Submission: **12675** | Sponsor(s): **(STR, TIM, OMT)**

Scheduled: **Sunday, Aug 11 2024 5:45PM - 7:15PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Lakeview**

Revisiting Disruption and Ecosystem Dynamics in a World of GenAI



Organizer: **Ron Adner**, *Dartmouth College*

Organizer: **Michael G Jacobides**, *London Business School*

Participant: **Stefano Brusoni**, *ETH Zürich*

Participant: **John Paul MacDuffie**, *U. of Pennsylvania*

Participant: **Mahka Moeen**, *U. of Wisconsin*

Participant: **Melissa Schilling**, *New York U.*

The past year has been marked by the dramatic speed adoption and advancement of Generative AI. In the midst of this real-time revolution we have a unique opportunity to use GenAI disruption as an opportunity to explore the power and the limit of existing theories to guide out thinking: How does generative AI fit into our existing theories, as we seek to understand how it may disrupt pre-existing structures? Where does GenAI stretch or break them – what new contingencies does it reveal? What is required of research programs to be useful to managers, policy members and citizens living through this technological revolution that is unfolding before our very eyes? In the spirit of a theory-building panel symposium, this session will be organized not as a series of presentations but as a series of interesting yet challenging questions posed to the panel, which will draw on their work, and research in the field more broadly. This symposium will hit close to home: our closing discussion will focus on the impact of GenAI for business schools and business academe, considering the implications for the competitive landscape for business schools and their students, including new complements and substitutes, and the modes and requirements of adaptation and response in our own institutions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1075** | Submission: **21674** | Sponsor(s): **(CAR)**
Scheduled: **Sunday, Aug 11 2024 6:00PM - 9:00PM CT (UTC-5)** at **Offsite** in **The Gage**

Career Division Executive Dinner

Organizer: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*
Organizer: **Alison M. Dachner**, *John Carroll U.*

This event is only for invited guests. For further questions contact Alison Dachner or Denise Jepsen.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1076** | Submission: **21692** | Sponsor(s): **(CTO)**
Scheduled: **Sunday, Aug 11 2024 6:00PM - 8:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Lincoln Boardroom**

CTO Executive Committee Meeting

Participant: **Susan Winter**, *U. of Maryland*

Meeting is for CTO Executive Committee members only,

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1077** | Submission: **21688** | Sponsor(s): **(GOV)**
Scheduled: **Sunday, Aug 11 2024 5:30PM - 9:00PM CT (UTC-5)** at **Offsite** in **University of Chicago Booth School of Business**

The AOM Fellows Group Annual Program

Organizer: **Carrie R. Leana**, *U. of Pittsburgh*
Host: **Sim B. Sitkin**, *Duke U.*

By Invitation Only: Join us at our fellows dinner as we welcome new inductees into The Fellows Group of the Academy of Management. The purpose of the Fellows Group is to recognize and honor members of the Academy of Management (AOM) who have made significant contributions to the science and practice of management, and to provide opportunities for fellowship and a forum for discussion among persons so recognized and honored.

The full address information for the event is:
University of Chicago Booth School of Business
Gleacher Conference Center, Room 621
450 North Cityfront Plaza Drive
Chicago, IL 60611

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1078** | Submission: **21719** | Sponsor(s): **(INDAM)**
Scheduled: **Sunday, Aug 11 2024 6:00PM - 9:00PM CT (UTC-5)** at **Swissotel Chicago** in **Vevey 4**

INDAM Social

Organizer: **Sumit Kumar Kundu**, *Florida International U.*

The INDAM Social is open to INDAM members and members from other Divisions working on research related to India.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1079** | Submission: **22999** | Sponsor(s): **(SPO)**
Scheduled: **Sunday, Aug 11 2024 6:00PM - 8:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Crystal C**

The Reception of The Chinese University of Hong Kong

Organizer: **Kenneth S Law**, *Chinese U. of Hong Kong*

Reception organized by the Department of Management, The Chinese University of Hong Kong

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**

Program Session: **1080** | Submission: **21610** | Sponsor(s): **(CAU)**

Scheduled: **Sunday, Aug 11 2024 6:30PM - 8:00PM CT (UTC-5)** at **Swissotel Chicago** in **Élevé River View 2**

The Native, Aboriginal & Indigenous People's Caucus the Native, Aboriginal & Indigenous Pe



Organizer: **Jason Paul Mika**, *U. of Waikato*

Organizer: **Joseph Scott Gladstone**, *Washington State U.*

Participant: **Dara Kelly**, *Simon Fraser U.*

Participant: **Kiri Dell**, *U. of Auckland*

This 14th Native, Aboriginal & Indigenous People's Caucus offers management scholarship discussion relevant for, and by Native and Indigenous Peoples (Verbos, Henry, & Peredo, 2017). The caucus continues to provide a space for AOM's commitment to recognizing value in using non-Western thought to improve management science that enhances the well-being of Indigenous communities (Mika, Dell, Newth, & Houkamau, 2022) and provides dialogue and solutions towards global challenges (Kelly & Woods, 2021; Peredo, 2023).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



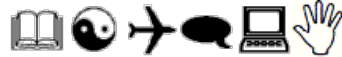
Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **1081** | Submission: **19566** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 11 2024 6:30PM - 8:00PM CT (UTC-5)** at **Swissotel Chicago** in **Verbier**








Humanistic Management Research and Pedagogy Caucus- Innovating for a Humane Future



Host: **Michael Andreas Pirson**, *Fordham U.*
Participant: **Christopher Gohl**, *Global Ethic Institute*
Participant: **Elena P. Antonacopoulou**, *GNOSIS Institute*
Participant: **Nabi Ebrahimi**, *UMass Lowell Manning School of Business*
Participant: **David Wasieleski**, *Duquesne U.*
Participant: **Sophia Town**, *Fordham U.*
Participant: **Ayse YEMISCIGIL**, *Fordham U.*
Participant: **Ayatakshee Sarkar**, *XLRI Xavier School of Management*
Participant: **Subhasis Ray**, *Xavier Institute of Management Bhubaneswar*
Participant: **Susanna Chui**, *De Montfort U.*
Participant: **Jyoti Bachani**, *Saint Mary's College of California*
Participant: **Diego Arias Padilla**, *U. of Detroit Mercy, CBA*
Participant: **James A F Stoner**, *MSR*
Participant: **Ashish Pandey**, *Indian Institute of Technology, Bombay*
Participant: **David Capistran- Wah**, *ITESM, Campus Monterrey*
Participant: **John Hollwitz**, *Fordham U.*
Participant: **Hector Osvaldo Rocha**, *IAE Business School*
Participant: **Supriya Sharma**, *CIE, Indian Institute of Management Ahmedabad*

The Humanistic Management Caucus is a gathering for those researchers, teachers, and practitioners who are interested in putting human beings front and center in the organizational context. We intend to offer a co-creative space to develop better management theory, practice, pedagogy and policy that can support the protection of dignity and the promotion of well-being to improve lives. The Caucus is focused on co-creating novel research projects, teaching programs, and practitioner engagement projects. We will host world renowned thought leaders and practitioners to stimulate conversations and collaborations.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **1082** | Submission: **21815** | Sponsor(s): **(DEI)**
Scheduled: **Sunday, Aug 11 2024 6:30PM - 7:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall J**

2024 AOM DEI Social Hour

Program Chair: **Sujana Adapa**, *professor*

2024 AoM DEI Division Social Hour

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1083** | Submission: **21641** | Sponsor(s): **(HR)**
Scheduled: **Sunday, Aug 11 2024 6:30PM - 7:00PM CT (UTC-5)** at **Swissotel Chicago** in **Vevey 1**

HR Division New Member Social

Program Chair: **Joel Koopman**, *Texas A&MU*.

Organizer: **Brian W. Swider**, *U. of Florida*

Organizer: **Jake Messersmith**, *U. of Nebraska, Lincoln*

Organizer: **Huiwen Lian**, *Texas A&MU*.

Organizer: **Hannah Park**, *Rutgers U., School of Management and Labor Relations*

Join us for the HR Division New Member Social! This is a wonderful opportunity to network with fellow HR professionals, academics, and students.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1084** | Submission: **12105** | Sponsor(s): **(MC)**
Scheduled: **Sunday, Aug 11 2024 6:30PM - 11:00PM CT (UTC-5)** at **Offsite** in **Offsite Venue**

MCD Members and Friends Dinner

Organizer: **Jeremy Salmeron**, *ISEOR&iaelyon (France)*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1085** | Submission: **23000** | Sponsor(s): **(SPO)**
Scheduled: **Sunday, Aug 11 2024 6:30PM - 8:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Belmont**

Bryan School of Business and Economics Reception

Organizer: **Meredith Murray**, *UNC Greensboro*

This reception is provided by the Bryan School of Business and Economics PhD in Business Administration Program.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1086** | Submission: **13724** | Sponsor(s): **(TIM)**
Scheduled: **Sunday, Aug 11 2024 6:30PM - 8:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom II**

TIM Social

Program Chair: **Susan K. Cohen**, *U. of Pittsburgh*
Division Chair: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Division Chair-Elect: **Elena Novelli**, *Bayes Business School*
Professional Development Workshop Chair: **Valentina Tartari**, *Stockholm School of Economics*
Past Director: **Maryann P. Feldman**, *Arizona State U.*

Come join the TIM Community for our in-person social hour. This is a great opportunity to meet and network with other TIM Division and Academy members in a casual setting.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1087** | Submission: **13693** | Sponsor(s): **(CM)**
Scheduled: **Sunday, Aug 11 2024 7:00PM - 9:30PM CT (UTC-5)** at **Offsite** in **Chicago Architecture Center**

Conflict Management Division Reception

Organizer: **Laura Rees**, *Oregon State U.*

Organizer: **M. Audrey Korsgaard**, *U. of South Carolina*

Please join us for a reception for Conflict Management Division members and anyone interested in CM topics. All are welcome!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1088** | Submission: **21642** | Sponsor(s): **(HR)**
Scheduled: **Sunday, Aug 11 2024 7:00PM - 8:30PM CT (UTC-5)** at **Swissotel Chicago** in **Vevey 1**

HR Division Business Meeting Social

Program Chair: **Joel Koopman**, *Texas A&M U.*
Past Director: **David Collings**, *Trinity College Dublin*
Past Director: **Jill Ellingson**, *U. of Kansas*
Division Chair: **Rebecca Rheinhardt Kehoe**, *Cornell U.*
Division Chair-Elect: **Kaifeng Jiang**, *Peking U.*
Professional Development Workshop Chair: **Corine Boon**, *U. of Amsterdam*

Please join us as we share highlights from the HR Division's ongoing initiatives and gather to socialize with our diverse membership.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1089** | Submission: **21959** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 12 2024 12:00AM - 11:59PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Fountainview Foyer**

AOM Networking Hub - Sheraton

AOM Networking Hubs are in each of the main hotels and will be open all day. They offer seating and charging stations, allowing attendees to take a break, recharge their devices, pick up their attendee badges, or meet with colleagues. Additionally, the Networking Hubs will host morning coffee breaks from 7:30 AM to 9:00 AM. If you're staying at one of the following hotels where meeting sessions are held —Swissôtel Hotel, Sheraton Grand, Fairmont, Marriott Downtown, or Hyatt Regency—you can save time by picking up your badge at the AOM Self Check-In Kiosk before your first session.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **1090** | Submission: **21919** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 12 2024 12:00AM - 11:59PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile** in **Chicago Ballroom Foyer**

AOM Networking Hub - Marriott

AOM Networking Hubs are in each of the main hotels and will be open all day. They offer seating and charging stations, allowing attendees to take a break, recharge their devices, pick up their attendee badges, or meet with colleagues. Additionally, the Networking Hubs will host morning coffee breaks from 7:30 AM to 9:00 AM. If you're staying at one of the following hotels where meeting sessions are held —Swissôtel Hotel, Sheraton Grand, Fairmont, Marriott Downtown, or Hyatt Regency—you can save time by picking up your badge at the AOM Self Check-In Kiosk before your first session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1091** | Submission: **21909** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 12 2024 12:00AM - 11:59PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich Foyer**

AOM Networking Hub - Swissôtel

AOM Networking Hubs are in each of the main hotels and will be open all day. They offer seating and charging stations, allowing attendees to take a break, recharge their devices, pick up their attendee badges, or meet with colleagues. Additionally, the Networking Hubs will host morning coffee breaks from 7:30 AM to 9:00 AM. If you're staying at one of the following hotels where meeting sessions are held—Swissôtel Hotel, Sheraton Grand, Fairmont, Marriott Downtown, or Hyatt Regency—you can save time by picking up your badge at the AOM Self Check-In Kiosk before your first session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1092** | Submission: **21929** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 12 2024 12:00AM - 11:59PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **2nd Floor Pre-Function Area**

AOM Networking Hub - Fairmont

AOM Networking Hubs are in each of the main hotels and will be open all day. They offer seating and charging stations, allowing attendees to take a break, recharge their devices, pick up their attendee badges, or meet with colleagues. Additionally, the Networking Hubs will host morning coffee breaks from 7:30 AM to 9:00 AM. If you're staying at one of the following hotels where meeting sessions are held —Swissôtel Hotel, Sheraton Grand, Fairmont, Marriott Downtown, or Hyatt Regency—you can save time by picking up your badge at the AOM Self Check-In Kiosk before your first session.

KEY TO SYMBOLS







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


Session Type: **Meeting**
Program Session: **1093** | Submission: **22674** | Sponsor(s): **(MSR)**
Scheduled: **Monday, Aug 12 2024 7:00AM - 8:00AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Grace**

Morning Meditation

Organizer: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1094** | Submission: **21644** | Sponsor(s): **(HR)**
Scheduled: **Monday, Aug 12 2024 7:30AM - 9:00AM CT (UTC-5)** at **Swissotel Chicago** in **Zurich D**

HR Division Breakfast and Awards Presentation

Program Chair: **Joel Koopman**, *Texas A&MU*.
Organizer: **Samantha A. Conroy**, *Colorado State U.*
Organizer: **Michal Biron**, *U. of Haifa*
Organizer: **Frederick Scott Bentley**, *U. of Delaware*
Organizer: **Anastasiia Agolli**, *Fox School of Business, Temple U.*

Join us bright and early for the HR Division's Breakfast and Awards Presentation where we celebrate excellence and innovation in our field. Enjoy a delightful breakfast while we honor the contributions of our peers and present awards for outstanding achievements.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1095** | Submission: **21810** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 12 2024 7:30AM - 8:30AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom IV**

STR Plenary Breakfast

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

Please join us for coffee and light breakfast with the STR plenary distinguished speakers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1096** | Submission: **23064** | Sponsor(s): **(SVC)**
Scheduled: **Monday, Aug 12 2024 7:30AM - 5:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Ballroom**
Registration Area South

Information Booth

The Information Booth, will be available Friday 7:00am-5:30pm , Saturday- Monday from 7:30am-5:30pm and Tuesday 7:30am-4:30pm. The booth will be staffed with personnel who can assist you with navigating the Conference Program, finding your sessions and providing basic local information. A lost & found is also located at the Information Booth.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1097** | Submission: **21842** | Sponsor(s): **(SVC)**
Scheduled: **Monday, Aug 12 2024 8:00AM - 8:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Mother's Nursing Room - Lobby Level 3**

Mother's Nursing Room

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1098** | Submission: **21954** | Sponsor(s): **(SVC)**
Scheduled: **Monday, Aug 12 2024 8:00AM - 8:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Park Office**

Speaker Ready Room (Sheraton)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **1099** | Submission: **23069** | Sponsor(s): **(SVC)**

Scheduled: **Monday, Aug 12 2024 8:00AM - 8:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Suite 1**

Speaker Ready Room (Hyatt)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **1100** | Submission: **21847** | Sponsor(s): **(SVC)**

Scheduled: **Monday, Aug 12 2024 8:00AM - 8:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **North Storage Room**

Mother's Nursing Room

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **1101** | Submission: **21852** | Sponsor(s): **(SVC)**

Scheduled: **Monday, Aug 12 2024 8:00AM - 8:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Women's Restroom**

Mother's Nursing Room

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1102** | Submission: **21893** | Sponsor(s): **(SVC)**
Scheduled: **Monday, Aug 12 2024 8:00AM - 8:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **McHenry**

Speaker Ready Room (Marriott)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1103** | Submission: **21873** | Sponsor(s): **(SVC)**
Scheduled: **Monday, Aug 12 2024 8:00AM - 8:00PM CT (UTC-5)** at **Swissotel Chicago** in **Gstaad**

Speaker Ready Room (Swissôtel)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1104** | Submission: **21939** | Sponsor(s): **(SVC)**
Scheduled: **Monday, Aug 12 2024 8:00AM - 6:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Imperial Parlor**

Speaker Ready Room (Fairmont)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS

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

Towards a Further Understanding of Career Shocks in Career Development



Session Moderator: **Vrinda Khattar**, *Indian Institute of Management Mumbai*

CAR: **Parrying the Blow: How Indian Women Cope with Career Shocks**

Author: **Vrinda Khattar**, *Indian Institute of Management Mumbai*
Author: **Upasnaa Agarwal**, *Professor at IIM Mumbai*
Author: **Dana McDaniel Sumpter**, *Pepperdine Graziadio Business School*
Author: **Mona Zanhour**, *California State U., Long Beach*
Author: **Gahana Rao**, *Research Associate*

While research on career shocks has blossomed in recent years, there is concern that research on broad employee samples insufficiently accounts for the unique needs and concerns of particular employee groups. With only a nascent understanding of how career shocks impact the careers of women, this study explores how women cope with an array of different forms of career shocks, including motherhood, health scares, and the Covid-19 pandemic. From 33 semi-structured interviews with Indian working women, it was discovered that women use a combination of coping styles in responding to career shocks, including social support, agency, spirituality, and dissociation. Our inductive approach discovered novel coping strategies, including how women used spirituality as a meaning-making coping mechanism. This study contributes to careers literature by integrating personal and contextual factors in career continuation, identifying specific coping mechanisms to career shocks experienced by women, and expanding theoretical understanding of career coping strategies to understudied cultural contexts

CAR: **How Career Shocks Make “Sense”: A Chain Mediation Model**

Author: **Qing Zhang**, *School of Government, Beijing Normal U.*
Author: **Rui Xiong**, *Faculty of Education, Beijing Normal U.*
Author: **Haibo Yu**, *Beijing Normal U.*
Author: **Siyuan Liu**, *School of Government, Beijing Normal U.*
Author: **Xiaokun Liu**, *School of Government, Beijing Normal U.*

In the dynamic professional context, employees seek fulfillment beyond material rewards, emphasizing spiritual satisfaction and self-realization. The importance of meaningfulness has become prominent. According to sensemaking theory, we explored that career shocks are associated with subjective career success through career crafting and meaningfulness. In Study 1, we employ a three-wave survey and established a chain mediation model. The results show that positive career shocks do not directly relate to meaningfulness, while negative career shocks have an adverse impact. Career crafting mediates the relationship between career shocks and meaningfulness. It is verified that positive and negative career shocks are related to subjective career success through the sensemaking process, albeit in opposite directions. To complement and explain the findings, we selected 8 participants from the survey for in-depth interviews in Study 2. Through coding of interview data, the qualitative results provide a possible explanation. It reveals that individual attributions, mismatch with career plan, and focus on the self may constitute explanatory pathways through which positive career shocks cannot directly affect meaningfulness, but rather through career crafting. Conversely, negative career shocks are influenced by personal traits and organizational factors. Indeed, there exists variation in the construction of meaningfulness arising from negative career shocks, influenced by temporal distance. Our findings provide theoretical and practical insights into enhancing meaningfulness amidst career shocks.

CAR: **Different Scenarios Of Career Self-Management In The Presence and Absence of Career Shocks**

Author: **Francisco Wilhelm**, *U. of Bern, Work and Organisational Psychology*
Author: **Andreas Hirschi**, *U. of Bern, Work and Organisational Psychology*
Author: **Daniel Spurk**, *U. of Bern*
Author: **Dawa Schläpfer**, *U. of Bern, Work and Organisational Psychology*

The article examines growth trajectories of career self-management (CSM) and career shocks, focusing on how individuals manage their careers proactively in the absence of career shocks or reactively when experiencing a career shock. Using a heterogeneous sample of 502 employees surveyed over nine waves, we conducted growth mixture analyses to estimate different hypothesized growth trajectory profiles. Analyses revealed six different profiles, including the hypothesized proactive, reactive, passive-avoidant and passive-unaffected shapes. Results showed that promotion and prevention regulatory focus predicted membership into these different profiles, whereas, contrary to hypotheses, organizational support and role ambiguity did not. Results are discussed against the background of theories of career self-regulation and underscore the complexity of career development in turbulent times.

CAR: **Beyond the Diagnosis: A Kaleidoscope Career Perspective on Health-Related Career Shocks**

Author: **Navya Bagga**, *Department of management studies, Indian Institute of Technology Delhi*
Author: **Vivek G. Nair**, *IIT Delhi*

The confluence of the changing world of work and the increasing prevalence of chronic illnesses pose intricate challenges that demand the attention of individuals, managers, and organizations. Yet, there is a limited exploration on how individuals experience and respond to the career shock of chronic illnesses. Drawing on 30 semi-structured interviews, this qualitative study reimagines the Kaleidoscope Career Model (KCM) in a developing economy context. It aims to understand how individuals with chronic illnesses redefine their career paths, aligning with the KCM parameters of authenticity, balance and challenge. We delve into the interplay between the primary career shock of chronic illness and a series of interconnected shocks to unpack how individuals perceive the KCM parameters. Furthermore, we highlight the pivotal role of social support in fortifying their determination and coping with the career shocks influenced by chronic illness. Lastly, our study elaborates that disclosure is context-driven and varies across the KCM parameters. It serves as a strategic tool to help individuals propel forward in their careers. The present study offers insights into the complexities and career choices individuals make when health takes center stage.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Perspectives on Diverse Career Outcomes

Session Moderator: **Xiangmin Liu**, *Rutgers U., New Brunswick*

CAR: Examining the Impact of STEM College Majors on Career Outcomes Across Race and Sex Groups

Author: **Xiangmin Liu**, *Rutgers U., New Brunswick*
Author: **Liang Zhang**, *New York U.*

We investigate the relationships between college majors, career choices, and earnings disparities among college graduates with STEM degrees across sex and racial/ethnic groups. Utilizing data from the American Community Survey (ACS) and Occupational Information Network (O*NET), we find that college majors and career choices are loosely aligned, with a large proportion of STEM graduates working in non-STEM occupations. In particular, females and racial/ethnic minorities are more likely to choose basic-skill and high-skill non-STEM occupations than their male and Asian/white counterparts. Furthermore, our findings reveal significant variations in earnings premiums among STEM majors, contingent on their career choices. High-skill STEM occupations offer the largest earnings premiums, followed by high-skill non-STEM occupations. Remarkably, there is no earnings premium associated with a STEM degree among college graduates who work in basic-skill occupations. These results underscore the crucial role of career choices in shaping the development of the STEM workforce and highlight their influence on earnings disparities associated with sex and race/ethnicity.

CAR: The Ripple Effect of Career Compromise on Feedback-Seeking and Extra-Role Behaviors

Author: **Shengming Liu**, *Fudan U.*
Author: **Scott Dust**, *U. of Cincinnati*
Author: **Minya Xu**, *Guanghua School of Management, Peking U.*
Author: **Daniel M. Peat**, *U. of Cincinnati*

Despite the importance of aligning personal career aspirations with job roles, the impact of career compromise on organizational dynamics, particularly on extra-role behaviors, remains underexplored. This study integrates Self-Discrepancy Theory (SDT) to investigate how career compromise influences extra-role behaviors in the form of task proactivity and helping behavior and the mediating role of thriving at work. Additionally, we suggest that two forms of feedback-seeking—inquiry and moderating—will have differential moderating effects. Using a sample of 401 full-time employees across various industries, we find support for the indirect effect of career compromise on task proactivity and helping behavior. Additionally, our findings support our hypotheses that feedback-seeking inquiry buffers the negative impact of career compromise while feedback-seeking monitoring strengthens the negative impact of career compromise. Theoretical and practical implications specific to careers and feedback-seeking are discussed.

CAR: Separate the Sheep from the Goats: Career Breadth, Work Performance, and Managerial Advancement

Author: **Sverre Ubisch**, *The norwegian defence research establishment*








Studies of career specialization and labor market outcomes often struggle to distinguish between quality- and signal-based explanations. To address this issue, we reexamine the relationship between specialization and career advancement in an internal labor market where information asymmetries and associated signaling play a minimal role. Tracing careers through middle and senior management ranks in the Norwegian Armed Forces, we find that career specialization benefits promotion to middle management while career breadth benefits promotion to senior management. Furthermore, we find that performance quality amplifies the effect of specialization for middle management promotions but not for senior management promotions. Thus, we clarify the role of performance quality as a guide in the evaluation of generalists and specialists. Our results also shed light on the demand for generalist and specialist expertise for different managerial ranks and how hierarchies shape careers and expertise accumulation.

CAR: “Bringing it all Back Home” – The Impact of Repatriated Capital in a Born-Global Career

Author: **Edward O'Connor**, *Maynooth U.*
Author: **Adele SmithAuchmuty**, *Maynooth U. School of Business, Ireland*

Focusing on the careers of repatriated Self-Initiated Expatriates (SIEs) and situated within a Born Global industry context, this qualitative study employs a Bourdieusian perspective on capital to develop a systematic exploration of the capital mobilization of the repatriated Irish SIEs. This career study explores the impact of the repatriates' mobilization of their economic, cultural, and social capital within a purposely selected case study of a collective of Irish animation firms. Despite the growing interest in SIEs, we know very little about their repatriation experiences. In assessing the impact of repatriated SIEs' capital mobilization on their careers, the study addresses what has been described as the “near absence of research on SIE repatriation”.

KEY TO SYMBOLS

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

Careers Across Time

Session Moderator: **Domingo Valero**, *Lucerne U. of Applied Sciences and Arts*

CAR: **Contrast or Reinforcement Mechanism? Disentangling the Dynamics of Change in Work Values Across Time**

Author: **Domingo Valero**, *Lucerne U. of Applied Sciences and Arts*
Author: **Madeleine Haenggli**, *U. Carlos III of Madrid*
Author: **Scott Seibert**, *U. at Buffalo School of Management*

Two conflicting hypotheses exist on how work values change across time – Are they modelled in contrast to a perception of lack or surplus (contrast hypothesis) or reinforced by respective work rewards (reinforcement hypothesis)? We suggest that the results may depend on the level of analysis that is used to explore the data (sample-average, between-person, within-person) and investigated this question performing a bivariate latent growth curve model with intrinsic work values and rewards data from 999 individuals followed across 16 years from the age of 21/22 to 37/38 extended by an autoregressive latent trajectory model structured residuals. We further relate the levels and trajectories in work values and rewards to work centrality and job satisfaction. We find support for a divergent development of work values (contrast) on the sample-average level, a conjoint development (reinforcement) on the between-sample level, and no clear relations on the within-person level of analysis. Our findings help bring clarity to the inconsistent empirical evidence on how individuals' work values change over time. Moreover, they can inform employers regarding the typical development of work values in their workforce and how work rewards may be best designed to maintain high intrinsic work values and satisfaction.

CAR: **The Career Trajectories of High Potential**

Author: **Kylie Hershey**, *U. of Kansas*
Author: **Jill Ellingson**, *U. of Kansas*

Many scholars define potential in terms of an individual's career trajectory, or the degree of success an individual is capable of achieving throughout their career. Accordingly, the literature on potential assumes the career trajectories of individuals with potential differ from those with more limited potential. This study marks the first empirical test of this assumption. We hypothesize about the comparative shapes of the career trajectories of individuals with potential and those with more limited potential and highlight gender as a key moderator of the career success trajectories of individuals with potential. We empirically test our ideas in a sample of full-time, for-profit and government workers over forty years in the workforce. Results suggest individuals with potential initiate their career with an advantage, experience more pronounced growth in career success than those with limited potential, and procure increasingly higher career success over time. Women with potential, however, were unable to confer the same levels of career success as men with potential.

CAR: **Resilience Imprint: CEO Childhood Famine Experience and Organization Resilience**

Author: **Jingwen Liang**, *Beijing U. of Posts and Telecommunications*
Author: **Mengyu Zhuang**, *Beijing U. of Posts and Telecommunications*







In the context of turbulence, resilience is a key factor for the stable development of organizations. However, the influence of CEOs' past experiences and personal traits on organizational resilience remains under-explored. In this research, drawing on imprinting theory, we propose that CEOs who experienced famine during childhood have a positive impact on enhancing organizational resilience. We find that childhood famine experiences shape CEOs' achievement orientation while attenuating their difference orientation, both of which mediate the relationship between childhood famine experiences and organizational resilience. Additionally, we examine the moderating roles of firm age and ownership. We discover that in younger, non-state-owned firms, differentiation orientation plays a more significant role in enhancing organizational resilience. Our research contributes to the literature on imprinting theory and organizational resilience.

CAR: **The Influence of Being Left Behind in Childhood on Individuals' Lifetime Development**

Author: **Mengyu Zhuang**, *Beijing U. of Posts and Telecommunications*
Author: **Yawen Li**, *Beijing U. of Posts and Telecommunications*
Author: **Ke-fu Zhang**, *Peking U. Third Hospital*
Author: **Jingwen Liang**, *Beijing U. of Posts and Telecommunications*
Author: **Shuning Zhang**, *Beijing U. of Posts and Telecommunications*

Children being left behind by parents is a major social problem in many countries. Nevertheless, there is a paucity of studies that have investigated whether this experience, concerning the parent-child relationship, holds any implications for an individual's lifelong development. In this study, drawing upon imprinting theory, we tested the effects of being left behind and found that this experience may influence several important outcomes, including criminal activities, salary level, and job satisfaction through individuals' mental health. In addition, another critical imprint: education, appears to moderate the mediating effects of mental health, such that when individuals achieve highly through education, the detrimental influences of being left behind in childhood on critical outcomes via mental health will be weakened. A representative and longitudinal database with 8,984 participants (1997 National Longitudinal Survey of Youth) was used to test hypotheses, and develop theoretical and practical implications.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Reskilling for the Future of Work

Organizer: **Jenna E. Myers**, *U. Of Toronto-Ind Rel Lbr*
Organizer: **Ece Kaynak**, *Bayes Business School (formerly Cass), City, U. of London*
Presenter: **Pedro Seguel**, *McGill U. - Desautels Faculty of Management*
Presenter: **Dilan Eren**, *Ivey Business School*
Discussant: **Lisa Ellen Cohen**, *McGill U.*

Due to economic, technological, and cultural changes, career paths whereby individuals move in and out of alternative working arrangements, build careers from hobbies, or transition into new occupations via non-traditional training programs are becoming increasingly common. While management scholars have developed rich theories on identity and skill development in external labor markets, we have less understanding of the pathways that shape discontinuous career transitions—transitions that entail major and simultaneous occupational and organizational changes. In this symposium, we focus on the tech sector as a setting for examining the nontraditional reskilling pathways that have begun to shape discontinuous career transitions, such as Massive Online Open Courses (MOOCs) and bootcamps. We raise the question of whether and how value can be more equitably distributed to employees and employers through new forms of training and labor market matching. We also examine how these new pathways—and the individuals that move through them—come to be recognized as legitimate by employers. We explore these questions by addressing both the supply and demand sides of the labor market and by examining multiple touchpoints in the training and hiring process. We begin by exploring employers' sense-making around skill demands, shedding light on how skill requirements change in IT occupations. This motivates why new and alternative career pathways and training institutions have developed in response to rapid, demand-side change. We then discuss dynamics of knowledge development and job searching experienced by participants in these alternative pathways, as well as implications for our theories of occupational entry, learning, and socialization.

The Occupational Vision: Examining Changing Profiles Within IT Occupations

Author: **Pedro Seguel**, *McGill U. - Desautels Faculty of Management*
Author: **Lisa Ellen Cohen**, *McGill U.*
Author: **Emmanuelle Vaast**, *McGill U.*

Fast-Skilling Communities and the Rise of Expert Assemblers

Author: **Dilan Eren**, *Ivey Business School*








Job Search Strategies of Nontraditional Job Candidates

Author: **Ece Kaynak**, *Bayes Business School (formerly Cass), City, U. of London*

Hustle or Happenstance? How Career Planning Tendencies Impact Discontinuous Career Changes

Author: **Jenna E. Myers**, *U. Of Toronto-Ind Rel Lbr*

KEY TO SYMBOLS

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

Trust, Transgressions, and Humanization of and in Organizations

Session Moderator: **Edward C. Tomlinson**, *U. of South Florida*

CM: **Trust Repair in Politically Polarized Workplaces**

Author: **Edward C. Tomlinson**, *U. of South Florida*

As the political landscape has grown more contentious in recent years, workplaces (as a microcosm of society) have encountered increased political polarization. Researchers and practitioners alike have noted that political polarization undermines workplace relationships and the trust that sustains them. In response, I integrate trust repair research with the broader conflict management literature to develop a conceptual model of trust repair in politically polarized workplaces. These insights yield a new construct (constructive engagement) posited to occupy a central role in facilitating increased trustworthiness perceptions of a coworker in one's political outgroup. Drawing from the contact hypothesis (Allport, 1979), I also propose how organizations can create and maintain conditions that strengthen the beneficial effects of constructive engagement. Finally, I argue that repaired perceptions of trustworthiness will lead to repaired trust at both individual and relationship levels, and ultimately more constructive psychological and behavioral outcomes.

CM: **How Do Conservative Ideologies Influence Humanization of Organizations?**

Author: **Vanessa Sa**, *Cornell SC Johnson College of Business*

Author: **Simone Tang**, *Cornell U.*

In an era marked by organizations' heightened socio-political consciousness and discussions of corporate personhood, how do organizations' conservative ideologies shape the extent to which people perceive them as possessing human-like qualities? Across three experiments, we find that right-leaning and religious companies are perceived as possessing fewer human traits when compared to liberal and no-ideology ones. This is because people perceive these organizations as more inflexible. Our work deepens the understanding of the factors that increase humanization of organizations. We also contribute to both academic discourse and practical implications for organizations seeking to navigate the evolving landscape of public perception in an increasingly politicized business environment.

CM: **Examining Institutional Contradictions: A Persistent Threat to Institutional Trust**

Author: **Chris Long**, *St. John's U., New York*

Author: **Sim B. Sitkin**, *Duke U.*

This conceptual paper provides new insights into institutional trust and distrust development. How institutions respond to stakeholder expectations directly impact their capacity to engender stakeholder trust. We examine several contradictions that are fundamental aspects of institutional dynamics and emerge as a result of stakeholder expectations. We discuss the character and composition of these contradictions and outline ways that institutions effectively and ineffectively address these contradictions. Finally, we discuss how stakeholders process institutional contradictions and discuss some general ways that institutions can remediate the negative effects of contradictions.








CM: **Rapid Retotalization to Organizational Distrust After Value-Based Transgressions**

Author: **Branko Bozic**, -

Author: **Chris Long**, *St. John's U., New York*

This conceptual article addresses the need for more research on distrust in general, and the emergence of pervasive distrust in particular, as highlighted by Bijlsma-Frankema et al. (2015), Sitkin and Bijlsma-Frankema (2018), and Six and Latusek (2023). We offer a novel explanation of pervasive organizational distrust that arises following shocking, value-based organizational transgressions. We explain how stakeholders can come to rapidly exhibit a deep and pervasive distrust in organizations that commit shocking, value-based transgressions. In develop our ideas, we draw on Shattered Assumptions Theory (Janoff-Bulman, 1989, 1992) and Slavoj Žižek's (2018, 2019, 2023) concept of re-totalization to explain how stakeholders perceptions of intractably complex and intractable feelings of vulnerability, lead them rapidly to formulate a re-totalized view of the transgressing organization. In addition to providing a perspective on how stakeholders can come to rapidly distrust an organization, this theory provides important contributions to research on distrust development and distrust remediation, and trust repair.

KEY TO SYMBOLS

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

Difficult Conversations, Remediation, and Dispute Resolution Within and Across People and Cultures



Session Moderator: **Suraj Sharma**, *Calvin U.*

CM: **Norm Violations and Remediation Dynamics in Honor, Face and Dignity Cultures**

Author: **Suraj Sharma**, *Calvin U.*

Author: **Zhaleh Semnani-Azad**, *California State U., Northridge*

Author: **Ying-yi Hong**, *Nanyang Technological U.*

Author: **Soroush Aslani**, *U. of Wisconsin*

Author: **Ingrid Zukerman**, *Monash U.*

Social norms provide guidelines for appropriate behavior. Not adhering to these norms can result in a norm violation with devastating consequences. Social norms and people's cognitive processes are influenced by culture. The honor, face and dignity framework proposes that cultures have different norms and unique cognitive mechanisms due to differences in perceived self-worth and social structure. We outline a conceptual process model that outlines how norm violations are detected and evaluated and propose ways violations may be remediated to avoid or resolve conflict that may arise from norm violations in each culture. This study contributes to the literature by outlining a process of the mechanisms and outcomes of norm violations and remediations in different cultures. In a globalized and multicultural world, understanding how each people from different cultures perceive and react to norm violations is necessary for harmonious relations and managing conflict when it arises.

CM: **Difficult Conversations as Self-Regulatory Conflicts**

Author: **Yena Kim**, *U. of Chicago Booth School of business*

Difficult conversations can foster understanding and growth. Yet, many people struggle to initiate these conversations. Although prior work has primarily concluded that this occurs because people lack understanding of the benefits of difficult conversations, here, we tested whether the struggle to have difficult conversations might reflect a self-regulatory conflict. We first descriptively examined whether people characterize difficult conversations as having a structure in which the costs precede the benefits, typical of self-regulatory conflicts. Across diverse samples (laypeople from the U.S., politicians, physicians, university students from Hong Kong), we found that they do (Studies 1a–1d, 2). We then tested whether people psychologically experience difficult conversations as a self-regulatory conflict by testing whether they prefer to have them in the distant versus near future, a prototypical test of self-regulatory conflict (Studies 3a–3b). Finally, we investigated whether people are aware of the self-regulatory nature of difficult conversations by examining their willingness to take up costly commitment devices (Study 4). Our findings shed light on the nature of difficult conversations and point to interventions to promote honesty in personal and professional life.

CM: **Multilevel and Multidirection Trust in Transfer Pricing Dispute Resolution: Evidence From Indonesia**

Author: **Achmad Saad Maulana**, *U. of Birmingham*

Author: **Penelope Tuck**, *U. of Birmingham*

Author: **Mayya Konovalova**, *U. of Birmingham*

While research on trust has made significant development in recent decades, it has frequently been advanced independently at separate levels, with a focus on either trust in individuals or organisations (e.g., Zaheer et al., 1998, Stahl et al., 2011, Dyer and Chu, 2003). Despite the inherently multilevel nature of trust, there is a noticeable shortage of trust research that combines multiple levels of analysis (Fulmer and Dirks, 2018, Fulmer and Gelfand, 2012). Moreover, there is a lack of research specifically examining the dynamics of trust involving three different parties engaged in trust relationship among each other, particularly in the context of inter-organisation. To address this research gap, we conducted a qualitative and interpretive case study on transfer pricing dispute resolution in Indonesia, involving a relationship between three distinct organisations: the taxpayers, the tax authority, and the tax court. To gather data, we conducted 35 semi-structured interviews with the key stakeholders and participant observations within the dispute resolution process, which were then analysed using the thematic analysis method suggested by Braun and Clarke (2006). The study advances current research on inter-organisational trust by examining the reciprocal nature of trust between taxpayers and the tax authority concurrently in the context of tax disputes, both at the individual and organisational levels, through the integration of multi-level analysis. Additionally, the study takes into account the involvement of the tax court, shedding light on an additional facet of trust involving three distinct entities with multi-directional trust.

CM: **Intergenerational Confrontation and Organizational Change in the Israeli-Palestinian Peace Context**

Author: **Ambreen Ben-Shmuel**, *Department of Sociology, The Hebrew U.*

There is increasing media attention pointing to diverging generational perspectives and intergenerational rifts on major social, environmental, and political issues. This is of particular interest in social movement organizations, where members' involvement and dedication stem from their identification with organizational values and goals, such as environmentalism or peace. Drawing on Mannheimian conceptions of sociological generations formed around transformative political periods, this article explores how different generational perspectives trickle into organizations and, subsequently, how the intergenerational encounter shapes organizations. I explore how social generations form around critical junctures, namely, transformative political periods, and adopt different ideologies, which, in an organizational context, can lead to intergenerational confrontation and organizational change. This article builds on ethnographic research and an in-depth case study of a cross-border environmental cooperation organization operating in the Israel and Palestine context, demonstrating how the height then failure of the Oslo peace process created two political generations of peace and environmental activists, with different approaches to peace and environmental engagement within the same organization, leading to intergenerational negotiation, shaping the organization over time.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Digitalization, Pedagogy and Emotions

Session Moderator: **Rebecca Chunghee Kim**, *Nagoya U. of Commerce and Business*

CMS: How to Improve CSR Education in Multicultural Settings: Questioning Carroll's Pyramid of CSR Model

Author: **Rebecca Chunghee Kim**, *Nagoya U. of Commerce and Business*

While contemporary capitalist society is stimulating corporate social responsibility (CSR)-related themes such as the UN SDGs and ESG as dominant narratives, educators have voiced concerns about the actual issue of how to integrate these emerging phenomena into management education. I performed mixed methods research by conducting a qualitative survey about the critical interpretations of CSR using samples collected from international business school students in Asia over a 6-year period (n = 1221). Their perceptions were analyzed by matching against Carroll's well-known four-part definitional framework, the pyramid of CSR, to gauge the degree to which CSR theories are received. The results revealed that: 1) the majority of Asian students understood CSR different from expectations; 2) Carroll's CSR pyramid is not well perceived by students in Asia; and 3) many students are aware that CSR is a culturally hypersensitive subject. Therefore, I propose a set of three critical recommendations for developing inclusive CSR education in multicultural settings: 1) emphasizing the "changing" role of business in global society and contemporary capitalism; 2) emphasizing the necessity of blending Western CSR theories with sustainable development issues in each nation; and 3) illuminating more details about cultural sensitivity in notions of CSR.

CMS: Critical Entrepreneurship Education: Educators' Reflections to Emancipate Learners

Author: **Niveen Eid**, *Birzeit U.*

Author: **Devi Akella**, *Albany State U.*

Critical entrepreneurship education (CEE), by integrating the tenets of critical pedagogy (CP) with entrepreneurship education (EE), has been forced to acknowledge the pluralistic and inclusive tendencies of entrepreneurship along with its hidden, political intents such as resistance and emancipation. Thereby, raising critical questions pertaining to the curriculum and teaching modalities adopted by EE. This paper contributes to the areas of CEE, CP, and EE by considering the role of educators in developing entrepreneurial students, especially those students residing in atypical contexts characterized by political oppression, or those belonging to the ethnic and minority groups who often face racial and ethnic discrimination. The educator's responsibility in designing critical pedagogies for one's classroom is accentuated, while employing an introspective, collaborative auto-ethnography (CAE) qualitative inquiry to effectively capture the personal experiences of educators as a part of the learning process. Empirical findings in the form of three themes: Anti-Functionalism, Alternative Discourses and Critical Pedagogies not only test the pedagogical models of Freire (1970) and Verduijn and Berglund (2020), but also provide fresh insights pertaining to critical pedagogical strategies effective in emphasizing the non-economic facets of entrepreneurship and in developing entrepreneurial students who are able to confront societal inequities and generate "out of the box" solutions.

CMS: A Social Media Platform to Advance Critical Management Education and the Mode 3 University

Author: **Amy Zidulka**, *Royal Roads U.*

The term "mode 3 university"—what Barnett (2017) has called "the ecological university" and Nørgård, Mor, and Bengtsen (2019) the "networking university"—has been employed to describe a reimagination of the university as an institution that is more entangled with the world outside its walls. This paper contextualizes Critical Management Education (CME) scholarship that champions further engagement with the world as aligned with the mode 3 vision and advocates for realizing this vision via a university owned and managed social media platform. The platform would be a space of connection between students, faculty, staff, and the broader world. It would blur boundaries between formal and informal learning and between the social, civic, and academic spheres. The university's identity would shift from its current identity as a provider of classes to being a site of learning and community. Social media would not be the only means by which such connection would happen but would be a central enabler. While formal classes would remain important, they would be decentred as the dominant sites of learning. This paper contributes to CME by advancing a critical process pedagogy that advocates for out-of-class engagement. It further contributes by drawing links between CME and scholarship from outside the discipline of management that explores critically informed post-digital pedagogies, and specifically how social media's conduciveness to self-directed informal learning, democratic co-creation of knowledge, and collective organizing might be leveraged to serve emancipatory ends.

CMS: 'Hooked and Anxious': Platform Capitalism and the Psychic Effects of Digitalization

Author: **Aliette Lambert**, *School of Management, U. of Bath*

Author: **Alice Ro Sofie Wickström**, *School of Business, Economics & Law, U. of Gothenburg, Sweden*

Author: **George Ferns**, *School of Management, U. of Bath*

Digital platforms have received burgeoning attention from organization and management scholars; however, the psychic effects of increasingly invasive technologies, such as social media, are not extensively explored. We focus on anxiety as a psychosocial effect of platform capitalism and digitalization by elaborating on Teresa Brennan's theorization of the connection between cultural and technological development, subject formations, and space-time relations. We propose four interconnected socio-organizational processes, reproduced by digital platforms and their associated algorithms, that inform and propel anxiety, illustrated by composite narratives: objectification, immediacy, disembodiment, and difference. Our narratives emphasize a spatio-temporal shift in how the subject relates to itself and others, conditioning the emergence of a reactive subjectivity informed by digital technologies that both respond to and foster widespread anxiety. To conclude, we discuss how this reactive subjectivity is tied to capital interests, notably those of platform corporations, invested reproducing (organizational) power by propelling an anxious feeling state.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1112** | Submission: **18805** | Sponsor(s): **(CMS, SIM)**
Scheduled: **Monday, Aug 12 2024 8:00AM - 9:30AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Gold Room**

Empowering Change: Innovations and Insights in Social and Emancipatory Entrepreneurship Research



Organizer: **Rick Colbourne**, *Sprott School of Business, Carleton U.*

Organizer: **Kate Monahan**, *Sprott School of Business, Carleton U.*

Panelist: **Annaleena Parhankangas**, *Iowa State U.*

Panelist: **Peter W. Moroz**, *Hill Levene School of Business*

Panelist: **Vadim Grinevich**, *U. of Bradford School of Management*

This Panel Symposium aims to explore the complex interplay of privilege and marginalization at societal and individual levels in the entrepreneurial landscape. Our focus encompasses adapting to evolving societal norms and expectations, as well as fostering equitable transitions in the face of various disruptions. Such disruptions may arise from shifts in social values and beliefs, the emergence of digital platforms, advancements in media technology, and instances of social unrest. The panel brings together entrepreneurship scholars to discuss issues and challenges related to research at the intersection of social and emancipatory entrepreneurship, just transitions, intersectionality and racialized and marginalized communities. Its objective is to shift attention away from an exclusive focus on economic wealth creation to frame a more dynamic understanding of social and emancipatory entrepreneurship as a catalyst for social change with multiple possible outcomes, such as poverty alleviation, the elimination of oppression, and/or decolonization, etc. A significant aim is (i) to encourage research that transcends traditional diversity categories, fostering deeper insights into intersectionality and its impact on entrepreneurship, especially in marginalized and racialized communities, and (ii) explore the unique motivations behind venture creation in context of social and emancipatory entrepreneurship, particularly those ventures aimed at societal change and facilitating just transitions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



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Research-oriented



Diversity-oriented



Selected as a Best Paper

Corporate Engagement in Social Media: Stakeholders and Strategy

Session Moderator: **Mohamed Hédi Charki**, *EDHEC Business School*

CTO: **Staying Ahead of the Game: Bystander Customer Engagement Following a Peer's Failure** 

Author: **Srikanth Paruchuri**, *Texas A&M U.*
Author: **Naveen Kumar**, *U. of Oklahoma*
Author: **Erik Hoempler**, *Texas A&M U., Mays Business School*
Author: **Alok Saboo**, *Georgia State U., J. Mack Robinson College of Business*

Research shows bystander firms face uncertainty about spillovers from a peer's reputational event, such as competence failure. Extending these earlier findings on spillovers, this research investigates bystander reactions to uncertainty arising from such reputational event. Specifically focusing on online reputation management actions, we theorize and find empirical evidence that same-category bystanders differentially engage with customer reviews after the peer's failure when compared to non-bystanders. Empirically testing this in the context of restaurant actions on Yelp platform around Chipotle's E. coli outbreak in Seattle, we find that bystanders differentially respond more to highly influential reviews—reviews with negative tenor and those written by very active reviewers—than non-bystanders. These findings have implications for research on organizational misconduct, spillovers, and online reputation management.

CTO: **Effect of Social Media Use for Organizational Communication on Proactive Socialization Behavior**

Author: **Yong ZHANG**, *Shandong U.*
Author: **Jia Liu**, *School of Management, Shandong U.*
Author: **Li Yao**, *Guanghua School of Management, Peking U.*
Author: **Di Cai**, *Shandong U.*
Author: **Bing Liu**, *Shandong U.*








Social media has become a daily communication tool and recent scholars have paid more attention to the role of social media in newcomer socialization. However, current research on this topic adopts a newcomer-centric approach and focuses on the effects of newcomers' social media use for accelerating their adaptation. Drawing upon communication visibility theory, the present study adopts an organization-centric approach and explores how social media use for organizational communication assists newcomers in engaging in proactive socialization behavior. Results from a time lagged survey study show that social media use for organizational communication has a positive indirect effect on newcomers' proactive socialization behavior via message transparency and network transience. Furthermore, perceived mentoring quality reduces the effect of social media use for organizational communication on proactive socialization behavior via message transparency. We discuss the theoretical and practical implications of the findings.

CTO: **An Attention-Based View of Corporate Social Media Engagement** 

Author: **Eric C. Larson**, *U. of Illinois at Urbana-Champaign*
Author: **Carl Vieregger**, *Drake U.*

Almost all companies seek to engage with their customers and other stakeholders via social media, yet little academic research attempts to analyze the association between corporate social media engagement (CSME) and firm-level strategic decision-making. This dearth of research is due to a lack of an appropriate theoretical lens to study the relationship, as well as the absence of a comprehensive, large-sample dataset that captures the influence of CSME. Our research here makes two contributions to the fields of social media strategy and strategic decision-making: first, we propose that the attention-based view (ABV) of the firm should be applied to understand the association between social media and multi-stakeholder strategic decision-making; second, we develop, describe, and make publicly available a unique dataset that enables the empirical testing of these potential relationships. We also present some preliminary, exploratory, and summary results that point to future research opportunities. These exploratory results are intended to serve as a foundation for future research that is targeted at understanding and measuring the concept of CSME and its strategic implications.

KEY TO SYMBOLS

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

Raising Capital: Crowdfunding and Investors

Session Moderator: **Daniel Pienta**, *U. of Tennessee, Knoxville*

CTO: **News Contagion, Investors' Decisions, and ICOs' Success**

Author: **Andrea Moro**, *Lund U.*

Author: **Johannes Gartner**, *TU Delft*

Author: **Yacine Belghitar**, *Cranfield School of Management*

Our research explores the influence of news and comments, specifically those circulated by reliable sources such as the Financial Times, on the ability of firms undertaking an Initial Coin Offering (ICO) to achieve their target fundraising goal, known as the soft-cap. We employ contagion theory as a framework to investigate whether an increased volume or a more favorable net sentiment of such news and comments enhances the likelihood of token issuers meeting the soft-cap, by steering investor decision-making processes. Our findings indicate a positive, yet non-linear, impact of reliable news sources, which significantly bolsters the odds of reaching soft-cap, from 0.4 to up .9. We propose that reliable news and commentary operate through three primary channels: initially, they serve to raise awareness and legitimize the ICO, while over the long term, they play a more informational role. Our results are robust against reverse causality and omitted variable bias.

CTO: **Does Recommendation Help? The Role of Backer Conversion in Attracting Crowd-Fundraising**

Author: **Zhenzhen Jin**, *Southern U. of Science and Technology, China*

Author: **Yukun Yang**, *Southern U. of Science and Technology, China*

Reward-based crowdfunding creators usually find it challenging to discover and attract a broad range of potential backers due to the limited options of project promotion channels. Despite the notice of the essential value of backers for the existing crowdfunding projects, there is a lack of understanding with regard to excavating their value and transferring such value to a new project. This research focuses on a commonly used promotion method – peer project recommendation and examines its influences on the performance of recommended projects. Drawing on the mere exposure effect and trust theory, we argue backer conversion as an underlying mechanism for the effects of recommendation on recommended project performance. The results demonstrate an average positive effect between recommendation and recommended project performance, partially mediated through backer conversion. Considering the boundary conditions of recommender-related and recommendation-related features, we find that the recommendation effect is amplified by creator's experience and the readability of recommendation context. We also find that the mediated effect of backer conversion is strengthened by the update frequency of the recommender project while weakened by the timing of recommendation. We discuss the theoretical and practical implications of our findings.

CTO: **Understanding Crowdfunding Success and Subsequent Campaigns**

Author: **Lusi Yang**, *Georgia State U.*

Crowdfunding has become an important fundraising method for entrepreneurs. In this study, we examine the role of successful crowdfunding experiences in serial entrepreneurship. Although serial entrepreneurs are typically more mature and receive higher success rates, it remains unclear how their successes affect their subsequent crowdfunding performance, given the mixed views of crowdfunding experiences in prior literature. To uncover the tension of crowdfunding success, we draw on the organizational learning literature and propose an overall negative effect of successful experiences, considering the prominence of superstitious learning (i.e., individuals erroneously associate their success with specific actions that may not contribute to success) in crowdfunding. Based on the features of crowdfunding and the proposed theoretical mechanisms, we further identify the contingencies where the characteristics of experience and campaign can weaken or strengthen the effect of success. Experience relatedness and engaging in backing experiences are expected to mitigate the negative effect of success, whereas campaign goal overshooting can strengthen such effect. The empirical analysis of 10,795 crowdfunding campaigns from 3,978 serial entrepreneurs on Kickstarter confirms our theoretical predictions. Our findings contribute to crowdfunding literature in terms of the tension of crowdfunding success and offer practical insights for overcoming the negative effects of past success.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Digital Transformation Enablers: Top Management, Technological Capabilities, and Community

Session Moderator: **Sameer Borwankar**, *McGill U. - Desautels Faculty of Management*

CTO: **Master One's Craft: CEOs With IT Backgrounds and Firm Digital Innovation**

Author: **Lingxue Yi**, *School of Business, Sun Yat-sen U.*

Author: **Yichi Jiang**, *School of Economics and Business Administration, Chongqing U.*

We investigated the impact of CEOs with information technology (IT) backgrounds on firm digital innovation. Using Chinese A-share listed firms in 2007-2022, we found that CEOs with IT backgrounds can significantly enhance a firm's digital innovation. Heterogeneity tests indicate that the promotion of digital innovation by CEOs with IT backgrounds is more pronounced in state-owned firms, firms facing a competitive disadvantage, and regions with lower levels of marketization. Two conduits through which CEOs with IT backgrounds stimulate digital innovation are the augmentation of digital attention and the elevation of human capital levels. Furthermore, CEOs with IT backgrounds can create shareholder wealth by driving firm digital innovation. We examine the driving factors of digital innovation activities from the perspective of CEO's personal traits, providing crucial insights into expediting digital talent development and supporting firm digital transformation.

CTO: **Driving Digital Transformation: The Impact of Founder CEOs, Board Size, and Expertise**

Author: **Ying Feng**, *Xi'an Jiaotong-Liverpool U.*

This article explores the impact of CEO founder status on firm digital transformation performance and the contingencies that could influence the relationship. Based on a panel dataset that contains all Chinese listed companies that conducted online business between 2014 and 2019, we find that companies managed by founder CEOs are likely to perform better in digital transformation than those managed by non-founder CEOs. Furthermore, our analysis shows that a larger board and supervisory board could decrease the positive influences that founder CEO exerts on digital transformation. On the contrary, when the founder CEO has prior founding experience, his or her positive impact on the firm's digital transformation performance will likely be enhanced.

CTO: **Digital Technology and Tourism Development: Evidence from the E-Commerce Pilot City Policy in China**

Author: **Liping Fu**, *College of Management and Economics, Tianjin U.*

Author: **Jie Yang**, *College of Management and Economics, Tianjin U.*

Digital technology has become a strong driving force in tourism development. With the e-commerce pilot city policy as a quasi-natural experiment, this paper uses the multi-period difference-in-differences (DID) model to explore the effect of digital technology on tourism development and its transmission mechanism. The empirical analyses cover a panel data of 280 prefecture-level cities in China from 2003 to 2019. The results show that (i) the e-commerce pilot city policy has a promoting effect on tourism development. (ii) The e-commerce pilot city policy promotes tourism development through reducing tourism environmental cost and increasing tourism network attention. (iii) In large and above cities and high Internet scale cities, the e-commerce pilot city policy has a greater effect on promoting tourism development. The conclusions provide empirical evidence for tourism-driven effect of digital technology and provide important policy implications for digital transformation of tourism industry.

CTO: **Digital Transformation in Industrial Districts: The Role of Relational Learning in Managing Imprints**

Author: **Anna Marrucci**, *Department of Economics and Management - U. of Florence*

Author: **Riccardo Rialti**, *U. of Milan*

Digital transformation is impacting businesses around the world. However, there are divergent perspectives on how traditional SMEs in industrial districts cope with technological trajectories. Based on imprinting theory, this research delves into the role of relational learning, with the aim of clarifying why some district SMEs undergo radical transformation while others do not. Six case studies within the textile district of Prato (Italy) were selected, with 24 interviews with 18 key informants. Using an inductive approach based on Grounded Theory, the study interprets the coded data, shedding light on the digital transformation trajectories of SMEs and the industrial district as a whole. The findings emphasize that relational learning capability enables SMEs to manage different imprints, prioritizing the right ones at the right times. District SMEs with relational learning capabilities are more likely to embrace digital transformation through disruptive innovations and are predisposed to become imprinted. This study fills a gap in the literature, providing a comprehensive exploration of how change spreads across industrial districts and underscoring the need to identify why firms choose specific digital transformation paths.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Factors Affecting Digital Posture and Orientation

Session Moderator: **Gavin Wang**, *U. of Texas at Dallas - Jindal School of Management*

CTO: **Information-Based Herding as a Driver of a Firm's Digital Orientation**  

Author: **Florian Johannes Oppolzer**, *Heinrich-Heine U. of Dusseldorf*

This study integrates major facets of information-based herding theory into strategic information systems (IS) research and theorizes that firms turn to peers to reduce the uncertainty associated with the pursuit of digital strategies. We expect that a firm's degree of digital orientation is influenced by the digital orientation of the firm's peers. The theoretically derived research model is validated empirically using data from Compustat, BoardEx, and annual reports covering up to 1,412 S&P 1500 corporations between 2001 and 2018. We use a sophisticated identification strategy based on partially overlapping peers to exclude the notion that mere simultaneity effects drive our findings. Our findings indicate the presence of a herding effect that is sensitive to peer-level. On the firm level, the presence of a Chief Information Officer or Chief Digital Officer (CIO or CDO) on the firm's top management team (TMT) reduces and partly even suppresses imitation.

CTO: **Where to go for Digital Transformation of Small and Medium-Sized Enterprises in China** 

Author: **Jiajia Liu**, *Beijing U. of Chemical Technology*

Author: **Kaiyue Deng**, *Beijing U. of Chemical Technology*

Author: **Ye Zhang**, *Beijing U. of Chemical Technology*

The orderly advancement of digital transformation in small and medium-sized enterprises (SMEs) is currently hindered by constraints in technology, human resources and financial resources. This study, based on the Technology-Organization-Environment (TOE) framework and survey data from 469 SMEs, investigates the key factors influencing digital transformation in SMEs. The research reveals that: (i) SMEs exhibit a high level of digital awareness, yet their degree of digital transformation remains relatively low, resulting in insignificant enhancement in quality and efficiency. This is primarily attributed to the close correlation between the level of digital transformation and factors such as the age of the enterprise, its size, industry stage, and industry category. Therefore, this study selects enterprise age, size, industry stage, ownership nature, and industry category as control variables; (ii) empirical results, with the utilization of a structural equation model, indicate that technological development, the external environment, and organizational flexibility are the three major influencing factors for digital transformation in SMEs. The external environment exerts the strongest impact, followed by technological development, with organizational flexibility having the least influence; and (iii) among the external environmental factors, digital ecological positioning, partnership, policies, and technological uncertainty have the most substantial impact; regarding technology development factors, digital technology R&D personnel and digital R&D capital investment impose the greatest impact; as for organizational flexibility factors, the digital transformation support level and organizational resource absorption and transfer ability have the highest impact. Based on the aforementioned research conclusions, this paper proposes a targeted pathway for the digital transformation of SMEs.

CTO: **Heterogeneity in Digital Posture of Family Firms in Emerging Economies**   

Author: **Abhishek Kathuria**, *Indian School of Business*

Author: **Abhishek Sachdeva**, *Indian School of Business*

Author: **Prasanna Karhade**, *Chinese U. of Hong Kong*

Author: **Sougata Ray**, *Indian School of Business*

Family firms, the predominant form of business in emerging economies, differ in their business strategies, behaviors, and outcomes from non-family firms. We conceptualize Digital Posturing as a set of signals firms produce to convey their focus on digital technologies. We propose three hypotheses extending the baseline hypothesis that family firms differ from non-family firms in their Digital Posture. First, Family Business Group (FBG) affiliation negatively influences digital posturing, as FBGs may serve as market-supporting institutions providing financial capital to member firms. Second, there is a negative influence of Foreign Ownership on Digital Posture, which is intensified in the presence of FBG affiliation, as foreign promoters offer financial capital, reducing the need for extensive Digital Posturing to attract external funds. Third, there is a positive influence of the Strength of Family Ties on Digital Posture, which weakens due to FBG affiliation, as external stakeholders perceive such firms as more conservative, and these firms suffer from greater opacity. Empirical analysis, using panel regression on archival data from listed family firms in India (2016-2021), supports our theory, emphasizing how FBG affiliation shapes the strategic IT behavior of firms. This study contributes to the growing literature on family firms within the information systems field.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1117** | Submission: **15372** | Sponsor(s): **(CTO, TIM)**
Scheduled: **Monday, Aug 12 2024 8:00AM - 9:30AM CT (UTC-5)** at **Sheraton Grand Chicago in Michigan B**

Opportunities and Challenges of Decentralization in the Blockchain Age



Organizer: **Christoph Müller-Bloch**, *ESSEC Business School*
Organizer: **Daniel Obermeier**, *NYU Stern School of Business*
Panelist: **Jungpil Hahn**, *National U. of Singapore*
Panelist: **Hanna Halaburda**, *New York U.*
Panelist: **Ola Henfridsson**, *U. of Miami*
Panelist: **Ying-Ying Hsieh**, *Imperial College Business School*
Panelist: **Youngjin Yoo**, *Case Western Reserve U.*
Panelist: **Mariia Petryk**, *George Mason U.*

The advent of blockchain technology has ushered in a new era of decentralization. These efforts have promised to enhance transparency, inclusion, and democracy, ultimately leading to a fairer distribution of created value. In recent years, a dynamic community of scholars has begun investigating these experimental efforts to unravel the opportunities and challenges presented by blockchain-enabled decentralization. Existing research indicates that achieving and sustaining the promises of blockchain-based decentralization is often challenging, seldom leading to the envisioned paradigm shift. However, this research is currently scattered across different fields, theoretical perspectives, and technological levels. This has resulted in ambiguities regarding the conceptualization of decentralization and has impeded scientific progress. Therefore, we believe there is a need to bring together leading scholars with diverse research foci and methodological expertise to discuss and provide direction on how this new form of technology-based decentralization has shaped and will continue to shape management theory. This panel symposium aims to provide a forum for elaborating on the nature of blockchain-enabled decentralization, debating the associated opportunities and challenges, and identifying areas of interest for future research. In a facilitated discussion, we will raise these questions and provide ample opportunities for participants to learn from their peers, contributing to the advancement of leading management research on blockchain-enabled decentralization.

KEY TO SYMBOLS

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

Harassment and Sexual Orientation

Session Moderator: **John Millea**, *Henley Business School, U. of Reading*

DEI: Time After Time: The Cumulative Effects of Bias, Discrimination, and Harassment on Working Women      

Author: **John Millea**, *Henley Business School, U. of Reading*

Time after time working women around the world continue to experience substantial gender bias and harassment as they strive to achieve their full potential within organizations and society. Despite a wealth of prior research evidencing and describing various forms of bias and harassment, empirical testament of their long-term effects within organizational settings is scarce, with critical questions left largely neglected in the literature. Specifically, “What effects do various forms of gender bias and harassment have on working women themselves, their family members, and their organizations?” and “What are the temporal dynamics of these effects, i.e., when, where, and how do the effects of bias and harassment emerge and intensify, how do repeated exposures compound, and how together do they accumulate into long-lasting effects?” Through an analysis of 68 research studies published between 2013 – 2023, this scoping review maps the breadth of evidence available on these questions, advancing the understanding of the cumulative effects of bias and harassment, and providing theoretical and practical implications and insights for academics and practitioners as they research and develop diversity, equity, and inclusion strategies and solutions that address the stereotypes, inequities and discrimination experienced by working women.

DEI: Sexual Orientation and Career Interests: The Moderating Role of LGB Acceptance & Cultural Tightness  

Author: **Yan Yi Lance Du**, *U. of Illinois at Urbana-Champaign*

Author: **Michele Joy Gelfand**, *U. of Maryland*

Author: **Fritz Drasgow**, *U. of Illinois*

Research suggests that lesbian, gay, and bisexual (LGB) people are underrepresented in some occupations. To better understand personal and environmental factors that contribute to LGB+ disparities, an important but underexplored domain is sexual minorities' career interests. Drawing on the gender-shift hypothesis (Lippa, 2008), this study examined the relationship between sexual orientation and Holland's (1997) RIASEC (Realistic, Investigative, Artistic, Social, Enterprising, and Conventional) interests (Study 1, N = 56,317). Leveraging Social Cognitive Career Theory (SCCT; Lent et al., 1994), we also investigated the effects of two potential moderators on this relationship: social acceptance toward LGB+ people and cultural tightness-looseness (Study 2, N = 102,629, 79 countries). Results revealed sexual orientation differences in interests that support the gender-shift hypothesis: lesbian women shifted in male-typical and gay men shifted in female-typical directions in Realistic and Social interests. In addition, multilevel analyses found that SO differences in career interests are generally larger in more LGB accepting and loose countries. These findings suggest that more permissive and loose countries offer sexual minorities greater latitude to pursue non-gender-traditional careers. Our research offers a large-scale investigation of sexual orientation differences in career interests and offers useful insights for policymakers seeking to address LGB+ disparities.

DEI: Bystander Intervention and Leader Gender Effect on Perceived Supervisor Support in Sexual Harassment

Author: **Renee McCauley**, *George Mason U.*

Author: **Yijue Liang**, *George Mason U.*

We present a model of the followers' subjective evaluation of supervisor support in the face of sexual harassment. Integrating conservation of resources theory and role congruity theory, we argue that the subjective value of a supervisor's intervention behavior is contingent upon the behavior's congruence with leader and gender stereotypes. We classify Liang's (2022) five types of sexual harassment bystander intervention into agentic and communal actions and argue that men supervisors' ratings of perceived supervisor support will not differ based on the type of bystander intervention they provide. Conversely, we believe that women will receive lower ratings of supervisor support when they engage in agentic bystander interventions than when they engage in communal bystander interventions. We then discuss the theoretical and practical contributions to the sexual harassment bystander intervention literature and conservation of resource theory while suggesting avenues for future research.

DEI: The Consequences and Reactions of Women Victims of Sexual Harassment in the Brazilian Organizations      

Author: **Alice De Freitas Oleto**, *FDC - Fundação Dom Cabral*

Author: **José Vítor Palhares**, *Fundação Osório*

Despite the relevance of its study within organizations, work-related sexual harassment is still a topic little studied in Brazilian academic reality, which guided this study. Considering the possibilities for analyzing the theme, this research aims to understand the consequences and reactions of women victims of sexual harassment in organizations. To this end, we developed a qualitative study based on data (grounded theory). Data was gathered through 43 interviews with women who work in Brazilian organizations. The results indicate that sexual violence at work has consequences for women's physical and mental health, exposing victims to degrading and traumatizing situations. The main reactions include blaming the victim and silencing the violence suffered due to fear of dismissal or shame. We hope that this study encourages Business Administration researchers to continue investigating sexual harassment committed against women, regardless of their position in the company, to strengthen a field of study that is still in its infancy and encourage management practices that seek to prevent and combat this type of violence in the workplace.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Navigating Diverse Spaces

Session Moderator: **Sun Young Kim**, *Kedge Business School*

DEI: Lay Beliefs of the Ethical Decision Quality Advantage for Diverse Groups

Author: **Sun Young Kim**, *Kedge Business School*
Author: **Mario Pandelaere**, *Virginia Tech*

Although people seemingly favor diverse teams, they tend to prefer non-diverse ones when they are a part of the team. We examine how lay beliefs about diversity and the nature of the task define group formation choices. Across three studies, we find that diversity is valued more for tasks that involve ethical judgments or evaluations, compared to other types of tasks. In this process, the match between the range of perspectives that a task requires and the assumed range that a group provides is critical, such that diverse groups are believed to offer a wider range of perspectives than less diverse groups, in turn leading to a perception of ethical decision quality advantage for diverse groups: A belief that diverse teams make better decisions than non-diverse ones, especially for ethical tasks. Our research helps to elucidate when diversity presumably provides more benefits and why diversity is chosen for groups.

DEI: Organizational Socialization of Employees with Blindness: Navigating Ableism in Diverse Spaces

Author: **Tarun Kumar Vashisth**, *Indian Institute of Management Bodh Gaya*
Author: **Sushil Nifadkar**, *U. of Nebraska, Lincoln*
Author: **Rajesh Chandwani**, *Indian Institute of Management, Ahmedabad*

An effective organizational socialization is extremely crucial for the adjustment of newcomers in general and persons with disabilities (PWDs) in particular. However, despite its increased relevance, organizational socialization for PWDs remains underexplored. We contribute to the emerging yet nascent literature on the above topic by conducting a qualitative study among employees with blindness (EBs) engaged in formal permanent employment in different industries at junior and middle management levels. We invoke Lefebvre's spatial perspective to comprehend EBs' lived experiences during organizational socialization. Our findings establish that spaces are not ableist inherently, but organizational spaces often perform ableism, more so initially, due to prevalent ableist discourses, lack of knowledge regarding a particular EBs' capabilities, and lack of colleagues' sensitization. This results in EBs' lived experiences infused with feeling of exclusion and perceived unequal power-relations with non-disabled employees during socialization. However, spatial practice, conceived in an inclusive way, can result in enabling spaces for EBs, infusing their lived experiences with inclusion. Thus, we highlight differential performativity of organizational spaces for EBs, and problematize the notion of neutral organizational spaces. Keywords: Organizational Socialization, Persons with Disabilities, Ableist Organizational Spaces, Inclusive Organizational Spaces, Differential performativity of organizational spaces

DEI: Unveiling the Complexities: A Longitudinal Investigation of Culturally Diverse Teams

Author: **Linshan Fu**, *U. of Nottingham China*
Author: **Jie Wang**, *U. of Nottingham Ningbo China*
Author: **Martin J Liu**, *U. of Nottingham, China*

Despite the extensive literature on culturally diverse teams, our understanding of their impact remains limited. This study addresses this persistent limitation by applying the categorization-elaboration model (CEM) to investigate how value diversity (i.e., power distance, uncertainty avoidance and collectivism) unfold impacts on team cohesion and team information elaboration over time. Specifically, we expect value diversity would differently impact the initial level and change of team cohesion and information elaboration. Through a four-wave longitudinal field survey spanning approximately ten months, we examined 115 culturally diverse teams. Our study reveals that while value diversity has distinctive and time-varying effects on team cohesion and information elaboration, the results yield a more nuanced and intricate understanding of how value diversity in culturally diverse teams unfolds impacts. The theoretical and practical implications of our findings are discussed.

DEI: Generational Differences in Responses to Diversity Rationales

Author: **Eileen Y. Suh**, *Boston U. Questrom School of Business*
Author: **Evan P. Apfelbaum**, *Boston U. Questrom School of Business*
Author: **Nir Halevy**, *Stanford U.*

Because employee buy-in has been identified as a critical component of change with respect to diversity, organizations frequently attempt to make diversity-related events seem more appealing by offering reasons for why one should attend them. For example, organizations justify these diversity-related events as learning opportunities to attain practical skills in a diverse world, opportunities to promote social justice, or judgment-free spaces to discuss sensitive topics. It is important to empirically test whether providing these justifications is effective, because the signals they send can unintentionally hinder the very goals that they aim to achieve. It is particularly critical to examine the effects of these diversity justifications in an organizational setting with multiple stakeholders, because the ways that organizations discuss diversity can elicit varying responses across individuals from different backgrounds. In this paper, we examine whether these managerial practices are actually effective in engaging the individuals that they target in a multi-stakeholder field context. In two pre-registered field experiments at a large academic institution (N = 47,807), we find that providing a justification has a positive effect on younger generation's registration and attendance rates, whereas it has a negative effect on the older generation's engagement in these events, after controlling for other relevant factors such as gender, race, and staff/student status. In a follow-up lab experiment, we find evidence that organizations' attempts to influence people via diversity justifications affect older generation adversely, but not younger generation, due to a difference in the sense of obligation that they feel toward the organization. Based on research on psychological reactance (Brehm, 1966), we theorize that diversity justifications trigger disengagement among those who feel more obligated to attend (e.g., older generation) due to a perceived threat to their autonomy.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Directions in Facilitating and Supporting Stigmatized Conversations in the Workplace



Session Chair: **Aqsa Dutli**, *Purdue U., West Lafayette*
Session Chair: **Allison S. Gabriel**, *Purdue U., West Lafayette*
Discussant: **Isaac Emmanuel Sabat**, *U. of Houston*
Presenter: **Janice Yue-Yan Lam**, *Schulich School of Business, York U.*
Presenter: **Tiffany Dawn Johnson**, *Georgia Institute of Technology*
Presenter: **Barnini Bhattacharyya**, *Ivey Business School*
Participant: **Jean-Marc Moke**, *York U.*
Participant: **Brent John Lyons**, *Schulich School of Business, York U.*
Participant: **Daniel S. Samosh**, *Queen's U.*
Participant: **Aparna Joshi**, *Ross School of Business, U. of Michigan*
Participant: **Mary Eve Speech**, *U. of Georgia*

Although concealable stigmatized identities are fundamental to individual identity and carry positive benefits for the individual when shared with others, individuals are still hesitant to disclose such identities in the workplace due to risk of social devaluation and negative stereotypes. As such, given the taboo nature of such identities, employees with concealable stigmatized identities often grapple with the decision whether to disclose their identity at work or keep their identity hidden, and how to effectively manage workplace relationships and social interactions at work. In an effort to further understand how people navigate such disclosures and subsequent relationships in the workplace, the papers in this symposium highlight various concealable stigmatized identities and examine: (a) what motivates individuals to disclose their concealable identities; (b) what disclosure strategies exist for specific identities; (c) how employees navigating work relationships in relation to their identities; and (d) how individuals engage in identity work to understanding one's identity.

Understanding Menstruation Motives and Disclosures in the Workplace: A Mixed Methods Investigation

Author: **Aqsa Dutli**, *Purdue U., West Lafayette*
Author: **Allison S. Gabriel**, *Purdue U., West Lafayette*

Bipolar Disorder Disclosure: How Identity Management and Educational Affiliation Matter

Author: **Janice Yue-Yan Lam**, *Schulich School of Business, York U.*
Author: **Jean-Marc Moke**, *York U.*
Author: **Brent John Lyons**, *Schulich School of Business, York U.*
Author: **Daniel S. Samosh**, *Queen's U.*

Lessons on How Social Interaction Norms Become Stigmatized Through the Lens of Workers with Autism

Author: **Tiffany Dawn Johnson**, *Georgia Institute of Technology*
Author: **Aparna Joshi**, *Ross School of Business, U. of Michigan*
Author: **Mary Eve Speech**, *U. of Georgia*

Caste System in North America: An Intersectional Examination of Overlapping Systems of Power at Work

Author: **Barnini Bhattacharyya**, *Ivey Business School*
Author: **Aparna Joshi**, *Ross School of Business, U. of Michigan*

KEY TO SYMBOLS

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

Disability Unveiled: Impact of Contextual Factors and Perceptions on Disability in the Workplace

Organizer: **Mary Eve Speach**, *U. of Georgia*
Organizer: **Elijah Wee**, *U. of Washington*
Discussant: **David J. G. Dwertmann**, *Rutgers U.*
Presenter: **Takaki Ohya**, *Auburn U.*
Presenter: **Mary Eve Speach**, *U. of Georgia*
Presenter: **Christine Nittrouer**, *Texas Tech U.*
Presenter: **Elijah Wee**, *U. of Washington*
Participant: **Michelle Zorn**, *Auburn U.*
Participant: **Rachel Elizabeth Frieder**, *U. of North Florida*
Participant: **Kaylee Jo Hackney**, *Baylor U.*
Participant: **Jaelyn Koopmann**, *Auburn U.*
Participant: **Brent John Lyons**, *Schulich School of Business, York U.*
Participant: **Michelle Hebl**, *Rice U.*
Participant: **Dong Liu**, *Georgia Institute of Technology*
Participant: **Katie Badura**, *Georgia Institute of Technology*
Participant: **Jean-Marc Moke**, *York U.*

An essential pathway toward improving the workplace experience and dynamics of those with disabilities is the complex array of external factors present within organizations. Such factors influence both how these employees perceive themselves, as well as how others in the workplace perceive disability. Research that explores this topic is particularly valuable given the breadth and scope of disability in society, but still there exists a pronounced scarcity of disability as a dimension of diversity and inclusion within organizations. The papers in this symposium aim to contribute novel and important insights to this underrepresented domain of disability in the workplace by studying the impact of organizational factors – including climate, policies, and practices – on the interactions and perceptions of employees with disabilities in the workplace.

Post-Partum Mental Health Challenges and the Workplace

Author: **Michelle Zorn**, *Auburn U.*
Author: **Rachel Elizabeth Frieder**, *U. of North Florida*
Author: **Kaylee Jo Hackney**, *Baylor U.*
Author: **Jaelyn Koopmann**, *Auburn U.*
Author: **Takaki Ohya**, *Auburn U.*

Friend or Foe? Generative AI Assistance and its Consequences among Employees with Disabilities

Author: **Mary Eve Speach**, *U. of Georgia*
Author: **Brent John Lyons**, *Schulich School of Business, York U.*
Author: **Katie Badura**, *Georgia Institute of Technology*
Author: **Jean-Marc Moke**, *York U.*

Allies as Intermediaries: Strategies that Promote Hiring People Who are Neurodiverse

Author: **Christine Nittrouer**, *Texas Tech U.*
Author: **Michelle Hebl**, *Rice U.*

Riding the Wave of Disability Hiring – the Effect of Strengths-based Disability Simulation

Author: **Elijah Wee**, *U. of Washington*
Author: **Dong Liu**, *Georgia Institute of Technology*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

DEI Practices in Organizations: Effectiveness, Impact, and Unintended Consequences



Organizer: **Grusha Agarwal**, *U. of Toronto, Rotman School of Management*
Participant: **Chloe Kovacheff**, *U. of Toronto*
Participant: **Rachel Lise Ruttan**, *U. of Toronto*
Participant: **Gabrielle Adams**, *U. of Virginia Darden School of Business*
Participant: **Katherine Ann DeCelles**, *U. of Toronto*
Presenter: **Ivuoma Ngozi Onyeador**, -
Participant: **Felix Danbold**, *UCL School of Management*
Presenter: **Natalya Alonso**, *Beedie School of Business Simon Fraser U.*
Participant: **Zhanna Lyubykh**, *Beedie School of Business Simon Fraser U.*
Participant: **Sandy Hershcovis**, *U. of Calgary*
Presenter: **Erika Kirgios**, *U. of Chicago Booth School of business*
Participant: **Edward Chang**, *Harvard Business School*
Presenter: **Shuang Wu**, *Rady School of Management, U. of California San Diego*
Participant: **Peter Belmi**, *U. of Virginia*

This symposium examines the complex and often contradictory nature of addressing workplace inequities through diversity initiatives. Organizations are increasingly investing in diversity and inclusion (D&I) efforts, as evidenced by the prevalence of Chief Diversity Officers and comprehensive diversity training programs among Fortune 1000 companies. These efforts represent a deliberate strategy to cultivate equitable and inclusive workplaces. However, the symposium emphasizes the necessity of evaluating the impact of these practices to ensure they contribute to real and sustainable change, rather than being mere symbolic gestures. The studies featured explore the complex dynamics of workplace inequities and the often paradoxical outcomes of well-intentioned D&I efforts. These studies employ various methods such as surveys, audit studies, and experiments to assess organizational policies across different contexts. Key findings include: 1) Gender differences in EEOC judgments of merit, with claims filed by women in masculine industries more likely to be granted merit. 2) The impact of free speech appeals on reducing accountability for workplace bias, highlighting a failure in achieving D&I goals. 3) The concept of strategic ignorance in sexual harassment claims, indicating that claims of ignorance may not always be made in good faith. 4) The effectiveness of positive versus negative feedback in motivating equitable behaviors among city councilors. 5) The exploitation of first-generation college students in organizations due to positive stereotypes. These studies collectively reveal the intricate nature of addressing workplace inequities, underscoring the need for more nuanced and effective strategies in fostering true equity and fairness in the workplace.

He Said She Said: How Gender Relates to Judgments about the Merit of Workplace Accusations

Author: **Grusha Agarwal**, *U. of Toronto, Rotman School of Management*
Author: **Chloe Kovacheff**, *U. of Toronto*
Author: **Rachel Lise Ruttan**, *U. of Toronto*
Author: **Gabrielle Adams**, *U. of Virginia Darden School of Business*
Author: **Katherine Ann DeCelles**, *U. of Toronto*

What About My Free Speech? Appeals to Free Speech Reduce Accountability for Workplace Bias

Author: **Ivuoma Ngozi Onyeador**, -
Author: **Felix Danbold**, *UCL School of Management*

Playing Dumb: Strategic Ignorance about what Constitutes Sexual Harassment

Author: **Natalya Alonso**, *Beedie School of Business Simon Fraser U.*
Author: **Zhanna Lyubykh**, *Beedie School of Business Simon Fraser U.*
Author: **Sandy Hershcovis**, *U. of Calgary*

What motivates equitable behavior? The effects of positive & negative feedback in the domain of bias

Author: **Erika Kirgios**, *U. of Chicago Booth School of business*
Author: **Edward Chang**, *Harvard Business School*

The Heroization and Exploitation of First-Generation College Students

Author: **Shuang Wu**, *Rady School of Management, U. of California San Diego*
Author: **Peter Belmi**, *U. of Virginia*

KEY TO SYMBOLS

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

Synthesizing the Literature

Session Moderator: **Jiani Fan**, *U. of Alabama, Tuscaloosa*

ENT: Venture Capital Research: Meta-Analysis

Author: **Ludvig Levasseur**, *Indian Institute of Management, Bangalore*
Author: **Sai Chittaranjan Kalubandi**, *Indian Institute of Management, Bangalore*
Author: **Saneesh Edacherian**, *Birmingham Business School, U. of Birmingham*
Author: **Thomas Houston Allison**, *Texas Christian U.*
Author: **Siri Ann Terjesen**, *Florida Atlantic U.*

Prior research is inconclusive on how venture capital (VC) backing affects new venture performance. Our meta-analysis of 102 articles quantitatively reviews, evaluates, and discusses key findings. We test the VC investment-funded firm performance relationship through multiple performance aspects and highlight the important moderating role of entrepreneur ties, networks, and social capital and we offer future directions.

ENT: Hybrid Entrepreneurship: An Integrative Systematic Literature Review and Research Agenda

Author: **Charis Asante-Agyei**, *Syracuse U.*
Author: **Joaquin Cestino**, *Jonkoping International Business School*

Over half of businesses are started by people who are already employed, a phenomenon called hybrid entrepreneurship (HE). Although research on hybrid entrepreneurship has increased in recent years, the diversity of perspectives has led to a fragmented literature that makes it difficult to advance our understanding of this phenomenon. We fill this gap by conducting an inclusive systematic review of research conducted on hybrid entrepreneurship. Our review integrates existing research in a framework of antecedents and outcomes of hybrid entrepreneurship. This enables us to propose opportunities for future research to contribute to areas that have been overlooked. In doing so, we contribute to the emerging literature on hybrid entrepreneurship.

ENT: Corporate Accelerators: A Systematic Literature Review and Agenda for Future Research

Author: **Ravi Roshan**, *Doctoral Student at Indian Institute of Management Lucknow*
Author: **Vivek Kumar Jha**, *Doctoral Student at Indian Institute of Management Lucknow*
Author: **Sabyasachi Sinha**, *Indian Institute of Management, Lucknow*








Established firms are increasingly finding avenues of collaboration and engagement with startup firms. For these organizations, corporate accelerator programs (CA) are increasingly becoming important vehicles in pursuing innovation and the need to stay relevant through corporate-startup engagement. On the other hand, startups also benefit significantly from these short-term, fast-paced programs that support them in entering markets and building strategic partnerships. Aiming to map the emerging stream of CA literature, this paper reviews extant research through scholarly articles published in journals indexed in Scopus, Web of science, and EBSCO databases. Following a systematic literature review approach, this study synthesizes insights on (a) the classification of CAs, (b) the objectives, processes, and outcomes for different stakeholders, and (c) key theoretical lenses used in CA research. The study also highlights gaps in the present understanding of corporate accelerators and outlines a research agenda by identifying key research questions and issues where further research would benefit this emergent stream.

ENT: Shedding Light on the Organizational Growth Puzzle: A Systematic Review and Integrative Framework

Author: **Hanako Frawley**, *U. of Western Australia*
Author: **Richard Gruner**, *U. of Western Australia*
Author: **Mark Edwards**, *Jonkoping International Business School*
Author: **Christine Soo**, *U. of Western Australia*

Since Penrose's (1959) book explored the concept of organizational growth, different research fields including entrepreneurship and strategic management, have devoted considerable attention to organizational growth research. Specifically, researchers have focused on how organizations grow and how much organizations grow. Yet, despite the sustained interest, organizational growth research is heterogeneous, inconsistent, and disconnected. With this in mind, we explore perspectives of organizational growth within the management literature. We systematically review 147 peer-reviewed journal articles published between 1960 and 2021 to consolidate the empirical and theoretical research from diverse fields. The review identifies and explores six different theoretical perspectives distilled from the extant literature—economic, strategic orientation, sustainability, managerial, resource-based view, and life cycle—based on six elements: (i) definition; (ii) underlying theory; (iii) determinants; (iv) processes; (v) outcomes, and (vi) contribution to organizational growth research. Based on these six perspectives, we develop an integrative framework, which maps the landscape of past and current research by encompassing organizational growth desires, possibilities, choices, and outcomes. The proposed integrative framework advances the literature by changing the focus to what is organizational growth and synthesizes fragmented research findings to develop a comprehensive understanding of organizational growth, which can serve as a foundation for future research.

KEY TO SYMBOLS

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

Entrepreneurial Finance: Identity

Session Moderator: **Soyeon Park**, *Korea U. Business School*

ENT: **Narrative Tone and Facial Emotion Management of Risk Disclosure in Crowdfunding**

Author: **Soyeon Park**, *Korea U. Business School*

Author: **Daeil Nam**, *Korea U. Business School*

In response to criticism of the risks inherited in crowdfunding, platforms such as Kickstarter mandated creators to disclose risks in every campaign page. However, the industry lacks specific regulations, and the research tracking its effect has not gained much attention so far. Building on a prior view of risk as losses only, we first argue that positive narrative tone negatively affects the crowdfunding outcome. Then, we adopt regulatory focus theory to test the moderating effect of risks delivered with different regulatory focus. Lastly, we analyze facial emotions of creators' profile images to examine the interacting effects of verbal and nonverbal signals in situations where the investment judgments are made under high uncertainties. Through analysis with new methodological approach on the projects on Kickstarter, this study reveals that the negative relationship between positive narrative tone of risk disclosure and crowdfunding success is positively moderated if the risk has a prevention-focused view. It also finds out that the positive facial emotion mitigates the negative effect of positive risk disclosure and vice versa. This study has practical implications that can benefit all participants in crowdfunding by suggesting ways to address information asymmetry among creators, funders, and even platforms in terms of risk management.

ENT: **Poker Face: Nonverbal Emotion Restraint and Gender in Crowdfunding Pitches**

Author: **Jjongni Mao**, *PhD Candidate at Bocconi U.*

Author: **Charles Williams**, *Bocconi U.*

This paper studies the impact of nonverbal emotional restraint in crowdfunding pitches on early-stage resource mobilization. By exercising emotional restraint, entrepreneurs can project a sought-after image of rationality and emotional regulation. However, it is essential to align this practice with societal expectations of entrepreneurs, taking into account the influence of gender norms. Leveraging pre-trained machine learning algorithms, we analyzed 183 crowdfunding videos, extracting features from verbal content, facial expressions, and voice attributes. The findings reveal a positive correlation between demeanors that restrain emotions on the face and crowdfunding success for male entrepreneurs, whereas the correlation is negative for female entrepreneurs. Although emotional restraint is often valued in entrepreneurship and business as a signal of emotional regulation and the ability to make effective decisions under pressure, crowdfunding backers generally expect more emotional expression from female presenters. The observation that crowdfunding backers are aligned with more gender-typical modes of expression for women offers one possible explanation for why women have been more successful in crowdfunding than in traditional entrepreneurial finance.

ENT: **Dark Shadow of Identity Disclosure in Crowdfunding After Racially Salient Events**

Author: **Arvin Sahaym**, *Washington State U.*

Author: **Lin Jiang**, *U. of South Florida*

Author: **Annaleena Parhankangas**, *Iowa State U.*

Author: **Chien-Sheng Richard Chan**, *Stony Brook U.-State U. of New York*

Author: **Pyayt Phyo Oo**, *U. of Texas At Arlington*

Extant research suggests that minority entrepreneurs disproportionately suffer from racial salient events. However, a nuanced view of why this happens, who suffers the most, for how long such suffering occurs, and how to mitigate this racial disparity afterward has yet to be fully examined, particularly in entrepreneurial financing. By integrating the insights of social identity theory's derivative of racial salience and consumer animosity theory's derivative of pandemic animosity, this study theorizes how external resource providers exhibit bias against minority entrepreneurs in response to racially salient events that targeted the minority group. We suggest that minority entrepreneurs' suffering can be mitigated in both a passive and active way: waiting for the event-driven salience to face over time or strategic avoiding visible representation of the minority in fundraising efforts. Using the fundraising attempts of minority (Asian) entrepreneurs through crowdfunding before and after the surge of anti-Asian movements during the COVID pandemic, we find support for our theorization. This study contributes valuable insights to understanding discrimination and animosity within entrepreneurship, paving the way for more inclusive and equitable economic opportunities for all.

ENT: **Self-Disclosure of Weaknesses and Entrepreneurs' Access to Financial Capital**

Author: **Vijja Tang**, *Jones Graduate School of Business, Rice U.*

Author: **Haiyang Li**, *Rice U.*

Author: **Tommy Pan Fang**, *Jones Graduate School of Business, Rice U.*

This paper examines how self-disclosure of weakness affects entrepreneurs' access to financial capital based on two field studies. While existing literature has focused on how entrepreneurs emphasize positive information in self-presentation, less is known about whether and how entrepreneurs voluntarily disclose unfavorable information about the new venture to acquire financial capital. We propose that entrepreneurs can enhance their access to financial capital by actively disclosing their weaknesses, thereby cultivating both cognition-based and affect-based trust among investors. Furthermore, we hypothesize that the effectiveness of such disclosure is contingent upon how the weakness is attributed and the level of language concreteness employed. We suggest that employing concrete language in self-disclosure of external weaknesses proves more effective in attracting financial capital. This approach enables entrepreneurs to substantiate the credibility of external attributions, thus reinforcing cognition-based trust. Conversely, using less concrete language in self-disclosure of internal weaknesses is more effective, as it helps entrepreneurs evade potential audience backlash associated with internal attributions, thereby sustaining affect-based trust. Our hypotheses find support in the results obtained from a dataset comprising 43,628 crowdfunding campaigns on Kickstarter, as well as from a dataset of a business plan competition involving 262 teams.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Potpourri 

Session Moderator: **Ingrid Erickson**, *Syracuse U. School of Information*

ENT: Valuing the “Other”: A Framework for Understanding Lived Experience as a Source of Capital in the Entrepreneurial Process   

Author: **Jessica Jones**, *U. of Tennessee*
Author: **Andrea Caldwell Marquez**, *U. of Texas At San Antonio*
Author: **Jessica Kirk**, *U. of Memphis*

While prior research recognizes the importance of an entrepreneur’s experience, existing conceptualizations of experience fail to capture the full reality and diversity of life experiences that influence the entrepreneurial process. We build on extant work to define and theorize lived experience as an overlooked resource stock comprised of three dimensions: closeness, context specificity, and duration. We then integrate lived experience into the entrepreneurial process, showing that disclosure and legitimacy are contingent on the relational factors between entrepreneurs and their specific audiences. The theory of lived experience fundamentally shifts the inputs that scholars conceive of as critical factors for the entrepreneurial process and has important implications, particularly for understanding how entrepreneurs address grand challenges.

ENT: Up Top Down Low: Exploring Autonomy in Hybrid Entrepreneurship Among Medical Doctors in Ghana  

Author: **Charis Asante-Agyei**, *Syracuse U.*
Author: **Ingrid Erickson**, *Syracuse U. School of Information*

Recent research has begun to reveal how and why hybrid entrepreneurs pursue non-monetary benefits, including important aspects of their work and identity such as autonomy. Despite these scholarly developments, there is a lack of consensus on how hybrid entrepreneurs experience these benefits. This research addresses this open question by exploring when and how hybrid entrepreneurs experience autonomy in their dual work contexts. We do so by conducting a qualitative study of medical doctors in Ghana who simultaneously operate a business alongside their medical practice. This study advances a new model of entrepreneurial autonomy and contributes to emerging research on hybrid entrepreneurship from a qualitative lens.

ENT: What Aids or Hinders the Succession Intentions of Daughters of Family Business Owners?

Author: **Farhad Uddin Ahmed**, *Assistant Professor in International Business at Maynooth U. Ireland*
Author: **Eric Clinton**, *Dublin City U.*
Author: **Roisin Lyons**, *Kemmy Business School, U. of Limerick*
Author: **Colm O’Gorman**, *Dublin City U.*








This study explores the drivers of succession intention in daughters of family business owners. Using a dataset of 7,798 daughters from 44 countries, we find that parental instrumental support and family business work experience positively influence succession intentions. Moreover, subjective norms moderate these relationships, demonstrating the role that social groups play in the formation of succession intentions. Lastly, we explore the influence of national gender inequality on the succession intentions of family business progeny, noting its effect on a sample of daughters (n = 7,798) and sons (n=7,225). Our results point to a systemic national gender gap effect on succession intentions.

ENT: Vibrant Ecosystems and Effective Startup Programs: What Startups Need and Benefit the Most  

Author: **Fabian Sommer**, *U. of Innsbruck School of Management*
Author: **Johann Fueller**, *U. of Innsbruck*

Prior research highlights the importance of startup programs as well as vibrant ecosystems for startup success. However, little is known about the factors contributing to the effectiveness of startup programs, and how the surrounding entrepreneurial ecosystem moderates these elements. This paper examines the interplay between startup programs and entrepreneurial ecosystems. Specifically, we answer the question, what key factors within startup programs foster startup success, and how are these influenced by the dynamics of the entrepreneurial ecosystem? Utilizing a quantitative approach, this research analyzes responses from 131 participants of diverse startup programs, employing PLS-SEM. The study’s findings highlight the critical role of extensive networking services, program customization and the strength of the surrounding ecosystem in boosting startup support programs’ effectiveness. It also reveals a complex interaction between the entrepreneurial ecosystem’s strength and program effectiveness: in resource-rich ecosystems, the importance of the support programs networking services diminishes, whereas the value of usage intensity grows in stronger ecosystems, underscoring a dynamic interplay between program factors and the ecosystem. This research contributes to the understanding of the symbiotic nature of program factors and the surrounding ecosystem, providing valuable insights for policymakers and support organization leaders. It underscores the importance of a holistic approach that integrates both program and ecosystem characteristics to optimize the effectiveness of support programs.

KEY TO SYMBOLS

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

Venture Funding

Session Moderator: **Thomas Fritz**, *Aachen U. of Applied Sciences*

ENT: **Yes Today, No Tomorrow. Exploration of Post-Due Diligence Deal Cancellations in Pitch Competitions**

Author: **Livia Boerner**, *U. of Paderborn*
Author: **Bernd Frick**, *U. of Paderborn*

Early-stage entrepreneurs exert significant efforts to secure deals with angel investors during televised startup pitch competitions. However, a substantial number of these deals face cancellation during the subsequent due diligence process. Drawing upon interpersonal persuasion theory and information asymmetry in the pitch context, we investigate deal cancellations as instances of biased communication and strategic misrepresentation. Analyzing a novel dataset comprising N = 1,334 pitches from the British format Dragons' Den and the German format Die Höhle der Löwen, we explore the occurrence and determinants of deal cancellation. Our examination delves into differences related to gender and size of the involved parties, pitch format, and the level of financial risk. Our findings reveal a bias against female investors, higher cancellation rates for more costly deals and a distinct effect based on the country of the format. This work sheds light on the usually opaque due diligence processes and interpersonal dynamics inherent in entrepreneurial finance, offering new insights into the black box of deal cancellations.

ENT: **The Role of Environmental, Social, and Governance Orientation for Venture Funding Success**

Author: **Dominik Schmelter**, *Chair of Innovation Management, TU Dortmund U.*
Author: **Steffen Strese**, *TU Dortmund U.*

Sustainable ventures are often proclaimed as potential solution for the grand challenges of our times such as climate change, rising social inequalities, and corruption. They are characterized by a high level of sustainability orientation, combining profitable business opportunities with environmental, social, and governance goals. However, financial implications of sustainability orientation remain ambiguous. Research finds conflicting results regarding the funding success of sustainable ventures, especially in the field of professional investors such as venture capitalist and business angels. A potential lack of financial resources from this main source of venture funding might limit sustainable ventures' growth as well as their positive impact towards sustainable change. Based on signaling theory, we investigate the relationship between the three dimensions of sustainability orientation - environmental, social, and governance - and venture funding success, measured as the amount of funding received by professional investors. We investigate a sample of 10,073 ventures and find that environmental and social orientation are negatively related to funding success, while governance orientation indicates a positive relation. Our study advances sustainable entrepreneurship literature and signaling theory by shedding light on positive and harmful signals of different dimensions of sustainability orientation towards professional investors.

ENT: **The Currency of Past Association: Legacy Spillover of Protégé's Performance on VC Fundraising**

Author: **Hyunsun Kim-Hahm**, *Eastern Illinois U.*

Researchers studying entrepreneurship have long been interested in the socio-cognitive aspects of evaluating startups and their endorsers. This interest reflects the importance of affiliations in entrepreneurial settings. I take a unique approach to examine whether and how venture capital (VC) firms benefit from their past associations with startup protégé companies they previously endorsed. I model unique spillover effects based on the legacy of the past, examining the influence of a previous protégé company's current performance on the VC firm's subsequent fundraising. The results, using multiple performance measures, generally support the positive relationships. The positive relationships tend to be stronger when the similarity between the VC firm's current portfolio and the protégé company is greater. The empirical setting is the U.S. VC industry from 1980 to 2018, consisting of 740 VC firms and 2,286 protégé companies that successfully went through IPO exits.

ENT: **Examining the Effects of Founders' Social Identities on Access to Innovation Funding**

Author: **Beldina Owalla**, *Oxford Brookes Business School*
Author: **Elvis Nyanzu**, *Oxford Brookes Business School*
Author: **Tim Vorley**, *Oxford Brookes Business School*

SME innovation plays a central role in achieving regional economic development, with firms led by minority groups making significant contributions to the UK economy. However, access to funding still presents a major barrier for underrepresented founders, impeding their engagement in innovation and resulting in missed opportunities to promote sustainable and inclusive economic growth. Our study advances knowledge on the accessibility of innovation funding by adopting an intersectional lens to examine the impact of founders' social identities (i.e. gender, ethnicity and education) on their success in obtaining funding. It draws on innovation funding applications data submitted by founders of small and micro businesses between 2016 and 2023. We make the following contributions. Our findings indicate that despite being underrepresented, women founders who apply for innovation funding are as successful as men. Additionally, the heterogeneity of underrepresented founders and specific intersectional challenges influencing access to innovation funding is emphasized. This highlights the complexities of entrepreneurship and innovation processes and the shortfalls of analysing individual attributes in isolation. We also draw attention to some potential biases that might arise during the funding application processes due to perceived social status associated with founders' educational background. Implications for policy and practice are also highlighted.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Hybridity 

Session Moderator: **Prakash Devkota**, *Nord U.*

 **ENT: Social Entrepreneurship Across The Economic Boundaries: Examination of Assumptions and Implications**

Author: **Prakash Devkota**, *Nord U.*

Social entrepreneurship (SE) is often promoted as a solution to the pressing problem of extreme poverty. However, social entrepreneurship discourse still lacks a clear worldview. This has led to different discourse conceptualizations in different schools of thought, overlooking the potentially divergent implications of those differing interpretations. This article demonstrates how SE discourse could be conceptualized differently in the mainstream as opposed to alternative economic frameworks such as Ecological Economics (EE) and how these diverse interpretations could lead to different implications for theory and practice. To this end, the paper examines the different attributes of SE against the fundamental assumptions of neo-classical and Ecological Economics, applying the framework in Kuhn's Theory of Scientific Revolutions as a frame of analysis. Building on Kuhn's theory, this article argues that for SE to evolve as an effective tool for social change, it must distance itself from some of the fundamental assumptions of mainstream economics, where EE can provide valuable guidance moving forward. Finally, this paper proposes ontological SE assumptions: intrinsic motivation and ethical virtue drive entrepreneurs, organizations inspired by the goal of common good and spiritual leadership, and the market serves as an arena for cooperation.

 **ENT: Steady Through the Storm: How Social Venture Pivoting Sustains Organizational Hybridity** 

Author: **Meng Zhao**, *Nanyang Business School*

Author: **Garima Sharma**, *American U., Kogod School of Business*

As with all new ventures, in the face of ongoing organizational and environmental pressures, social ventures must consider large-scale business model change. However, changes of this magnitude inevitably expose the ventures to risks of compromising their social mission. Prior studies on organizational hybridity have focused on the smaller operational, personnel, and governance changes, which help to continuously deliver social and financial value while presuming the stability of the ventures' business models. In doing so, these studies have overlooked the opportunities of more foundational business model shifts for sustained organizational hybridity. To address this omission, the current study asks 1) How do social ventures change their business model to address ongoing challenges to hybridity? and 2) Why do social ventures differ in their approach to such business model change? We answer these questions by drawing upon 129 interviews with 51 leading social ventures in nine Asian countries. Our findings offer a novel theory of 'social venture pivoting', in which we show how ventures differ in business model attributes related to beneficiary inclusiveness and value integrativeness, and how entrepreneurs interact with these attributes to ensure the mission's continuity in business model change, thereby sustaining organizational hybridity. Our emergent model contributes to the research on the governance of organizational hybridity by demonstrating strategic changes as a means to sustain hybridity, revealing the importance of enacting change-continuity duality to sustain hybridity, and highlighting a hybrid governance mechanism rooted in entrepreneurs' engagement with their business models.

ENT: Do Hybrid Entrepreneurs Perform Better? The Impact of Entrepreneurial Thresholds as Mediators

Author: **Dalee Yoon**, *U. of Hawaii at Manoa*

Author: **Joon Mahn Lee**, *Seoul National U.*

Drawing from the literature on the entrepreneurial threshold, we develop a theory of how hybrid entrepreneurship may affect the financing and commercialization of an entrepreneurial activity. The central premise is that hybrid entrepreneurs will have a lower entrepreneurial threshold than full-time entrepreneurs, which will subsequently affect the likelihood of achieving their financing and commercialization goals. On the one hand, hybrid entrepreneurs are expected initially to have a lower entrepreneurial threshold, which may increase the likelihood of success in achieving a financing goal. Accordingly, we hypothesize that the higher financing success rates of hybrid entrepreneurs are mitigated by lower entrepreneurial thresholds, which are shaped by expected returns that are less risky and more reasonable. On the other hand, we argue that, due to their lower entrepreneurial thresholds, hybrid entrepreneurs will simultaneously have a lower likelihood of success in achieving a commercialization goal. We found strong support for our arguments in the context of crowdfunding projects in the video game category over the period of 2009-2012. Our findings illustrate that entrepreneurial success may be better understood by considering the heterogeneity in the entrepreneurial threshold in relation to the entrepreneurs' performance.

ENT: Sustainability Opportunity and Commercial Opportunity: A Comparison Study  

Author: **MAHSHAD GHAZALI**, *Research assistant*

While sustainable entrepreneurs (SEs) undeniably contribute significantly to economic, social, and environmental well-being, a thorough comprehension of their distinctive characteristics is imperative for a more insightful examination of this phenomenon. This article delves into the foundations of entrepreneurship literature, specifically focusing on the concept of opportunity, aiming to elucidate the uniqueness of sustainable entrepreneurs. Our argument posits that sustainability opportunities are objective entities with a problem-solving nature, emanating from market imperfections and thriving within sustainable entrepreneurial ecosystems. These opportunities are systematically discovered through intentional search processes. In contrast, commercial opportunities exhibit greater diversity in both nature and origin. The article thoroughly explores theoretical and practical implications arising from these discernible differences.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Decision Making

Session Moderator: **Douglas Hannah**, *Boston U.*

ENT: **“Inverse” Founding and Alternative Paths of Entrepreneurial Organizing**

Author: **Douglas Hannah**, *Boston U.*
Author: **Valerio Iannucci**, *Boston U. Questrom School of Business*

A central concern in entrepreneurship research is how founders recognize opportunities and organize to capture them. Prior work highlights the role of information asymmetries derived from prior experience and the identification of opportunities as key inputs in the subsequent venture formation process. Yet, is this the only way in which entrepreneurs launch ventures? To address this question, we conducted a field study of 72 de novo entrepreneurial organizations founded in the U.S. in the wake of the COVID-19 pandemic. Surprisingly, less than half of our sample aligns with extant depictions of the entrepreneurial process. By tracing the sequence of steps undertaken by each venture, we identify three distinct “pathways” by which founders recognize opportunities and organize to capture them. Two align with prior research, the third is a novel sequence we term the inverse founding path. We first trace how these three paths unfold over time. We then unpack how the differences between them shape key strategic outcomes such as organizational structure, growth patterns, strategic drift, and longevity. Overall, this study contributes to research on entrepreneurial processes and user innovation, and it carries important implications for research on entrepreneurship and communities.

ENT: **A Relational View of Entrepreneurial Opportunities**

Author: **Wei Hua**, *Texas Tech U.*
Author: **Ronald K. Mitchell**, *Texas Tech U.*
Author: **Rob Mitchell**, *Colorado State U.*

In response to recent work that examines entrepreneurial opportunities as they emerge through social action expressed in the ordinary language of entrepreneurs, we aim to extend the ordinary language perspective on entrepreneurial opportunities, which focuses on the semantics of linguistic analysis, by explaining how the pragmatics—specifically the relational context—enables expressions of entrepreneurial opportunities to become even more meaningful. We adopt a stakeholder approach to examine the social actions that produce first, second, and third-person focality in entrepreneurial action, thereby to offer a relational view of entrepreneurial opportunities. This research contributes to strengthening the notion of opportunity for understanding entrepreneurial agency across various research settings, complementing and extending the ordinary language perspective by addressing context, and further enabling convergence and integration of stakeholder theory and the entrepreneurship research literature.

ENT: **A Journey’s End: Examining Entrepreneurs’ Decisions to Exit Their New Ventures**

Author: **Frederik Riar**, *U. of Bern*
Author: **David Scott Jiang**, *Elon U.*
Author: **Andreas Hack**, *U. of Bern*
Author: **Franz Kellermanns**, *U. of North Carolina, Charlotte*

This research explores the factors influencing entrepreneurs’ decisions to exit their businesses. It draws upon social cognitive career theory and socioemotional selectivity theory to examine how variations over an entrepreneur’s life-span affect their exit decisions. The study also investigates contingency factors that may alter or mitigate these exit intentions. Finally, it discusses the findings’ theoretical implications and proposes directions for further research in this domain.

ENT: **A Jungian Analysis of Historical Narratives in Family Business**

Author: **Esra Paca**, *Rennes School of Business*
Author: **Paraskevi Dimakou**, *Stockholm School of Economics*

While our understanding of the conscious processes that shape historical narratives in family businesses has grown, there remains an intriguing gap in comprehending the psychodynamic underpinnings of these narratives. Employing a Jungian perspective in a case study of a family business in Turkey, our research aims to uncover the hidden layers of symbolism, archetypes, and the collective unconscious that bring these narratives to life, particularly in cases where they turn into mythologies. In so doing, we gain deeper insights into how myths emerge in the family business profoundly impacting the relationships among members. Our work takes a first step towards utilizing a psychodynamic lens to comprehend the underlying processes that originally shape historical narratives in family firms.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Influences and Transitions

Session Moderator: **Prem Thapamagar**, *U. of Science and Technology of China*

ENT: **Motivation by Role Models: Do They Inspire or Discourage Us?**

Author: **Noor Ul Amin**, *U. of Science and Technology of China*
Author: **Nisar Ahmad**, *school of management, USTC*
Author: **Prem Thapamagar**, *U. of Science and Technology of China*
Author: **Suliman Khan**, *U. of Swat*

While prior research has suggested links between role models and individuals' entrepreneurial career intentions, there is a scarcity of empirical research on the impact of entrepreneurial role models (ERMs) (i.e., positive vs negative) on employees' entrepreneurial career intention (ECI) in SMEs. To address this gap, our study draws on social learning theory conducts two experimental studies to determine the impact of role models in the workplace. We collected data from 216 individuals (i.e., students and employees) in China to analyse the effects of positive role models, and 198 for negative role models. Our findings demonstrate that successful role models have a significant impact on employees' ECIs. Additionally, fear of failure plays a substantial role in diminishing individuals' ECI. We also find that negative role models significantly impact individuals' ECI and should not be ignored while considering the importance of attaining an entrepreneurial career. Our study contributes to the literature by shedding light on the importance of ERMs in shaping employees' ECIs and highlights the role of fear of failure in this process. At last, the study provides implications for educational institutions to widen entrepreneurial practices and strengthen the students' entrepreneurial intentions.

ENT: **No Sticks or Stones, But Words May Forever Hurt Me**

Author: **Andrew Joseph Foley**, *Cornell SC Johnson College of Business*

This paper investigates: 1) the impact of negotiation rationales on the outcomes of initial role negotiations and 2) how these outcomes influence individual turnover rates in that role over time. I argue that the outcomes of these negotiations will leave a lasting "imprint" on the role being negotiated that creates a "zero-sum" dynamic between the turnover of role-creators and their successors. I also argue that this imprinting is more likely to occur when employees resort to certain rationales during these negotiations. Specifically, when role creators employ constraint rationales during their role negotiation, they will tend to be more successful at negotiating the role's parameters to align with their own unique skills; their own turnover will thus be reduced. Future role holders, however, will be disadvantaged because they will have expected (and be equipped to perform) a "typical" role; they will thus experience higher turnover. By contrast, initial employees who resort to disparagement rationales will be less successful in their role negotiations and will thus assume more "typical" roles; their turnover will therefore be higher. Future job seekers should thus be able to perform such roles well because they will align with what is considered "typical" in their industry; their turnover will thus be lower. This paper contributes to the literature on role formation by highlighting how the micro-level dynamics (rationales) of initial role negotiations impact their outcomes. It also contributes to the negotiations literature by both highlighting multilevel mechanisms through which negotiations influence organizational performance and responding to calls to study the long-term, and often unintentional, impacts of negotiation outcomes.

ENT: **Next-Generation Involvement in the Family Business: The Role of Birth Order**

Author: **Mohamed Ashraf Genedy**, *Jönköping International Business School*
Author: **Lucia Naldi**, *Jonkoping International Business School*
Author: **Karin Maria Kristina Hellerstedt**, *Jonkoping International Business School*








Family business studies exploring intergenerational dynamics often suggest that the offspring of business-owning parents typically follow a career path within the parent's business or start their own ventures. While this literature is extensive, it typically treats offspring as a homogeneous group, overlooking potential personality differences. In this study, we address this gap by drawing on birth order theory to examine the differences in the early career choices to join and leave the parent's business among siblings of business-owning parents. Using a unique sample of offspring in Sweden, we employ hazard models and show that later-borns are more likely to join their parent's business compared to earlier-born siblings during their early career stages. However, when the offspring join the parent's business, later-borns are also more likely to leave the parent's business unless the parent's business is underperforming.

ENT: **Opportunities Don't Simply Die: They Hibernate, Metamorph and Reawaken**

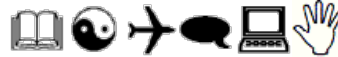
Author: **KANAN ASIF**, *U. of Massachusetts Lowell*
Author: **Michael P. Ciuchta**, *U. of Massachusetts, Lowell*

Throughout the entrepreneurial trajectory, entrepreneurs come across a number of opportunities. A few of these opportunities are pursued while others are abandoned. But what happens to the abandoned opportunities? Do they remain abandoned forever, or can such abandoned opportunities be revived. The purpose of this conceptual paper is twofold. First, building upon the literature in entrepreneurship, innovation, and creativity, this study proposes a novel opportunity lifecycle model which not only explains the lifecycle of ideas pursued, but also explains the life-after-abandonment of the abandoned ideas. This paper further proposes different modes of opportunity abandonment (opportunity death and opportunity hibernation), and theorizes various modes through which abandoned or dead ideas are revived (reawakening of hibernated ideas, metamorphosis, and reincarnation of dead ideas). In this way, this paper explains the transition of ideas from incubation to life and death, and highlights an important source of latent growth in form of hibernated and dead ideas. Lastly, this paper highlights practical implications and provides directions for future research.

KEY TO SYMBOLS

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

Africa's Data in Management Scholarship



Organizer: **Ikenna Stanley-Paschal Uzuegbunam**, *Howard U.*
Organizer: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*
Presenter: **Nnamdi Madichie**, *Bloomsbury Institute London*
Participant: **Paul Igwe**, *Lincoln U.*
Participant: **Luqman Afolabi**, *U. of Kigali*
Presenter: **Ethan Poskanzer**, *U. of Colorado*

This symposium has three related objectives. First, the symposium will highlight the innovative use of African data sources to study organizations. Considering some of the challenges associated with the availability, access, and sustainability of data from Africa, the symposium will feature empirical research studies that have undertaken innovative research approaches to identify and collect data for research. The papers collectively demonstrate viable approaches that researchers are taking toward discovering empirically grounded management insights in Africa. Second, the symposium will offer insight into novel methodologies in the curation and deployment of African sourced data in management research. For example, the symposium will help reveal how the diverse cultures (and languages) in Africa give rise to the development and deployment of novel methodologies in management and organizational settings. Finally, the symposium draws attention to how management and organizational research using African data and methodologies reveal new perspectives about organizations and the future of organizing that are relevant to other managerial contexts outside of Africa. Thus, the symposium offers opportunities to derive implications that challenge prevailing ideas in extant management research.

Non-extractive Research and Data in Management Scholarship in Africa

Author: **Nnamdi Madichie**, *Bloomsbury Institute London*
Author: **Paul Igwe**, *Lincoln U.*
Author: **Luqman Afolabi**, *U. of Kigali*

City Entrepreneurs and Trade Credit: Empirical Insights from an Urbanizing Africa

Author: **Ikenna Stanley-Paschal Uzuegbunam**, *Howard U.*

Does Training Increase Technology Entrepreneurship and Employment in the Long Term?

Author: **Ethan Poskanzer**, *U. of Colorado*
Author: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*

KEY TO SYMBOLS

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

Training Academic Entrepreneurs to Innovate for the Future: Evidence from the I-Corps Program



Organizer: **Donald Siegel**, *Arizona State U.*

Organizer: **Maribel Guerrero**, *Global Center for Technology Transfer, Arizona State U.*

Discussant: **Maryann P. Feldman**, *Arizona State U.*

Discussant: **Demetria Gallagher**, *VentureWell*

In 2011, the U.S. National Science Foundation (NSF) established the Innovation Corps (I-Corps) program, which has become the world's largest entrepreneurial training program for would-be academic entrepreneurs. I-Corps prepares university and federal lab scientists and engineers to extend their focus beyond the laboratory to accelerate the transfer of cutting-edge research into commercial success. As I-Corps has expanded, it has made its presence felt in academic entrepreneurship. There are now ten NSF I-Corps Regional "Hubs," involving over 80 research universities. According to the NSF I-Corps Biennial Report (2021), I-Corps has educated more than 6,500 grant participants from the NSF, National Institutes of Health (NIH), and Department of Energy (DOE), and trained more than 2,300 entrepreneurial teams. These teams are typically small (i.e., three individuals) and include individuals with both scientific and business-related expertise. I-Corps teams have raised more than \$1.2 Billion in subsequent funding for start-up activity. Evaluating the effectiveness of the I-Corps program is critical to its future success since NSF and other federal agencies are looking to expand the program. Duval-couetil, Epstein, and Huang-saad (2022) note that I-Corps has been evaluated in a number of ways, and they suggest a need for alternative evaluation and assessment data that could be used to better understand the effects of regional programs, as well as how those programs might be improved. However, the overarching theme of this symposium is linking entrepreneurship and innovation literature to assess the effectiveness of an entrepreneurship training program (the NSF I-Corps program) on generating potential entrepreneurs (academic entrepreneurs) and show how this program is producing sustainable impacts on society (innovations). Four presentations are included in the symposium, representing different approaches to understanding the critical role of Hubs of I-Corps trainees across the U.S. by reinforcing the fundamental components of the entrepreneurial and innovation process. The presentations in this session illustrate a variety of "micro" and "macro" perspectives on academic entrepreneurship (Waldman, Vaulont, Balven, Siegel, & Rupp, 2022; Siegel & Wright, 2015), including theories of organizational justice; identity; role conflict; ambivalence; championing/leadership; feedback; knowledge spillovers; diversity, equity, and inclusion; business model experimentation; pivoting; strategy formulation and implementation; networks; and team dynamics. Likewise, novel methods to provide evidence and implications. Our session is also inspired by the AOM 2024 theme "Innovating for the future: policy, purpose and organizations" since it deals with a federal program that is targeted to train the next generation of successful academic entrepreneurs. Presentations In the first paper, Nordstom, Siegel, and Opoku highlight the need for better theories and evaluation methodologies for the NSF I-Corps program. In this regard, the authors assert that to better evaluate the effectiveness of I-Corps, it is important to examine the magnitude of knowledge spillovers and improve our understanding of the mechanisms of spillover generation and their impact on entrepreneurial outcomes. To accomplish this, the authors note that their project consists of two phases. In the first phase, they conduct a quantitative analysis of the knowledge spillover effects of I-Corps training on lab members and peers of PIs. In the second phase, they conduct a qualitative analysis of the effects of I-Corps training on the relationships that scientists have with university technology transfer offices, incubators, research parks, funding agencies, donors, investors, and industry, as well as how it affects educational programs (e.g., how they teach and mentor graduate students). This project proposes new theories and methods to understand impacts and provides evidence of outcomes for evaluating the future of the NSF I-Corps program and academic entrepreneurship. This conversation will be extended by exploring the individual level in the next presentation. Tran, Newman, Wiklund, and Bellavitis analyze the impact of diversity on startup success within the NSF I-Corps program. They use social identity theory as their theoretical framework to study how biases are formed, how they evolve, and how they influence the manner in which startups are evaluated, supported, and funded. Their empirical analysis is based on an online survey of NSF I-Corps participants. Their dependent variable is startup success, with the following key independent variables: neurodiversity, specifically attention deficit hyperactivity disorder (ADHD) and autism intensities. Of course, they also include key demographic variables, such as race and gender. Although they are still collecting data, they will present their preliminary findings in Chicago. In the following presentation, Li adds to the conversation regarding the importance of context in the experimentation process, by focusing on the unique science and engineering contexts of the I-Corps program. In particular, since experimentation is an approach that is rooted in the scientific method and familiar to scientific researchers, the author proposes to study how I-Corps teams engage in business model experimentation. To do this, the author plans to collect a large and longitudinal sample from the NSF I-Corps program. First, the I-Corps program is an ideal context for analyzing business model experimentation. Second, through the I-Corps program we will collect not only longitudinal data (pre- and post-entry into I-Corps) but also data for comparison groups (i.e., those that apply but are not selected into I-Corps). This project proposes new theories and methods to understand the business model experimentation and provides evidence of processes, contexts, and outcomes for evaluating the future of the NSF I-Corps program and academic entrepreneurship. Finally, Neupert, Nicholas, and Whitney have two objectives in their study. The first goal is to connect the NSF I-Corps program to the broader entrepreneurial ecosystem of the university. A second goal is to assess the effectiveness of the program, using a national database of I-Corps programs at multiple universities. Their evaluation of the I-Corps program is based on computing change scores for variables related to the Business Model Canvas (BMC) in terms of differences between program participants' understanding of BMC concepts before they participate in the program and their understanding of BMC concepts after they participate in the program. BMC is a nine-cell framework for understanding the important aspects of a business operation, including key resources, key activities, key partners, cost structure, value proposition, channels, customer relations, customer segments, and revenue streams.

New Directions in the Evaluation of NSF I-Corps: The Multilevel Effects of Knowledge Spillovers

Author: **Onnolee Anne Nordstrom**, *North Dakota State U.*

Author: **Donald Siegel**, *Arizona State U.*

Author: **Salome Opoku**, *Arizona State U.*

Diversity in Entrepreneurial Ecosystems: Exploring Interactions of Neurodiversity, Gender, and Race

Author: **Mi Hoang Tran**, *Syracuse U. Whitman School of Management*

Author: **Arielle M. Newman**, *Syracuse U. Whitman School of Management*

Author: **Johan Wiklund**, *Syracuse U.*

Author: **Cristiano Bellavitis**, *Syracuse U. Whitman School of Management*

Business Model Experimentation in the Context of I-Corps Teams

Author: **Yong Li**, *U. of Nevada, Las Vegas*

Entrepreneurial Ecosystems and Academic Entrepreneurs: A stage model of training and development

Author: **Kent Neupert**, *Boise State U.*

Author: **Karen Nicholas**, *Boise State U.*

Author: **Michael Whitney**, *Boise State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

COVID-19 & Its Effects in Healthcare

Session Moderator: **Anand Bhardwaj**, *McGill U. - Desautels Faculty of Management*

HCM: **Leading from the Frontline: Autonomy and Improvisation in a Hospital During Times of Crisis** 

Author: **Anand Bhardwaj**, *McGill U. - Desautels Faculty of Management*

Author: **Samer Faraj**, *McGill U.*

How organizations coordinate a unified response under system-wide disruption impacting multiple units in different ways is a crucial question for healthcare organizations today. To address this question, we report on a qualitative field study of a frontline hospital over the course of the 2020-2022 COVID-19 pandemic. Our findings reveal that such crises require multiple extended coordinated response processes where central coordinators assign new work, prioritize resources, and modulate the autonomy and improvisational ability of multiple organizational sub-units to mount organization-wide responses. We contribute to healthcare management and coordination research by offering a process model for coordinating responses to broad-scale disruption that leverages local knowledge and resourcefulness of experienced hospital personnel under conditions of disruption, and allows for standardization and refinement as disruptions are resolved or normalized.

 HCM: **We Need an Expert! How Expertise on Boards Changes in Crisis**   

Author: **Sasmira Matta**, *The Wharton School, U. of Pennsylvania*

Research has indicated that boards are both important for times of crisis and that boards experience heightened turnover during crisis. This study extends previous literature by aggregating individuals on boards into categories of professional expertise to assess turnover at the level of expertise instead of at the level of an individual. Using a novel dataset of board membership from local boards of health (LBOH), the boards of local health departments in the United States, I show that the composition of professional expertise on LBOH shifts following the start of the COVID-19 pandemic. Specifically, there is a substitution of non-health/science professionals with health professionals. With expertise shifting to align with the health crisis, I show that boards are potentially helpful during crisis because of their ability to reconfigure to acquire the appropriate expertise. I also show that shift in the composition of professional expertise are moderated by crisis severity, political ideology, and team familiarity.

HCM: **A Population Health Approach: An Organizational Case Study of Mental Models Among Hospital Leaders**

Author: **Braeden Terpou**, *Institute for Better Health, Trillium Health Partners*

Author: **Marissa Bird**, *Trillium Health Partners*

Author: **Diya Srinivasan**, *Institute for Better Health, Trillium Health Partners*

Author: **Shalu Bains**, *Trillium Health Partners*

Author: **Laura Rosella**, *Institute for Better Health, Trillium Health Partners*

Author: **Laura Desveaux**, *Institute for Better Health, Trillium Health Partners*

The COVID-19 pandemic thrust health systems worldwide into levels of unprecedented strain. As the pandemic waves recede, a new challenge emerges—addressing the healthcare needs of a growing population against the backdrop of historical backlogs, worsening access, and health system burnout. This reality has prompted many hospitals to revisit their strategic plans with an emphasis on modernizing healthcare delivery. Some hospitals have opted for a population health approach, which encompasses the delivery of acute care along with proactively promoting the overall health of the population. The successful execution of this approach requires aligning health system leaders' comprehension of this approach and its operationalization. In this qualitative case study, we interviewed 13 senior leaders at a large community hospital to explore their perspectives and beliefs regarding the operationalization of a population health approach. We found varying accounts of the approach's value, benefits, and importance, highlighting an opportunity to align leaders' thinking. Leaders identified the organization's low risk tolerance and decision-making structures as cultural aspects requiring evolution to support success. These findings illustrate the current state from which the organization aims to evolve and underscore the importance of identifying and aligning leaders' underlying perspectives and beliefs as a precursor to successful implementation.

 HCM: **The Frame Matters: Leaders' Optimistic Realism During Crisis**

Author: **Michaela Kerrissey**, *Harvard U.*

Author: **Ingrid Nembhard**, *The Wharton School, U. of Pennsylvania*

Author: **Amy C. Edmondson**, *Harvard U.*

Leadership behavior can affect employees' ability to perform and thrive in organizational situations characterized by intense challenge or stress. We draw on the literatures on framing and on crisis to develop a leadership concept, optimistic realism, that describes a particular way of framing a situation. We define optimistic realism as the tendency to speak candidly about work challenges, while projecting a hopeful stance about the future. We hypothesize that leader behaviors that frame the situation with optimistic realism enable workers to learn, remain committed, and adapt. Leveraging survey data from clinicians in intensive care units across two time points during the early years of the COVID-19 pandemic (n=557 and n=153, respectively), we find that healthcare workers whose leaders convey both optimism and realism to a greater degree – comprising the optimistic realism construct – report more proactive learning, greater intent to stay with the organization, and less burnout, relative to those reporting low on both (all p-values <.01), and these relationships persist over time. Relative to workers whose leaders are low on both, workers with leaders who emphasize one dimension over the other report greater intent to stay but similar levels of proactive behavior, and different burnout effects. Our findings contribute to the crisis management and healthcare management literatures by identifying leader framing as a factor in mitigating adverse effects of crisis (e.g., less proactive learning), and by identifying optimistic realism as an effective frame for this goal. We discuss implications for healthcare leadership practice, where challenge is increasingly common.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Strength of Networks in Healthcare

Session Moderator: **Daniele Mascia**, *Luiss Guido Carli U.*

HCM: **Social Networks and Leadership in Health Care Organizations: Brokerage, Diversity, and Gender**

Author: **Daniele Mascia**, *Luiss Guido Carli U.*

Author: **Luca Giorgio**, *U. Europea di Roma*

This study examines the relationship between the structure of intra-organizational advice networks and leadership in health care organizations. Drawing on social network theories and network-based approaches to leadership, we propose that health professionals' structural brokerage, the diversity of their network contacts, and gender are related to their leadership, as perceived by other organizational members. We collected demographic, social network and leadership data from a population of health care professionals in a large, top-tier local health authority in the Italian National Health Service. The results show that the structural brokerage and network diversity – i.e., advice relations that span different professional groups – of health care professionals positively affect their likelihood of being perceived as leaders by other organizational members. We also find that gender moderates the relationship between brokerage and leadership, such that female brokers are more likely than men to be perceived as leaders. The present findings are relevant to the literature on leadership and social networks, as they identify the role that individual and network characteristics play on the emergence of informal leaders in health care organizations.

 HCM: **It Does Not Add Up: A Mixed-Methods Study of Collaborative Healthcare Networks**  

Author: **Maïke Vanessa Tietschert**, *Erasmus School of Health & Policy Management, Rotterdam*

Author: **Daan Westra**, *Maastricht U.*

Inter-organizational collaboration in networks is the preferred approach to address the complex challenges the healthcare sector faces, as well as to deliver high value health services. Research on inter-organizational networks has flourished but remains conceptually and empirically siloed. Using a sequential mixed-methods design, this study answers recent calls for multi-level studies of healthcare networks. We first quantitatively model system-oriented patient sharing networks using claims data of 48 thousand dementia patients in 31 regions in the Netherlands across three years. We subsequently conducted qualitative interviews in two of these regions to understand actors' perception of their network structure and how they purposefully collaborate within these ties. Our quantitative results reveal low density and high centralization of networks, albeit with some variation, across the 31 networks in our sample within a given year. Over time, these structural features remain very stable however. Our qualitative results furthermore indicate that actors deliberately collaborate in various purpose-oriented networks including a small subset of actors and that important actors, such as social care providers and informal caregivers, are missing from the claims-based network. Networks represent a supra-organizational structure, transcending traditional organizational boundaries. However, our results suggest that paradoxically, delving into any network fails to yield a comprehensive understanding, despite the inherent purpose of conducting network analysis to attain such insights. Consequently, most network perspectives represent inherently incomplete perspectives, highlighting the intricate nature of interconnected systems and the challenges associated with capturing their entirety.

HCM: **Seeing the Forest for the Trees: Towards Uniform Measurement of Purpose-Oriented Healthcare Networks**  

Author: **Robin Peeters**, *Maastricht U.*

Author: **Daan Westra**, *Maastricht U.*

Author: **Rachel Gifford**, *Maastricht U.*

Author: **Niels Hameleers**, *Maastricht U.*

Author: **Joerg Raab**, *Tilburg U.*

Author: **Larry R. Hearld**, *U. of Alabama, Birmingham*

Author: **Dirk Ruwaard**, *Maastricht U.*

Purpose-oriented networks the dominant organizational form to address healthcare's grand challenges. While research on networks has proliferated, many of them still fail. The research field on networks is fragmented, assessing different determinants of network effectiveness in different ways, using low samples, and without comparability between studies. To address these shortcomings, this paper aims to standardize the measurement of purpose-oriented healthcare networks and lay the foundation for a questionnaire that can systematically measure the determinants of networks. This study consists of three phases: 1) systematic literature review of the questionnaires used to assess purpose-oriented networks in healthcare; 2) identify relevant questionnaires from adjacent literature; and 3) review the psychometric properties of the included questionnaires. Our results show that, articles in healthcare report badly on the psychometric properties of used questionnaires. Additionally, they often use questionnaires that are developed for the sole purpose of one article or other instruments that have no tested psychometric properties, even though questionnaires with good psychometric properties are available in general management and public administration literature. We encourage scholars to use existing constructs that have indications of good psychometric properties if they are available combining process, structure, and context determinants, and outcomes to study their interrelatedness. If no construct is available, scholars should rigorously develop and test new constructs according to widely available scientific guidelines. Finally, researchers should continuously assess the psychometric properties of constructs when using them in different circumstances (e.g. context, respondents).

HCM: **Corporatization, Management Autonomy, and the Mediating Role of Clientelism**  

Author: **Maryam Zahmatkesh**, *Royal Holloway School of Business and Management*

Author: **Ian Kirkpatrick**, *U. of York Management School*

Corporatization reforms in the public sector are now a global phenomenon, although research highlights the gap between rhetoric and reality. While corporatisation offers to increase the formal autonomy of public organisations and their managers, in practice greater autonomy is often not realised. However, our comparative understanding of these reforms and the role of national, institutional and cultural conditions remains under-developed. In this paper we address this concern focusing on the mediating role of clientelism and patronage. As an empirical case we focus on the experience of corporatisation in the Iranian healthcare sector where management relationships are heavily influenced by patronage networks. Our analysis of two public hospitals highlights the contrasting way patronage networks shape the degree of autonomy experienced by managers. While in one hospital the patronage system facilitated autonomy, in the other managers felt less empowered. We conclude by arguing that more attention should be given to the role of patronage and clientelism in understanding the nature and impact of NPM reforms, especially in developing country contexts.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Healthcare Provider Engagement

Session Moderator: **Tiago Rodrigues Gonçalves**, *ISEG/ULisboa*

HCM: **Anonymity and Healthcare Worker Engagement in Creativity: A Field Experiment and Interview Study (WITHDRAWN)**  

Author: **Olivia Jung**, *U. of California, Los Angeles*
Author: **Paula McCree**, *Massachusetts General Hospital / Harvard Medical School*
Author: **Hiyam Nadel**, *Massachusetts General Hospital / Harvard Medical School*

Bridging literatures on creativity and open innovation in the healthcare context, we asked: Does anonymity help or hinder employees' willingness to engage in creativity via an open innovation mechanism? We partnered with the Nursing and Patient Care Services of a hospital in the United States that organized an innovation contest, inviting over 8,800 nurses, health professionals, and support staff (e.g., medical assistants, environmental services staff) to submit ideas to improve the organization of health services. We conducted a field experiment, in which treated employees were told that ideas would be shared anonymously, and untreated employees were told that names and roles will be attached to ideas. To account for unintended spillover effects, randomization took place at individual and work-area levels. We then interviewed 14 employees from the same hospital to understand the experimental results. Anonymity was not found to be a universally effective motivator that spurs creativity among all employees. Instead, anonymity had a differential impact based on one's role and position. Support staff, who sit lower in the organizational and occupational hierarchies, were less likely to engage in creativity via the innovation contest compared to other roles, but their engagement increased with the promise of anonymity. For these employees, anonymity helped them to feel that their ideas would be taken seriously and assuaged any fear of retaliation associated with idea sharing. In contrast, middle managers were more likely to engage in creativity, but their engagement decreased with the anonymity treatment. The desire to be acknowledged for ideas meant they wanted their ideas to be identifiable. Considering the organizational context and how it shapes employees' beliefs about engaging in creativity is critical when trying to motivate engagement in creativity. Our findings suggest that one needs to deeply consider the organizational context and embedded roles when deploying incentives to increase employees' engagement in creativity.

HCM: **Socially Complex Configurations of Workplace Happiness in Healthcare: Across and After the Pandemic** 

Author: **Tiago Rodrigues Gonçalves**, *ISEG/ULisboa*
Author: **Carla Curado**, *ISEG (Lisbon School of Economics & Management), U. de Lisboa*
Author: **Lucía Muñoz-Pascual**, *IME, U. de Salamanca*

The COVID-19 pandemic presented healthcare professionals with extraordinary challenges, prompting a critical examination of managerial practices that can enhance their well-being, particularly in the context of workplace happiness. Drawing on the foundations of Positive Psychology, this research delves into the psychosocial intricacies surrounding workplace happiness among healthcare professionals. We employ configurational analyses based on a set-theory rationale, exploring individual differences, social meaning (measured by the quality of social networks and competitive culture), and a sense of purpose (influenced by ethical leadership) as factors shaping workplace happiness. We follow a longitudinal approach, aligned with the WHO's pre- and post-lockdown recommendations, to address empirical gaps and contextual differences, using a fuzzy-set qualitative comparative analysis. Therefore, we empirically analyze configurations influencing workplace happiness among Portuguese healthcare professionals during the pandemic ($n = 179$) and in a subsequent post-pandemic follow-up ($n = 153$). The findings reveal variations in configurations leading to the presence or absence of workplace happiness among professionals during and after the pandemic, contributing to distinctions that underscore adaptive needs that can influence managerial intervention. We discuss practical implications for preventive measures, emphasizing the dynamic nature of managerial strategies during crises and contributing valuable insights for future crisis management in healthcare settings.

HCM: **Workplace Incivility in Caregiving: Relations to Work Motivation and Psychological Need Satisfaction**   

Author: **Tomas Jungert**, *Lund U.*
Author: **Kristoffer Holm**, *Malmö U.*

Workplace incivility is a pervasive issue with implications for employee well-being. Drawing upon Self-Determination Theory, this study explores the association between experienced workplace incivility, need satisfaction, and work motivation and investigates whether workplace incivility is negatively associated with autonomous work motivation. We hypothesize that experiencing workplace incivility will diminish autonomous work motivation. A sample of 481 employees in the healthcare sector participated. Data were collected through strategic sampling. The results indicate that experienced incivility negatively impacting need satisfaction. Extrinsic motivation was associated positively with experienced incivility and negatively with competence need satisfaction. The relations between workplace incivility and extrinsic, introjected, and intrinsic motivation were statistically mediated by competence need satisfaction. These findings shed light on the complex interplay between workplace incivility, need satisfaction, and work motivation within caregiving professions, offering valuable insights into organizational practices and future research.

Author: **Ashleigh Allgood**, *U. of Alabama, Birmingham*

Author: **Katherine A. Meese**, *U. of Alabama, Birmingham*

Author: **David Warner**, *U. of Alabama, Birmingham*

Author: **Cindy Cain**, *U. of Alabama, Birmingham*

Author: **Magdalena Szafarski**, *U. of Alabama at Birmingham*

The COVID-19 pandemic significantly disrupted healthcare systems globally, presenting challenges for healthcare professionals. This study explores the impact of the pandemic on healthcare workers' trust in leaders, comparing acute 2021 and more stable 2022 periods. It investigates how moral distress, organizational change, belongingness, and perceived organizational support influenced trust in supervisors and senior leaders across these phases. Using anonymous survey data from a Southeastern U.S. academic medical center, responses from 2,991 professionals in 2021 and 2,581 in 2022 were analyzed. The study employed ordinal logistic regression to assess the relationship between trust and various factors, while accounting for demographic variables. Results revealed a decline in trust towards leadership, particularly in senior leaders (59% in 2021 to 54% in 2022). Moral distress from patient care challenges and rapid organizational changes negatively influenced trust. In contrast, a sense of belongingness and perceived organizational support positively impacted trust levels. These relationships were significantly different between the two pandemic phases. In conclusion, healthcare workers' trust in leadership eroded during the pandemic, influenced by care experiences and organizational support perceptions. Enhancing staff wellbeing and fostering belongingness could bolster trust in leaders, underscoring leadership's role in nurturing workplace trust and institutional resilience during crises.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Reclaiming the Past to Shape the Future: Examining Diversity, Equality, and Inclusion in South Asia



Organizer: **Ravi Ramani**, *Morgan State U.*
Organizer: **Samina M. Saifuddin**, *Morgan State U.*
Organizer: **Rana Haq**, *Laurentian U.*
Organizer: **Isis Olimpia Gutierrez Martinez**, *U. de las Américas Puebla*
Presenter: **Samina M. Saifuddin**, *Morgan State U.*
Presenter: **Sana Ahmed**, *Henley Business School, U. of Reading, United Kingdom*
Presenter: **Alina Spanuth**, *U. Autónoma de Barcelona*
Participant: **Kaushal Sapkota**, *U. of Oregon*
Participant: **Biswash Chepang**, *King's College Kathmandu, Nepal*
Participant: **Bhawana Shrestha**, *My Emotions Matter*
Presenter: **Faria Rashid**, *George Mason U.*
Presenter: **Hyunji Yi**, -
Participant: **Jahnvi Pandya**, *U. of Iowa*
Participant: **Kun Wang**, *U. of Iowa*
Participant: **Jiyoung Shin**, *U. of Iowa*
Participant: **Khushi Khan**, *U. of Delhi*
Participant: **Saba Rasheed Ali**, *U. of Iowa*
Presenter: **Salma Akther**, *Louisiana State U.*
Presenter: **MUHAMMAD RUHUL AMIN**, *PhD in Management Candidate*

Global shifts in the geopolitical, environmental, demographic, and technological landscape are introducing unprecedented levels of uncertainty into labor markets and employment relations. With the world waiting for answers, the onus is on management scholars to offer new theoretical approaches and evidence-based insights that might allow managers, policymakers, and labor leaders to more effectively and collaboratively meet the challenges presented (AOM, 2022). This global shift also demands that organizations and organizational scholars pay greater attention to diversity, equity, and inclusion (DEI) practices. Research on DEI practices has been conducted primarily on mono-cultural Western-oriented or “WEIRD” (i.e., Western, Educated, Industrialized, Rich, & Democratic; Henrich, 2021) countries (Nishi & Zbilgin, 2007; Rad et al., 2018). However, legislative frameworks, political, societal, religious, and governance factors result in DEI practices that vary from country to country and differ considerably from the West (Zbilgin & Syed, 2010; Klarsfeld et al., 2022). Countries in the South Asian region—Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, and Sri Lanka—are multicultural developing economies that vary widely along various factors, including education, democracy, and degree of industrialization, among others. The South Asian region is also home to three (i.e., India, Pakistan, & Bangladesh) of the world's most-populated countries (Neufeld, 2021; Worldometer, 2023), and has become increasingly critical to the global economy (IMF, 2019). Yet, there is a dearth of research on DEI in South Asia (Saifuddin et al., 2022; Syed & Pio, 2013), which not only restricts our knowledge, but also hampers our field's ability to provide guidance to organizations, governments, and other stakeholders on how to structure and implement effective DEI policies and programs.

Decolonizing the Mind: Reclaiming the Past to Reframe the Future

Author: **Samina M. Saifuddin**, *Morgan State U.*

Striving for Inclusive Organizations—The Importance of Context: Evidence from MNC Subsidiaries

Author: **Sana Ahmed**, *Henley Business School, U. of Reading, United Kingdom*

Contextualizing the Wheel of Privilege in the Case of Nepal

Author: **Alina Spanuth**, *U. Autónoma de Barcelona*

Symbolic Women's Leadership in Bangladesh: Combating the Patriarchal Culture and Mindset

Author: **Faria Rashid**, *George Mason U.*

Author: **Samina M. Saifuddin**, *Morgan State U.*

Comparing Women's Workforce Diversity, Equality, and Inclusion in South and East Asia

Author: **Hyunji Yi**, -

Embracing Diversity: South Asian Organizational Traditions and Lessons for Global DEI Practices

Author: **Salma Akther**, *Louisiana State U.*

Author: **MUHAMMAD RUHUL AMIN**, *PhD in Management Candidate*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Managing Cross-Border Partnerships

Session Moderator: **Marília Schocair**, *U. of São Paulo (FEA-RP/USP)*

IM: Proximities, Trust and Distrust in Alliances: A Review and Research Agenda

Author: **Marília Schocair**, *U. of São Paulo (FEA-RP/USP)*
Author: **Simone Galina**, *U. of Sao Paulo*

Since the proposals made by Boschma in 2005, the interrelationship between trust and proximity has been undeniable. However, with the advancement of both literatures over the years, new questions have emerged about the role of these constructs in the practice of international alliances. This article aims to conduct an in-depth review of these themes and correlate them, including the dimension of distrust that has been suppressed from previous analyses. To illustrate our arguments, we present a model that theoretically portrays the possibilities of different configurations of these constructs. We close the discussion with propositions and a research agenda.

IM: Explaining IJV Partner Withdrawal: The Effect of Partner-Specific Dynamics

Author: **Hamza Aib**, *U. of M'sila*

This research examines partner-specific factors on the abrupt withdrawal of partners in international joint ventures (IJVs). Drawing upon legitimacy theory, we hypothesize that local state participation and business-relatedness between IJV partners have negative effects on the occurrence of abrupt IJV partner withdrawal. Additionally, we hypothesize that business-relatedness leads to abrupt IJV partner withdrawal when the local partner is state-owned, and the market performance of the IJV partners is symmetric. Using event history analysis on a dataset of French-foreign joint ventures (JVs), our findings demonstrate that local state participation has a mitigating effect on the likelihood of both partial and entire abrupt IJV partner withdrawal. Surprisingly, our results indicate an insignificant relationship between business-relatedness among IJV partners and abrupt IJV partner withdrawal. Nevertheless, our findings reveal that business-relatedness leads to the entire abrupt withdrawal of IJV partners when the local partner is state-owned and the market performance of the IJV partners is symmetric.

IM: Influence of Host Governance and Investment Environment on MNCs' Innovative Partnership Strategies

Author: **YICHI HSIAO**, *National Central U.*
Author: **Chun-Ping Yeh**, *National Taiwan U. of Science and Technology*








This study investigates how host country governance and investment climate impact multinational corporations' (MNCs) choice of R&D partners, a topic less examined in existing literature. Drawing from the transaction cost perspective and a behavioral theory of the firm, we analyzed data from 1,980 non-service sector MNCs in Taiwan (2007-2012), totaling 4,921 observations. The results reveal varying partner preferences based on MNCs' satisfaction with the host country's governance and investment conditions. Higher governance satisfaction led MNCs to choose partners within the value chain, while high investment environment satisfaction saw MNCs select third-party consultants or research centers as partners. Furthermore, MNCs performing poorly were less likely to source technology from parent firms, instead favoring external consultants or research centers during negative performance periods. This research offers new insights into MNCs' partner selection and practical implications.

IM: How MNEs Partner with Local Organizations in a Least Developed Economy

Author: **Mohammad Rana**, *Aalborg U. Business School*
Author: **Matthew Allen**, *Manchester Metropolitan U. Business School*
Author: **Jiajia Liu**, *Huddersfield Business School, U. of Huddersfield, UK*

Attracting more 'quality' inward foreign direct investment (iFDI) is a key policy aim in many least developed countries (LDCs). Such investment may benefit local firms, enhance economic growth, and have societal advantages. Undertaking a comparative institutional analysis, we seek to explain why some multinational enterprises (MNEs) adopt policies and practices that are likely to have greater host-country benefits. We examine how institutions condition a) two MNEs, one Danish and one British, that both operate in the pharmaceutical industry, and b) the quality of their FDI in Bangladesh, an LDC. Home-country macro-level institutions constitute our focal firms, moulding our focal firms' decisions and interaction with local organizations. Our research contributes to institutional theory by highlighting how institutions condition the mechanisms that constitute and generate quality iFDI, revealing how a seemingly distant institution within MNEs home countries shapes and underpins the enactment of practices and mechanisms at the micro level in a host country.

KEY TO SYMBOLS

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

IM Division Georgetown Best Paper in International Business and Policy Award

Session Moderator: **Ari Van Assche**, *HEC Montreal*

Award Winners will be announced at the IM Division Awards and Recognition session.

IM: Emergence of Guinness's Corporate Political Activity to Regulatory Change

Author: **Aleksi Niittymies**, *Aalto U., Department of Management Studies*

Author: **Kalle Pajunen**, *Tampere U.*

Author: **Ewald Kibler**, *Aalto U.*

Drawing from the rich historical case of Guinness's responses to updates in Australian customs regulations in 1924, we unpack the interrelated dynamics of MNEs' corporate political activity (CPA) responses in the face of regulatory shock. We provide a model of how an MNE's CPA responses evolve at the level of individual managers. Our model specifically explains how (1) the strategic choices emerged in the tension between two actor groups who had distinct roles and motives and crucially influenced the trajectory of these responses; (2) the process was driven by the interrelated dynamics of strategic responses, where any given response shaped other responses' boundaries, motivations, and goals; (3) the distinction between materialized and considered (i.e., non-materialized) strategic responses played a significant role. In conclusion, we discuss how our theoretical insights advance the CPA literature concerning MNEs' political activities.

IM: Leaving the Backseat: The Active Role of Multinational Firms in China-US Decoupling

Author: **Anne Jamison**, *Copenhagen Business School*

Author: **Harald Pühr**, *U. of Innsbruck*

The decoupling between China and the United States has become a major topic in the context of deglobalization. Several studies have explored the factors that drive decoupling and analyzed its implications for multinational firms. However, in most cases, firms are portrayed as passive actors who are left to deal with the consequences of this process. To address this issue, we propose a framework that describes decoupling as a bargaining process between firms and states. We start by outlining a bilateral bargaining framework and then expand it to a bicentric framework involving firms and their home and host country governments. In this framework, decoupling is determined by relevance and agency. Relevance refers to whether governments want firms to decouple, and agency refers to whether firms can avoid doing so. Our exploratory data analysis shows that this framework aligns with the decoupling behavior of US multinational enterprises.

IM: Holding Back the Damage: Strong Political Institutions and the Effect of Populism on Business Invest

Author: **Margherita Corina**, *NEOMA Business School*

Author: **Alfonso Carballo-Perez**, *NEOMA Business School*

Populism is a political phenomenon which attempts to harness existing institutions for populist ends, a goal which can have deleterious consequences for business. But can national institutions resist this pressure and mitigate the damage done to firms? This paper investigates how the rise of governments with populist ideology influences corporate investment, unraveling the intricate connection between a country's political institutions and the investment behavior of companies. Based on a data set covering more than 35,000 companies from 41 countries spanning the period 1995 to 2021, we show that the detrimental influence of populist ideology on corporate investment is less harmful for firms investing in countries with greater checks and balances, manifested in electoral systems, judicial independence, and government accountability. This result is robust to several specifications, including addressing potential endogeneity concerns arising from uncertainty generated by previous waves of populist electoral success. Our work shows that populism may, on average, be bad for business but that strong institutions may mitigate these effects.

IM: Wish You Weren't Here: Tax Havens, Corruption, and the Reputation Damage of the MNE

Author: **Stephen Brammer**, *U. of Bath*

Author: **Chris Michael Jones**, *Aston U.*

Author: **Giulio Nardella**, *ESCP Business School*

Author: **Yama Temouri**, *Khalifa U., Abu Dhabi, UAE*

Whilst tax haven use by multinational enterprises (MNEs) is often associated with economic and societal harm, studies have theorized a limited relationship between tax haven use and corporate reputation. This is surprising, given the wealth of evidence which illustrates how corporate reputations are frequently damaged following socially and economically harmful MNE activity. To advance our understanding, this study focuses on the underexplored heterogeneity associated with tax havens, specifically - their location characteristics. Drawing on attribution theory and the country reputation perspective, we theorize and explain how MNE engagement with tax havens and countries characterized by corruption, shape stakeholder perceptions, thereby heightening reputation risks. Our longitudinal analysis, involving 1,961 tax haven subsidiaries of 326 MNEs, supports our theorizing. Among our principal contributions, this paper advances theory regarding the informal regulation of tax haven use and the dark side of international business.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

International Entrepreneurship in the Digital Age

Session Moderator: **Haishan Yuan**, *Ivey Business School*

IM: A Quasi-Experimental Study of Cross-Border Web-search Traffic to E-commerce Amidst Regional Unrest   

Author: **Rui Yang**, *Tongji U.*

Author: **Xinran Joyce Wang**, *Zicklin School of Business, Baruch College, City U. of New York*

In an era marked by both de-globalization trends and the rise of digital internationalization, this paper presents a novel perspective on how regional armed conflicts may paradoxically facilitate international expansion via digital e-commerce platform. Challenging traditional views that associate geopolitical tensions with reduced international business involvement, this study reveals an unexpected catalyst for cross-border customer acquisition through digital internationalization. Utilizing a difference-in-differences quasi-experimental design, we examine the impact of the breakout of Russia-Ukraine conflict escalation on the international web-search traffic of conflict-affected European e-commerce websites in countries adjacent to Russia and Ukraine, compared to their non-adjacent counterparts. Our findings challenge accepted wisdom and highlight a novel form of international involvement that thrives amidst geopolitical strife, offering insights into the evolving dynamics of how digital e-commerce platforms thrive in and exploit geopolitical disruptions, enriching our understanding of IB theory in the digital age. Our research contributes to the literature in geopolitical tensions in international business, new forms of international market entry, and digital internationalization process.

IM: Do Informal Economy Drivers 'Gig It'? Persistence of Informal Economy in the Face of Digitization 

Author: **Anna Lamin**, *Northeastern U.*

Author: **Maral Muratbekova-Touron**, *ESCP Business School*

Author: **Saule DYUSSEMBINA**, *Bang College of Business, KIMEPU.*

We examine how the entry of gig-economy platforms in developing markets affects informal economy participants. Some advantages of gig-economy platforms such as flexibility and low entry barriers already exist in informal economies. But others such as algorithmic matching, bring greater efficiency to a largely unstructured market, suggesting that informal economy participants should join platforms. However not all do. Why do some informal economy participants choose to compete against gig-economy platforms rather than join them? Drawing and extending on the concept of social capital, we hypothesize that informal economy participants with greater horizontal and vertical social capital will eschew platforms entirely. Horizontal social capital develops between informal participants in the form of relational networks while vertical social capital forms between participants and customers. We examine what happened to Kazakhstan's informal taxi market after Uber and Yandex.Taxi entered the market. We survey 220 drivers to find out why some drivers chose to avoid the platforms entirely. We find support for our arguments suggesting that social capital created in the informal economy can offset the benefits of gig-economy platforms in developing markets, adding to our understanding of how digital technologies transfer to dissimilar contexts.

IM: Exploring how Big Data Analytics Influences the Degree of Internationalization  

Author: **Chi Vu**, *Durham U. Business School*

This study examines the impact of Big Data Analytics (BDA) utilization on firms' international performance, particularly the degree of internationalization. Departing from conventional approaches, we explore the determinant of internationalization through the lens of BDA utilization. Our research addresses the interactions between BDA utilization and technological discontinuity, performance feedback, and organizational legitimacy, shedding light on their distinct roles in shaping internationalization outcomes. By introducing an inertia perspective, we uncover a negative interaction between performance feedback and BDA, influencing internationalization. The study also reveals the inhibiting effect of institutionalization inertia resulting from the interaction between BDA utilization and organizational legitimacy. Moreover, we identify organizational technological discontinuity as a crucial boundary condition enhancing international success for BDA-utilizing firms. Our findings offer valuable insights into the evolving landscape of BDA and international business, benefiting academics, practitioners, and policymakers.

IM: Institutional Antecedents of Business Model Innovation in Emerging Digital Cultural Industries   

Author: **Irina Mihailova**, *U. of Eastern Finland*

Digital technologies triggered transformation of cultural consumption and production, particularly in emerging sectors where firms rely on digital and innovative business models to target international markets. Being enabled by global technological changes, firms' business model innovation (BMI) also requires creativity shown to be embedded in local cultural norms and values. However, the knowledge on BMI, creativity, and internationalization is fragmented across the literature. Particularly, there is a lack of understanding about home country's antecedents of international BMI in digital cultural sectors. Employing institutional theory and creativity lenses, I follow an inductive theory-building approach to examine institutional antecedents of BMI through case study research of Finnish firms in mobile gaming and digital education sectors. Findings reveal that these firms rely on collective and collaborative creativity embedded in socio-cultural networks and driven by perceptions of country-of-origin strengths in development of their international BMI. Formal institutions support Finnish firms not only financially, but also by strengthening socio-cultural practices across industry networks. The tight alignment between formal and socio-cultural institutions creates favorable conditions for Finnish firms to engage in international BMI. These insights contribute to the research on creativity and innovation by delineating novel concepts of collective and collaborative creativity; expands the explanatory power of country-of-origin impacts from a producer perspective and contributes to the institutional literature by detailing the case of institutional reinforcement that supports BMI in emerging digital cultural industries.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

When do Political Disruptions Lead MNEs to Divest?

Session Moderator: **Klaus Meyer**, *Ivey Business School*

IM: Foreign Divestment in the Shadow of Political Regime Collision: An Event History Analysis → 🖨️ 🙋

Author: **Peng Wang**, *BNU-HKBU United International College*
Author: **Chenguang Hu**, *BNU-HKBU United International College*
Author: **Andrew Delios**, *National U. of Singapore*

Political confrontation is drawing increasing attention along with the rise of de-globalization. However, it remains a mystery whether the ideological and political regime confrontation has been active in the era of globalization. Based on the social identity theory, this study proposes that the strength of a foreign subsidiary's political regime identity and thus the probability of foreign divestment will be higher if the political regime distance between the home and host countries is greater. Moreover, subsidiary-level factors (i.e., local state equity and foreign parent size) and institution-level factors (i.e., regional ideological strength and geographical dispersion) will shape the strength of foreign identity in different ways. The hypotheses are largely supported by a survival analysis based on a sample of Sino-foreign international joint ventures in China. Overall, the study fine-tunes political differences by narrowing the scope to political regime distance and verifies the silent but persistent political confrontation in the era of globalization.

IM: Conflict Historical Failed Peace, CEO Past Focus, and Multinationals' Responses To Host-Country Wars (WITHDRAWN)

Author: **Chang Liu**, *Chinese U. of Hong Kong*

This paper studies how failed peace—instances when an armed conflict enters a period of peace (i.e., a period of inactivity characterized by the absence of conflict) but then recurs—in a conflict's historical progression influence multinational enterprises' (MNEs') divestment responses to the conflict when it is currently active. I argue that instances of failed peace, especially repeated failures in a conflict's history erode decision-makers' confidence in the complete resolution of the conflict and sustained post-conflict peace. Such negative perceptions make MNE decision-makers even more likely to decide to divest exposed subsidiaries in response. I further propose that the moderating effect of a conflict's past instances of failed peace on MNEs' current responses to the conflict is stronger when MNE CEOs have a stronger past temporal focus, a cognitive attribute that makes CEOs more likely to attend to the past for information and generalize past observations to future inferences. Analyses using a sample of S&P 1500 firms and their foreign subsidiaries over 2004-2014 support my hypotheses. My findings are robust to the possible confounding effect of conflict duration, and are consistent irrespective of the reasons leading to the periods of peace.

IM: The Fleeting Distance: Speed of Institutional Distance Change and MNEs' De-Internationalization

Author: **YUMIN CAO**, *U. of Macau*
Author: **Lin Yuan**, *U. of Macau*
Author: **Xiaoyun Chen**, *U. of Macau*

Institutional distance plays a pivotal role in shaping the de-internationalization decisions of multinational enterprises (MNEs). The dynamic view of institutional distance takes time into consideration, which leads to the speed of institutional distance change, rather than static institutional distance between the home country and the host country. Drawing upon institutional theory, This study examines the impact of the speed of institutional distance change on MNEs' de-internationalization process and investigates the mechanisms through which MNEs can achieve profitability from divestment, particularly during periods of institutional distance change. To conduct our empirical analysis, we construct a comprehensive dataset encompassing Chinese MNEs from 1992 to 2019. Through the application of fixed-effects regression analyses, we provide robust evidence supporting a positive influence of the speed of institutional distance change on MNEs' de-internationalization. Furthermore, we find that the speed of institutional distance change acts as a moderator in the relationship between de-internationalization and firms' performance. These findings contribute to our understanding of the dynamic nature of institutional distance and highlight the potential benefits of MNEs' profitability in the face of bilateral uncertainty.

IM: Navigating in Times of Massive Global Uncertainty: MNEs Performance in the Wake of Rare Events

Author: **Alfonso Carballo-Perez**, *NEOMA Business School*
Author: **Margherita Corina**, *NEOMA Business School*

An important body of literature on Global Strategy underscores the distinct advantages that multinational companies possess over their domestic counterparts in mitigating uncertainty through diversified corporate decision-making. However, little is known about the operational strategies employed by multinationals when faced with a rare and massive global uncertainty shock. In this article, we integrate insights from global strategy and the rare events literature in economics to propose a theoretical framework, where we explore how certain events, characterized by widespread uncertainty and adverse global environmental changes, can compromise the advantages of multinational corporations compared to single-country firms. Utilizing a dataset of over 350,000 U.S. companies and focusing on the recent COVID-19 pandemic as a global rare event, we test our hypotheses where our findings highlight the negative impact on the performance of multinational corporations, emphasizing their heightened vulnerability relative to single-country companies. Furthermore, we show that the recovery of multinationals is slower compared to domestic companies, given that in the aftermath of a global and exogenous crisis, MNEs face greater complexity by navigating diverse political and regulatory environments.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**

Program Session: **1140** | Submission: **17240** | Sponsor(s): **(IM)**

Scheduled: **Monday, Aug 12 2024 8:00AM - 9:30AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Plaza Ballroom B**

Putting The Heart Back Into Publishing



Moderator: **Melodena Stephens**, *Mohammed Bin Rashid School of Government*

Panelist: **Ram Mudambi**, *Temple U.*

Panelist: **Timothy Michael Devinney**, *Alliance Manchester Business School, U. of Manchester*

Panelist: **Arie Y. Lewin**, *Duke U.*

Panelist: **Rosalie L. Tung**, *Simon Fraser U.*

Panelist: **Elizabeth L. Rose**, *Indian Institute of Management, Udaipur*

Panelist: **Lilac Nachum**, *City U. New York*

This panel of senior scholars will focus on what it means to have heart in publishing. They will do this through their individual stories. The panellist will highlight the challenges scholars face today with the publish and perish dilemma and also recommend what should be done, drawing on their global experiences in management, consulting, teaching, journal editors and research scholars. We will deliberate the new trends (predatory journals, paper mills, platform survey sites, big data, and AI) that threaten the foundation on what it means to be published. This panel hopes that through their deliberations, and through sharing of knowledge we can return back to the heart of research – the love of knowledge and the quest to produce something we can use to solve problems that may help make a better world. We welcome researchers from all disciplines to listen and to share their stories of how manage to publish with heart.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **1141** | Submission: **23017** | Sponsor(s): **(MBR)**

Scheduled: **Monday, Aug 12 2024 8:00AM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall K**

New Attendee & Student Ambassador Welcome Room

Organizer: **Wendy A. Kramer**, *Academy of Management*

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

Membership staff are here to greet all new attendees and help to answer any of your questions, from program and logistical help, to how to make the most of your membership. Enjoy a relaxing atmosphere, the opportunity to meet new friends, and a quiet respite between your sessions!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1142** | Submission: **23043** | Sponsor(s): **(MBR)**
Scheduled: **Monday, Aug 12 2024 8:00AM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Riverside Exhibit Hall East**

Annual Meeting Career Fair Interviews

Annual Meeting Career Fair Interviews allow those recruiting to meet one-on-one with those who are either on the market or soon to be on the market. All participating employers have active job postings on the Career Services Job Board along with contact information. These interviews are primarily arranged ahead of the Annual Meeting but can also be initiated on-site. Interested job seekers should visit the Annual Meeting Career Fair website or stop by the Career Services Registration table to check in with staff and ask questions.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **1143** | Submission: **23046** | Sponsor(s): **(MBR)**
Scheduled: **Monday, Aug 12 2024 8:00AM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Riverside Exhibit Hall East**

Career Services Coaching Room

AOM Career Coaches are available by appointment to review CVs, discuss the interview process, provide advice regarding your career journey. As this opportunity is available to all Annual Meeting participants, we ask that you stop by the Career Services Registration table to sign up with a coach.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Embracing Uncertainty: Balancing Exploitation and Exploration for Continuous Innovation

Session Moderator: **Sonal Choudhary**, *U. of York, School for Business and Society*

This session explores how organizations adapt to uncertainty by balancing familiar practices with new explorations. Topics include the role of consultants in guiding transitions, the potential of shared services for transformation, and tools for managing organizational adaptability.

MC: Consulting the Ambidextrous: How Do Consultants Steer Transitions in Decentralised Organisations?   

Author: **Sonal Choudhary**, *U. of York, School for Business and Society*
Author: **Raymond Obayi**, *Alliance Manchester Business School, U. of Manchester*
Author: **Rakesh Nayak**, *Infosys Ltd*

How do decentralized organizations navigate the complex terrain of emerging technologies? Which consultants are ideally suited to guide them through these intricate landscapes? We explore these critical questions in the context of an emerging decentralized and organizational type called 'Farmer Producer Organizations', comprising smallholders aggregated by governments for resource pooling, risk management and market access. We offer a framework that unveil how these entities leverage different degrees of structural and contextual ambidexterity to manoeuvre rapidly evolving technological and regulatory environments. This insight offers significant implications for management consultants and policymakers engaged in the realm of decentralized systems.

MC: The Cheap Back Office Becomes a Transformation Driver: Managing Ambidexterity in Shared Services

Author: **Dirk Klimkeit**, *Baden-Wuerttemberg Cooperative State U.*
Author: **Markus Reihlen**, *Leuphana U. Lüneburg*

Shared Service Organizations (SSOs) have long focused on performing repetitive, routine tasks most efficiently. More recently, robotic process automation (RPA) has reinforced a trend towards more complex, innovative, and transformational tasks as traditional tasks become automated. Drawing on interviews in various SSOs, we adopt an ambidexterity perspective to analyze how this shift plays out as, in various ways, routine and non-routine tasks are performed simultaneously, at least during the transition period. We find two modes of how explorative and exploitative tasks are organized, each with different implications for skill and talent management requirements. Work in SSOs is, in several cases, getting professionalized, making SSOs relevant to the literature on talent management in professional service firms (PSFs).

MC: Balancing Exploitation and Exploration: A SEAM-Driven KPIs Tool for Organizational Ambidexterity   

Author: **Khaled El Haj Ismail**, *U. of Balamand, U. Lyon 3, and ISEOR Research Center*
Author: **Françoise Goter-Grivot**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Organizational ambidexterity (OA) has been linked to enhanced performance and growth in organizations. Achieving this balance, however, poses a challenge in modern market dynamics, as it demands systems and methodologies capable of balancing the utilization of existing resources with the pursuit of innovative opportunities. However, performance management has predominantly focused on monitoring and evaluating an organization's capacity for exploitation, often neglecting the exploration aspect. This paper, which is part of a doctoral study, explores the development of a performance management tool utilizing SMART Key Performance Indicators (KPIs). This tool is designed to assist organizations in effectively managing and optimizing both exploitation and exploration activities. It is grounded in an ambidexterity framework that is informed by the outcomes of a management intervention based on the Socio-Economic Approach to Management (SEAM). The findings of the research show that implementing SEAM can assist organizations in collaboratively developing an internal performance management framework. This framework is capable of tracking performance in both exploitation and exploration by first identifying the root causes of dysfunctions. It then categorizes these dysfunctions according to their relevance to either of the two antecedents of OA. Following this, the framework involves the creation of KPIs, setting realistic and measurable economic and performance targets for each indicator, and finally evaluating these targets over a defined evaluation period.

MC: Navigating Uncertainty: Interplay of Credit Growth, Shareholder Sentiment, and Management Strategies

Author: **Arpit Kumar Parija**, *XLRI Xavier School of Management, Delhi-NCR*

In the dynamic landscape of financial institutions, our research unveils a compelling link between bank credit growth, shareholder sentiment, and equity returns. Traditionally associated with finance, our study uniquely delves into the management implications of this phenomenon. We discover that elevated shareholder sentiment significantly influences the performance of bank stocks, especially in scenarios marked by opacity or uncertainty surrounding the quality of bank loans. Our findings underscore the critical role of effective management strategies in navigating such intricate dynamics. Notably, a heightened level of financial reporting opacity intensifies the predictive power of credit growth on equity returns, emphasizing the need for informed managerial decision-making in the face of evolving market conditions. This research sheds light on the strategic considerations that management teams must undertake in steering financial institutions towards sustainable success in an environment characterized by uncertainty and sentiment-driven dynamics.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leading Change: CEOs and Managers as Catalysts for Innovation

Session Moderator: **Francesco Testa**, *Scuola Superiore Sant'Anna*

Focusing on leadership's role in fostering innovation, this session discusses CEO compensation and firm performance, the influence of founder knowledge on startup outcomes, and the importance of enhancing managers' awareness in driving change.

MC: Co-Developing Knowledge with Managers: Moving Beyond Research-Practice Tensions to Generate Impact  

Author: **Francesco Testa**, *Scuola Superiore Sant'Anna*
Author: **Niccolò Maria Todaro**, *Sant'Anna School of Advanced Studies*
Author: **Emilio Passetti**, *Department of Economics and Management "Marco Fanno", U. of Padova*

The paper addresses the persistent research-practice gap between academia and industry, emphasizing the need for effective collaboration to bridge this divide. The increasing complexity of societal problems and the interdisciplinary nature of knowledge underscore the importance of connecting scientific discovery with practical application. Empirically, the paper analyzes the case of the Health, Safety and Environment Laboratory project, a multi-year collaboration between academics and large companies in Italy. The study aims to answer questions about how co-creation partnerships evolve to generate impacts and how tensions related to research-practice collaboration are managed and evolve during the project. The findings contribute to the literature by introducing a four-phase co-creation model, identifying specific tensions, and amplifying two mechanisms that characterize co-creation partnerships and the management of the tensions.

MC: Developing Managers' Awareness, a Performance Lever for the Public Service

Author: **Marie-Christine Watel**, *CORHIS & U. Paul Valéry, Montpellier*

In a complex, changing, uncertain, post-pandemic context, impacted by major ecological, social and political crises in particular, the Public Service on the front line and still influenced by New Public Management (NPM) is always in search of performance. Our research focuses on the difficulties encountered by local managers in managing day-to-day performance. Increasingly complex management situations and unclear performance mechanisms make their day-to-day management work difficult. This generates hidden performance costs in the sense of Savall and Zardet's socio-economic theory (1989, 1995, 2004). Local managers' ability to read and understand contexts and situations requires an awareness that is essential to decision-making. How can we develop situational awareness in Public Service managers, so that they can develop socio-economic performance? To do this, we will mobilize Endsley's (1995) concept of "Situation Awareness" combined with Girin's (2000, 2016) concept of management situation and organizational arrangement to show the importance of awareness in the decision-making process in management situations. Our research design is based on Savall and Zardet's Intervention-Research approach (1989, 1995, 2004). The socio-economic approach will guide our intervention in the field. Our starting hypothesis is that a manager who develops situational awareness will be able to adapt his or her decision-making and actions to the dynamics of complex situations. The thesis will be based on two research sites in the Public Service sector.

MC: CEO Compensation and Firm Performance: A Study on the Moderating Roles of CEO Origin and Firm Size    

Author: **Rida Elias**, *California State U., Dominguez Hills*
Author: **Najoie Nasr**, *Haigazian U.*
Author: **Bassam Farah**, *Loyola Marymount U.*








This study delves into the critical role of Chief Executive Officers (CEOs) in organizational performance, with a specific focus on the impact of CEO origin (internal vs. external) on the relationship between CEO compensation and firm financial performance. CEOs often draw significant attention and controversy, especially regarding their compensation and the succession process. Our research investigates these aspects, contributing novel insights to both the Resource-Based View (RBV) and CEO succession literature. We analyze a comprehensive dataset of publicly traded companies in the US and Canada, examining the relationship between CEO compensation and firm performance moderated by CEO origin. The study reveals that internally promoted CEOs, compared to externally hired counterparts, differently influence the relationship between CEO compensation and firm performance. Our findings indicate that internally promoted CEOs strengthen the positive relationship between compensation and ROA. In contrast, externally recruited CEOs present a different scenario, often involving higher compensation but with a less straightforward impact on firm performance. We also explore how firm size moderates this relationship, uncovering complex dynamics that challenge traditional assumptions in strategic management.

MC: Factors Influencing HealthTech Startup Firm Outcomes: Does Founder / CEO Industry Knowledge Matter?  

Author: **William Gaynor**, *Marymount U.*

DOCTORAL PAPER: There is an unexplained startup failure phenomenon occurring in U.S. HealthTech. The U.S. HealthTech startup failure rate is above 90% whereas U.S. technology startups in other industries fail at a rate of 60-70% (BLS). The purpose of this research is to examine U.S. HealthTech startup Founder / CEO individual entrepreneurial orientation (EO), the moderating role of Founder / CEO individual pre-existing healthcare industry tacit knowledge (TK), the mediating role of Founder / CEO individual market orientation (MO), and how these variables may influence U.S. HealthTech startup firm financial performance at exit (ROI to investors). To begin to explore the U.S. HealthTech startup environment, a pre-study focus group was conducted with U.S. HealthTech entrepreneurs. The qualitative study uncovered major themes that are used as the basis of a quantitative study. The quantitative study sampling targets 458 U.S. HealthTech startup Founders / CEOs who achieved exits (favorable and unfavorable) between 1/1/2003 and 12/31/2023. The findings of this study will better inform U.S. HealthTech startup entrepreneurs and investors about how Founder / CEO individual characteristics of EO, pre-existing healthcare industry TK, and MO may be determinants of a U.S. HealthTech startup firm's success or failure.

KEY TO SYMBOLS

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

Session Type: **Social Event**

Program Session: **1146** | Submission: **21443** | Sponsor(s): **(MED)**

Scheduled: **Monday, Aug 12 2024 8:00AM - 10:00AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall H**

MED Junior Faculty and Doctoral Students Consortium Closing Reflection Breakfast

Participant: **Robert Lee Bonner**, *San Francisco State U.*

Participant: **Preeti Wadhwa**, *Cal Poly Pomona*

This session is the closing event for the MED Junior Faculty and Doctoral Students Consortium with the goal to provide participants with a platform to network, develop a sense of community, and, most of all, reflect on their learning. Attendance is by Invitation only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Learning Resources

Session Moderator: **Maïke Liu**, *Nanjing Normal U.*

MED: [Study Resources, Students' Well-Being and Entrepreneurship Outcomes: A Longitudinal Study](#) 📖 🖱️ 🙌

Author: **Maïke Liu**, *Nanjing Normal U.*

Building on the job demands-resources theory, this study aims to investigate the relationships between study resources, personal resources, students' well-being, and entrepreneurship outcomes. Longitudinal data were collected across three time points. A total of 154 Dutch students completed a questionnaire at the start, middle, and the end of an entrepreneurship program. The results of structural equation modelling demonstrated that study resources, specifically teacher-student relationships and student-student relationships, positively related to study engagement, which, in turn, fostered students' entrepreneurial intentions. Moreover, student-student relationships related stronger to enhanced study engagement for students with high personal resources (psychological capital). Regarding the negative side of well-being, we found that student-student relationships significantly reduced study exhaustion, and study exhaustion negatively related to students' entrepreneurship competence. Results confirmed the importance of study resources and personal resources in fostering students' well-being and entrepreneurship outcomes. The findings contribute to continually improving teaching effectiveness of entrepreneurship programs.

MED: [Political and Ideological Blind Spots in Introduction to Management Textbooks](#) 📖 🖱️ 🙌

Author: **Lemaro R. Thompson**, *Florida Southern College*

Political polarization, a major American concern with significant societal and business implications, is notably absent from business school curricula, a situation that underscores the long-standing criticism of these institutions for being detached from pressing issues. In this study, we actively examined how well business school curricula address political polarization and political ideology by analyzing popular introductory management textbooks. Despite the wealth of academic research in strategic management, organizational behavior, and psychology, our findings reveal a stark reality: these textbooks largely ignore discussions on political ideology and political polarization. Most textbooks don't even mention "political ideology," and only one briefly touches on "political polarization." This significant omission highlights the disconnect between the impact of political ideology on organizational behavior and decision-making and the content of business education, pointing to an urgent need for business schools to better prepare future leaders and workers to navigate today's politically charged environment.

MED: [How Did CEOs Learn Not to Diversify? Institutional Change and MBA Corporate Finance Textbooks](#)

Author: **Ernie Englander**, *George Washington U.*

Jung and Shin (ASQ, 2019) demonstrated that institutional change in one domain can contribute to change in another domain. In particular, they argued that a change in the MBA finance curriculum reversed the previous use of diversifying acquisitions by CEOs when they eventually reached the top echelon of corporate decision-making. They argued that the dominant theory regarding mergers and acquisitions for those CEOs who earned their MBAs prior to the 1970s encouraged the creation and building of conglomerates. Beginning in the 1970s and continuing since then, an agency-theoretic logic emerged that reversed this support for conglomerates and, instead, proscribed their existence. Jung and Shin did not, however, explain HOW the future CEOs learned not to diversify as MBA students. I propose the answer is to be found in their MBA finance textbooks. Textbooks are a little-examined academic topic despite the importance of graduate education as a foundation for managerial cognition and the subsequent strategic choices made by CEOs. I identify the leading MBA finance textbooks that were initially published in the years prior to the emergence of the agency-theoretic logic and, then, trace the changes which the authors made through the multiple editions of their textbooks as the agency-theoretic logic became dominant. I show that, in fact, the descriptive and prescriptive language in the textbooks regarding diversifying acquisitions and conglomerates changed from edition to edition as the agency-theoretic logic took hold. These textbooks went from support or neutrality to an outright rejection of diversifying acquisitions.

MED: [The Dynamics of Gamified Management Education: Paradoxical Role of Autonomy](#) 📖 🖱️ 🙌 🧘 🗨️ 🖱️ 🙌

Author: **Nibu John Thomas**, *IIT Madras*

Author: **Rupashree Baral**, *Indian Institute of Technology, Madras*

Gamification is the use of game design elements in contexts such as learning and work. A decade of research reveals that gamification is effective in a wide range of settings. Furthermore, it is predicted that the importance of gamification will increase significantly in the new era with metaverse and artificial intelligence. Even though several studies have proven that gamification is effective, its underlying dynamics in management education need further clarity. Research divulges that gamification enriches the value of a setting by activating a unique game-like experience. The current study examines the factors influencing this experience in gamified management education. The findings reveal the motivational antecedences that influence the experience and illuminate the paradoxical role of autonomy. The paper provides theoretical and practical inputs for enriching gamified management education.

Author: **Ming-Jer Chen**, *U. of Virginia*

Author: **Pranav Dalmia**, *Saïd Business School U. of Oxford*

Case method is a widely employed pedagogical approach across management schools. While its increasing adoption is attributed to the benefits the method provides, case teaching and learning presents its own array of challenges. This paper draws on extant literature as well as personal experience to provide an exposition of these challenges and proposes how they might be resolved by way of an "ambi-oneness" approach. It casts these challenges in the form of oppositional forces or tensions, categorizing them as belonging to the philosophical, teaching, or learning domains. It then proposes how an ambi-oneness approach might be used to successfully resolve, integrate, and even leverage these tensions. Towards achieving this objective, the paper introduces the recently conceptualized ambi-oneness framework, explicating its two conceptual building blocks – "ambicultural thinking" and the "power of one". It then provides an exposition of a series of ambi-oneness learning experiences ("discoveries") – teaching and learning practices from the management classroom – which have enabled success in addressing the inherent tensions of the case method. Thereafter, the paper maps out the relation between this set of ambi-oneness practices and the enumerated case tensions. To aid deeper understanding, this mapping is accompanied by an illustrative analysis for how one specific tension – active vs passive learning – can be addressed through the practices elucidated. We believe that our paper presents important conceptual (research) and practical (teaching) implications for management scholars and instructors employing the case method.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Entrepreneurial Leadership: Lessons from History

Session Moderator: **Leslie A. DeChurch**, *Northwestern U.*

This session examines the historical dynamics of entrepreneurial leadership, drawing lessons from notable historical figures and events. By analyzing the leaders' decisions and outcomes of past leadership endeavors it aims to provide valuable insights for contemporary leaders navigating complex business landscapes.

MH: Implicit Motivations of Entrepreneurial Philanthropists: A Psychobiographical Analysis

Author: **Mario Joseph Hayek**, *Texas A&M U., Commerce*

Author: **Alexander Williams**, *Texas A&M U., Commerce*

Author: **Amanda C. Brown**, *U. of North Texas*

Author: **Amitava Bose Bapi**, *U. of Pikeville*

This paper explores the implicit motivations of entrepreneurial philanthropists by performing a psychobiographical analysis of Andrew Carnegie, a man who ruthlessly became the wealthiest person of his time only to donate much of his fortune later in life. An analysis of his implicit motives helps uncover why individuals who ruthlessly pursue entrepreneurial endeavors generously return the fruit of their efforts back to society. Our findings suggest that the configuration of the implicit motivations of entrepreneurial philanthropists change with achievement motivation decreasing and power motivation increasing over time hence, explaining the shift of focus from self to others.

MH: Aren't We Doing the Same Old Thing? Applying Kautilyan Vintage Paradigm to 21st Century Management

Author: **Rajashik Roy Choudhury**, *Doctoral Student at Indian Institute of Management Bangalore*

In today's changing world, where perspectives and frameworks are getting outmoded quickly due to the emergence of innovative products, services, practices, strategies etc., I argue that the lessons given by ancient Indian teacher Kautilya in his famous treatise Arthashastra are still relevant and valid in 21st century management practices even after 2350 years of its composition. In other words, I develop a multi-level framework based on the Kautilyan paradigm to show that it offers both micro as well as macro-level intuitions through which present-day leaders can manage both employee & group levels as well as organizational-level challenges. Scholars who applied Kautilya in contemporary contexts mostly concentrated on specific aspects of ethics, laws, economics, structure, agriculture, management etc. and did not seem to propose a holistic framework for practitioners. Also, previous attempts at analyzing Kautilya's teachings for management purposes did not differentiate the takeaways for micro and macro levels. Through this paper, I not only address these gaps but also show how an ancient philosopher like Kautilya came up with futuristic suggestions for kings and ministers that provide a guide to today's managers and CEOs.

MH: Leading a Renaissance: Leadership Dynamics Within and Across the Medici (1360-1503)

Author: **Kim Nguyen**, *Northwestern U.*

Author: **Anoop A. Javalagi**, *Northwestern U.*

Author: **Leslie A. DeChurch**, *Northwestern U.*

The Italian Renaissance was a cultural, artistic, and intellectual movement that emerged in Italy during the late 14th century. The movement was centered in Florence where a succession of influential Medici bankers played a pivotal role. This paper characterizes the leadership of the Medici beginning with Giovanni who founded the bank to Piero di Cosimo whose exile marked the end of the High Renaissance. We take an episodic perspective to probe the temporal dynamics characterizing leadership as adaptive or consistent as each Medici pursued his ambitions over time and successive generations. We answer three questions involving time and leadership. First, to what extent did the Medici adapt to events by shifting their leadership versus remaining consistent in their approach? Second, what changes were observed in the leadership of each Medici early and later in their lives? Third, to what extent were the Medici leaders consistent or different across successive generations? The case of the early Medici in Florence during such an influential period offers a uniquely valuable opportunity to understand leadership dynamics within and between leaders across time. The implications of these findings and new directions for leadership theory are discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sensemaking, Voice, and AI: Exploring Organizational Dynamics



Session Moderator: **James Hughey**, *U. of Utah, David Eccles School of Business*

MOC: **The Heterogeneity of Sensebreaking**

Author: **James Hughey**, *U. of Utah, David Eccles School of Business*
Author: **Craig Brimhall**, *UCLA Anderson School of Management*
Author: **Devin Rapp**, *San Diego State U., Fowler College of Business*
Author: **Christopher G. Myers**, *Johns Hopkins Carey Business School*

A fundamental premise of the sensemaking literature is that the disruption of sense (commonly referred to as a sensebreaking event) gives rise to meaning voids that, in turn, trigger sensemaking. Despite this theoretical basis, we know surprisingly little about how sensebreaking events impair meaning. In other words, while we know a lot about how individuals make sense, we know comparatively little about how individuals break sense. Using qualitative data collected from healthcare workers, this paper explores the experience of sensebreaking amidst a global crisis—the COVID-19 pandemic. Our findings reveal that, despite evincing all the classic characteristics of a sensebreaking event, many of our participants did not perceive the pandemic as such. Among those whose sense was broken, however, we unearthed multiple senses susceptible to disruption and widespread variation in the degrees to which they were disrupted. While we document sensebreaking's effects on sensemaking and learning, our study also suggests that sensegiving—when it vacillates beyond expectation, contradicts past practice, or is perceived as incommensurate with experience—can paradoxically promote sensebreaking. In this important respect, our study speaks to the difficulty of distributed sensemaking and the fragility of institutional trust during a crisis.

MOC: **Development of New Capabilities Through Collective Sensemaking of Project's Breakdowns**

Author: **Mahshid Tootoonchy**, *U. Of Sydney*

Project breakdowns, marked by contingent events and often accompanied by negative emotions, present opportunities for cultivating a learning culture within organizations to effectively manage such challenges. An empirical analysis of six cases in the manufacturing industry demonstrates how managerial cognition plays a pivotal role in facilitating project learning from failure, devising coping strategies, and fostering innovation. This paper contributes by framing the sensemaking of breakdowns as either reinforcing existing capabilities or transforming them. In the latter cases, shared managerial cognitions are shown to facilitate decision-making, allowing for the reframing of current routines and the strategic choice of new capabilities.

MOC: **When and Why does Employee Voice Lead to Managerial Endorsement?**

Author: **Hanna Kalmanovich-Cohen**, *Oakland U.*








When and why does employee voice lead to managerial endorsement? Building on both attribution theory and impression management theory, this paper suggests an integrative framework of how employee voice can lead to managerial endorsement through a direct evaluation of employees' motives. Specifically, we suggest that when a manager attributes an employee's motives to prosocial values rather than impression management values, he or she is more likely to take action based on the employee's feedback. This paper also investigates the moderating role of voice visibility. Across two studies, we provide initial evidence to support our hypotheses. First, we conduct an experiment to demonstrate that voice visibility and managerial attribution of voice motives affect how managers respond to employee voice. Second, we test the mediating effect of managerial attribution of voice motives (i.e., prosocial motives and impression management motives), by utilizing a measurement-of-mediation design among business professional.

MOC: **AI Aversion or Appreciation? Meta-Analytic Evidence for a Capability-Personalization Framework**

Author: **Xin Qin**, *Sun Yat-sen Business School, Sun Yat-sen U.*
Author: **Xiang Zhou**, *Sun Yat-Sen U.*
Author: **Chen Chen**, *Sun Yat-sen Business School, Sun Yat-sen U.*
Author: **Dongyuan Wu**, *Fudan U.*
Author: **Hansen Zhou**, *School of Business, Sun Yat-sen U.*
Author: **Xiaowei Dong**, *Business School, Sun Yat-Sen U.*
Author: **LIMEI CAO**, *School of Business, Sun Yat-sen U.*
Author: **Jackson G. Lu**, *MIT Sloan School of Management*

Artificial intelligence (AI) is transforming human life. While some studies find that people prefer humans over AI (AI aversion), others find the opposite (AI appreciation). To reconcile these conflicting findings, our Capability-Personalization Framework posits that when deciding between AI and humans in a decision context, individuals focus on two dimensions: (a) perceived capability of AI and (b) perceived necessity for personalization. We propose that individuals appreciate AI when (a) AI is perceived as more capable than humans and (b) personalization is unnecessary in a given decision context; otherwise, AI aversion occurs. Our Capability-Personalization Framework is supported by a meta-analysis of 442 effect sizes from 163 studies (N = 82,078): AI appreciation occurs ($d = 0.27$, 95% CI = [0.17, 0.37]) when AI is perceived as more capable than humans and personalization is unnecessary in a given decision context, otherwise AI aversion occurs ($d = -0.50$, 95% CI = [-0.63, -0.37]). These effects are moderated by AI embodiment (robot vs. algorithm), outcome nature (behavior vs. attitude), and country-level unemployment rate and college degree percentage. Overall, our integrative framework and meta-analysis advance knowledge about AI-human preferences and provide important implications for AI developers and users.

KEY TO SYMBOLS

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

Mindsets and Monetary Decisions

Session Moderator: **Christina Altendorfer**, *Catholic U. Eichstätt-Ingolstadt*

MOC: **A Systematic Literature Review on Mindset Definitions**

Author: **Christina Altendorfer**, *Catholic U. Eichstätt-Ingolstadt*

The construct 'mindset' has become central to research and practice, yet there is no consensus on the meaning of the concept, with various definitions proposed. This paper systematically reviews mindset definitions in the management and business literature to address the conceptual confusion surrounding mindset and to enhance concept clarity. A qualitative content analysis of 76 publications reveals eight categories of defining mindset components: ability, behaviors, belief systems, cognitive processes and attributes, knowledge, mental states, personal dispositions and behavioral tendencies, and personal perspectives and worldviews. These categorizations reveal that according to the management and business literature, a mindset comprises stable, dynamic, and action-related characteristics. In addition to examining similarities and differences between definitions of mindset, this study identifies several research gaps encompassing an ambiguous use and understanding of mindset, a lack of engagement with prior research, and a lack of empirical studies on the nature of the construct. Based on these gaps, the author proposes a promising path for future studies to address the fuzziness of mindset definitions and to unpack the defining components more fully.

MOC: **The Role of Counterfactual Emotions on Early-Stage Investment Decisions**

Author: **Eduardo Andres Boada**, *IE Business School*

Author: **Daniel Lerner**, *IE Business School*

Author: **Jose Lejarra**, *IE U.*

Emotions are an important, yet understudied aspect of early-stage investors' decisions. In this article, we study how the negative counterfactual emotions of regret and envy may impact these individuals' intention to invest in a new venture opportunity. We take into account the negative emotional consequences of both errors of commission and omission in this context, as well as its social embeddedness in our conceptualization. We make predictions regarding the direction and relative magnitude of the effects of counterfactual emotions on investment intention and test them in two decision-making experiments using a sample of investors. Our findings provide preliminary evidence that shows counterfactual emotions are relevant factors in early-stage investors' decision-making process.

MOC: **From Warm Glow to Cold Chill: The Effect of Choice Framing on Donations**

Author: **Ilana Brody**, *UCLA Anderson School of Management*

Author: **Hengchen Dai**, *UCLA Anderson School of Management*

Author: **Jana Gallus**, *UCLA Anderson School of Management*

Author: **Kiki Koutmeridou**, *DonorVoice*

Extant research and practitioner advice tout that organizations should give people choice to increase their prosociality. With three preregistered experiments across field and online settings (N=25,399), we challenge this assumption, identify conditions under which choice can be helpful versus harmful, and uncover the underlying psychological processes. We first show that relative to no choice, a choice framed as "what to give" (e.g., a "Basic Needs Basket" or a "Survivor's Kit") increases donation interest by elevating a sense of agency. However, framing that same choice as "who to help" (e.g., "Help a Child" or "Help a Trafficked Girl") as opposed to "what to give" reduces donation interest as it causes decision discomfort. Importantly, the two competing mechanisms of agency and decision discomfort may cancel out when a choice framed as "who to help" is compared to not giving choice. This research provides a framework to understand the nuanced effects of giving choice on prosociality. While choice can enhance feelings of agency and satisfy individuals' quest for a "warm glow", facing a tradeoff between two recipient populations may instead elicit a "cold chill", freezing the likelihood of donating at all.

MOC: **Reviewing Managerial Mental Representations: A Taxonomy and a Future Research Path**

Author: **Philipp Benedikt Becker**, *WU Vienna U. of Economics and Business*

Author: **Daniella Laureiro Martinez**, *ETH Zürich*

Author: **Zorica Zagorac-Uremovic**, *ETH Zürich*

This paper presents a comprehensive review of Managerial Mental Representations (MMRs) referring to cognitive abstractions enabling organization members to navigate complex task environments. Despite their importance for a wide range of management research contexts, MMR concepts lack a unified understanding due to the use of various quasi-synonyms such as mental models, schemas, knowledge structures, cognitive frames, and mindsets. This review examines 179 studies conducted over the last 30 years that employ one of 32 identified MMR terms. Leveraging hierarchical clustering reveals shared notions among MMR definitions providing an empirical base to synthesize research. Additionally, we explore the roles of MMRs in different research designs and discuss their operationalization. This study aims to foster future MMR research by providing guidance based on a taxonomy of the most commonly used MMR terms, a broad overview of existing MMR research, and a discussion of methodological approaches. Finally, we propose future research directions that include the use of advanced natural language processing, exploring the dynamics and contextuality of MMRs, and examining the interaction between MMRs and artificial intelligence.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership for Positive Workplace Dynamics

Session Moderator: **Fu Yang**, *Southwestern U. of Finance and Economics*

MOC: **Is Leader Humor a Life Buoy in the Workplace Waves? A Social Information Processing Perspective**

Author: **Fu Yang**, *Southwestern U. of Finance and Economics*
Author: **Deping Wen**, *Southwestern U. of Finance and Economics*

Despite a substantial literature on the consequences of leader humor, relatively few studies have examined its function of relational lubrication in a context that is full of conflict. To extend comprehension of leader humor's broader effects, we draw on social information processing theory to investigate how and when leader humor exerts influences on team performance and team organizational citizenship behavior (OCB). We tested our model using multilevel path analysis with time-lagged, multisource data from China. Results of multilevel path analysis showed that leader humor enhanced team performance and team OCB, through prompting the development of interpersonal justice climate. These predictions were more pronounced under higher relationship conflict compared with lower relationship conflict. Taken together, our results offer new insights into the breadth of impacts of leader humor based on social information processing theory, and provide practical implications for practitioners about how to build effective teams through relational management.

MOC: **Positivity at Work: The Impact of Positive Leadership on Employee Outcomes**

Author: **Stephanie Kelm**, *U. of Duisburg-Essen, Germany*
Author: **Margret Borchert**, *U. of Duisburg-Essen, Germany*

Positive leadership, a theory originating from positive psychology, has often been used as a synonym or category for various leadership styles (e.g., transformational, ethical, or authentic leadership). With the ongoing debate about the relevance of these leadership styles for future research, it is particularly important to reduce the conflation of concepts and acknowledge that positive leadership is a distinct leadership style and not a "catch-all" term for various leadership styles. Based on work design theory and incorporating self-determination theory, we argue that positive leadership directly and indirectly influences affective commitment, which is a relevant outcome in times of skilled labor shortages. We hypothesize that psychological need satisfaction and well-being act individually and, as an extension of work design theory, as serial mediators between positive leadership and affective commitment. We conduct a two-wave-study with 282 employees of a German company in the finance and insurance sector to test the proposed effects. The results suggest that positive leadership improves affective commitment. Additionally, psychological need satisfaction and well-being mediate this relationship individually and serially. Overall, our study underlines the importance of positive leadership as a relevant leadership style and contributes to the research fields of work design theory and self-determination theory.

MOC: **Ethical, Servant, and Authentic Leadership and Fostering Employee Knowledge Sharing: A Meta-Analysis**

Author: **Kui Yin**, *U. of Science and Technology Beijing*
Author: **ZhiKang Chi**, *U. of Science and Technology Beijing*
Author: **Kaili Zhang**, *East China U. of Science and Technology*
Author: **NianNian Dong**, *U. of Science and Technology Beijing*
Author: **Oliver Sheldon**, *Rutgers U.*
Author: **Yejun Zhang**, *Texas State U.*
Author: **Min Wan**, *Texas State U.*

While prior studies have demonstrated that three moral forms of leadership (ethical, servant, and authentic leadership) are positively related to employees' knowledge sharing, we still know little regarding their relative importance on this important employee behavior. Drawing on self-determination theory (SDT), this study employed meta-analytic techniques to compare their effects on knowledge sharing, and the mediating role of psychological empowerment driving these effects. Our findings revealed that (1) authentic leadership is the most important in fostering knowledge sharing among these three moral forms of leadership; (2) compared to ethical and authentic leadership, servant leadership explained more variance toward psychological empowerment; (3) psychological empowerment mediated the relationship between each moral forms of leadership and employee knowledge sharing. This study provided a deep and fine-grained understanding of the relative importance of these three forms of leadership in promoting employee knowledge sharing and the mechanism through which they do so. We conclude by discussing theoretical and practical implications of our findings, and delineating avenues for future research.

MOC: **When and How Ambidextrous Leadership Enhances Versus Inhibits Employee Innovation**

Author: **Rongsong Wang**, *East China Normal U.*
Author: **Chunyan WANG**, *Faculty of Economics and Management, East China Normal U.*
Author: **Mengying Wu**, *Shanghai Normal U.*

Although subordinates' stress is closely correlated with ambidextrous leadership (AL), surprisingly little organizational research considered the role of challenge-hindrance stressor framework (CHSF) when discussing the leadership approach. We enrich the ambidextrous leadership theory by integrating it with CHSF to argue that AL comprises a double-edged sword for innovative work behavior (IWB) through both the positive mechanism of perceived challenge stressors (PCS) and the negative mechanism of perceived hindrance stressors (PHS). Additionally, we propose the curvilinear moderating role of conscientiousness (CO) drawing upon the resource allocation framework (RAF). We found support for our hypotheses across a video experiment (84 participants across two conditions) and a survey study (three-wave, 218 matched samples). Taken together, our findings provide new evidence for the double-edged sword effect of AL and reveal the importance of examining subordinates' forms of stress and CO in this leadership process.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Collective Intelligence in Organizations and Organizing

Organizer: **Jon Atwell**, *Stanford Graduate School of Business*
Presenter: **Jon Atwell**, *Stanford Graduate School of Business*
Organizer: **Christoph Riedl**, *Northeastern U.*
Presenter: **Christoph Riedl**, *Northeastern U.*
Organizer: **Hyejin Youn**, *Northwestern Kellogg School of Management*
Presenter: **Hyejin Youn**, *Northwestern Kellogg School of Management*
Presenter: **Joshua Becker**, *UCL School of Management*
Discussant: **Anita Williams Woolley**, *Carnegie Mellon U.*

This symposium presents cutting edge research on collective intelligence (CI). CI is the phenomenon of groups outperforming even the most skilled individuals. Organizations are a key way through which societies constitute groups and structure their interactions and therefore is a seat of collective intelligence. The papers here address some of the ways group processes are structured and the implications for organization performance.

Behavior Moderates the Effect of Network Structure in Collaborative Problem Solving

Author: **Christoph Riedl**, *Northeastern U.*
Author: **Zachary Fulker**, *Northeastern U., Boston Massachusetts*
Author: **Julian Gullet**, *Northeastern U.*

Metawisdom of the Crowd: When Choice Within Aided Decision Making Can Make Crowd Wisdom Robust

Author: **Jon Atwell**, *Stanford Graduate School of Business*
Author: **Marlon DeMarcie Twyman**, *U. of Southern California, Annenberg School for Communication and Journalism*








A Hidden Dimension of Human Capital in Collective Intelligent Systems

Author: **Hyejin Youn**, *Northwestern Kellogg School of Management*
Author: **Frank Neffke**, *Complexity Science Hub Vienna*
Author: **Letian Zhang**, *Harvard Business School*
Author: **Seyed Mohamad Hosseinioun**, *Kellogg School of Management, Northwestern U.*

Beliefs are Not Decisions: How Wise Crowds Make Unwise Choices

Author: **Joshua Becker**, *UCL School of Management*
Author: **Jingze Wang**, *UCL School of Management*

KEY TO SYMBOLS

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

Purpose, Meaning, and Consciousness in Leadership

Session Moderator: **Giuseppe Argiolas**, *Sophia U. Institute*

This session explores the interplay of purpose, meaning, and consciousness in leadership, focusing on how these factors shape leader behaviors and influence followers' work experiences. By bringing together these research streams, this session aims to advance our understanding of how leaders can cultivate and leverage purpose, meaning, and consciousness to create more fulfilling and impactful workplaces.

MSR: **Communion: The Nature of a Purpose-Driven Leadership**     

Author: **AIZA DE TORRES ASI**, *Sophia U. Institute*

Author: **Giuseppe Argiolas**, *Sophia U. Institute*

Author: **Michela Floris**, *U. of Cagliari*

Drawing out the ontological nature of leadership, this paper argues that communion is the essence of leadership that seeks to capture both achieving organizational goals and the leader's and members' need for self-realization. In this paper, we address this issue by employing an in-depth ontological analysis of the notions of communion and purpose in leadership studies. While this analysis exposes the communal dimension of leadership to motivate each other (leader and members) in the community, it does not rescind but transcends the prevalent contemporary definition of leadership based on the leader's outward tendency to influence the members. The framework is built on a progressive ontological approach: from relational leadership as a sensemaking process to communityship as a sense-giving process, until we reach communionship as a sense-sharing process. This study, offering a set of propositions, shows inspiring scholarly and practical implications, suggesting new avenues for further research.

MSR: **Leader Bottom-Line Mentality and the Meaning of Work** 

Author: **Salar Mesdaghinia**, *Eastern Michigan U.*

Author: **Zihan Liu**, *U. of Illinois at Springfield*

We propose that leader bottom-line mentality (BLM), characterized by focusing single-mindedly on bottom-line results, renders work meaningless and negatively impacts employee attitudes and behaviors. We also propose that these effects are stronger among employees with a strong moral identity who value serving a greater purpose by their work. The findings across three studies in China and the United States indicate that leader BLM is associated with a sense of work meaningfulness among employees, which in turn relates to lower job satisfaction, reduced extra-role performance, higher job neglect, and greater turnover intentions. The findings also show that these effects are stronger for employees with high moral identity. Our findings advocate for organizations and leaders to adopt a broader perspective beyond just bottom-line objectives in order to enhance employee attitudes and business success.

MSR: **Conceptualizing Conscious Leadership – An Integrative Approach** 

Author: **Tracy F. Chang**, *Rutgers U.*

This paper aims to define conscious leadership, an emerging concept in organizational leadership. While several definitions have been discussed, there has not been a systematic approach to conceptualizing conscious leadership, and a consensus on its definition has yet to come. This paper will review the literature and discuss the definitions proposed. Further, the paper develops a working definition by integrating the perspective from the science of yoga.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1154** | Submission: **21827** | Sponsor(s): **(MSR)**
Scheduled: **Monday, Aug 12 2024 8:00AM - 9:00AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Old Town**

MSR Executive Committee Meeting

Program Chair: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Managing for Uncertain Endeavors: Employing the Lesser-Practiced Knowledge for Radical Innovation



Organizer: **A.D. Amar**, *Seton Hall U.*
Organizer: **Satinder Dhiman**, *Woodbury U.*
Presenter: **Ram Kumar Mishra**, *Director, Institute of Public Enterprise*
Presenter: **Shulgana Sarkar**, *NLC India Limited (A Navaratna Govt of India Enterprise)*
Presenter: **Charles Chow**, *East-West Group, Singapore*
Presenter: **Poonam Sethi**, *Hindu College, U. of Delhi, India*
Presenter: **Ace Volkmann Simpson**, *Brunel Business School*
Discussant: **Katia Passerini**, *Seton Hall U.*
Presenter: **A.D. Amar**, *Seton Hall U.*
Presenter: **Satinder Dhiman**, *Woodbury U.*
Presenter: **Anand Saxena**, *Deen Dayal Upadhyaya College U. of Delhi*
Discussant: **Bami Bastani**, *Board of Directors IQE plc, Formerly SVP/GM at GlobalFoundries*

Recognizing how organizations of all kinds are increasingly emphasizing radical innovation to compete successfully, in this Presenter Symposium, we are proposing five presentations on how to manage employees for taking on initiatives that otherwise have a low rate of success. We bring together ten management scholars, researchers, and practitioners from academia, industry, and administration covering four countries for sharing with AOM audience their findings on how to motivate, engage, and train employees for such initiatives. They cover topics related to philosophy, metaphors, and the arts. In the process, topics of stoicism, the world's largest epics, superpowers and the role of virtue and happiness in enhancing successful undertakings are considered. With the advance of AI, internationalism, and technology quacking the pace of change, we are presenting a preview of how the organizations of the future can manage risky endeavors by having employees take risk and make personal sacrifice to tread the unknown. We consider how to create a work environment that motivates employees to succeed in discovering the unknown and undertake the unthinkable. We provide various means recommended in the ancient wisdom to achieve these. We also provide unconventional sources, reach unexplored venues, understand and interpret the requisite knowledge, behavior, and the mind.

Role of Virtue and Happiness for Innovation in Organizations: Turning to Stoic Wisdom in Challenging

Author: **Satinder Dhiman**, *Woodbury U.*

Then and Now: Reflecting Evidence-Based Radical Innovation in India

Author: **Ram Kumar Mishra**, *Director, Institute of Public Enterprise*
Author: **Shulgana Sarkar**, *NLC India Limited (A Navaratna Govt of India Enterprise)*

Motivating Employees to Engage for Radical Innovation Using the Lesser-Practiced Knowledge

Author: **Charles Chow**, *East-West Group, Singapore*

Ancient Wisdom & Traditional Knowledge for Innovation and Employee Engagement

Author: **Anand Saxena**, *Deen Dayal Upadhyaya College U. of Delhi*
Author: **Poonam Sethi**, *Hindu College, U. of Delhi, India*

Training and Learning to Supplement Empirical Facts with Insights from the Arts, Metaphor and Ancien

Author: **A.D. Amar**, *Seton Hall U.*
Author: **Ace Volkmann Simpson**, *Brunel Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Trust Me, it Works! Trust Research

Session Moderator: **Bart De Jong**, *Durham U. Business School*

OB: Felt Trust: A Critical Review, Constructive Redirection, and Exploratory Meta-Analysis

Author: **Bart De Jong**, *Durham U. Business School*
Author: **Allan Lee**, *U. of Exeter Business School*
Author: **Harjinder Gill**, *U. of Guelph*
Author: **Xiaotong (Janey) Zheng**, *Durham U. Business School*

After decades of scholarly focus on studying trust from the trustor's perspective, there has been a rapidly growing interest in understanding trust from the trustee's perspective, with a particular emphasis on felt trust (i.e., a trustee's perception of being trusted by a trustor). The fundamental assumption underlying this trustee-centric perspective is that it complements the dominant trustor-centric perspective and enables a more comprehensive understanding of how trust manifests and operates in the workplace. Unfortunately, our critical review of 121 felt trust studies reported in 87 manuscripts reveals major problems in three areas (conceptualization and measurement, theorizing, and research methods) that prevent this field from reaching its full potential. To remedy this, we build on existing frameworks, best practices, and exemplars from the (felt) trust literature to outline a constructive redirection of the field. We subsequently empirically test the field's fundamental assumption by meta-analytically exploring the distinctiveness and incremental validity of felt trust beyond other trust concepts. Taken together, our envisioned redirection and meta-analytic findings enable the field of felt trust to live up to its promise and enrich understanding of organizational trust.

OB: Will Creative Employees Be More Trusted and Promoted by Leaders?

Author: **Xue Peng**, *Sun Yat-sen -U.*
Author: **Wen Cheng**, *Lingnan College/Sun Yat-sen U.*

The existing literature has assumed that leaders inherently recognize the value of employee creative behavior and, in turn, trust and promote those creative employees. However, the decision-making process behind promoting creative employees is often complex for leaders. The present research aims to explore when leaders will trust and promote creative employees. Drawing on the uncertainty management theory, we argue that leaders with lower control appraisals, as opposed to those with higher control appraisals, may perceive a high-level uncertainty, thereby reluctant to trust and promote creative employees. A three-wave survey data from 279 leader-employee dyads was collected to test our hypotheses. The results show that the positive indirect effect of employee creative behavior on employee promotability through leader trust in employee is weaker (versus stronger) when leader control appraisals are lower (versus higher). These empirical findings provide support for our hypothesis. Implications for theory and practice are discussed, and suggestions for future research are identified.

OB: Profiles of Organizational Commitment: Implications for Work Relationships

Author: **Ian R. Gellatly**, *U. of Alberta*
Author: **Emma Lei Jing**, *NEOMA Business School*








Organizational behavior scholars have long debated how best to conceptualize commitment. Should commitment be viewed and studied as a type of overarching bond that captures how people feel toward their organization? Should we conceptualize commitment as distinct yet correlated bonds and mindsets that configure within individuals to produce a holistic commitment experience? Do these unique phenomenological experiences change how people see and respond to work? Using a person-oriented conceptual and analytical strategy we attempt to address these questions by observing the implications of different commitment profiles (unique combinations of global, affective, continuance, and normative commitment). Conceptually, this approach further clarifies the nature of commitment experience. From a methodological perspective, profiles that include both a global experience plus the specific commitment mindsets create conditions where theoretically-interesting mindset combinations not normally see can emerge. Specifically, in this study (N=1,103 working adults) we compare two approaches to profile construction and show the utility of a bifactor approach. Moreover, we confirm that a set of work-relationship outcomes (organizational trust, perceived similarity, cohesion, and psychological safety) are all sensitive to the nature of these commitment profiles in theoretical and practical ways.

OB: Trust-Building Behaviors and Control Mechanisms in Hierarchical Dyads: A Grounded Model

Author: **Catharina Claudia Jecklin**, *Bond Business School, Bond U., Australia*

Trust-control dynamics have captured the scholarly attention for decades. Despite ongoing efforts, the relationship between trust and control remains inconclusive. This paper sheds light on how managerial trust-building behaviors and control mechanisms interrelate when building employee trust in the workplace. The study gleaned insights from semi-structured interviews with managers and employees from a fifty-year old, mid-sized construction and property development company. Grounded theory methodology brought forth four distinct dimensions of trust-building behaviors, including (1) foundational, (2) organizational, (3) analytical, and (4) context-driven trust-building behaviors. Furthermore, linkages to different forms of control were identified to better understand how trust and control interact. Findings suggest that the overall complementary function of input, action and output controls oscillates depending on context and the degree to which employees' trust expectations are met, offering new avenues for future research.

KEY TO SYMBOLS

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

Walking Down the Idea Journey

Session Moderator: **Zhou Xiaozhou**, *School of Management, Harbin Institute of Technology*

OB: Understanding How Creative Leader Influence Employee Creativity: The Roles of Proactive Behavior and Conformity Value

Author: **Zhou Xiaozhou**, *School of Management, Harbin Institute of Technology*

Author: **Jijiang Wang**, *School of Management, Harbin Institute of Technology*

Author: **Li Zhang**, *Harbin Institute of Technology*

Drawing on social learning theory, the study presents a moderated mediation model to examine the role of proactive behavior and conformity value in the positive relationship between creative leaders and employees' creativity. The two-wave data are collected from 230 employees and their leaders in an automobile manufacturing enterprise in China, in which employees are encouraged to be creative because they need to implement new novel designs and proposals to attract consumers. The statistical analysis reveal that proactive behavior partially mediates the influence of creative leaders on employees' creativity. Conformity value moderates not only the relationship between creative leaders and proactive behavior but also the indirect effect of creative leader on employees' creativity via proactive behavior. The relationship and the mediating mechanism are stronger in the presence of employees' higher conformity value. We discuss the theoretical and practical implications as well as future research directions of the findings.

OB: After the Finish Line: Effects of Submission and Winning in an Idea Campaign on Subsequent Outcomes   

Author: **Ryan Shuwei Hsu**, *Department of Business Administration, National Chengchi U.*

Author: **Aichia Chuang**, *U. of North Carolina, Greensboro*

As the prevalence of creative idea campaigns continues to grow, this study investigates the spillover effects of employees' submitting to and winning in a creative idea campaign on their subsequent post-campaign creative and routine work outcomes. Specifically, we examine the mediating role of perceived task significance in explaining the above relationships. We introduce a field intervention in a Call Center of a television shopping company, where we implement a creative idea campaign. Results reveal that submitting to and winning rewards in a creative idea campaign positively influences subsequent work outcomes (i.e., enhanced creativity, decreased errors, and improved efficiency) through the mediation of employees' perception of task significance. Additionally, we explore the effect of submitting ideas yet not winning rewards and again find positive lasting effects: employees who did not win also exhibited increased creativity and reduced errors. Theoretical and practical implications are discussed.

OB: Blurred Visions and Team Tensions: Contradictory Subgoals in Team Knowledge Integration

Author: **Rylee Linhardt**, *Rice U.*

Author: **Gabriela Fernandez**, *Rice U.*

Author: **Lila Berger**, *Rice U.*

Author: **Eduardo Salas**, *Rice U.*

Team innovation has become increasingly critical for organizations and has become of growing interest in organizational behavior literature. The effectiveness of innovation teams hinges on the ability for diverse team members to integrate their knowledge and derive a collective understanding of the creative problem. Knowledge integration is an outcome of both effective team cognition and social processes where both must coevolve for teams to integrate the most knowledge and derive more novel insights on how to implement the idea. In the following paper, we provide a conceptual framework of how the evolution of the team's cognitive and social processes lead to more knowledge integration in innovation teams across time. We consider how the cognitive and social processes are influenced by a team's shared vision and the team subgoals each diverse team member uses to derive implementation strategies for the innovative idea. In doing so, we provide a counterintuitive conceptualization of how knowledge can be integrated effectively by proposing that team members who are more diverse and have developed incongruent subgoals will generate the most novel knowledge that lead to innovative solutions.

OB: Exploring the Role of Affective Trajectories in the Idea Journey   

Author: **Roja Alexandra Ratzinger**, *Johannes Kepler U. Linz*

Author: **Claudio Biscaro**, *Johannes Kepler U. Linz*

In this work, we draw on the notion of affective trajectory to theorize the role of affective states in the generation, elaboration, championing, and implementation of creative ideas—known as the idea journey. Whereas prior literature has demonstrated that creators' affective states exert a significant impact on diverse aspects of creativity and innovation, such as generating new ideas, polishing them, sorting them, improving them, and even pitching them, it has generated a trove of mixed results as to whether positive or negative affective states facilitate the idea journey. To address this issue, we propose that only by conceptualizing the idea journey as a sequence of activities, and affect as a transient state that can range from positive to negative and vice versa, we can make sense of the myriad of mixed findings. Overall, this work contributes to the vast literature on creativity and innovation by theorizing the affective journey of creators.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Can You Hear [My Voice] Now?

Session Moderator: **Zhenzhen Zhang**, *Qingdao U. of Technology*

OB: The Effects of Voice Distinctiveness and Voice Consensus on Managerial Responses to Employee Voice

Author: **Zhenzhen Zhang**, *Qingdao U. of Technology*
Author: **Jie Li**, *Xi'an Jiaotong U. School of Management*
Author: **Qiaozhuan Liang**, *Xi'an Jiaotong U.*

Organizations encourage employees to voice ideas, but how can employees ensure that managers respond positively? Is it wiser to voice about a variety of issues or about only one specific issue? And to what extent do the voice patterns within the team and managers' beliefs influence how managers react to voice? Building on attribution theory, we address these questions in two studies. In our first (scenario) study with 184 employees, we find that when employees voice on different issues rather than on one specific issue, managers are more likely to attribute the voice to prosocial and performance-enhancement motives, and that these attributions positively influence managers' endorsement of voice. This effect is stronger when managers hold the implicit belief that speaking up is safe. Our second (field) study shows that employees who engage in moderate levels of voice are rated as better performers than those who rarely voice or voice very frequently, especially when the frequency of employees' voice deviates from the voice frequency of their peers. These findings highlight that not only the frequency of voice, but also other voice patterns, and managers' implicit voice theories influence managers' responses to voice.

OB: An Uncertainty-Management Model Depicting Employees' Responses to Organizational Crisis 

Author: **Jinyun Duan**, *East China Normal U.*
Author: **Wang Xiaotian**, *East China Normal U.*
Author: **Yue Xu**, *Xi'an Jiaotong-Liverpool U.*
Author: **Lixiaoyun Shi**, *East China Normal U.*

Based on uncertainty management theory and the voice literature, we propose that organizational justice serves as a boundary condition determining how employees respond to organizational crises with different types of voice (i.e., prosocial or self-interested). We conducted 2 survey studies to test our hypotheses: Study 1 focused on employee individual crisis perception and justice perception with a sample of 401 employee-supervisor dyads, and Study 2 focused on TMT member-rated organizational crisis and organization-level justice climate with a sample of 40 TMT members and 385 employee-supervisor dyads. Both studies demonstrated the organizational crisis's positive indirect effect on employee prosocial voice via prosocial motive when organizational justice was higher, and its positive indirect effect on employee self-interested voice via self-interested motive when organizational justice was lower. We then discussed our implications for organizational crisis and voice literature.

OB: That's the Way Clients Like It: The Impact of Independent Workers' Voice Behaviors on Client Outcomes  

Author: **Neveen Mohamed**, *Vlerick Business School*
Author: **Katleen De Stobbeleir**, *Vlerick Business School*

We develop and test a theory of how client outcomes are influenced by independent workers' (i.e., individuals who work on project-basis outside the boundaries of organizations) expression of ideas (promotive voice) and concerns (prohibitive voice). Drawing on role accumulation theory, we argue and show that holding multiple jobs encourages independent workers, such as human resources and marketing consultants, to engage in voice behaviors. Extending these arguments about role accumulation, we further show that client satisfaction and loyalty intentions are positively influenced by workers' promotive and prohibitive voice respectively. Our findings, based on a field study with dyadic survey data from 239 independent workers and their clients, enrich our theoretical understanding of voice behaviors in contemporary work settings. They also reveal important implications for independent workers about the voice choices they could make to influence specific client outcomes, and for organizations about why they may perceive higher level of satisfaction and loyalty toward some of their flexible workforce.

OB: The Gendered Costs of Voice (Un) Enacted for Belonging

Author: **Crystal I Chien Farh**, *U. of Washington, Michael G. Foster School of Business*
Author: **Blair Middlebrook**, *U. of Washington*
Author: **Jo K. Oh**, *U. of Connecticut*
Author: **Andrew Yu**, *U. of Melbourne*

Despite their constructive intent, employees' suggestions and concerns are often not enacted. In this paper, we consider the impact of voice enactment (and in particular, low voice enactment) on the voicer's sense of belonging. Drawing on self-in-role theory (Kahn, 1990) and social belonging theory (Walton & Cohen, 2007), we argue that because voice employs and displays the self, voicers look to collective reactions to their voice—expressed through voice enactment—to inform whether the self fits in, is accepted, and is valued. We further argue that the effect of voice enactment on belonging is strengthened for women in majority-men settings due to their heightened experience of social identity threat. Data from active-duty marines (Study 1) and employees of a maritime service organization (supplemental study) showed that low voice enactment reduced belonging more strongly for women compared to men in majority-men settings. Data from a randomized controlled experiment (Study 2) further showed that the strengthened relationship between voice enactment and belonging for women in majority-men settings was mediated through social identity threat. Altogether, our work highlights the asymmetrical cost of low voice enactment for women in majority-men settings, as well as its importance for equalizing belonging in gender-skewed organizations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

To Voice, or Not to Voice?

Session Moderator: **Dominik Dilba**, *Chemnitz U. of Technology*

OB: Uneventful Days? A Cautionary Tale About the Underestimated Role of Triggers of Employee Silence

Author: **Dominik Dilba**, *Chemnitz U. of Technology*
Author: **Bertolt Matthias Meyer**, *Technische U. Chemnitz*

The literature on employee silence is clear that silence requires relevant input to share, i.e. employees must have encountered issues or have generated ideas to speak up or remain silent about. We draw on Event System Theory and posit that workplace events are a major source of such input. Examining employee silence without accounting for preceding workplace events undermines the interpretability and validity of empirical findings based on standard survey approaches, since conventional questionnaires neither examine the presence of events to remain silent about, nor their independent effects on outcomes attributed to silence. Re-analyzing a cross-cultural dataset (N = 8222 in 35 samples), we show that some samples include up to 60 % of participants who did not encounter relevant events to remain silent about. In another re-analysis (N = 675 in 75 teams, and N = 894 in 107 teams), we show that the associations between employee silence and outcomes are overestimated when the independent effects of events are not accounted for. Lastly, we examined the magnitude and boundary conditions for these biases through simulations. We discuss the impact of these insights on existing survey approaches and advocate for explicitly event-centered theories and research designs to improve future research.

OB: Work-Related Issues and (Not) Talking About Them: An Event Perspective on Employee Voice and Silence

Author: **Dominik Dilba**, *Chemnitz U. of Technology*
Author: **Bertolt Matthias Meyer**, *Technische U. Chemnitz*

Employee voice and silence require input that could be shared, which means that they are conditional concepts that depend on preceding issues and events that generate this input. However, existing research often construes voice and silence as general behavioral tendencies and rarely disentangles the consequences of (often negative) workplace events from the consequences of whether employees speak up about them or not. To improve future research about voice, silence, and their consequences, we thus propose a conceptualization of voice and silence on the event level, where voice and silence intentions and actual behavior follow from workplace events, latent voice opportunities, and situational expected utility considerations. We test this framework with two studies: Study 1 employs a vignette (N = 241) while Study 2 (N = 221) uses recollections of workplace events. Results demonstrate the usefulness of separating workplace events, employee motives, and voice / silence intentions or behavior. We discuss implications of researching specific events and associated employee decisions for other research areas beyond employee voice and silence.

OB: Does Team Identification Boost Voice Uniformly Across Different Personality Profiles?

Author: **Minnie She**, *U. of Amsterdam*
Author: **Richard Ronay**, *Amsterdam Business School, U. of Amsterdam*
Author: **Deanne N. Den Hartog**, *U. of Amsterdam*








Voice is considered a valuable asset to team performance. Social identification has been shown to boost voice behaviors in workgroups, but the underlying mechanism is rarely explored. Based on social discounting, we propose that felt social distance from one's group or team might influence the perceived trade-off between (personal) costs and (group) benefits driving the expression of voice. Considering that personality affects the general tendency of social discounting, different personality compositions might discount the value of voice differently. We used a modified social discounting task to measure discounting rates of information sharing in a team setting and compare rates between different personality compositions. Results from a sample of 425 college students show that the value of engaging in voice decreases as a function of social identification, which has similar discounting properties as the discounting of money in previous studies. We also found that while those with a sociable personality were the most generous in sharing money, they shared the least information with the team under a voice-stimulating scenario. Looking at voice through the lens of social discounting, we quantify the value of sharing information with teams, thus, providing a possible explanation of how identification could boost voice behaviors. Future research on voice, social discounting, and personality can incorporate motives of engaging in voice to uncover determinants of voice.

OB: Gendered Effects of Voice Solicitation: Do Leaders Get What They (Really) Want from Who They Want?

Author: **Blair Middlebrook**, *U. of Washington*

Leader voice solicitation—a leader's individually-directed requests for opinions, suggestions, concerns—has been portrayed as a solution to the issue of withheld employee voice (i.e., silence). However, extant literature has only considered how much leader voice solicitation increases voice quantity, without any examination of the nature of the actual content of the resulting voice. This work contends that the true measure of leader voice solicitation efficacy lies in the quality of the resulting voice and examine the psychological effects that may inform this relationship. Drawing from the relational theory of procedural justice, I argue that leader voice solicitation has a positive indirect effect on voice quality via felt social worth. However, I also propose that this positive indirect effect is weaker for women, in comparison to men, by drawing from social identity and tokenism theory. By unraveling new, nuanced dimensions of leader voice solicitation, this research contributes to the broader understanding of leader voice solicitation, shedding light on the interplay of gender, leadership, and employee voice within organizational contexts, leadership, and employee voice within organizational contexts.

KEY TO SYMBOLS

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

Safety First? Safety and Well-Being

Session Moderator: **Huw Flatau-Harrison**, *Deakin U.*

OB: A Diary Study of the Impact of Challenge Demands on Safety-Specific Transformational Leadership 

Author: **Huw Flatau-Harrison**, *Deakin U.*

Author: **Zitong Sheng**, *Deakin U.*

Author: **Joshua Wood**, *Deakin U.*

Author: **Hongmin Yan**, *Griffith U.*

Author: **Alexander Newman**, *Melbourne Business School, U. of Melbourne*

Contrasting theoretical perspectives of the role that challenge demands play in promoting safety-specific transformational leadership (SSTL) were tested in a daily diary study. Specifically, in line with the Challenge-Hindrance Stressor Framework, while we hypothesized that challenge demands (i.e., quantitative workload and problem-solving demands) would predict higher levels of SSTL at the between-person level, conversely, and in line with Conservation of Resources theory, we also hypothesized that at the within-person level the results would be flipped, with challenge demands predicting lower levels of SSTL. Findings emanating from data obtained amongst 161 frontline safety leaders across 5 consecutive working days (within-person $n = 526$), provided partial support for our hypotheses. At the between-person level, there was a positive relationship between problem solving demands and SSTL, while quantitative workload positively related to SSTL only for leaders with lower job tenure. By contrast, at the within-person level, there was a negative relationship between daily problem-solving demands and daily SSTL. In line with our theorizing, the latter relationship was only present in leaders with lower job tenure. Theoretical implications for the Challenge-Hindrance Stressor Framework and Conservation of Resources theory are discussed, and practical implications for managing frontline safety leader demands are outlined.

OB: Darkness to Daylight: A Bibliometric Analysis on the Relationship Between Sleep and Work Performance

Author: **Jure Andolšek**, *U. of Ljubljana School of economics and business*

This study presents a comprehensive bibliometric analysis of the literature on sleep and work performance, identifying key trends and gaps in the field. Employing co-citation, co-occurrence, and bibliographic coupling techniques, we systematically mapped the intellectual structure and key themes within this area. Our analysis revealed three main themes: The impact of sleep disorders on work performance, the interplay between sleep and shift work within the Job Demands-Resources model, and the unique challenges of sleep in high-stress environments. These themes highlight a shift from focusing on sleep disorders' direct effects to a broader consideration of sleep's role in employee well-being, productivity and human sustainability. The study integrates its findings with the Job Demands-Resources model, offering new perspectives on managing sleep-related issues in various work contexts. We identify practical insights for improving sleep health and propose future research directions, emphasizing the growing importance of employee well-being. This work contributes to both theoretical understanding and practical applications in organizational health, emphasizing the critical role of sleep in enhancing employee performance and well-being.

OB: Modesty Makes One Always Blessed: Unveiling the Cognitive Dynamics of Humble Leadership on Leaders

Author: **Xinyu Liu**, *School of Economics and Management Tsinghua U.*

Author: **Zhiying Shi**, *School of Management, Fudan U.*

Author: **Biya Ren**, *U. of Glasgow*

Author: **Longfei Cui**, *Tongji U.*

Based on Social Cognitive Theory (SCT), this study explores the impacts of humble leadership on leaders and the underlying mechanism. We conducted an experiment (Study 1) and a field survey (Study 2) to test our hypotheses. The results show that humble leadership positively influences leaders' self-cognition (i.e., reducing self-depletion) and work perception (i.e., enhancing work meaningfulness), which in turn increases leader work engagement and subjective well-being. Furthermore, for teams with higher cognitive diversity, the effects of humble leadership on reducing leaders' self-depletion and enhancing work meaningfulness are more pronounced.

OB: Exploring the Influence of Health-Oriented Leadership on Subordinates' Well-Being and Outcomes 

Author: **Kuoching Cavin Yen**, *Graduate School of Resource Management and Decision Science, National Defense U.*

Author: **Tingko Lee**, *Graduate School of Resource Management and Decision Science, National Defense U.*

Author: **Chi-Hua Chun**, *Army of Republic of China*

This study investigates the role of health-oriented leadership in shaping employee well-being and organizational outcomes. Drawing on social exchange theory, we explore how leaders' health consciousness, values, and behaviors influence employee work engagement, reduce emotional exhaustion, and influence task performance and organizational commitment. The study employs a time-lagged, multisource data collection approach, analyzing 487 valid leader-subordinate dyads with an average team size of 3.9 members. Our findings reveal that (1) health-oriented leadership, distinct from transformational leadership and controlled for subordinate workload, significantly enhances subordinates' work engagement; (2) in turn, positively affects their task performance voice behavior and reduces turnover intentions; and (3) our results demonstrate that such leadership effectively mitigates subordinates' emotional exhaustion; (4) this study further examines the mediating roles of work engagement and emotional exhaustion in the relationship between health-oriented leadership and subordinate outcomes. Theoretical contributions to leadership and health management literature are discussed alongside practical implications for organizational leadership practices and directions for future research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Emotional Rollercoaster: The Ups and Downs of Emotions

Session Moderator: **Daphna Motro**, *Hofstra U.*

OB: **Reactions to Mega-Threats Among Members of the Harming Group: A Moral Cleansing Approach** 

Author: **Daphna Motro**, *Hofstra U.*
Author: **Aleksander P.J. Ellis**, *U. of Arizona*

The concept of mega-threats – negative, identity-related events that receive significant media attention – have been shown to have significant negative effects on members of the harmed group; effects that have implications for their behavior at work. We look to build on the original theory and empirical evidence by shifting focus to how mega-threats impact members of the harming group. Drawing on moral cleansing theory, we argue that members of the harming group feel increased levels of guilt following a mega-threat. Those individuals then strive to cleanse their guilt by reducing their in-group solidarity and engaging in increased helping toward members of the harmed group. Further, we argue that cleansing guilt by reducing in-group solidarity will be stronger when individuals possess strong purity/sanctity (a dimension of moral foundations). Across three main studies and one supplemental study, we found that participants felt greater guilt and decreased in-group solidarity after witnessing a mega-threat (police brutality against George Floyd), which then increased helping behaviors towards Black Americans. We also found support for the moderating role of purity/sanctity.

OB: **Self-Conscious Emotions in the Workplace: When are Good Emotions Bad and Bad Emotions Good?** 

Author: **David Joseph Keating**, *U. of Mississippi*
Author: **Sophia Quick**, *U. of Mississippi*

At face value, self-conscious emotions (e.g., pride, shame) should have straightforward links to positive or negative outcomes in the workplace. Theories of emotions would support this viewpoint, with evolution, non-cognitive-based emotion theories (e.g., Ekman, 1977; James-Lange, 1884; Robinson, 1995) providing a conceptual foundation for implicit emotion-outcome relationships (i.e., positive emotions – positive outcomes and negative emotions – negative outcomes), and cognitive, appraisal-based theories of emotions (e.g., Lazarus, 1991; Roseman, 1984) incorporating additional cognitive factors that contribute to how an employee experiences and reacts to an emotional event. Together, these theories provide a conceptual foundation for both implicit and paradoxical emotion-outcome relationships (i.e., inherently negative emotions (e.g., guilt, shame) leading to positive workplace outcomes and vice versa). In the organization sciences, a plethora of studies use discrete emotions to explain the connections between their antecedents and outcomes of interest. In this manuscript, we conduct a systematic quantitative review of all studies that have examined self-conscious emotions in workplace settings and perform a meta-analysis that examines the evidence for consistent as well as counterintuitive relationships between self-conscious emotions and workplace constructs. This meta-analysis sheds light on the role of self-conscious emotions in the workplace and helps to guide future research by providing insight into the expected—and unexpected—outcomes of workplace emotions.

OB: **The Influence of Employee Daily Investment Results on Work Consequences**

Author: **Yuqing Liu**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **Bingjie Lu**, *U. of Florida*

Although considerable research has examined how employees' non-work domain influences the work domain due to the increasingly blurred work/non-work boundaries, the daily spillover effects of private investment behavior to workplace outcomes remain underexplored. Drawing on the Affective Events Theory, we use a daily diary approach to uncover these daily dynamics. Our findings revealed that daily investment gains were related to an increase in work engagement through an increase in positive affect and a decrease in negative affect. In addition, daily investment gains were related to an increase in helping behavior through a decrease in negative affect. Conversely, daily investment losses were linked to a decrease in work engagement and helping through similar affective channels. We further found financial goal importance as an important boundary condition for the emotional responses triggered by investment results. When financial goal importance is higher, the relationship between investment losses and changes in positive and negative affect becomes stronger. This research highlights the spillover effect of employee investment behavior on workplace outcomes, offering insights for organization management by acknowledging the role of non-work domains.

OB: **“Are You Really Going to Eat That?” Toward an Understanding of Workplace Food Shaming** 

Author: **Amanda S. Patel**, *Suffolk U.*
Author: **Michael Matthews**, *U. of Texas Rio Grande Valley*
Author: **Giselle Elaine Antoine**, *Washington U. in St. Louis, Olin Business School*
Author: **Vanessa Liu**, *Singapore U. of Social Sciences*
Author: **Gregory Robert Beaver**, *Suffolk U.*

Previous research on workplace eating has demonstrated a link between employee eating and work. While nascent research shows that eating behaviors influence coworker perceptions, we argue that workplace eating goes beyond this and serves a key social function. To that end, we develop the construct of workplace food shaming (i.e., signaling disapproval of coworker food choices). Relying on social self-preservation theory, we argue demonstrate that workplace food shaming leads to work withdrawal. We further argue and find that a healthy eating identity, through workplace healthy eating, strengthens the relationship between workplace food shaming and withdrawal. We contribute to our theoretical understanding of workplace food shaming by elucidating the social function it serves and demonstrate its importance for organizationally relevant outcomes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Decision Making and Work Behavior

Session Moderator: **Melissa Innes**, *U. of Sunshine Coast*

OB: **Exploring Individual Foresight: Implications for Organisational Learning and Innovation in Firms**

Author: **Melissa Innes**, *U. of Sunshine Coast*

Corporate foresight is considered an organizational capability that contributes to the innovativeness and sustained competitive advantage of firms, particularly in the presence of organizational learning. Business literature positions individuals as an important component of the corporate foresight process, however, it provides limited clarification about how individuals do foresight; or more specifically how they experience foresight in organizations. Embracing the resource-based view of the firm to consider the role of knowledge management in innovation, this study seeks further understanding of how individuals utilize tacit knowledge in Individual Foresight (IF) and engage in organizational learning mechanisms to contribute to innovativeness. I examine the microfoundations of Individual Foresight (IF) to determine how employees experience IF in an organizational context. Adopting a phenomenological approach, twenty-seven interpretive phenomenological analysis (IPA) interviews were conducted with employees across finance and insurance, and utilities industries resulting in a theoretical framework of IF comprising four elements: The Person, The Process, The Outcomes, and The Context. Examining the lifeworld of individuals as they experience foresight revealed a rich tapestry of both personal and intra-organizational social capital interactions useful in demonstrating the role of IF for innovation in firms. Mechanisms such as storytelling, mentorship, group and personal reflection, supported by an appropriate culture, leadership approach and human resource strategies confirm the value of fostering IF to encourage innovative outcomes for firms. This study advances foresight research by broadening existing knowledge and understanding of the role of individuals in the foresight process, and uniquely, by enhancing understanding of how individuals experience foresight in an organisational setting. Implications for HR practitioners and foresight researchers are discussed.

OB: **Everyone is on Board, Now What? The Link Between Team Consensus and Decision Commitment**

Author: **Nathan A. Bragaw**, *U. of Delaware*

Author: **Dustin J. Slesman**, *U. of Delaware*

Author: **Kyle J. Emich**, *U. of Delaware*

Consensus is often considered a critical team decision-making outcome because it has long been associated with the subsequent commitment of team members to the decision. We contend that consensus is a dynamic multilevel process that may take different forms (i.e., aligned, discovered, calculated, and acquiesced), each of which has a different influence on team member decision commitment. We examine the effects of these four consensus types on post-decision commitment across two experiments, using different tasks and employing both perceptual and behavioral commitment measures. Our results show robust differences in commitment across the four consensus types. Team members are more committed to a consensual decision when it aligns with their individually preferred choice (aligned consensus) as compared to when it represents a merely acceptable choice (discovered consensus) or when their teammates convince them to change their preferences through group discussion (calculated consensus). Moreover, these three consensus types all engender more commitment than when team members are pressured into agreeing to a collective decision (acquiesced consensus). Overall, this research emphasizes the importance of understanding how teams come to consensus instead of simply whether they come to consensus.

OB: **Autonomist Leadership and Organizational Practice in Leaderless Street Bands**

Author: **Meghan Kallman**, *U. of Massachusetts, Boston*

For decades, research on leadership in organizations focused its attention mainly on hierarchical and/or professional organizations in the Global North. In doing so, it neglected the organizational practices and insights that emerge from other sites of organizing. In the past twenty years however, there has been a surge of research to exploring shared leadership: a shift from understanding the actions and interactions of “leaders” to understanding the intersubjective “leadership” brought about by group members themselves. Using ethnographic and qualitative data from nine US street brass bands, this chapter analyzes shared leadership practices within leaderless, democratic groups. Specifically, it theorizes these practices as autonomist leadership, seeking to understand the political and ideological values that inform group processes, and how those processes enable the bands to meet both their functional and interpretive needs in the absence of a single “leader”. By engaging with the daily practices that constitute organizing life for these musicians—practices that also shape the identities of their participants—I argue that political principles of collective decision-making and commitment to inclusion can produce organizational practices and habits that are as durable as they are complex, including significant organizational learning. That is, I show how autonomist groups are enabled by prefigurative organizational practices based in political principles.

OB: **People Avoid Asking Gossips for Advice**

Author: **Alexis Gordon**, *The Wharton School, U. of Pennsylvania*

Author: **Maurice Schweitzer**, *U. of Pennsylvania*

We identify a key factor that influences whether or not and whom people ask for advice: a potential advisor’s reputation for gossip. Across 5 studies, we demonstrate that an individual’s reputation for gossip reduces others’ willingness to ask them for advice, even when the potential advisor is highly competent and easily accessible. We show that people are concerned that gossips will judgmentally tell others about their advice seeking. We also show that, in addition to avoiding advisors who gossip, people seek out advisors with reputations for discretion. Our results advance our understanding of the advice seeking process by considering advice within a broad social context. Our findings also highlight an important cost of gossip for both individuals and their organizations.

Author: **David Levari**, *Brown U.*

Author: **Adam Mastroianni**, *Columbia Business School*

Author: **Jacob Verrey**, *Harvard U.*

Author: **In Gim**, *Yale U.*

Author: **Sean Devine**, *McGill U.*

Author: **Daniel Gilbert**, *Harvard U.*

When working together, employees often need to decide whether to step in and help one another. Do they know when to do so? In a series of experiments, we introduce a novel method that allows us to measure how well a task is performed when one person takes over from another, and the counterfactual they cannot see: performance if the takeover had never happened. Most participants took over for their partners, decreased task performance, and incorrectly believed that they had improved it. This may happen because people do not properly forecast task trajectories over time, and because they step in too early to see how well their partners perform, and fail to exceed that performance. Finally, using these mechanisms, we report two more experiments in which manipulating task visibility and performance trajectories improves takeover efficacy. Takeovers are common in cooperative contexts, but people may not realize when they harm the performances they are meant to improve.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Speaking Up: Antecedents of Employee Voice

Session Moderator: **Ryan Shuwei Hsu**, *Department of Business Administration, National Chengchi U.*

OB: **Employee Voice in the Digital Void: Navigating Contextual Challenges in a High-Context Culture**    

Author: **Yi-Ching Chen**, *National Taiwan Normal U.*

Author: **Ryan Shuwei Hsu**, *Department of Business Administration, National Chengchi U.*

Author: **Anita Pelling Chen**, *National Taiwan Normal U.*

Communication technologies allow employees to express work-related suggestions and concerns digitally, from anywhere and at any time, absent context. However, for employees accustomed to high-context communication, loss of context equates to losing guideposts to their usual communication practices. This leads us to examine high-context communicators' concerns about and strategies for digital voice. Results of an inductive qualitative study with 43 workers from a high-context Chinese culture suggest that high-context communicators often struggle with digital voice because it imperfectly provides the context needed to guide their usual high-context communication. Given these concerns, high-context communicators develop five self-censorship strategies to accommodate their digital voice. High-context communicators may opt not to express digital voice at all or to express digital voice with diplomatic language so that the expressed digital voice is carefully crafted to be relationally noncontroversial, linguistically terse, or associatively vague. Findings suggest that digital voice is mentally taxing for high-context communicators while documenting the interplay of employee voice, communication technology, and culturally bound communication norms.

OB: **How Knowledge Shapes Psychological Safety for Voice on Patient Safety in Surgical Hierarchy** 

Author: **Emmanuel Kwasi Mawuena**, *Sheffield Business School, Sheffield Hallam U., UK*

Author: **Russell Mannion**, *U. of Birmingham*

Author: **Adrian John Wilkinson**, *Griffith U.*

Despite the inseparable nature of power and knowledge, voice and silence research has focused on the detrimental effect of hierarchical power on voice without disentangling how knowledge and hierarchy interrelate in shaping voice and silence. Addressing this gap, we analysed 67 multidisciplinary professional interviews in surgical teams in Ghana. We found that knowledge provides a strong authority for voice among surgical teams quite independent of hierarchy. While knowledgeable team members with substantial hierarchical power effectively exercised upward voice, hierarchical caveat over knowledge and uncertainty limited lower hierarchies from utilising their knowledge for voice in authority gradient. Whereas knowledgeable superiors welcomed voice, those who are deficient in knowledge and expertise were less receptive to voice thereby posing a significant impediment for upward voice. Finally, a small cadre of distinguished 'medical 'gods' who are revered for their rare knowledge status commanded voice authority among their peers, and their eminent status served to suppress the psychological safety of wider team members for voice. We conclude that formal hierarchical authority and knowledgeability are anchored within surgical teams and understanding the complex interplay between knowledge and hierarchy is crucial to implementing effective interventions to promote voice in such knowledge-intensive and highly status-conscious environments. Keywords: Hierarchy; Knowledge, Power, Voice and Silence; Patient Safety; Surgery; Ghana

OB: **Be the Architect of Professional Future: Investigating the Pathways Between Self-Leadership and Voice** 

Author: **Xiangfan Wu**, *Xinjiang U. of Finance and Economics*

Author: **Taiping Feng**, *Xinjiang U. of Finance and Economics*

Author: **Ho Kwong Kwan**, *China Europe International Business School (CEIBS)*

In the era of digital advancement and escalating organizational competition, it's crucial for companies to analyze employee feedback to enhance operational capabilities comprehensively. A key challenge facing organizations is maximizing employees' self-leadership to boost their willingness to speak up. This paper leverages self-determination theory to develop a mediated moderation model, examining how organizational-based self-esteem (OBSE) influences employee voice through self-leadership. Utilizing data from 323 employees and their 62 supervisors, the study reveals that OBSE acts as a mediator between self-leadership and both promotive and prohibitive types of employee voice. Additionally, the effectiveness of this mediation is influenced by the perceived participative climate within the organization. These findings offer valuable insights for human resource management practices, highlighting the importance of fostering a supportive environment that empowers employee self-leadership and voice.

OB: **Will I Speak up Again? It Depends on how My Voice was Rejected** 

Author: **Yan Rong**, *College of Business, Shanghai U. of Finance and Economics*

Author: **Yang Sui**, *U. of Science and Technology Beijing*

Author: **Shaofei Wang**, *Shanghai U. of Finance and Economics*

Author: **Weimei Liu**, *U. of Science and Technology Beijing*

This article examines the effect of managerial voice rejection strategy (assessed by constructiveness and politeness) on employees' subsequent voice behavior (assessed by quality and frequency) through their task and social attribution of the rejections, and the interaction between constructiveness and politeness of rejection on their attribution. In one field study and two experimental studies, we found that constructive rejection enhances task attribution while polite rejection decreases social attribution; and the presence of one type strategy can influence the effectiveness of the other in shaping employees' perceptions. Specifically, the impact of constructive rejection on task attribution is more potent when polite rejection is minimized, and vice versa. These relationships between managerial voice rejection strategy and employees' subsequent voice are mediated by their attributions, such that task attribution encourages employees to improve suggestion quality, and social attribution decreases voice frequency. We discuss implications for research on voice rejection strategies and attribution.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Mirror Mirror on the Wall: Social Comparison Processes

Session Moderator: **Vivek Mishra**, *Indian Institute of Management, Lucknow*

OB: **Conjoint Effect of Individual Differences and Valence Ambiguity in Eliciting Observers' Silences**

Author: **Vivek Mishra**, *Indian Institute of Management, Lucknow*

Utilizing moral foundation theory (MFT), this study posits that observers' acceptance of unethical pro-organizational behavior (UPB) aligns with their inclination towards loyalty or fairness values. Furthermore, it contends that observers' personal acceptance shapes their perception of peers' UPB endorsement, thereby influencing their pro-organizational and quiescence silence. A two-phased vignette-based field survey involving 292 working individuals in the USA was conducted to test these hypotheses. The results reveal that observers' preference for loyalty over fairness moderates their personal acceptance of UPB and influences the perceived peers' UPB acceptance. This distinction in moral preference leads to the manifestation of distinct biases, such as false consensus or uniqueness bias. Loyalty-preferring observers exhibit a false consensus bias, while fairness-preferring observers demonstrate a uniqueness bias. Importantly, this study illuminates the intricate nature of UPB observer behavior, demonstrating that loyalty-preferring UPB observers are more likely to maintain pro-organizational silences, while fairness-preferring UPB observers are inclined towards quiescence silence. In essence, the study uniquely contributes by delineating how varying moral preferences among UPB observers give rise to divergent biases, elucidating the complex motivations driving their choices to maintain silence.

OB: **Two Faces of Impression Management: The Contradictory Impacts of Impression-Management Tactics**

Author: **Dongwon Choi**, *Ewha Womans U.*

Author: **Hae-jung Hong**, *NEOMA Business School*

We explore the negative interpersonal implications of impression-management and the moderating role of impression-management motives (IMM). To this end, we argue that impression management is positively related to leader-member exchange, resulting in better performance evaluations, and to coworkers' contempt, leading to more social undermining. We also propose that IMM mitigates the positive association between impression-management tactics and leader-member exchange, which strengthens the impact of impression-management tactics on coworkers' contempt. Specifically, we hypothesize two effects of impression-management tactics and IMM—a beneficial impact on performance evaluations through leader-member exchange and a detrimental impact on social undermining through coworkers' contempt—and suggest a boundary condition that may change the associations among the variables. We test our hypotheses in a study of 116 employees on 29 teams in organizations active in manufacturing, publishing, service, and finance in South Korea. The results support our overarching theory.

OB: **An Instrumental Perspective on the Interpersonal Implications of Upward LMX Social Comparison**

Author: **Juhui Geng**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Xinxin Li**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Runtian Jing**, *Shanghai Jiao Tong U.*

Prior research has focused on self-evaluation as the primary motive for LMX-related social comparisons, overlooking the instrumental motive in social dynamics. Drawing on social exchange theory and taking an instrumental perspective, we contend that upward LMX social comparison is positively associated with helping behavior and negatively associated with social undermining toward the comparative target via perceived relationship instrumentality—the subjective assessment of the extent to which cultivating a positive relationship with a particular coworker is beneficial for obtaining work-related resources. We also identify perceived LLX as a critical variable that strengthens the association between upward LMX social comparison and perceived relationship instrumentality. The results from a vignette-based experiment and a time-lagged field study involving 939 participants provide consistent support for our proposed model. Our findings demonstrate the instrumental motive behind LMX social comparisons and highlight the importance of considering the broader social context to understand the triadic relationship among the leader, the comparer, and the compared target.

OB: **Unpacking Workplace Envy: The Role of Organizational Justice and Self-Evaluation Motives**

Author: **Amnah Ameen**, *U. of Connecticut*

Envy is a prevalent emotion in organizational settings, often triggered by individuals perceiving discrepancies between their situation and the more favorable conditions of their peers. This emotional response becomes especially potent when these discrepancies concern aspirations or values essential to one's self-concept. The emergence of envy is not an isolated feeling but intertwines with the overarching dynamics of self-evaluation motives. Self-evaluation motives can lead individuals to either self-enhance or self-protect against perceived discrepancies. The perceived legitimacy of these discrepancies, a judgment often intertwined with concepts of organizational justice and the legitimation literatures, determines the nature of these responses. The perceived legitimacy of these gaps plays an important role: are these discrepancies viewed as justifiable differences based on merit and fair processes, or are the outcome of undeserved privileges? Such perceptions, in turn, shape one's behavioral patterns. Central to this dynamic is the influence of one's Core Self-Evaluations – innate judgments rooted in self-worth and capabilities. Building on theories of self-assessment, I theorize that envy's motivational process shapes the diverse reactions to feelings of envy. This paper has important implications for researchers trying to understand envy's divergent outcomes and practitioners aiming to develop effective and conducive workplace environments that counteract envy's destructive strategies.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Research on Leaders as Abusers

Session Moderator: **Zhang Zhe**, *Xi'an Jiaotong U.*

OB: I Did Something Wrong: How and When Leaders Ruminates and Recover from Their Abusive Supervision 

Author: **Zhang Zhe**, *Xi'an Jiaotong U.*

Author: **Xinyi Chen**, *Xi'an Jiaotong U. School of Management*

Author: **Xingze Jia**, *Xi'an Jiaotong U. School of Management*

Although prior studies have begun to focus on how employees recover from abusive supervision experiences, how leaders ruminate on and recover from their abusive supervision remains unclear. On the basis of cognitive theories of rumination, we propose that abusive supervision is linked to two forms of rumination after work (i.e., affect-focused rumination and problem-solving pondering), which subsequently influence leaders' next-day work engagement. Specifically, we suggest that affect-focused rumination and problem-solving pondering will hinder and facilitate leaders' next-day work engagement, respectively. We also identify the past focus and future focus of leaders as moderators in the relationship between abusive supervision and the two forms of rumination. Using an experience sampling methodology for 10 workdays with data from 59 leaders, we find that leaders' abusive supervision hinders their next-day work engagement through affect-focused rumination, which is aggravated by past focus and mitigated by future focus. However, the problem-solving pondering path is not supported. We conclude by discussing the theoretical and practical implications of our findings and proposing future research directions.

OB: Examining When Former Supervisor's Abusive Behavior Affects Newcomers' Adjustment in Their New Job 

Author: **Eric Adom Asante**, *U. of Nottingham Ningbo China*

Author: **Hamid Khurshid**, *Hong Kong Metropolitan U.*

Author: **Emmanuel Affum-Osei**, *Kwame Nkrumah U. of Science & Technology, Kumasi*

Author: **Faisal Khurshid**, *Hong Kong Metropolitan U.*

Author: **Collins Azunu**, *Ghana Specialty Fats Ltd. Ghana*

Most work on abusive supervision has focused on consequences for the victim within the same organization. However, some abused victims may decide to leave the organization instead of staying and retaliating towards the organization or the supervisor. This paper aims to understand the impact of former supervisors' abusive behavior on victims' adjustment at their new workplace. Specifically, we examine how former supervisors' abusive behavior affects victims' in-role behaviors and job satisfaction at their new workplace. Building on the social-cognitive model of transference, we propose that former supervisors' abusive behavior will enhance victims' interaction avoidance while limiting their feedback seeking from their current supervisors. This we argue will negatively affect their in-role behaviors and job satisfaction at their new workplace. We further suggest that these indirect effects are stronger when negative rather than positive gossip about the current supervisor is high. Results from two field studies largely support our assertions, indicating that former supervisors' abusive behavior affects victims' in-role behaviors and job satisfaction at their new workplace via interaction avoidance and feedback seeking. These effects are stronger when negative rather than positive gossip about the current supervisor is high. Theoretical and practical implications are discussed.

OB: Unraveling the Paradox of Abusive Supervision: How It Ignites Knowledge Hiding and Knowledge Sharing 

Author: **Yuxin Liu**, *U. of International Business and Economics*

Author: **Yun Chen**, *U. of International Business and Economics*

Author: **Rongrong Zhang**, *U. of International Business and Economics*

Author: **Xuefei Wang**, *U. of International Business and Economics*

This study aims to present a unified picture of the relationship between abusive supervision and knowledge management behaviors to answer a fundamental question: How and when does abusive supervision evoke knowledge hiding and knowledge sharing among employees? Drawing from a face-based perspective, we propose a dual-path effect on knowledge hiding and knowledge sharing, mediated by two forms of face threat: capability-based and relationship-based. Additionally, we investigate the moderating role of individual perceptions of the motivational climate. We use a two-wave survey from 517 employees and a 216 employees' experiment. Results found that employees who perceive a performance climate as dominant are more likely to engage in knowledge hiding as a result of capability-based face threats triggered by abusive supervision. On the other hand, employees with a mastery climate perception are more inclined to respond to abusive supervision by increasing knowledge sharing through relationship-based face threats. These findings have important implications for research and practice.

OB: Why Abusive Supervision Pervades College Sports: A Game Theory Model About Games

Author: **Jennifer Kuan**, *California State U., Monterey Bay*

Author: **Elizabeth A. Adair**, *California State U., Monterey Bay*

Author: **Karlee Postheher**, *California State U., Monterey Bay*

A growing body of research explains the causes of abusive supervision and the harm it brings to employees. But because abusive supervision can negatively impact firm performance, an open question is why it persists, often for extended periods of time. We posit that, in certain situations, there are two dimensions of supervisory quality, such that performance in one dimension compensates for poor performance in another dimension. A system of moral credit could thus keep an abusive supervisor in place for performance in one area while causing deleterious effects on employees and the organization. Leading scholars of abusive supervision have observed that sports present extreme cases of abuse. We, therefore, use college athletics as a business setting to examine how moral credit might explain the persistence of abusive supervision. A game theory model incorporates institutional details prior to recent rule changes. We find that NCAA rules constrained athletes' choices, allowing colleges to prioritize coaches' athletic performance over their abusiveness. Our study thus contributes an analytical framework for understanding and mitigating abusive supervision and identifies worker mobility as an issue more broadly beyond the sports setting. We also contribute to a growing body of literature that uses sports settings to analyze general business problems.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Now, Go! Regulating Work Engagement

Session Moderator: **Verma Prikshat**, -

OB: Job Reattachment and Engagement: The Role of Supervisory Dependence and Team Compassion 

Author: **Akanksha Jaiswal**, *Loyola Institute of Business Administration*

Author: **Dr. Santoshi Sengupta**, *Graphic Era Hill U.*

Author: **Prikshat Verma**, *Central Queensland U.*

Author: **Madhusmita Panda**, *U. of the People*

Author: **Arup Varma**, *Loyola U. Chicago*

This research deals with the impact of the pandemic on the vocational behavior of employees. After working-from-home for about two years during the pandemic, employees were asked to return to work-from-office (fully or in the hybrid mode) in the post-COVID era. The present study data were collected from 250 supervisor-subordinate dyads and were time-lagged. Since employees demonstrated lack of willingness to return to work-from-office, we aimed to assess their level of reattachment and engagement with their jobs in the office environment and its impact on individual performance and work withdrawal behaviors. We further examined the moderating roles of supervisory dependence and team compassionate behavior. Our analyses showed that job reattachment had a significant positive impact on engagement. Further, supervisory dependence and team compassionate behavior significantly moderated the reattachment-engagement relationship. Engagement was found to be a significant mediator between job reattachment-performance and job reattachment-withdrawal relationships and moderated-mediation was also found to be significant. We discuss theoretical and practical implications of the study.

OB: Can You Handle High Expectations When Encountering an Early Setback? The Role of Resilience

Author: **Julian Nuessle**, *PHD student in Organization and Management at U. of Tübingen*

Author: **Kerstin Pull**, *U. of Tuebingen*

When favorites in a competition encounter early setbacks, they experience a discrepancy between high performance expectations and low initial performance, potentially increasing the likelihood of underperforming. To the contrary, underdogs showing low initial performance in a competition do not experience this discrepancy. In our paper, we theoretically and empirically explore to what extent trait resilience moderates the link between high performance expectations, early setbacks and performance. In a field study using a regression discontinuity design and analyzing 143,264 table tennis games, we find low resilient individuals who face high performance expectations and encounter poor initial performance to perform discontinuously worse than low resilient individuals who face low performance expectations and encounter poor initial performance. For high resilient individuals who encounter poor initial performance there is, however, no discontinuity between favorites and underdogs.

OB: Are There Benefits to Staying Mentally Engaged With Work During Work Breaks?

Author: **Maximiliano Escaffi-Schwarz**, *U. Diego Portales*

Author: **David Holman**, *U. of Manchester*

Author: **David Hughes**, *U. of Manchester, UK*

In this paper we shift the theoretical emphasis of work breaks research from a focus on task disengagement strategies (e.g., relaxing) to one that also embraces the benefits of task engagement strategies (e.g., problem-solving pondering) during work breaks. Drawing on Conservation of Resources theory, we develop a theoretical model proposing that task engagement and task disengagement strategies during work breaks benefit performance at work when they help to acquire and conserve resources (e.g., knowledge, energy) relevant for post-break activities. A diary study (885 observations from 121 individuals) revealed that problem-solving pondering during breaks fostered post-break creative and task performance, whereas conflict-solving pondering during breaks fostered post-break contextual performance, while task disengagement strategies (i.e., relaxation and psychological detachment) do not. Ultimately, results suggest that task engagement strategies can be beneficial to post-break work behaviors and thus point towards the need to a comprehensive understanding of work-break behaviors that consider both task disengagement and task engagement work break behaviors.

OB: The Double-Edged Effect of Voice Rejection on Subsequent Voice: The Moderating Role of Explanations 

Author: **Minjun Yoo**, *Seoul National U.*

Author: **MINJU OH**, *Seoul National U.*

Author: **Sangeun Park**, *Seoul National U.*

Author: **Jeong Hoon Seol**, *Republic of Korea Naval Academy*

Previous research has suggested that voice rejection, defined as explicitly disapproving employee suggestions, reduces subsequent voice. However, recent evidence indicates that voice rejection may not always dampen, and could instead inspire employees' ongoing engagement. Drawing on social information processing theory, we explore these contradictory findings, hypothesizing the dual mediating roles of employees' voice safety and self-perception of poor voice quality, along with the moderating role of supervisors' explanations in the relationship between supervisor-employee voice interaction dynamic. Using a two-wave survey, we collected data from 189 supervisor-employee dyads to test these hypotheses. Our results revealed that voice rejection can lead to an affectively negative path, specifically a diminishing voice safety that decreases subsequent voice. However, we also found a cognitively positive path where voice rejection leads employees to become aware of their poor voice quality, enhancing their subsequent voice constructiveness. Moreover, sensitive explanations mitigate the negative impact of voice rejection on voice safety, while specific explanations facilitate the positive impact on self-perception of poor voice quality, identifying the relative importance of each type of explanation. This research challenges the consensus that voice rejection generally has a negative impact on subsequent voice and contributes to understanding the boundary conditions of voice rejection.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

People Are People: Emotional and Social Skills at Work

Session Moderator: **Timea David**, *ESSCA School of Management*

OB: **On the Surface or by the Heart: Unpacking the Depleting Effect of Responding to Coworker Envy**

Author: **Timea David**, *ESSCA School of Management*

Author: **Hsi-An Shih**, *National Cheng Kung U.*

Experiencing workplace envy is recognized as a stress-inducing encounter, primarily due to the associated social repercussions. The present research seeks to complement this view by investigating the depleting impact of responding to perceptions of being envied. Building on extant resource theory, we develop and test a model that elucidates how two prevalent responses to envy—surface acting and altruistic helping—deplete the resources of envied employees and thus impair their engagement. Additionally, we propose that leader integrity, as a relevant organizational factor, moderates these negative indirect effects of perceptions of envy on engagement. We test this moderated mediation effect through a time-lag multi-source survey study. Our findings indicate that perceptions of being envied can prompt both surface acting and altruistic helping behaviors. Notably, surface acting emerges as the more resource-depleting behavior, exerting a more detrimental impact on work engagement. This research contributes significantly to both theoretical understanding and practical applications by highlighting the resource-depleting nature of responses to perceived envy.

OB: **Emotional Labor Management in E-Smile Service: Does Pay-For-Performance Work?**

Author: **Ziteng Zhang**, *China U. of Mining and Technology*

Author: **Chen Ding**, *Nanjing U.*

Author: **Ru Li**, *Nanjing U. of Finance and Economics*

Author: **Jinsheng Li**, *Guilin U. of Technology*

The management of emotional labor is often overlooked and under researched due to its intangible and unmeasurable nature; however, e-smile service may offer a new opportunity for its management. We aim to explore the impact of pay-for-performance on emotional labor management in e-smile service, drawing on self-determination theory, and develop a moderated mediation model with perceived insider status (PIS) as the moderator and work performance as the outcome variable. We collected two-wave data from 387 online customer agents from travel agencies on Chinese online travel platforms and used structural equation modeling with Mplus 7.4 to analyze the hypotheses. Results indicate that (a) pay-for-performance enhances both deep and surface acting in e-smile service; (b) deep acting has a positive effect on both task performance and perceived customer service performance, while surface acting only affects task performance; and (c) PIS weakens the mediation of surface acting between pay-for-performance and task performance. We advance the research on emotional labor motivation by exploring features of e-smile service and pay-for-performance, contribute to bridging the gap between emotional labor and performance outcomes by applying self-determination theory, and enrich the connotation and application fields of emotional labor. The findings provide practical insights for improving the quality and effectiveness of e-smile services in the tourism industry.

OB: **Is Dealing with Emotions a Women's Skill? A Meta-Analysis of Gender and Emotional Intelligence**

Author: **Vera Hampel**, *U. of Zurich*

Author: **Mary Hausfeld**, *U. of Zurich*

Author: **Jochen I. Menges**, *U. of Zurich*

Emotional intelligence has traditionally and colloquially been ascribed to women, yet theories on the subject appear genderblind and empirical scholarship on gender differences in emotional intelligence has proven inconclusive. To expand theories to be more gender-sensitive and to update research on gender differences in emotional intelligence, we examine whether and how gender differences manifest in emotional intelligence through a meta-analytic review of 716 studies. The results suggest gender effects on general emotional intelligence, as well as more nuanced and at times inconsistent gender effects across specific emotional abilities. Specifically, we found that women performed better in other-focused compared to self-focused emotional abilities, a distinction that has received little attention in emotional intelligence scholarship. The results also show that context affects the results, as people in leadership positions exhibit greater gender differences favoring women compared to non-leaders. Finally, gender differences varied according to the measurement of emotional intelligence, with self-reports seemingly underrepresenting actual gender differences measured by performance measures. Overall, these findings suggest that emotional intelligence theory and research need to better distinguish between self-focused and other-focused abilities, that gender differences may be dependent upon context and that certain types of measurement of emotional intelligence may have obscured gender differences.

OB: **Making Emotional Intelligence Work at Work? An Experimental Intervention to Unlock Emotion Abilities**

Author: **Vera Hampel**, *U. of Zurich*

Author: **Lauren Christine Howe**, *U. of Zurich*

Emotion abilities have been shown to be beneficial at work, yet it remains surprisingly unclear how people can be encouraged to utilize their potential. To leverage emotion abilities for individuals during teamwork, our study experimentally tested interventions that aimed to increase the application of emotion abilities. A total of 267 participants received one of three types of weekly reflection exercises (focused either on other-focused emotion recognition, other-focused emotion regulation, or a task-focused control condition). Results suggested no direct relationship to individual performance for either initial emotion abilities or the designed intervention. Instead, only participants who had higher initial levels of emotional intelligence performed better over time when they completed a weekly intervention that encouraged them to reflect on the emotion regulation of others, compared to the control condition. Theoretically, our research underlines first, the need for EI scholarship to incorporate the context in which EI operates; second, the value of differentiating other-focused abilities; and third, that effects of EI abilities may not be immediate but can unfold over time. Practically, our research suggests that the application of other-focused emotion abilities can be encouraged at work to increase performance, while also calling for caution when designing and implementing one-size-fits-all solutions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Disclosing Low-Status Identities at Work: Towards a More Nuanced Understanding of Costs and Benefits



Organizer: **Zoe Schwingel-Sauer**, *Ross School of Business, U. of Michigan*
Organizer: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*
Discussant: **Steven Blader**, *New York U.*
Presenter: **Rachel Arnett**, *The Wharton School, U. of Pennsylvania*
Participant: **Serenity Lee**, *The Wharton School, U. of Pennsylvania*
Participant: **Keana Richards**, *U. of Pennsylvania*
Participant: **Patricia Faison Hewlin**, *Columbia U. - Teachers College*
Presenter: **Cydney Dupree**, *UCL School of Management*
Participant: **Joselle Carrillo**, *UCL School of Management*
Participant: **Brittany Torrez**, *Yale U.*
Presenter: **Yuxin Lin**, *U. of Arizona*
Participant: **Sarah Doyle**, *U. of Arizona*
Presenter: **Danqiao Cheng**, *UCLA Anderson School of Management*
Participant: **Joyce He**, *U. of California, Los Angeles*

As the study of identity management continues to evolve, scholars have begun to transition from focusing on identity signaling to identity disclosure at work (Arnett, 2023; Kang et al., 2016; Kirgios et al., 2022; Milkman et al., 2015). As a nascent area of study, scholars within the realm of explicit identity disclosure have thus far focused on when and why disclosers receive support in response to their low-status identity disclosure (Arnett, 2023; Kirgios et al., 2022). In this symposium, we extend theory and research in this area by exploring the full cycle of low-status identity disclosure and integrating both intrapersonal and interpersonal perspectives. Across our five empirical papers, we examine a new framework for identity management, consider the expectations individuals have of others' identity management, and investigate when low-status identity disclosures can backfire. Last, our expert discussant, Steve Blader—leading scholar in status and social identity—will guide a discussion at the end of the session on the symposium themes and engage the audience in questions about the current research and directions for future work.

A Two-Dimensional Framework of Minority Racial-Identity Management

Author: **Rachel Arnett**, *The Wharton School, U. of Pennsylvania*
Author: **Serenity Lee**, *The Wharton School, U. of Pennsylvania*
Author: **Keana Richards**, *U. of Pennsylvania*
Author: **Patricia Faison Hewlin**, *Columbia U. - Teachers College*

Expectations Surrounding Interracial Self-Presentation in Social and Work Settings

Author: **Cydney Dupree**, *UCL School of Management*
Author: **Joselle Carrillo**, *UCL School of Management*
Author: **Brittany Torrez**, *Yale U.*

Weakness Revealed, Help Concealed? Exploring the Paradox of Weakness Disclosures in the Workplace

Author: **Yuxin Lin**, *U. of Arizona*
Author: **Sarah Doyle**, *U. of Arizona*

Not for Me: People are Less Willing to Help Asians who Explicitly State Their Identity

Author: **Danqiao Cheng**, *UCLA Anderson School of Management*
Author: **Joyce He**, *U. of California, Los Angeles*

Disclosing Low-Status Identities Within Hierarchies : Fueling Responder Status Anxiety & Competition

Author: **Zoe Schwingel-Sauer**, *Ross School of Business, U. of Michigan*
Author: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*

KEY TO SYMBOLS

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

Fostering Connection, Managing Tension: Navigating Difficult Conversations in Organizations



Organizer: **Daniel Chiacchia**, *U. of Toronto, Rotman School of Management*
Organizer: **Rachel Lise Ruttan**, *U. of Toronto*
Discussant: **Kyle Dobson**, *U. of Virginia*
Participant: **Katherine Ann DeCelles**, *U. of Toronto*
Participant: **Sora Jun**, *Rice U.*
Presenter: **Laura Wallace**, *U. of Chicago Booth School of business*
Participant: **Yena Kim**, *U. of Chicago Booth School of business*
Participant: **Emma Levine**, *U. Of Chicago*
Presenter: **Christina Bradley**, *U. of Michigan, Ross School of Business*
Participant: **Nadav Klein**, *INSEAD*
Presenter: **Michael Yeomans**, *Imperial College Business School*
Participant: **Alison Wood Brooks**, *Harvard U.*
Participant: **David Hagmann**, -
Presenter: **Zaidan Chen**, *Hong Kong U. of Science and Technology*

Despite the extant research highlighting the benefits of having difficult conversations, its inherent complexity – particularly due to the interdependent, multimodal, and highly contextualized nature of conversation – has impeded its empirical advancement and theoretical integration. Furthermore, previous research has assumed that having, or being able to have, difficult conversations is invariably beneficial for individuals, teams, and organizations. However, exactly how these conversations unfold and lead to positive outcomes remain a mystery. In this symposium, five presentations will explore why and how particular conversational elements within difficult contexts, such as grief, distrust, conflict, diverging goals, and advice giving and seeking, may lead to better or worse outcomes for individuals in organizational settings. In total, the symposium offers empirical and theoretical insights into the burgeoning science of conversation research, as well as practical solutions for managers, leaders, and employees who wish to create spaces where people are heard and feel connected to others.

Expressions of Sympathy are Less Effective When They Focus on the Positive

Author: **Daniel Chiacchia**, *U. of Toronto, Rotman School of Management*
Author: **Rachel Lise Ruttan**, *U. of Toronto*
Author: **Katherine Ann DeCelles**, *U. of Toronto*
Author: **Sora Jun**, *Rice U.*

Communicating Under Distrust

Author: **Laura Wallace**, *U. of Chicago Booth School of business*
Author: **Yena Kim**, *U. of Chicago Booth School of business*
Author: **Emma Levine**, *U. Of Chicago*

The Social Effects of Discrete Emotions on Curiosity Elicited During Conflict

Author: **Christina Bradley**, *U. of Michigan, Ross School of Business*
Author: **Nadav Klein**, *INSEAD*

Boomerasking: Answering Your Own Questions

Author: **Alison Wood Brooks**, *Harvard U.*
Author: **Michael Yeomans**, *Imperial College Business School*

Flattering Advice: Avoiding Disappointment as a Driver of Gender Discrimination

Author: **Zaidan Chen**, *Hong Kong U. of Science and Technology*
Author: **David Hagmann**, -

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

What About Labor?: A Broader Conceptualization of Worker Voice (CANCELLED)

Presenter: **Justin Vinton**, *Rutgers U., School of Management and Labor Relations*

Presenter: **J. Ryan Lamare**, *U. of Illinois at Urbana-Champaign*

Discussant: **Adrienne E. Eaton**, -

Presenter: **John Kallas**, *U. of Illinois Urbana-Champaign*

Organizer: **Justin Vinton**, *Rutgers U., School of Management and Labor Relations*

Worker voice has been conceptualized in various ways both across and within related fields dedicated to the study of work, including Organizational Behavior (OB), Human Resources (HR), and Industrial Relations (IR). While OB and HR have generally viewed the voice of workers as a means to improve organizational performance, IR has been broader in understanding voice not only as a way to improve performance, but as an objective in its own right. Particularly, this broader conception of voice involves the extent to which workers can value their contribution to an organization, improve their lives in the workplace and at home, and speak up within and beyond the workplace towards broader organizational, occupational, societal, and economic goals. As young scholars of voice, we suggest that the current voice conceptualizations do not fully account for work and workers in the modern era of organizations, and may leave out important perspectives from other stakeholders to organizations. While performance-related voice is important, there are other salient dimensions of worker voice involving different mechanisms, enactments, targets, and results that may be overlooked when the focus is almost exclusively on organizational performance. We further assert that clarifying these different aspects of voice can help develop a stronger theory and more comprehensive understanding of the complexities of the 21st century workplace, which has been riddled with challenges for labor on the frontlines. Given the state of the labor movement in the US, we also hope our IR perspective can help illuminate why workers' voices are important to organizations as well as to workers themselves and other stakeholders. The papers in this symposium thus cover understudied formal voice mechanisms facilitated by unions, such as labor-management partnership, labor organizing, and strikes, as well as other voice mechanisms in non-union organizations. In light of the many social, economic, and workplace challenges and inequities that were only exacerbated during the recent COVID-19 pandemic, as well as the waves of labor action and unrest that have followed in both the private and public sectors, we contend that a broader perspective of voice will be a necessary and central contribution in order to better understand the future of work, workers, and organizations alike.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Focusing on Context: How We Can Understand DEI Progress By Examining Minority Representation



Organizer: **Jenny Oh**, *Carnegie Mellon U. - Tepper School of Business*
Organizer: **Catherine Shea**, *Carnegie Mellon U. - Tepper School of Business*
Discussant: **Robin J. Ely**, *Harvard Business School*
Presenter: **Jun Lin**, *Stanford Graduate School of Business*
Presenter: **Jenny Oh**, *Carnegie Mellon U. - Tepper School of Business*
Presenter: **Ezgi Ozgumus**, *London Business School*

To overcome conflicting reports on how diversity interventions and initiatives lead to both positive and negative outcomes, some scholars have called for a greater focus on the context in which certain actions and behaviors take place. As such, our symposium aims to focus on the effects of context, but more specifically how the proportion of organizational diversity, or the representation of underrepresented members from racial/ethnic and gender groups, influences outcomes. In this symposium, three empirical papers explore the implications of proportional demographic representation in organizational diversity and how it influences instrumental outcomes including hiring decisions, status conferral in groups, and organizational practices to improve diversity, equity, and inclusion. At the conclusion of the presentation, Robin Ely, a prolific scholar who has conducted extensive analyses on group diversity and proportional representation of underrepresented minority members in teams, will facilitate an engaging group discussion of the papers with the audience and presenters with key commentary.

How Past Contact with Women and Racial Minorities Influences Future Board Diversity

Author: **Jun Lin**, *Stanford Graduate School of Business*
Author: **Edward Chang**, *Harvard Business School*
Author: **Erika Kirgios**, *U. of Chicago Booth School of business*
Author: **Julia D. Hur**, *New York U.*

How Proportional Representation of Women Affects External Evaluations of One's Voice and Status

Author: **Jenny Oh**, *Carnegie Mellon U. - Tepper School of Business*

How Organizational Data Analysis Practices Conceal Racialized Gender Differences in Belonging

Author: **Ezgi Ozgumus**, *London Business School*
Author: **Aneeta Rattan**, *London Business School*
Author: **Oriane Georgeac**, *Boston U. Questrom School of Business*
Author: **Eva Hsin-Lian Lin**, *London Business School*

KEY TO SYMBOLS

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

Putting the Worker Front and Center in MTM Arrangements: New Theoretical Directions



Organizer: **Ozias Moore**, *Lehigh U.*
Organizer: **Tammy L. Rapp**, *Ohio U.*
Organizer: **Saleem Mistry**, *U. of Delaware*
Discussant: **Jaclyn Ann Margolis**, *Pepperdine U.*

Despite the progress in advancing our understanding of multiple team membership (MTM), much remains to be learned, particularly with regard to broadening the theoretical perspectives used to examine employees' experiences across their multiple teams. Prior studies have primarily considered the effects of multiteaming on individuals from a stress or constraint perspective, highlighting the negative implications for employees in these arrangements. Yet, research drawing on different theoretical lenses also indicates that MTMs have positive implications. To address this limitation, this symposium emphasizes innovating for the future by bringing together five papers that showcase multiple theoretical perspectives to explain the effects of multiteaming on individuals (e.g., COR theory, interactionist perspective on roles, and social exchange theory), thereby advancing unanswered questions that extend theory by examining the impact of MTM on individual, team, and organizational outcomes in the experiences of MTM employees across their teams (e.g., fatigue, stress, and knowledge exchange). These papers also showcase a variety of research designs, including qualitative and quantitative approaches (e.g., multilevel models, daily team switching, a multiple-embedded case study) in various contexts (e.g., global emergency crises and mixed teams of multiteamers and single-teamers). We hope to provide a forum that advances promising areas for future MTM research.

Daily Multiple Team Membership Stress and Its Consequences: A Within-Person Study

Author: **Luca Haaks**, *LMU Munich*
Author: **Stefan Berger**, *U. of Groningen*
Author: **Max Reinwald**, *LMU Munich*
Author: **Martin Hoegl**, *LMU Munich*

When Do MTMs Increase Role Conflict and Harm Employee Outcomes? The Moderating Role of Skill Variety

Author: **Tammy L. Rapp**, *Ohio U.*
Author: **Saleem Mistry**, *U. of Delaware*
Author: **Bradley L. Kirkman**, *North Carolina State U.*

How Multi-Teamers' Knowledge Sharing Benefits Themselves, Single-Teamers, and Their Teams

Author: **Hendrik Johan Van De Brake**, *Hendrik van de Brake*
Author: **Stefan Berger**, *U. of Groningen*

Balancing the Multifaceted Nature of Passion in MTMs: Insights from Global Emergency Teams

Author: **Monika Maslikowska**, *U. of Zurich*

Optimizing the Matrix: Integrating Matrix Structure and Multiple Team Membership Research

Author: **Raveh Harush**, *Bar-Ilan U.*
Author: **Yehuda Salhov**, *Bar-Ilan U.*

KEY TO SYMBOLS

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

Navigating Changing Dynamics and Control Over the Work-Nonwork Boundary



Organizer: **Ellen Ernst Kossek**, *Purdue U.*
Presenter: **Ellen Ernst Kossek**, *Purdue U.*
Presenter: **Daniel M. Ravid**, *U. of New Mexico*
Organizer: **Daniel M. Ravid**, *U. of New Mexico*
Discussant: **Clare Kelliher**, *Cranfield U.*
Coordinator: **Clare Kelliher**, *Cranfield U.*
Participant: **Elana Feldman**, *UMass Lowell*
Presenter: **Sarah Kostanski**, *PhD Student at UMass Lowell*
Presenter: **Matthew Piszczek**, *Wayne State U.*
Participant: **Tara Behrend**, *George Washington U.*
Participant: **Joseph Yestrepky**, *Wayne State U.*
Participant: **Ajay Rama Ponnappalli**, *Wayne State U.*
Participant: **Sukriti Sharda**, *Wayne State U.*
Presenter: **Ruilin Huang**, *Stockholm School of Economics*

The growing digitalization of work tasks and processes, increasing use of texts and emails, and the rise of hybrid and remote work have amplified growing tensions over work and nonwork boundaries. For example, employees and employers are increasingly navigating control over the work-nonwork nexus, which are rapidly shifting and blurring. Issues such as how to implement hybrid and remote work, when and how employees take breaks, availability during work and nonwork hours, control over work schedules and overwork, and aligning expectations and attributions between organizations and employees illustrate growing challenges. Unfortunately, research on work practices both formal (e.g., telework, work schedule policies) and informal (e.g., after hours email, text availability) and employee and organizational experiences related to the work-nonwork boundary is scattered, across the complex issues noted above. Moreover synergistic theoretical views on boundary management, job design, gender, flexibility, management control, and well-being and recovery are not well-integrated nor are and macro and micro perspectives. Divergence in boundary practices across different occupations, cultures, employers, and individuals has further obfuscated this literature. Consequentially, scholarship on the work-nonwork boundary has become a siloed literature that addresses boundary challenges in a piecemeal and ad hoc fashion. The goal of this symposium is to integrate and advance understanding regarding the changing dynamics and control over the work-nonwork boundary as a critical future of work issue. The papers in this symposium highlight the many ways the work-life boundary (e.g., cognitive, emotional, physical, time) is in flux, and has had to be renegotiated and redefined for employees and employers across many issues, stakeholders, and contexts. By integrating a rich range of employer and employee challenges being affected by the changing dynamics of work-nonwork boundaries and bringing together varied theoretical lenses and diverse perspectives, this symposium is able to address tensions and challenges in modern boundary management.

Paradoxical Tension of Evolving Boundary Control Dynamics in The Post-Covid Era

Author: **Elana Feldman**, *UMass Lowell*
Author: **Sarah Kostanski**, *PhD Student at UMass Lowell*

The Effect of Breaktime Information Privacy Perceptions on Recovery: A Boundary Perspective

Author: **Daniel M. Ravid**, *U. of New Mexico*
Author: **Tara Behrend**, *George Washington U.*

Who Gets the Credit and Who Gets the Blame? Making Sense of Employee Boundary Control Attributions

Author: **Matthew Piszczek**, *Wayne State U.*
Author: **Joseph Yestrepky**, *Wayne State U.*
Author: **Ajay Rama Ponnappalli**, *Wayne State U.*
Author: **Sukriti Sharda**, *Wayne State U.*

Too Busy to Think?: The Erosion of Boundaries and Career Well-being for STEM Academics

Author: **Ellen Ernst Kossek**, *Purdue U.*
Author: **Clare Kelliher**, *Cranfield U.*

Victors' Burden: Boundary Control in Generous Organizations

Author: **Ruilin Huang**, *Stockholm School of Economics*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Workplace Loneliness: When it Happens, Who Experiences It, and How to Prevent It



Organizer: **Madison Suzanne LaBella**, *Drexel U.*
Organizer: **Mary Elizabeth Mawritz**, *Drexel U.*
Discussant: **Sarah Wright**, *U. of Canterbury*
Presenter: **Constance Noonan Hadley**, *Boston U. Questrom School of Business*
Presenter: **Sarah Wright**, *U. of Canterbury*
Presenter: **Jason Williamson**, -
Presenter: **Arjun Mitra**, *California State U., Los Angeles*
Participant: **Hakan Ozelik**, *California State U. Sacramento*
Participant: **Lu Wang**, *U. of Alberta*
Presenter: **Olivier D. Boncoeur**, *U. of Notre Dame*
Participant: **Melanie Prengler**, *U. of Virginia, Darden School of Business*
Presenter: **Madison Suzanne LaBella**, *Drexel U.*
Presenter: **Hongjun Ye**, *U. of Pittsburgh*
Participant: **Lauren D'Innocenzo**, *Drexel U.*
Participant: **Jennifer Petriglieri**, *INSEAD*
Presenter: **Elizabeth Sheprow**, *Harvard Business School*

Long before the COVID-19 pandemic, the United States Surgeon General declared loneliness as an epidemic (Murthy, 2017) and specifically identified an individual's work environment as a context where loneliness can emerge and have dire consequences (Seitz, 2023; McDaid, 2022). Indeed, research has demonstrated that 80% percent of employees experience loneliness at work (Twaronite, 2022) and that it is related to a multitude of negative outcomes, such as emotional exhaustion (Anand & Mishra, 2018) and decreased organizational commitment (Ayazlar & Güzel, 2014), job satisfaction (Wright et al., 2006), performance (Ozcelik & Barsade, 2018), and engagement (Jung et al., 2021). Thus, unfortunately, workplace loneliness is a prevalent and pernicious experience in modern organizations. In light of this crisis, management scholars have begun to examine the outcomes of workplace loneliness but have devoted far less attention to identifying the factors that may cause workplace loneliness, exploring how workplace loneliness may emerge at the team level, and investigating how to curb workplace loneliness. Therefore, this symposium brings together six papers that aid in addressing these gaps in our understanding of workplace loneliness. Together, these papers focus on investigating the experience of workplace loneliness in critical groups, such as those with stigmatized identities, entrepreneurs, and leaders, and invite a discussion of possible solutions to limit workplace loneliness and mitigate its negative consequences in individuals and teams.

Work Loneliness: From Diagnosis to Intervention

Author: **Constance Noonan Hadley**, *Boston U. Questrom School of Business*
Author: **Sarah Wright**, *U. of Canterbury*

Workplace Loneliness: The Role of Political Identity Dissimilarity

Author: **Jason Williamson**, -

Loneliness of the Stigmatized: A Theoretical Model Among Employees from Stigmatized Groups

Author: **Arjun Mitra**, *California State U., Los Angeles*
Author: **Hakan Ozelik**, *California State U. Sacramento*
Author: **Lu Wang**, *U. of Alberta*

Promises and Perils: Examining the Paradoxical Nature and Consequences of Entrepreneur Loneliness (WITHDRAWN)

Author: **Olivier D. Boncoeur**, *U. of Notre Dame*
Author: **Melanie Prengler**, *U. of Virginia, Darden School of Business*

Lonely Teams: Extending the Regulatory Loop Theory to the Team Level

Author: **Madison Suzanne LaBella**, *Drexel U.*
Author: **Hongjun Ye**, *U. of Pittsburgh*
Author: **Lauren D'Innocenzo**, *Drexel U.*

Storying Loneliness: The Psychodynamic Construction and Deconstruction of Persistent Loneliness

Author: **Jennifer Petriglieri**, *INSEAD*
Author: **Elizabeth Sheprow**, *Harvard Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Comparative Studies of Guanxi and Social Networks - Capitalizing on Mixed Methods and Big Data

Participant: **Ronald S. Burt**, *Bocconi U.*
Participant: **Sonja Opper**, *Department of Management and Technology, Bocconi U.*
Participant: **Xiao-Ping Chen**, *U. of Washington*
Participant: **Song Wang**, *Zhejiang U.*
Participant: **Jingzhou Pan**, *Tianjin U.*
Participant: **Jar-Der Luo**, *Tsinghua U.*
Participant: **Xiaoyun (Aarn) Cao**, *Illinois Institute of Technology Stuart School of Business*
Participant: **Huaikang Zhou**, *Tsinghua U.*
Participant: **Jiatan Chen**, *School of Economics and Management Tsinghua U.*
Participant: **Junyuan Liu**, *School of Economics and Management, Tsinghua U.*
Participant: **XIN GAO**, *U. Of Chicago*

Research has consistently demonstrated that guanxi and social networks confer substantial advantages for individuals (e.g., Burt, 1992, 2004; Mannucci & Perry-Smith, 2022), groups (e.g., Reagans & Zuckerman, 2001; Reagans, Zuckerman, & McEvily, 2004) and organizations (e.g., Luo, Huang, & Wang, 2012; Opper, Nee, & Holm, 2017) across various contexts. These contexts range from developed institutions (Borgatti, Brass, & Halgin, 2014) to transforming economies (Karhunen, Kosonen, McCarthy, & Puffer, 2018). Despite the considerable progress in understanding their important impact, ongoing debates persist in comparative explorations of guanxi and social networks, particularly within cross-cultural contexts (e.g., Burt & Burzynska, 2017; Chen & Ren, 2023; Xiao & Tsui, 2007). Beyond this conventional understanding, the advent of digital technologies has substantially altered network structure and interpersonal processes within contemporary organizations (Kellogg, Valentine, & Christin, 2020), potentially giving rise to new paradigms of guanxi and social networks. The COVID-19 pandemic may further expedite the influence of digitalization on the workplace. This emphasis extends to the development of guanxi and social network studies, incorporating innovative use of big data and mixed methods such as machine learning algorithms. To advance the field, this panel symposium seeks to engage a group of scholars in discussions on harnessing mixed methods and big data to address novel research questions in comparative studies of guanxi and social networks, with aspiration of making substantial contributions to both theoretical developments and empirical extensions.

Guanxi, Covid, and Trust for Kinds of People

Author: **Ronald S. Burt**, *Bocconi U.*
Author: **Sonja Opper**, *Department of Management and Technology, Bocconi U.*

Guanxi and Trust in Chinese Organizations: An Insider-Outsider Effect

Author: **Xiao-Ping Chen**, *U. of Washington*
Author: **Jingzhou Pan**, *Tianjin U.*

Unveiling the Nexus in Harnessing Structure Holes: The Guanxi Dynamics in Cross-Functional Teams

Author: **Jar-Der Luo**, *Tsinghua U.*
Author: **Xiaoyun (Aarn) Cao**, *Illinois Institute of Technology Stuart School of Business*

Applying Behavioral Big Data to Unravel Early Turnover via Social Network Mechanisms

Author: **Huaikang Zhou**, *Tsinghua U.*
Author: **Jiatan Chen**, *School of Economics and Management Tsinghua U.*
Author: **Junyuan Liu**, *School of Economics and Management, Tsinghua U.*

Revisiting the Paradoxes of Knowledge Diversity and Network Structure for Team Innovation

Author: **XIN GAO**, *U. Of Chicago*
Author: **Jar-Der Luo**, *Tsinghua U.*
Author: **Song Wang**, *Zhejiang U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Humanness and Advanced Technologies in Organizations: On Being Truly Human While Working with AI

Organizer: **Daria Morozova**, *Leiden U., The Netherlands*
Discussant: **Stefan Haefliger**, *Stockholm School of Economics*
Presenter: **Zoe Jonassen**, *U. of St. Gallen*
Presenter: **Anil R. Doshi**, *UCL School of Management*
Presenter: **Zhu Feng**, *HEC Paris*
Presenter: **Shane Schweitzer**, *Northeastern U., D'Amore-McKim School of Business*
Presenter: **Daria Morozova**, *Leiden U., The Netherlands*

We like to think that we know what being human means. However, the conversation about what differentiates us from featherless bipeds or talking automata has been going on for millennia and it becomes even more important as artificial intelligence (AI) and other intelligent machines become better at imitating humans, challenging the existence of jobs and professions. In this symposium, we address how the meaning of humanness changes when people work with intelligent technologies, how humanness is experienced at work and beyond, and how people think about themselves and other humans while interacting with intelligent machines in metahuman systems where people and machines learn from each other. The five papers in this symposium address the notion of humanness in human-AI interaction from different theoretical and methodological vantage points (qualitative, quantitative, and conceptual) and consider these interactions from both the participant and the onlooker perspectives.

A Qualitative Analysis of Remote Patient Monitoring

Author: **Zoe Jonassen**, *U. of St. Gallen*
Author: **Stefan Feuerriegel**, *LMU Munich*
Author: **Katherine Lawrence**, *New York U.*
Author: **Devin Mann**, *New York U.*

How Generative Artificial Intelligence Affects Workplace Behaviors and Perceptions

Author: **Jingze Wang**, *UCL School of Management*
Author: **Anil R. Doshi**, *UCL School of Management*
Author: **Blaine Landis**, *U. College London*

Who's Using? Who's Evaluating? Gender Differences in Humanness Perception towards Users of GAI

Author: **Zhu Feng**, *HEC Paris*








Hiring Algorithms Elicit Dehumanization of Job Candidates

Author: **Shane Schweitzer**, *Northeastern U., D'Amore-McKim School of Business*
Author: **David De Cremer**, *NUS Business School*

Situated Humanness and AI: On Being Human in an Artificially Intelligent World

Author: **Daria Morozova**, *Leiden U., The Netherlands*

KEY TO SYMBOLS

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

Reassessing the Role of Technology in Organizational Practices

Session Moderator: **Lingxiao Qian**, *School of Economics and Management, Tsinghua U.*

ODC: **Deciphering AI's Role in Corporate Innovation: A Study of AI Resources, Capability and Performance**

Author: **Lingxiao Qian**, *School of Economics and Management, Tsinghua U.*
Author: **Ximing Yin**, *School of Management and Economics, Beijing Institute of Technology*

Breakthroughs in artificial intelligence have spawned numerous AI companies. Yet, AI's role in facilitating corporate innovation and competence remains understudied. Based on innovation theories, the resource-based view, and the organizational change theory, we develop a framework that integrates organizational AI resources, AI innovation capability, and corporate performance to depict how AI empowers corporate innovation and competence. Utilizing panel data from Chinese A-share listed companies from 2012 to 2022, we identify 17,016 company-year observations and examine the impact of companies' AI resources on their corporate performance and the mediating role of AI innovation capability. The results reveal that companies' AI resources, including data, human, and strategic resources, enhance their corporate performance, and that AI innovation capability mediates the impact of AI resources on corporate performance. Further, we provide evidence that a greater extent of human-machine collaboration improves corporate performance by enhancing AI innovation capabilities, as the interaction term between data resources and human resources shows a positive impact. Our research is among the first studies to characterize the role of AI in corporate innovation and competence with a large-N empirical analysis based on a third-party database and it contributes to innovation theories and AI development.

ODC: **Intellectual Narrative of Remote Working: Bibliometric Analysis and Future Research Agenda**

Author: **Ashwani Kumar**, *Research Scholar at IIM Lucknow*
Author: **Girish Balasubramanian**, *IIM Lucknow*

Purpose: Very few retrospective studies have been conducted to understand the intellectual narrative of remote working. This study offers important insights to the development of research literature in this domain. Methodology This study provides a bibliometric analysis and manual content analysis of the remote working literature. The study includes 688 articles published in top-rated journals in management, psychology, and social sciences from 2001 to 2023. Findings: The review enrich the extant literature by identifying and analyzing the top published works, authors, journals, and research themes. The content analysis also leads to the identification of major themes, theoretical lenses being used, and major future research directions. Originality The study provides useful insights for academicians and future researchers to enhance the intellectual narrative and organizations to meet the challenges and make remote working more effective in the future. Keywords: Bibliometric Analysis, Systematic Literature Review, Remote working, Remote Work, Work from Home, Telework, Covid-19.

ODC: **The Role of Mundane Technologies in Industry-Level Transformation**

Author: **Lauri Juhani Paavola**, *U. of Eastern Finland*
Author: **Richard Cuthbertson**, *U. of Oxford*

We conduct an inductive longitudinal study of a transformation in the UK grocery retailing industry to examine how the everyday use of mundane technologies influences firm- and industry-level transformations. Our analysis shows how the introduction of a new customer data analytics at Tesco slowly transformed the entire industry including suppliers, competitors, and customers, with one practice infecting another. By elucidating how mundane technologies and industries are mutually constitutive, we show how they can not only be conceived as the stable building blocks of an organization, but also as generative systems driving organizational outcomes. Accordingly, identifying relative costs of technologies as an important driver behind their impact, we show how even mundane technologies can be crucial for transformation as their impact may spill over into other action patterns, creating a chain reaction that results into an industry-level transformation. Further, our findings underline the importance of studying technologies in their networks within and across organizations and over time.

ODC: **Towards a Dynamic View on Leading Change**

Author: **Saskia Hasreiter**, *LMU Munich School of Management*

This paper explores the use and impact of digital technology (DT) in organizational change, emphasizing its role in shaping leader-recipient interactions. Despite the promises of DT to address challenges in change management, research on how DT supports change leadership and influences interactions remains limited. This study fills this gap by proposing a conceptual framework that integrates DT into organizational change through three key leadership functions: participation, communication, and support. Additionally, it considers change recipients' perspectives, focusing on change ability, motivation, and opportunity. By examining these aspects collectively, the paper provides a comprehensive analysis of the potential impact of DT on organizational change practices, offering insights into both opportunities and challenges. The findings contribute to both theory and practice, enhancing our understanding of the intersection between organizational change and digital technology.

ODC: **Technology Adoption in Elderly Care Homes: Understanding Virtual Reality Integration Dynamics**

Author: **Johanna Anzengruber**, *Upper Austria U. of A.S*
Author: **Julia Backmann**, *U. of Münster*

While technology adoption is common practice in modern organizations, understanding individual attitudes towards emerging technologies, such as Virtual Reality, is crucial for successful digital transformation, especially in traditionally non-digital sectors like the care industry. Our study, conducted in elderly care homes, who decided to introduce VR technologies for a pilot period of three months, included 99 semi-structured interviews with employees, leaders, and seniors. Over these months, we observed their engagement with and attitudes towards the technology. Over the course of the time, it became evident that while most organizations faced initial implementation challenges, there were mainly two explaining mechanisms that separated the organizations adopting VR from non-adopters: (1) the initial motives of the staff and the leaders and the (2) the collective integration dynamics. By combining the technology acceptance model with the social judgement theory, we identified two distinct pathways influencing VR adoption: whereas a positive attitude and the willingness to experiment led to an upward spiral in technology adoption, resistance and frustration among staff resulted in a downward spiral. This study highlights the importance of individual and collective attitudes in the adoption of new technologies in the care industry and, hence, provides a multilevel lens of the technology acceptance model.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership Strategies in Times of Change: Insights and Challenges

Session Moderator: **Salla Lehtonen**, *U. of Turku and SAMK*

ODC: **Crisis Leadership from a Leadership-as-Practice Perspective: Avenues for Future Research**

Author: **Salla Lehtonen**, *U. of Turku and SAMK*

Author: **Hannele M J Seeck**, *LUT U. and LSE*

Author: **Suvi Satama**, *Aalto U. School of Business*

Author: **Joseph A. Raelin**, *Lappeenranta U. of Technology*

This conceptual paper presents an analysis of the potential contribution of the leadership-as-practice (L-A-P) perspective to crisis leadership research. There are three research avenues through which the L-A-P view can especially contribute to the crisis leadership literature: (1) interpreting crisis leadership as a collectively social, continuously evolving practice; (2) studying the dynamic and complex interrelationship between routines and improvisation in crisis leadership; and (3) mapping the evolving learning process embedded in crisis leadership. These three aspects also have practical relevance for managers and employees in their encounters with the crisis situations they face.

ODC: **Leadership of Organizational Change: A Review and Complexity Leadership Perspective**

Author: **RONA ELIZABETH KURIAN**, *Indian Institute of Management Kozhikode*

Author: **K Unnikrishnan Nair**, *Indian Institute of Management, Kozhikode*

Leadership and organizational change- the two constructs often discussed together, have drawn considerable research attention over decades. However, despite the scholarly advances achieved, this literature has mostly remained fragmented and reviews integrating the two have been few. These limitations raise challenges in gathering comprehensive insights on this literature, understanding and tracing the developmental trajectories of the field, and exploring future directions for research in the area. This study integrates literature on organizational change and leadership, combining bibliometric techniques and an in-depth review. Results reveal the intellectual (co-citation analysis and bibliometric coupling of documents) and conceptual structure (co-word analysis) of the literature and identify the overarching themes within. Analysis further highlights the inadequately addressed key factors for enabling a successful change, and makes a compelling case for adopting complexity leadership approach to address the challenges, particularly emergent and futuristic, in leading organizational change. The review also pinpoints specific theoretical and methodological improvements and advancements required in the field.

ODC: **Narrative Reflexivity as Leaderful Practice**

Author: **Helen Chung**, *Seattle Pacific U.*

Author: **Nahrie Chung**, *Seattle Pacific U.*

This paper reimagines leadership by proposing the concept of narrative reflexivity as a practice to interrogate the stories we tell ourselves and each other towards an ethics of relationality. It offers an understanding of dialectic, emergent narrative phenomena in organizational life, arguing that both stories and storytellers can act as leaders and exhibit leaderful behavior. Such practice activates awareness of hegemonic stories alongside marginalized stories, introducing doubt, curiosity, pause and co-creative tension into the process of engaging with collective leadership narratives. We draw upon case studies to ground the operationalization of narrative reflexivity at each of the three levels of narrative activity: individual, group, and collective. Within the leadership-as-practice movement, which reconceptualizes leadership as an emergent and processual collective activity, narrative reflexivity opens up the possibility of evaluating our stories, understanding others' stories, and coproducing new stories for collective acting.

ODC: **Identity Leadership: A Systematic Literature Review and Critical Analysis**

Author: **Khang Hoàng Lê**, *RMIT U. Vietnam*

Author: **Giang Trung Hoang**, *RMIT U. Vietnam*

As the significance of identity in organizations grows, particularly as diverse identities intersect and diverge, identity leadership has emerged as an important leadership style that can unite organizational members and enhance positive outcomes at different levels. However, there are several weaknesses linked to the conceptualization of identity leadership, such as oversimplifying identity in organizations and neglecting the potential risk of identity fusion. To address these weaknesses, a systematic review is vital and timely to map the current landscape of empirical research on identity leadership and contribute to a deeper understanding of the subject. Our study makes four major contributions to the leadership literature. First, our review critically analyzes the conceptualization of identity leadership and highlights potential pitfalls in current approaches. Second, we evaluate the methodological strengths and weaknesses of empirical studies on this topic across various fields. Third, we advocate for improvements in both conceptual and methodological aspects to facilitate a more nuanced exploration of identity leadership. Last, our study introduces a new nomological network and outlines a research agenda for future studies on identity leadership.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1179** | Submission: **12332** | Sponsor(s): **(ODC)**
Scheduled: **Monday, Aug 12 2024 8:00AM - 9:30AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon A**

Future-Focused Innovation through Ancient Traditions



Organizer: **Joan F. Marques**, *Woodbury U.*

Presenter: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*

Presenter: **Payal Kumar**, *Indian school of hospitality*

In this symposium, three seasoned scholars from USA, Canada and India, will present a set of ancient philosophies and traditions to discuss broadly acceptable pathways toward future-focused innovation. Drawing from their studies and experiences with Buddhist psychology, Daoist philosophy, and Hinduism respectively, they will compare and contrast behavioral approaches with an aim to offer scholars and organizational leaders a set of behavioral tools to enhance the sense of mutuality, respect, and interconnectedness, leading to elevated innovative performance of diverse teams. The aim is to invoke a synergistic thought process between the presenters and participants toward deeper understanding, not only related to the concepts discussed, but also including additional perspectives and practices toward collective future innovation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



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Selected as a Best Paper

Neurodiversity in the Limelight: Leadership and Social Insights

Coordinator: **Andrew Millin**, *Florida International U.*
Presenter: **Jennifer R. Spoor**, *La Trobe U.*
Participant: **Elizabeth Follmer**, *U. of Washington, Bothell*
Participant: **Darryl Archibald**, *La Trobe U.*
Presenter: **Joanna Szulc**, *Gdansk U. of Technology*
Participant: **Zuzanna Staniszevska**, *Kozminski U.*
Participant: **Frederike Scholz**, *Hogeschool Utrecht*
Presenter: **Tanya Alaaldin**, *London School of Economics and Political Science*
Participant: **Caleb Phillips**, *London School of Economics and Political Science*
Participant: **Elizabeth E. Stillwell**, *London School of Economics and Political Science*
Presenter: **Nikki Drader**, *U. of North Texas*
Participant: **Virginie Lopez Kidwell**, *U. of North Texas*
Participant: **Artemis Boulamatsi**, *Neeley School of Business - Texas Christian U.*
Presenter: **Chloe R. Cameron**, *Ivey Business School*
Participant: **Robert Austin**, *Ivey Business School*

Neurodiversity traits have become of interest to practitioners implementing recruitment and development efforts (ex: Microsoft, EY), and scholars. Recent theory has been introduced on reconceptualizing leadership as neurodiverse, and reconceptualizing workplaces and social phenomena as neurodiverse friendly. A recent autism and employment integrative review highlighted how there is little leadership research that addresses neurominority leadership outcomes. The review also highlighted that the majority of published research should be interpreted with caution due to small sample sizes. This symposium introduces new research that utilizes mixed methods to examine neurominorities' leadership and the social influence of colleagues. The research in the symposium explores consequences of neurominority identities and how neurominority identities affect outcomes at the individual and firm levels of analysis. The symposium ends with how future neurodiversity leadership and social phenomena research can increase methodological rigor and yield positive outcomes from neurominority employee contributions.

The Pride Paradox: Autistic Social Identity, Disclosure, and Misfit

Author: **Jennifer R. Spoor**, *La Trobe U.*
Author: **Elizabeth Follmer**, *U. of Washington, Bothell*
Author: **Darryl Archibald**, *La Trobe U.*

Empathetic Leadership: A Paradigm Shift in Leading Neurodivergent Employees

Author: **Joanna Szulc**, *Gdansk U. of Technology*
Author: **Zuzanna Staniszevska**, *Kozminski U.*
Author: **Frederike Scholz**, *Hogeschool Utrecht*

Bridging the Gap: Exploring Relationship Perceptions Among Neurodivergent Employees and Leaders

Author: **Tanya Alaaldin**, *London School of Economics and Political Science*
Author: **Caleb Phillips**, *London School of Economics and Political Science*
Author: **Elizabeth E. Stillwell**, *London School of Economics and Political Science*

Teach a Person to Fish, Feed Them for a Lifetime: Neurodiversity and Newcomer Socialization

Author: **Nikki Drader**, *U. of North Texas*
Author: **Virginie Lopez Kidwell**, *U. of North Texas*
Author: **Artemis Boulamatsi**, *Neeley School of Business - Texas Christian U.*

Social Enterprises as Laboratories in Neurodiversity Employment: Dynamic Capabilities and Innovation

Author: **Chloe R. Cameron**, *Ivey Business School*
Author: **Robert Austin**, *Ivey Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1181** | Submission: **12581** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 12 2024 8:00AM - 9:30AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
International Ballroom

OMT Distinguished Scholar Address and Breakfast

Coordinator: **Forrest Briscoe**, *Cornell U.*
Coordinator: **Emilio J. Castilla**, *MIT Sloan School of Management*
Coordinator: **Wendy K. Smith**, *U. of Delaware*
Coordinator: **Joel Gehman**, *George Washington U.*
Coordinator: **Eva Boxenbaum**, *Copenhagen Business School*
Participant: **Kisha Lashley**, *U. of Virginia*
Participant: **Danielle Logue**, *UNSW Sydney*
Participant: **Srividya Jandhyala**, *ESSEC Business School*
Participant: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*
Participant: **Pedro Monteiro**, *Copenhagen Business School*
Participant: **Shubha Patvardhan**, *Indian Institute of Management, Bangalore*
Participant: **Hila Lifshitz-Assaf**, *Warwick Business School*
Participant: **Andrea Maria Prado**, *INCAE Business School*
Participant: **Emily S. Block**, *U. of Alberta*
Participant: **Shipeng Yan**, *HKU Business School, The U. of Hong Kong*
Participant: **Giada Baldessarelli**, *Stockholm School of Economics*
Participant: **Christine Moser**, *Vrije U. Amsterdam*
Participant: **Massimo Maoret**, *IESE Business School*
Participant: **Shelby Gai**, *Michigan State U.*
Participant: **Deborah Anderson**, *U. of Alabama*
Participant: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*
Participant: **Kevin Woojin Lee**, *U. of British Columbia*
Speaker: **David Krackhardt**, *Carnegie Mellon U.*

OMT is thrilled to honor David Krackhardt as our 2024 OMT Distinguished Scholar.

This award recognizes a scholar whose contributions have been central to the intellectual development of the field of organization studies. As individuals, each Distinguished Scholar embodies a career of scholarly achievement and has had a significant impact on OMT scholarship. Over the past 15 years, Krackhardt's research has focused on how the theoretical insights and methodological innovations of network analysis can enhance our understanding of how organizations function. Krackhardt has also introduced numerous methodological advancements to the field and opened up new areas of inquiry. He is the recipient of many awards and is an established intellectual leader in the OMT community. Krackhardt's significant scholarly contributions include his pioneering idea of "cognitive social structures," which reshaped our understanding of how individuals and groups perceive and navigate organizational relationships; his analysis of the roles of Simmelian (super-strong) ties in organizations; his work on adapting the quadratic assignment procedure (QAP) to multiple regression analyses of network data; and the development of the KrackPlot network visualization software. His published works have appeared in a variety of journals in the fields of psychology, sociology, anthropology, and management. David Krackhardt is currently Professor of Organizations at the Carnegie Mellon University's Heinz College of Information Systems and Public Policy, with a joint appointment at the Tepper School of Business.

Please join us for breakfast and a chance to hear more about Dr. Krackhardt's scholarship across his career.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sustainability Integration in Education and Organizational Strategy

Session Moderator: **Nancy B. Kurland**, *Franklin & Marshall College*

ONE: A Typology of Courses in Sustainability in Management Education

Author: **Nancy B. Kurland**, *Franklin & Marshall College*
Author: **Elshaday Melkamu**, *Franklin & Marshall College*

This paper examines the teaching of ecological sustainability in contemporary American business education. We do so through two phases. In Phase 1, we systematically collected data on which of the top undergraduate and graduate US business programs offer a sustainability-related course, identifying 224 courses from 152 unique institutions. In Phase 2, we analyzed 78 syllabi from 48 unique schools we collected from our Phase 1 inquiries. We identify course themes at the individual, organization, and systemic levels. We develop a typology of six types of course designs that incorporate to varying degrees natural and social science concepts, and adopt a general business or a narrow functional perspective. Lastly, we find that faculty themselves demonstrate interdisciplinarity in their formal education. We conclude by surmising about whether Sustainability in Management Education is experiencing a coalescence in the field towards the creation of a discipline in its own right.

ONE: Paradox of Control: A Complex Systems View on Sustainability Approaches in UK Universities

Author: **Antonia Voigt**, *U. of Bristol*
Author: **Andrew MacLaren**, *Edinburgh Business School, Heriot Watt U.*

Over recent decades, Higher Education Institutions have transformed from passive contributors to active participants in the global sustainability movement. However, progress has been hindered by a lack of robust theoretical frameworks and extensive data. Addressing this gap, this paper employs the lens of complex systems to analyze the sustainability approaches of all 140 UK universities. We draw on the analysis of minutes of strategic meetings of 67 of these universities and semi-structured interviews conducted with sustainability managers at 25 of them. The findings reveal a paradox of control that as universities relinquish control over sustainability integration, they create conditions for effective organizational change, particularly when directing resources toward research and teaching. This paradox underscores an inverse relationship between organizational control and sustainability impact. The most successful approaches align sustainability with instrumental activities, such as research and teaching, acknowledging the intrinsic complexity of sustainable change. In contrast, less effective strategies involve attempting to control unpredictable aspects of the operating environment. The practice-relevant findings, provide valuable insights for change agents in universities, empowering them to advocate for sustainability actions, and assists university managers in making informed decisions about implementation. Our systematic index of the sustainability approaches of 140 universities in the United Kingdom allows us to explain how these organizations strategically approach change to embed sustainability in their everyday life. We draw on the analysis of minutes of strategic meetings of 67 of these universities and semi-structured interviews conducted with sustainability managers at 25 of them. These data sources provide necessary insights into universities' motivations, challenges and opportunities of becoming sustainable and make this research design holistic. We argue that UK universities' efforts for sustainability can be described as an inverse relationship between organizational control and sustainability impact. We call this phenomenon a paradox of control. As universities decrease the scope of control over how sustainability is integrated into their organizations, they create favorable conditions to achieve organizational change. The most effective sustainability approaches can be found in universities that direct institutional resources towards coupling sustainability to their activities of instrumental value, namely research and teaching. These approaches are effective for two reasons: they are more attuned to the intrinsic complexity of change for sustainability; and organizational control over the integration of sustainability is only applied to those aspects of teaching and research in which universities have expertise and with which they create economic value. Conversely, less effective sustainability approaches are those where institutions attempt to control features of their operating environment that are inherently unpredictable. Our paradox of control is a practice-relevant concept that can give change agents in universities a stronger grasp of how to press for actions for sustainability and supports university managers to make better informed decisions about how to implement them.

ONE: Market or Community Logics? How MNE Subsidiaries Respond to Mandated Social Innovation in India

Author: **Irene Chu**, *Newcastle U. Business School*
Author: **Mayank Sewak**, *Newcastle U. Business School*
Author: **Rohitkumar Trivedi**, *School of Management, U. of Bradford*

Despite growing concern in the social innovation (SI) literature about the tackling of grand challenges, our understanding of the role of multinational enterprises (MNEs) remains in its infancy. This article examines foreign MNE subsidiaries' SI investments focusing on United Nations' Sustainable Development Goals (UNSDGs) in host countries. Using financial data from large listed subsidiaries of foreign MNEs operating in India, along with hand-collected data from firms' disclosures of corporate social responsibility (CSR) activity for five years starting in 2015, we utilise the externalities framework propounded by Montiel et al. (2021). This neatly translates the 17 UNSDGS into actionable goals to examine the efforts of foreign MNE subsidiaries in increasing positive externalities as opposed to reducing negative externalities via SI related investment in host countries. The study also evaluates the effects of the local embeddedness of the foreign MNE subsidiaries on SI investment. We find that MNE subsidiaries tend to favour increasing positive externalities as compared to reducing negative externalities through their SI investments. Also, older subsidiaries tend to prioritize greater investments in SI projects related to reducing negative externalities and subsidiaries with higher MNE ownership tend to reduce investments in SI projects related to increasing positive externalities. We discuss possible interpretations of the exploratory results using the institutional logics perspective and conclude with implications for policy and future research.

ONE: **Dreams Deferred: The Challenges of Integrating Sustainability in Business Education**

Author: **Jean Garner Stead**, *East Tennessee State U.*

Author: **Michelle Sullivan**, *East Tennessee State U.*

Business schools face an innovation resistance blind spot despite growing calls from within academic halls and industry practitioners for an increased focus on sustainability. This research explores that blind spot through the lens of a veteran professor and an upstart doctoral student who united to teach a new sustainable marketing course. To benchmark institutional performance, they surveyed students and faculty regarding the perceived importance, curriculum integration, and awareness of sustainability issues. Results exposed alarming gaps, revealing business programs falling behind student priorities and demands. With Gen Z exhibiting rising sustainability concerns, business schools are surprisingly stagnant. While these findings emerged from only one AACSB accredited state institution, similarities across the business education landscape suggest broader relevance and application. Through reflective dialogue, the professor-student duo examines why business schools struggle adapting to meet contemporary sustainability expectations. They probe institutional inertia and cultural paradigms reinforced by faculty socialization. Finally, recommendations are presented for overcoming barriers to change, accelerating innovation, and better serving students and society. This study aims to spur self-evaluation and swift action in business schools to address the sustainability blind spot laid bare before dreams for progress are deferred.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership, Organizational Behavior, and Sustainability Performance



Session Moderator: **Muhammad Arshad**, *CERGAM, IAE Aix Graduate School of Management, Aix-Marseille U., France*

ONE: **A Pathway from Green Norms to Green Creative Behavior: Integration of Gender and Approach Motivation**

Author: **Muhammad Arshad**, *CERGAM, IAE Aix Graduate School of Management, Aix-Marseille U., France*

Author: **Sumbal Waqas**, *Lahore Business School The U. of Lahore*

Author: **Sadia Afzal**, *EDC Paris Business School, OCRE Laboratory, Courbevoie, France*

The present study investigates the impact of green social norms on the employees' green creative behavior. By employing the social norms theory, we propose an integrated model that explores the influence of green social norms on employees' green creative behavior, mediated by their green intention. Additionally, we examine how gender and approach motivation moderate the proposed mediating effect. We collected data from 495 employees and 99 supervisors in health sector organizations in Pakistan by conducting two surveys. Structural equation modeling was employed to test the measurement and hypothesized models. The findings of this study provide support for the majority of the hypotheses. The results indicate a positive relationship between green social norms and employees' green creative behavior. Furthermore, green social norms indirectly influence employees' green creative behavior through their green intention. Gender moderates the indirect effect, with a stronger effect observed among female individuals compared to their male counterparts. Moreover, the indirect effect is moderated by approach motivation, with a stronger effect observed among employees with higher approach motivation compared to those with lower approach motivation. Interestingly, the effect is strongest for females with higher approach motivation, while it is insignificant for both males and females with lower approach motivation. This study has important implications for academics and policymakers, suggesting the development of green social norms to enhance employees' green creative behavior.

ONE: **"They Treat You Like an Animal:" Reimagining Ethical Working Lives Through the Human/Animal Boundary**

Author: **Kate Dashper**, *Leeds Beckett U.*

Author: **Helen Wadham**, *Manchester Metropolitan U. Business School*

Work and organisations are considered to be predominantly human domains, and the labour of other animals in the service of human needs is often unrecognised and undervalued. The human/animal boundary reflects the anthropocentrism of understandings of work and results in the marginalisation of animals in organisations, but may also provide opportunity to re-examine work to identify and develop more humane practices for all. This paper argues that some animals should be recognised as workers and thus accorded consideration, rights and protection. Drawing on a multispecies ethnography of work between humans and horses in forestry and trekking tourism, the human/animal boundary is used as a framework through which to examine other organisational boundaries - work/play; in work/out of work; individual/group; work/home - and to reimagine more compassionate and ethical approaches to work for human and animal workers.

ONE: **Chief Sustainability Officer's Role Centrality and Corporate Sustainability Performance**

Author: **Taiwo Abraham**, *U. of Texas Rio Grande Valley*

Author: **Gabriel Owusu**, *U. of Texas Rio Grande Valley*

Author: **Xuan Wang**, *U. of Texas Rio Grande Valley*

Corporate Sustainability Performance (CSP) has gained substantial attention as firms recognize its potential impact on competitive advantage. In response, there has been a significant increase in the appointment of Chief Sustainability Officers (CSOs) tasked with managing sustainability performance and integrating systemic sustainability initiatives for business growth. In this research, we draw upon upper echelon theory and social network theory to argue that merely having a CSO does not enhance CSP. However, the centrality of CSO within organizational networks significantly augments CSP. Further, leveraging literature from institutional theory and stakeholder theory, we provide a fresh perspective on how organizations should approach the introduction of CSO, thereby expanding the discourse on the interplay between CSO and CSP. This research provides an explanation on how social network perspective can improve upper echelons, stakeholder, and institutional views of strategy. We discuss the implications of our findings for practice and research.

ONE: **Entrepreneur Status Perception and Corporate Environmental Strategy in China**

Author: **Juelin Yin**, *Sun Yat-Sen U.*

Author: **Xinyi Hua**, *Sun Yat-Sen U.*

Author: **Xueji Liang**, *Xi'an Jiaotong-Liverpool U.*

Corporate environmental strategy (CES) is an essential component of high-quality development for organisations and society. Despite a growing stream of literature examining the determinants of CES, the role of entrepreneurs has yet to be discovered. Combining upper echelons theory with social class literature, we examine whether and how entrepreneur status perception (ESP) influences CES. Using data from the Chinese Private Enterprise Survey from 2008 to 2018, we demonstrate that entrepreneurs with high-status perceptions tend to increase investment in CES. Further, this enhancing effect of status perception on CES is moderated by managerial discretion, as a result of political identity, entrepreneur-chairman duality, firm market position and government interference. These findings extend the understanding of the antecedents of CES by revealing the critical influence of entrepreneur cognition of status and clarifying the boundary conditions of the status-CES link.

The corporate sustainability (CS) paradox, i.e., the persistent pursuit of contradicting yet interdependent economic, social, and ecological interests, has been described as inherent to organizing and integral for today's corporate leaders. By taking a paradox approach it has been assumed that leaders might skillfully deal with the tensions inherent to CS. However, we lack both theoretical ground and empirical evidence on paradoxical leadership in the context of corporate sustainability, which incorporates both material-realist (i.e., planetary boundaries) tensions next to socio-constructionist trade-offs (i.e., triple-bottom line). Therefore, we conducted an integrative review to understand the boundary conditions of paradoxical leadership (PL), specifically in the context of corporate sustainability. The review identifies challenges in the literature on PL hindering a valid assessment of its effectiveness, offering four key contributions. Firstly, PL lacks differentiation between socially constructed and material-realistic contradictions in CS. While PL emphasizes negotiating tensions, the review argues that CS involves non-negotiable, contradictory demands. Secondly, the review questions the inherent positivity of PL, pointing to potential negative organizational and social outcomes. Thirdly, there is an observed conflation in PL's operationalization, with measures being ambiguous and often intertwined with established leadership styles. Lastly, current research on PL inadequately addresses CS, lacking comprehensive investigations into all three CS pillars and requiring more rigorous designs for conclusive insights.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Interorganizational Dynamics and Collaboration



Session Moderator: **Eva Niesten**, *SKEMA Business School - U. Côte d'Azur*

ONE: **Mitigating Uncertainty in Sustainable Business Ecosystems: Ecosystem Strategies of Solar Firms**

Author: **Eva Niesten**, *SKEMA Business School - U. Côte d'Azur*
Author: **Albert Jolink**, *SKEMA Business School - U. Côte d'Azur*
Author: **Jonatan Pinkse**, *King's College London*

A key challenge for firms in sustainable business ecosystems (SBEs) is to create and capture environmental, social, and economic value. Whilst these firms create sustainable value, they operate within contexts of sustainability transitions that are often replete with uncertainty. We conduct a longitudinal study on the ecosystem strategies of utility-scale solar developers and how they adapt their strategies to respond to uncertainty. Our findings show that successful solar firms, those that capture economic value and survive while creating environmental and social value, adopt a bottleneck strategy, which solves solar energy's variability bottleneck, mitigates technological uncertainty, and grows the SBE. Other successful firms use a component strategy by creating ecosystem links with upstream complementors to purchase solar technology, with downstream complementors to sell solar energy, and thereby avoid exposure to and mitigate technological, competitive, and market uncertainty. They continuously reallocate ecosystem resources and create ecosystem links with development banks and communities to cope with regulatory and political uncertainty and deliver social value. Successful firms develop more solar plants and avoid more carbon emissions to deliver environmental value. Unsuccessful firms, those that fail to capture economic value and go bankrupt, adopt a system strategy by taking upstream and downstream ecosystem positions in which they are negatively impacted by competitive, technological, and regulatory uncertainty. Our findings contribute to literature on SBEs by showing how firms cope with uncertainty in sustainability transitions by adapting their ecosystem strategies for greater sustainable value.

ONE: **Suppliers' Green Strategic Intent and Buyers' Environmental Performance**

Author: **Adeel Khalid**, -
Author: **Shaker Bani-Melhem**, *U. of Sharjah, UAE*
Author: **Muhammad Waheed Akhtar**, *Rabat Business School, International U. of Rabat, Morocco*
Author: **Munazza Saeed**, *National U. of Computer and Emerging Sciences, Chiniot-Faisalabad Campus*
Author: **Muhammad Usman**, *U. of Sharjah*

Given the importance of big data for organizations' performance and competitive advantage and the scarcity of research on its antecedents and outcomes in the business-to-business context, we build on dynamic capability theory to examine the role of supplier green strategic intent as an antecedent of supplier green big data capability. To enhance the network of the outcomes of green big data capability, we propose that green big data capability positively influences supplier sustainable positioning. We further hypothesize that supplier green strategic intent has an indirect positive association with buyer environmental performance via green big data capability and sustainable positioning. Finally, we propose interfirm green knowledge sharing as an important boundary condition of the relationship between green strategic intent and green big data capability and the indirect association between green strategic intent and buyer environmental performance. Our results based on time-lagged and two-source data supported the proposed relationships. Our study offers several imperative practical implications that can help organizations develop big data capability and use it to protect the natural environment.

ONE: **Of Friends and Foes: Dynamics of Managing Tensions in Interorganizational Collaborations**

Author: **Maria Schmidt**, *RWTH Aachen U.*
Author: **Philipp A. Trotter**, *U. of Wuppertal - Schumpeter School of Business and Economics*
Author: **Aoife Marie Brophy**, *U. of Oxford*
Author: **David Antons**, *RWTH Aachen U.*

While scholars recognize the prevalence of colliding institutional logics in interorganizational collaborations, research offers incomplete perspectives on how institutional logic conflicts are concretely mediated, especially in contexts characterized by an uncertain institutional environment. In these settings, collaborative mechanisms that work in stable institutional environments may not be appropriate or may even prove ineffective. In response, this study explores how interorganizational collaborations overcome logic conflicts in uncertain institutional environments. We use a multiple case study approach, drawing on interviews and observations of three interorganizational collaborations in the off-grid energy sector in Uganda. We advance research by examining how distinct institutional logics materialize and interact, and we unpack the mediators that aggravated or mitigated emerging logic conflicts. We further explore the impact of an uncertain institutional environment on these collaborations. Focusing on this empirically rich, but dramatically understudied context, we deepen our understanding of the specific elements determining the degrees of logic harmonization and the resulting goal and action alignment in interorganizational collaborations.

ONE: **The Sustainability Performance Implications of Inter-Firm Coopetition**

Author: **Yemisi Oke**, *RWTH Aachen U. - Innovation and Entrepreneurship Group (WIN)*
Author: **Denise Fischer-Kreer**, *U. of Bonn*

How inter-firm coopetition – simultaneous cooperation and competition among firms – influences a firm's sustainability performance is of high interest for research and practice as competition can both create and destroy value. However, previous research has often taken a one-sided view on coopetition, has paid little attention to nuances, and has focused on financial performance outcomes, neglecting environmental and social performance as equally important elements of firm performance. The purpose of this study is thus to extend coopetition literature by investigating the influence of product market overlap, which reflects the intensity of competition in alliance relationships, on a firm's sustainability performance. We test our hypotheses with a dataset of 542 firm-year observations between 2005 and 2021. First, our empirical analyses indicate that product market overlap in alliances has U-shaped relationships with environmental and with social performance. Second, our results show that sustainability governance significantly moderates one of these two relationships, namely the effect of product market overlap on social performance. We contribute to the coopetition literature by, first, investigating both benefits and dark sides of coopetition, second, promoting a nuanced understanding of coopetition by investigating product market overlap, and third, analyzing sustainability performance as under-researched outcome.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **1185** | Submission: **21632** | Sponsor(s): **(OSCM)**

Scheduled: **Monday, Aug 12 2024 8:00AM - 9:30AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Water Tower**

OSCM Division Meet the Journal Editors Panel

OSCM Division Meet the Journal Editors Panel

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Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership & Diversity: Pathways to Public & Nonprofit Performance

Session Moderator: **Alexander Henderson**, *Marist College*

This presentation will share research on the impact of inclusive leadership and equitable environments on workforce performance, the influence of leadership styles on community relationships, diversity management in nonprofits led by people of color, and the career benefits of international volunteerism.

PNP: **Leaders of Color and Diversity Management Practices: A Study of Human Service Nonprofits in Georgia**

Author: **Bo Li**, *U. at Albany, State U. of New York*

The nonprofit racial/ethnic leadership gap has become a critical discourse in nonprofit management due to its potential effect on organizational practices and outcomes. A better understanding of the differences between the people of color (POC)-led and White-led nonprofits may help address the issue. This study focuses on the association between nonprofit leaders' race/ethnicity and diversity management practices to examine whether and how POC-led nonprofits act differently than comparable White-led nonprofits. Combining data from an original online survey of human service nonprofits in Georgia with Form 990 tax data and US Census data, the study found that nonprofits governed by a racially/ethnically diverse board are more likely to engage in diversity management. The racial/ethnic composition of the board also relates to an ED's attitudes toward diversity: EDs of color hold more positive attitudes toward diversity than White EDs when working with White-dominated boards, while White EDs value diversity more when the board is POC-dominated. The findings enrich our understanding of the associations between leaders' race/ethnicity and the organizational practices in diversity management.

PNP: **Is an International Volunteer Job Helpful for My Future Career?**

Author: **Yi-chun Lin**, *National Taiwan Normal U.*

Author: **Jyh-Horng Lee**, *International Cooperation and Development Fund (TaiwanICDF)*

Author: **Yu-lun Feng**, *International Cooperation and Development Fund (TaiwanICDF)*

Based on self-determination theory, this study examines the indirect effects of skills-based volunteering on perceived employability and proactive work behavior as moderated by competence-based employability. Specifically, we address this issue by a two-wave time-lagged approach and using a sample of 178 international skills-based volunteers who joined the voluntary service program provided by a nonprofit organization, TaiwanICDF. Statistic procedures such as hierarchical regression and bootstrapping analysis based on Hayes' PROCESS on SPSS 28 were conducted to test the hypotheses. Our findings revealed that competence-based employability fully mediates the effects of skills-based volunteering on perceived internal and external employability. It also partially mediates the effect of skills-based volunteering on proactive work behavior. Overall, this study provides evidence of the relevance of using self-determination theory to highlight that international volunteers need to be skillful and professional in their voluntary service to drive their future career development after fulfilling a volunteering assignment.

PNP: **Perspectives of Professionalism: Leadership Style, Proactive Personality, & Perceptions of Community**

Author: **Alexander Henderson**, *Marist College*

Author: **James Melitski**, *Marist College*

Community relationships have long been an important component in how we think about the work of street-level bureaucrats, something which is especially true in the context of policing. Though community policing initiatives have been in place for several decades, there has been a renewed focus on the intersection of law enforcement and communities in recent years. Law enforcement officers develop perspectives of these relationships with communities through formal programs and everyday interactions with constituents. Perceptions of these relational components of policing are also influenced by a number of factors that are concretely related to the work context, individual personality, and other influential personnel. The purpose of this research is to examine the impact of three key factors – servant leadership, proactive personality, and autonomy – on perspectives of community relationships. This study uses data from a web-based survey of sworn law enforcement officials across the United States collected in late 2020 and early 2021. Findings here indicate that both servant leadership and proactive personality are positively related to perceptions of community relationships, with the former having a slightly larger relative impact. Concluding comments are provided with an emphasis on crafting a better understanding of the factors that shape community relationships.

PNP: **Performance in a Diverse Workforce: Inclusive Leadership, Climate, and Equitable Work Arrangements**

Author: **Youngseok Yoon**, *U. of Texas at Dallas*

Author: **Meghna Sabharwal**, *U. of Texas at Dallas*

Inclusive management has garnered significant attention, yet literature has explored less the organizational inclusion with interaction of different work arrangements to achieve organizational effectiveness. Using the data from federal employees in the US, this study examines the effects of inclusive leadership on organizational performance, which is mediated by inclusive climate. It also investigates the moderating role of different work arrangements in the relationship between inclusive leadership and climate. The results demonstrate the positive association between inclusive leadership and organizational performance, which is significantly mediated by inclusive climate. Findings also highlight that the positive relationship between inclusive leadership and climate is pronounced with greater workplace flexibility. This study advances the comprehensive framework of inclusive management accounting for leadership and organizational climate under different work arrangements. The practical implications from this study will benefit public administrators and inform inclusive management practices in post-pandemic work environments.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Beyond State Boundaries: Understanding Migration, Compassion, & Conflict in Global Contexts

Session Moderator: **Maria Aluchna**, *Warsaw School of Economics*

The presentation will examine the mechanisms of donor support during humanitarian crisis, the role of NGOs in facilitating migrant labor market integration, the development of cross-border governance frameworks for sustainable development, and the media's influence on perceptions of refugees.

PNP: Framework for Cross-Border Governance: From Cross-Border Critical Factors to Sustainable Development

Author: **Caroline Krüger**, *U. de São Paulo*

Author: **Adriana Fiorani Pennabel**, *School of Economics, Management and Accounting of Ribeirão Preto, USP*

Author: **Marco Antonio Catussi Paschoalotto**, *School of Economics and Management, U. of Minho, Braga, Portugal*

Author: **Claudia Souza Passador**, *U. of Sao Paulo (FEA-RP/USP)*

Author: **Adriana Cristina Ferreira Caldana**, *U. of Sao Paulo (FEA-RP/USP)*

Cross-border regions became a central discussion space regarding political stability and global sustainability. These places are considered peripheral spaces with low socioeconomic indexes and profound sustainable development (SD) challenges. In this context, cross-border governance (CG) can help these regions by proposing policy coordination or cross-border interdependency management to achieve better results. However, the CG literature has not discussed the critical factors for solving the border challenges, nor have studies approached the impact of CG on regional SD. Our research aims to identify the critical factors for CG and propose theoretical and practical tools for helping border regions advance toward SD. To do so, we conducted a systematic literature review and semi-structured interviews with experts. The data led us to develop a framework to assist scholars and policymakers in understanding and tackling CG, highlighting its critical importance. In total, 12 critical factors emerged in four CG dimensions - Territorial, Resources, Institutional, and Political-Regulatory, which can help political cooperation for integrated regional programs towards SD. Additionally, we propose a CG model for SD that indicates how CG can be implemented to promote SD in cross-border regions.

PNP: NGOs' Support for Migrants' Integration on the Labour Market: Ukrainian Refugees in Poland

Author: **Maria Aluchna**, *Warsaw School of Economics*

Author: **Agata Chutnik**, *Fundacja Inicjatyw Społeczno-Ekonomicznych*

Author: **Farimah Hakem Zadeh**, *York U., Toronto*

Author: **Marta Pachocka**, *SGH Warsaw School of Economics*

This paper examines the role of NGO support for migrants' integration in the labour market through entrepreneurship endeavours. Drawing on the Resource-Based View and institutional theory, we formulate research questions on how NGOs operate in the institutional environment, organise resources and address the needs of their beneficiaries. We adopt the triangulation approach and analyse the national and EU legislation, media releases and 15 case studies based on interviews with NGO representatives operating in Warsaw, Poland's largest metropolis and the capital city with the highest proportion of foreign residents and a well-developed NGO base. Using the evidence from the case of forced migration from Ukraine to Poland following the Russian aggression in 2022, we extend the literature on institutional voids by demonstrating that they can be complemented by the wide range of NGOs' activities.

PNP: Media Framing of Refugees in Switzerland: Taking a Microhistory Approach

Author: **Charlotte Traeger**, *U. of Bern*

Author: **Claus Jacobs**, *U. of Bern*

How do the media frame the influx of refugees in Switzerland and what are the policy responses? Known as the process and practices of meaning negotiation and construction, framing plays a crucial role when it comes to understanding social problems, their construction and policy responses. To examine this question, which is critical to both scholars and practitioners, we take a microhistory approach to explore the media framing of refugee influxes to Switzerland on two recent occasions, 2015/2016 and 2022/2023. Using expert interviews, press articles and press releases, we conduct an interpretative, comparative case study and shed light on the process and practices of media framing of refugee influxes in Switzerland, as well as their consequences for public policy. By situating these cases in the broader history of framing of refugees in Switzerland, we show the patterns between contemporary and past practices of framing. Our analysis reveals an alternance between framing refugees as an opportunity, which enriches the country socially, economically and culturally and a threat to local identity and society well-functioning. We found a dichotomy between refugees portrayed as isolated individuals from Europe and groups of refugees portrayed as an overflow from outside of Europe, constituting a financial burden for the country. We discuss the implications of such binary framing for policy responses and present our contributions to framing theory, research on social problems and public policy.

Author: **Olga Iermolenko**, *Nord U. Business School*

Author: **Valeriia Melnyk**, *Nord U. Business School*

Author: **Carolyn Cordery**, *Victoria U. of Wellington*

The accountability of charity organizations is crucial for their work and existence, as these organizations depend on continuous public donations. Meeting the needs of all stakeholders puts additional challenges on charities and forces them to use different ways/forms of accountability. Recently, social media has been extensively used for both charity fundraising and reporting/accountability. With few exceptions, the current literature describes this process as rather one-sided – where charity organizations pursue their agendas without engaging with or responding to crowds accessing their social media. This research uses netnographic and interview data to investigate how public social media engagement reconfigures a charity’s accountability during wartime. We utilize the case of a significant Ukrainian charity fund that gathered over USD 110 million in donations in 2022 via social media to meet the needs of the army and victims of the Russo-Ukrainian war. Social media enabled crowds to question and critique the fund’s accountability generating a crowd-based accountability dialogue to which the charity needed to respond. Consequently, the charity evolved dialogic accountability processes between the crowd, the fund and its celebrity founder, the latter playing a mediating role in the fund’s dialogue with the crowd. This study adds to the literature on online publics and crowd-based accountability as dialogue. A particularly significant facet of this study concerns the highly sensitized context where, despite the exigencies faced, donors’ expectations of accountability remain high. Charity organizations, other NGOs and governments can learn from this use of social media as a crowd-based accountability tool to enable real dialogue during significant crises (in our case, the Russo-Ukrainian war).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Next-Generation: Crafting More Effective Ways to Deliver Public Goods & Services

Session Moderator: **Adina Dudau**, *Adam Smith Business School, U. of Glasgow*

This presentation will navigate the drivers of co-production in addressing environmental and health challenges, explore the role of intermediary organizations in motivating collaborative efforts, examine the critical role of cultural competence in community services for racial equity, and contrast perspectives on technology's role in client relationships.

PNP: **Technology and Client Relationships: Juxtaposing Organizational & Addiction Counseling Perspectives**   

Author: **Magdalena Waeber**, *U. of Bern*

Author: **Emamdeen Fohim**, *U. of Bern*

Author: **Claus Jacobs**, *U. of Bern*

Digitalization has been reshaping professional services across various sectors, with profound implications for delivering care and support services. Given its dramatic global increase, this transformation is particularly pronounced in the field of addiction counseling, a socially significant professional service. As the professional-client relationship is critical in addiction counseling, its evolution in the digital age requires careful consideration. Through a formative, synthetic review drawing on two pertinent strands of scholarship, this paper aims to improve our understanding of the impact of technology on the professional-client relationship. We concretize how technology impacts client relationships by classifying eight concepts derived from the organizational and management literature review. We juxtapose these concepts with the identified critical design features – identified from the addiction counseling literature review – that are essential to maintaining a strong client relationship in this context. An initial framework derived from this systematic juxtaposition offers more fine-grained insights into the opportunities and tensions when professionals use technology in designing constructive client relationships. Importantly, this framework provides a conceptually sound foundation for future research endeavors.

PNP: **What Motivates Co-Production in Environmental and Health Threats: Active and Passive Co-Production**   

Author: **Jongmin Lee**, *Indiana U., Bloomington*

Author: **Hyunseok Hwang**, *U. of Houston*

Author: **Arnold Vedlitz**, *Texas A&M U.*

Coproduction varies in their formats and is subject to strong heterogeneity with field-specific conditions. Also, the selection bias in coproduction participation concerns the consistency of findings. However, the field is still limited in testing complex relationships between motivators. Therefore, using the Public Opinion Survey on Environmental Health Risk Perceptions and Policy Preferences, this study tests the effect of the salience of environmental and health threats on motivations to active and passive coproduction moderated by internal efficacy and external efficacy through a series of Multiple Moderated Regression (MMR) analyses. This study aims to contribute to the field by capturing more meaningful variations of coproduction motivation and yield practical implications on whether additional government efforts or nonprofits' presence as an alternative problem solver can influence citizens' motivation to coproduce. This study found that the salience of environmental and health threats increases the motivation to participate in both passive and active modes of coproduction negatively moderated by low external efficacy (nonprofit presence as alternative problem solvers) when controlling for the education, race, income, gender, housing status, and political ideology of citizens.

PNP: **Cultural Competence in Community-Level Initiatives to Advance Racial Equity in Homeless Services**   

Author: **Emily Nwakupda**, *The U. of Texas at Arlington*

Author: **Saerim Kim**, *Suffolk U.*

Author: **Andrew Sullivan**, *U. of Central Florida*

Author: **Kotomi Yokokura**, *U. of Kentucky*

Author: **Hyokyung Kwak**, *College of Charleston*

This study investigates how communities in the United States address racial inequality in homelessness through the cultural competency framework (Cross et al., 1989) and Sweeting's (2022) initiatives. Structural racism perpetuates historical trauma and disparities in public services, particularly affecting vulnerable racial groups. Using HUD Continuum of Care (CoC) funding applications, we identify actions taken by CoCs to tackle racial inequity in homeless services. While most CoCs demonstrate cultural proficiency, they often miss opportunities to further advance proficiency. Further, the most common actions are frequently disconnected from proficiency. We highlight the importance of actively developing cultural competence in organizations and communities when addressing complex issues like homelessness. It also offers an empirical application of Sweeting's framework, providing valuable insights for future research on social equity in public service provision. Keywords: Homelessness, racial equity, cultural competency, community-level initiatives, content analysis

PNP: **Intermediary Organizations and Motivation to Co-Produce: Understanding Sequential Co-Production**   

Author: **Georgios Kominis**, *U. of Glasgow*

Author: **Adina Dudau**, *Adam Smith Business School, U. of Glasgow*

Author: **Shereif Kholeif**, *U. of Glasgow*

Author: **Kieran Dowling**, *U. of Glasgow*

Against the backdrop of burgeoning co-production literature, this paper addresses the lesser-known role of co-production intermediaries and of the processes through which they foster motivation for co-production. Drawing on self-determination theory (SDT), we unravel motivational processes through which co-production intermediaries can facilitate self-sustained co-production sequences. Our data comes from an in-depth analysis of a co-production program that utilizes sports as a vehicle to turn service users into co-producers. Our proposed theory, sequential co-production, holds promise to public administration theory and practice, extending the potential of co-production beyond the gratification of immediate self-interest of co-producers with direct benefit from the service. Through sequential co-production, past beneficiaries are seen to 'pay-it-forward' by to others co-producing services for others, thereby creating a self-propelling, therefore sustainable, co-production model.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Qualitative Insights: Methodological Rigor and Innovation in Organizational Research

Session Moderator: **Herman Aguinis**, *George Washington U.*

RM: **Data Gathering for Grounded Theory**

Author: **Scott F. Turner**, *U. of South Carolina*
Author: **Yoojin Jeong**, *U. of South Carolina*
Author: **Eugenia Cacciatori**, *Bayes Business School, City U. of London*
Author: **Paul Bliese**, *Darla Moore School of Business, U. of South Carolina*

This study seeks to contribute to the literature on research design for grounded theory work. While extant research offers significant guidance for the analysis of data in grounded theory research, much less attention has been given to the collection of data. We propose that the characteristics of the theory being developed play a central role in the design of data collection, and that the process of collecting and analyzing data can in turn shape the attributes of the emergent grounded theory. Our core contribution lies in proposing a framework that brings together the principles of intentionality, multiplicity, temporality, and consequentiality to offer guidance for data gathering in grounded theory research.

RM: **Defining, Assessing, and Reporting Saturation in Qualitative Research: Review and Recommendations**

Author: **Ozias Moore**, *Lehigh U.*
Author: **Herman Aguinis**, *George Washington U.*
Author: **Tanja R. Darden**, *Towson U.*
Author: **Ayana N. Younge**, *U. of Virginia, Darden School of Business*

Saturation is a critical yet vaguely defined concept in qualitative research, referring to the point where new data cease to yield additional insights about the studied phenomenon. We reviewed 429 influential sources addressing saturation and documented a lack of clarity and inconsistencies in how saturation is defined, assessed, and reported. Its unclear definition and inconsistent assessment result in excessive data collection or premature data gathering cessation. Significantly, a vague definition, assessment, and reporting of saturation affects a study's trustworthiness and, consequently, has detrimental implications for theory development and testing. To address these challenges, we offer a decision-making process to guide, but not dictate, how to define, assess, and report evidence that saturation has been reached. Our recommendations simultaneously accommodate different theoretical and design approaches and enhance transparency and trustworthiness in qualitative studies. We discuss how the proposed methodological improvements have important implications for advancing management theory development and testing.

RM: **Application of Prototype Analysis to Organizational Research: A Critical Methodological Review**

Author: **Sandra Kiffin-Petersen**, *U. of Western Australia*
Author: **Sharon Purchase**, *U. of Western Australia*
Author: **Doina Olaru**, *UWA*
Author: **Brett Smith**, *U. of Western Australia*

Prototypes – internalized knowledge structures of the most typical or characteristic features of a concept – are considered important because they influence cognitive processing. And yet, prototypes of organizational concepts are relatively uncommon. To introduce prototype analysis to a wider audience of organizational scholars we conducted a critical methodological literature review following Aguinis, Ramani, and Alabduljader's (2023) recommended 6-step procedure. 64 prototype analyses published in 29 journals were categorized and content analyzed. The analysis resulted in a 3-way taxonomy of studies based on concept category, relationship type, and theoretical development. While prototype analyses typically comprise a sequence of 4-6 independent studies, we found variation in the number and type of studies. Some prototype studies also use the features to create a measure or in model testing. The potential benefits of prototyping for organizational research are many, given the many abstract and unobservable concepts applicable to the workplace that are difficult to directly measure, and that also often have cross-cultural applications. We conclude our review with best practice recommendations and future research suggestions in applying prototype analysis to organizational concepts.

RM: **When Language Disrupts Theory-Method Fit: Managing Linguistic Diversity in Qualitative Work**

Author: **Patrick D. Shulist**, *Aalto U.*
Author: **Miguel Rivera-Santos**, *Babson College*
Author: **Rebecca Piekkari**, *Aalto U. School of Business*

The literature on achieving theory-method fit implicitly treats research contexts as monolingual. Yet, management research contexts are linguistically diverse, involving multiple languages, different English dialects, and informants with limited English proficiency. Therefore, this literature provides limited guidance for scholars engaged in qualitative cross-language research. Addressing this gap, our core contribution is a framework for theory-method-language fit. Within this framework, language connects to theory and method, as language is the foundation by which conceptual and empirical meanings are built and transferred. Against this background, finding fit means aligning the choice of a study's focus, considerations of how linguistic diversity may disrupt the ability to transfer meaning related to this focus, and the strategies available to the researcher for minimizing these disruptions. In doing so, changes to theory, method, and language are equally viable. Overall, our framework gives scholars a systematic approach for reflexively finding fit in their own cross-language studies or assessing fit in others' studies. We also contribute to discussions on the process of finding fit, transparency in qualitative work, and on extending research into non-Western contexts.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Advances In Experimental Methods: Validation, Statistical Power, And Tests of Mediating Effects



Session Chair: **Nathan Philip Podsakoff**, *U. of Arizona*

Although generally considered underrepresented in management research, experiments have recently received increased attention from scholars in this domain. This trend has highlighted several limitations of current practices and approaches to experimental design. This symposium is designed to address some of these issues. More specifically, the presentations in this symposium are designed to advance three critical aspects of the experimental design process: (a) the validation of manipulations, (b) power analysis in experimental contexts, and (c) testing mediating effects models using experimental designs. The presenters provide state-of-the-method reviews, discuss the limitations of current practices, provide guidelines for application, and make recommendations on best practices for management scholars developing or reviewing experimental studies of organizational phenomena.

On the Validation of Experimental Manipulations

Author: **Nathan Philip Podsakoff**, *U. of Arizona*

Author: **Mahira Ganster**, *U. of Cincinnati*

Author: **Benjamin G. Perkins**, *U. of Arizona*

Author: **Kelly Gabriel**, *U. of Arizona*

Often Neglected Concerns about Statistical Power for Experiments

Author: **Scott Highhouse**, *BGSU*

Author: **Margaret Elizabeth Brooks**, *Bowling Green State U.*

Experimental Approaches for Testing Mediating Effects Models: Review and Guide

Author: **Philip M Podsakoff**, *U. of Florida*

Author: **Nathan Philip Podsakoff**, *U. of Arizona*

Author: **Yiduo Shao**, *U. of Iowa*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Future-Making

Session Moderator: **Alice Comi**, *Tongji U.*

SAP: **Pragmatism as a Philosophy-in-Use for Future-Making: Learning from the Bjarke Ingels Group** 

Author: **Nico Klenner**, *Australian National U.*
Author: **Silvia Sanasi**, *Free U. of Bozen-Bolzano*
Author: **Stefano Magistretti**, *Politecnico di Milano*

Research on future-making has sparked a burgeoning debate on how futures are imagined and constructed. However, we lack insights into how organizations can succeed at making actionable futures, i.e., futures that are perceived as desirable, yet feasible. Given the inherent tension between desirability and feasibility, organizations require adequate frameworks that guide the making of actionable futures. To this end, we propose that pragmatism can provide helpful guardrails. We illustrate the potential of pragmatism by drawing on the future-making language used in the communication of Bjarke Ingels Group, a globally renowned architecture firm. Furthermore, we discuss how pragmatic language can help building legitimacy across diverse groups of stakeholders. This study contributes to the emerging literature on future-making and organizational imagination. Managers, entrepreneurs, innovators, and policymakers will find value in this study as it offers guidance on leveraging pragmatism as a philosophy-in-use for future-making.

SAP: **Strategists Traveling Through Time: The Use of Rhetorical Future-Making Practices in Strategy Work** 

Author: **Jouni Virtaharju**, *Hanken School of Economics*
Author: **Virpi Sorsa**, *Jyväskylä U. School of Business and Economics, Jyväskylä, Finland*

We explore how future-making practices are rhetorically constructed in strategy work. We apply practice theory and literature on rhetorical history to explain how organizational strategists enact futures applying past and present constructions. Our research followed the evolution of strategy work in a municipal organization over six years. Our analysis reveals four different future-making practices adopted in strategy work. These practices connect past, present and future using continuous and discontinuous transitions. Each practice entails a particular constructed future, suggesting particular strategic action in the organization. We further explore how the future-making practices influenced the strategy formation in the case organization. Our study complements the earlier strategy-as-practice studies on temporality and studies of rhetorical history and strategy work. Our study sheds new light on how constructed futures are conceptualized in strategic management.

SAP: **If You Build It, Will They Come? Investigating How Organizations Construct Strategic Futures**

Author: **Jennifer Sloan**, *Alberta School of Business*








While prior research has provided valuable insights into how history influences organizational trajectories, there is still much to learn about how organizations construct and engage with future possibilities. Thus, this study asks: How do organizations construct futures that are cohesive enough to guide strategic action? Drawing from an ethnographic study conducted in a construction firm, I uncover three core mechanisms – (1) mapping temporal terrains, (2) symbolizing settlement, and (3) engineering agency - that illuminate how actors dynamically navigate pasts, presents, and futures to coordinate strategic action. I introduce the concept of temporal dexterity to describe an organization's proficiency in linking different temporal moments in ways that harness present actions toward future goals. By examining the practices that shape future construction, this study aims to deepen our understanding of future-making processes in organizations and provide valuable insights for that enhance strategy enactment.

SAP: **Mediated Organizational Identity Work: Future-Making in Family Firms**  

Author: **Silvia Sanasi**, *Free U. of Bozen-Bolzano*
Author: **Emanuela Rondi**, *U. degli Studi di Bergamo*

This study aims to understand how long-established family firms can innovate by imagining their future while being trapped in their past and current identity. The study presents an in-depth case study on a long-established family firm that is collaborating with a science and technology park to develop innovation projects with a distant future orientation. Our findings illustrate that family firm members and the science and technology park's advisors, acting as mediators, collectively construct narratives of the future through mediated identity work that enables them to make sense of innovation considering the family firm's past, present, and future organizational identity. The study extends the emerging literature on future-making to long-established family firms, and contributes to the existing understanding of the tension between tradition and innovation in family firms with a perspective on the role of mediators in conducting organizational identity work to solve temporal tensions. The study also draws managerial implications for innovation practitioners.

KEY TO SYMBOLS

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

Tensions, Dialectics, and Paradoxes

Session Moderator: **Iris Seidemann**, *U. of Hamburg*

SAP: **Paradox Nestedness: A Holonic Approach to Tensions Across Parts and Whole**  

Author: **Eric Knight**, *Macquarie Business School, Macquarie U.*

Author: **Josh Keller**, *UNSW Sydney*

Author: **Wendy K. Smith**, *U. of Delaware*

Scholars increasingly turn to paradox theory to unpack interwoven opposites. Addressing the complexity of these opposites requires understanding how such tensions surface across levels of analysis. Yet while scholars depict paradoxes as nested across levels, confusion about the nature of nestedness results in varied applications and outcomes. In this paper, we address this confusion. Drawing on the idea of a holon – an entity that is both a whole unto itself while also being a part of a broader whole – we depict nestedness as a paradoxical relationship between the whole and the part. Recognizing variance in this parts/whole paradox, we introduce an approach that distinguishes four idealized types of paradox nestedness and explore their different implications for navigating interdependent opposites. By unpacking nestedness, our approach invites greater nuance and complexity for future paradox scholars.

SAP: **From Managing Tensions to Managing Thresholds: Microfoundations of Unfolding Hybrid Ambidexterity** 

Author: **Pauline Charlotte Reinecke**, *Hamburg U. of Technology*

Author: **Alexander Ricardo Beyer**, *Hamburg U. of Technology*

Author: **Svenja Damberg**, *U. of Twente*

Author: **Thomas Wrona**, *Hamburg U. of Technology*

Ambidexterity is a highly tension-filled strategic concern that attempts to combine the fundamentally divergent logics of exploration and exploitation. While the present research is concerned with the management of these tensions, little consideration is given to effects that result from this unfolding process over time and are manifested in critical thresholds. In our study, we reveal the pivotal role of handling these thresholds for the direction in which ambi-dexterity processes develop. We build on a six-month ethnographic study of a company in the European energy market (EnergyCo) to investigate the process of building an incubator (IncuCo). We show changes between a phase of more control that promotes integration and inhibits progress and a phase of driving ambidexterity towards acceleration that promotes differentiation and creates counter-movements. Highlighting the within-phase tensions and between-phase thresholds, we contribute to research on the microfoundations of hybrid ambidexterity by highlighting the role of thresholds to manage the complex dynamics underlying hybrid ambidexterity and the multiple interests of actors, which we theorize as double faces of ambidexterity.

 SAP: **How the Change Recipients' Temporal Experiences Influence Planned Organizational Change**  

Author: **Marina Biniari**, *U. of Sussex Business School*

Author: **Quy Nguyen Huy**, *INSEAD*

Author: **Davide Ravasi**, *UCL School of Management*

Scant empirical research has investigated how change recipients navigate the temporal dimensions of planned organizational change during implementation when the temporal need for continuity is prevalent. Based on a real-time, longitudinal study, we investigated how change recipients experienced and responded to the temporal tensions the implementation of a change initiative elicited within a multi-divisional engineering company. Our analysis revealed that variations in how change recipients reallocated their work time to the initiative reflected their perceived incongruence between the organization's and the change initiative's temporal controls. The gradual realization of this incongruence triggered conflict among change recipients in how they valued and allocated work time to change implementation. In turn, high variance in change recipients' time allocation actions caused change implementation delays and lack of synchronization. Our study contributes to the planned change literature by revealing the temporal underpinnings of change recipients' responses to change implementation.

SAP: **A Bright Future: Dialectical Insights in Strategy-Making** 

Author: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*

While the future is unknowable, this intriguing temporal category has become a predominant topic in the discourse of modernity. However, less is known about the various ways in which actors engage with the tensions and contradictions of the future in strategy-making. Although previous insightful research has begun to address how social actors engage with tensions between, for example, near and distant futures, further understanding of how they synthesize such existing tensions in the process of strategy-making is necessary. Therefore, this paper presents a dialectical framework that discusses different tensions and contradictions of the future, processes of dialectical inquiry, and ways that social actors synthesize such tensions through the future-making practice of imagining. This study makes interrelated contributions to research into a practice-based perspective on the future and strategy-making. It also outlines future research opportunities regarding this essential concept.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Global to Local Sustainability: Place-Based Adaptation for Social Enterprise, NGOs, and Value Chains

Session Moderator: **Carolyn Johanna Waldner**, *ESCP Business School*

SIM: Think Global, Act Local: How Social Entrepreneurs Adapt Business Models to Meet Grand Challenges   

Author: **Esther Leibel**, *Boston U.*
Author: **Natalya Vinokurova**, *Lehigh U.*

Grand challenges are universal problems in search of scalable solutions such as new business models. However, the effectiveness of solutions depends critically on their fit with the local context. How do social entrepreneurs decide how to adapt existing business models to their contexts? We address this question in an inductive study of Slow Money—a microfinance organization that promotes sustainable food production in the U.S. In investigating how Slow Money adapted the investment club business model to different locations, we find that evaluating the external fit and learning about the internal fit of the business model can serve as substitutes in the process of local adaptation. Our findings shed light on the interplay between cognitive and experiential search in adapting business models to address grand challenges.

SIM: Between Global Synergies and Local Adaption: How NGOs Deal with Global-Local Tensions   

Author: **Carolyn Johanna Waldner**, *ESCP Business School*
Author: **Stephanie Schrage**, *U. of Kiel, Germany*
Author: **Andreas Rasche**, *Copenhagen Business School*

Addressing grand challenges confronts organizations with global-local and other paradoxes that can result in paradox knots, where the response to one paradox impacts another. Drawing on a longitudinal qualitative case study of a non-governmental organization (NGO) operating in Uganda, we study how such knots impact paradox salience, that is their visibility and perceived urgency. We elucidate the knotted nature of two paradoxes: a global-local paradox and an identity elasticity paradox. Our analysis shows how the salience of these paradoxes developed inversely as the NGO's response to the global-local paradox amplified the salience of the identity elasticity paradox while its response to the identity elasticity paradox mitigated the salience of the global-local paradox. With these findings we contribute to paradox literature by developing the concept of 'knotting mechanisms' that tie paradoxes together and at the same time impact their salience. We explain how such mechanisms can produce different types of paradox knots. We further contribute to the literature on global-local tension in the context of NGOs by providing a more comprehensive understanding of local adaption of NGOs is not just a reaction to the 'misfit' between global and local conditions, but rather to the paradox knot with the organizational identity elasticity paradox.

SIM: Framing Global Value Chains Sustainability Research 

Author: **Diogo Vallim**, *Copenhagen Business School*
Author: **John James Loomis**, *FGV-EAESP: Fundação Getulio Vargas's Sao Paulo School of Business Administration*
Author: **Jose Antonio Puppim De Oliveira**, *Fundacao Getulio Vargas*








World trade is now driven through Global Value Chains (GVCs), which present social and economic benefits, yet can also drive severe environmental sustainability challenges requiring critical analysis through a systematic review. Given the lack of integration among the different literatures on value chains in management, business and beyond, this review aims to define the best approaches to carry out research on sustainability in the GVCs according to the research topic and object. First, it identified two modes that sustainability can be strengthened by GVCs. The "sustainability-in-chains" mode is composed of intra-firm and inter-firm initiatives, where aspects of strategy, internalization and competition are better incorporated in the analysis by using the firm-centric tools associated with the Global Value Chains (GVCs) tradition. In contrast, initiatives that instrumentalize value chains to achieve impacts at the territorial level beyond the chain compose the "sustainability-through-chains" mode. The analysis of these initiatives incorporates elements of policy, natural resources, and culture, requiring the use of networked tools associated with the Global Production Networks (GPNs) tradition. Second, based on these two modes, the article proposes a framework to align the analysis of sustainability topics with value chain analysis traditions according to five categorizations: governance, non-firm actors' role in implementation, interaction with the broader socio-political context, unit of analysis and perspectives of upgrading. This allows management and business researchers to identify the best conceptual approach to analyse a specific angle within a research topic.

SIM: Glocalization Work: Development of Glocal Supply Chains for Sustainable Textiles in Ethiopia 

Author: **Sarah Castaldi**, *Nijmegen School of Management, Radboud U. Nijmegen*
Author: **Rieneke Slager**, *U. of Groningen*

We conceptualize glocalization as a form of institutional work that aims to address grand societal challenges such as the development of sustainable global value chains (GVCs) by connecting global and local actors. We study the attempts at glocalization work in a NGO-led multi-stakeholder initiative that includes private and public organizations, aimed at developing a sustainable textile supply chain in Ethiopia. We find that glocalization work in this setting entails contextualizing, upgrading and brokering. We discuss the implications of our findings for the study of GVCs and institutional work, as well as policy implications for the governance of sustainable GVCs.

KEY TO SYMBOLS

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

Empirical Examinations of Corporate Social Performance (CSP) and Impact Measurement



Session Moderator: **Ali M. Shahzad**, *James Madison U.*

SIM: Organizational Social Impact Measurement and Valuation. A Review and Critical Reflection

Author: **Felizia Sophie Von Schweinitz**, *U. of Hamburg*
Author: **Amy Vogel**, *Ludwig Maximilian U. of Munich*

Amidst urgent global challenges, ranging from social injustice to environmental sustainability, organizations are increasingly recognizing their responsibility and accountability beyond mere financial outcomes. Employing social impact measurement and valuation methods emerges as a promising solution for organizations in navigating strategic alignment, stakeholder orientation, and legitimization. Yet, organizations face challenges in grasping and measuring their impact, selecting and employing established methods, and defining a common currency. To address these challenges, we provide an overview in the existing approaches to organizational social impact measurement and valuation and on how their operationalization is discussed by researchers. Through a systematic review using the PRISMA framework, we assess 26 articles, identifying a fragmented research landscape on organizational social impact measurement and valuation, with methodological variances, lacking consistency and transparency in measurement, a predominant focus on output-level measurement, and insufficient method development and refinement for social impact valuation. We amplify research on organizational social impact measurement and valuation by offering insights regarding measurement operationalization, particularly on the indicator level, and emphasize the need for transparent operationalization. We contribute to the state of research on social impact valuation and point out various methodological and moral implications arise from valuating organizational social outcomes and impact that offer potentials for further research.

SIM: Navigating the Disclosure Landscape: The Influence of Industry and Region on Corporate Philanthropy

Author: **Nana Liu**, *Shanghai U. of Finance and Economics*
Author: **Ruchunyi Fu**, *Shanghai U. of Finance and Economics*

How do firms manage the non-market information released by peer firms? This study sheds light on corporate philanthropy in China and proposes that the disclosure intensity at the industry and regional levels have distinct influences on how firms perceive their competitive environment as well as their philanthropic decisions. Building upon the threat-opportunity framework, we suggest that information obtained from industrial peers is more likely to trigger a perception of threats, while information from regional peers can help firms identify opportunities. Moreover, we delineate the boundary conditions of our baseline effects by examining the moderating effects of three crucial contextual factors. Implications to the studies on information disclosure and category research are also discussed.

SIM: State-Owned Enterprises, Political Ideology, and Corporate Social Performance

Author: **Leonardo Henrique Lima De Pilla**, *Fundação Getúlio Vargas/EBAPE*
Author: **Alketa Peci**, *EBAPE/FGV*
Author: **Rodrigo De Oliveira Leite**, *COPPEAD Graduate School of Business, UFRJ, Rio de Janeiro*








The effects of state ownership on firms' outcomes depend on how governments influence the goals of state-owned enterprises. Yet scant scholarly attention has been devoted to understanding what circumstances shape governmental influence on SOEs' corporate social performance (CSP). Addressing that gap is important because SOEs are becoming increasingly more hybrid, and must thus balance multiple private and public stakeholders' financial and social goals. We contend that, compared to non-SOEs, SOEs face additional institutional and legitimacy pressures that lead them to act in socially responsible ways, resulting in higher social and environmental CSP. However, these pressures are moderated by two other factors that determine the strength of governmental influence: whether the state has a majority shareholding and the incumbent government's political ideology. We examine a 12-year panel of 150 Brazilian listed firms, including 41 SOEs, and demonstrate that state ownership is positively associated with the social dimension of CSP but only when the state is the majority shareholder, and thus able to strongly influence SOEs' goals. Moreover, the more right-leaning the government, the weaker becomes the moderating effect of majority state ownership. This is because political ideology determines how governments influence the tradeoffs between SOEs' economic and social goals.

SIM: An Investigation of Corporate Social Performance Before, During, and After an Environmental Jolt

Author: **Olivia Aronson**, *U. of Richmond*
Author: **Matthew LaFont**, *Randolph, Macon College*

The role of business in the creation and proliferation of social and environmental issues is increasingly understood and known. Scholars searching for ways to improve the relationship between organizations, society, and the natural environment have concentrated on examining factors that encourage organizational participation in corporate social performance (CSP) initiatives, this research has primarily focused on identifying antecedent and outcome variables. However, few studies examine the trend of organizational participation in CSP over time or in the context of broader economic cycles. This study uses a sample of 238 publicly traded companies from 2003-2012 to examine organizational participation in CSP before, during, and after an environmental jolt, the financial crisis of 2007/2008; we also consider the firm- and industry- level variables that may affect this trend.

KEY TO SYMBOLS

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

Intersections, Interactions, Tensions, and Transformative Impacts of Organizing Structures

Session Moderator: **Niko Gerlach**, *Heinrich Heine U. Düsseldorf*

SIM: Integrative Interactions: The Microfoundations of Transformative Hybrid Organizing   

Author: **Yi Ming Ng**, *Kellogg School of Management, Northwestern U.*
Author: **Alwyn Lim**, *U. of Southern California*

Hybrid organizations are key players in the movement to mainstream stakeholder capitalism. Yet, their influence on institutional market logics remains under studied. Turning to hitherto overlooked microfoundations of hybrid organizations, we employ a strategic interactionist and discourse ethics approach to posit that the routine stakeholder interactions of hybrids are key mechanisms of transformative hybrid organizing. Through in-depth interviews with 30 chief executives of social enterprises, B Corporations, and service co-operatives in Singapore, we identify a typology of interaction frames hybrids adopt that align with traditional or progressive market logics. A cross-case analysis finds that while progressive frames are associated with transformative impact, hybrids that integrate both traditional and progressive frames in their stakeholder interactions reported transformative outcomes the most. Through this, we theorize the role of integrative interactions – bringing together diverse business and societal values, norms, and engagement forms beyond transactional relations – in advancing hybrid organizing in the market. We further discuss the role of organizational and business network innovation for such integrative responsible leadership and implications for the hybrid organizing movement.

SIM: Hybrid Organizations for Regional Development: Regional Strategies for Positive Change   

Author: **Gianluca Gionfriddo**, *Institute of Management, Scuola Superiore Sant'Anna, Pisa*
Author: **Valentina Cucino**, *Institute of Management, Scuola Superiore Sant'Anna, Pisa*
Author: **Michela Lazzeroni**, *U. of Pisa*
Author: **Andrea Piccaluga**, *Scuola Superiore Sant'Anna*

In this study, Hybrid Organizations (HOs) are conceptualized as agents of positive change for regional development. By drawing on Structuration Theory, four cases of HOs located in Central Italy are analyzed to understand their role in transforming social structures of signification, domination and legitimation. Three different change strategies are identified by triangulating qualitative evidence on 38 change actions that generated sustainable value for local communities and rural areas. By (1) guiding, (2) realizing or (3) orchestrating positive change for regional development, HOs can respectively inspire other agents, directly implement or administrate resources to answer social/environmental needs of regional systems.

SIM: Navigating Tensions in Self-Organization and Organizational Democracy. A Qualitative Investigation 

Author: **Christian Martin Kroll**, *U. of Mannheim*
Author: **Rebecca Christin Ruehle**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Andreas Zeuch**, *Executive*

Topics like organizing beyond hierarchy, organizational agility, and the future of work are trending. Two concepts related to this trend are self-organization and organizational democracy, which are rarely conceptualized together in the academic debate. In contrast, business practice often combines elements of self-organization and democracy. Our phenomenon-driven qualitative research investigates this in-between realm in four organizations (71 interviews). Thereby, we focused on the question how organizations navigate the tensions emerging from self-organization and organizational democracy. Our in-depth analysis, based on grounded theory and the Gioia methodology, resulted in a model, which consists of three different types to navigate tensions: 1) an idealistic mindset, i.e. the ambition of creating something better in contrast to an 'old world of work'; 2) an either-or mindset, i.e. conflicts based on a binary understanding of the different tensions; 3) a both-and mindset; i.e. constructive acceptance and structuration. Our model constitutes a valuable foundation for future research on the intersection of self-organization and organizational democracy, pushing the academic debate forward.

SIM: From Self-Managing Organisations (SMOs) to Self-Determining Organisations (SDOs)   

Author: **Anne-Sophie Dubey**, *I3 - CRG - École Polytechnique*

This research seeks 'a third way' between 'naively' pretending to abolish the tension between autonomy and control or simply 'demonising' it. Respectively, it challenges the idea that, in order to empower workers, 'all it takes' is to remove reporting lines, as more and more examples (GitHub, Zappos, Mobil Wood, etc.) reinstate managers after experimenting in this direction; further, it tries to be more charitable than critical management studies claiming that empowering managers manipulate employees into being more engaged at work through the promise of 'liberation', while not keeping their word in practice (e.g., Picard & Islam, 2020). To do so, the paper relies on an 'extreme' case of employee empowerment, where the possibilities for autonomy seem to be limited at first sight: how can workers be empowered in a highly regulated sector (i.e., the insurance sector here)? Through this qualitative study, the paper defends an original account of decentralising authorities inspired from self-determination theory (SDT, Gagné & Deci, 2005), coined as self-determining organising (SDO). Essentially, this amounts to challenging Lee & Edmondson's (2017) famous 'radical' approach known as self-managing organisations (SMOs), by advancing an inductive model backing up the experimental view of employee empowerment (e.g., Battistelli et al., 2023).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Corporate Political Activity: Conceptual, Quantitative, and Qualitative Insights



Session Moderator: **Tanusree Jain**, *Copenhagen Business School*

SIM: Taking a Stand: Examining the Link Between Corporate Sociopolitical Activism and Venture Growth

Author: **Maurice Jerel Murphy**, *U. of Georgia*

Author: **Jake B. Grandy**, *U. of Arkansas*

Author: **Seowon Joseph Shin**, *U. of Washington, Tacoma*

High-growth entrepreneurial ventures, increasingly take public stances on controversial sociopolitical issues that do not directly impact their business interests. However, unlike established firms who research suggests will be punished by investors for engaging in corporate sociopolitical activism (CSA), anecdotal evidence suggests entrepreneurial ventures may actually benefit therefrom. Blending signaling and identity theories, we argue that investors will respond positively to entrepreneurial ventures' CSA because as it sends quality signals to investors regarding ventures' emerging brand identity, as well as their ability to attract a larger total addressable market. We also assert that investors will be more inclined to respond positively to the CSA of ventures early in their lifecycle than in later stages. Furthermore, we argue that the signaling effect of CSA is weaker when ventures already provide other quality signals, suggesting a crowding out effect. We test our theory using a novel dataset of US unicorns from 20. Our results support our theorizing. This work extends entrepreneurship literature through demonstrating that nonmarket engagement can promote venture growth. It also contributes to the nascent CSA literature by elucidating one of the instances in which investors respond positively to this emergent nonmarket strategy.

SIM: Corporate Political Activity in Areas of Limited Statehood – A Governance Approach

Author: **Sameer Azizi**, *Roskilde U.*

Author: **Tanusree Jain**, *Copenhagen Business School*

Author: **Harry J. Van Buren**, *U. of Tennessee, Chattanooga*

This paper presents a response to the need for a contextual understanding of Corporate Political Activity (CPA) in contexts of limited statehood. The authors propose an analytical framework that emphasizes the unique characteristics of formal and informal institutions and actors in developing countries. We argue that the current debates on the political role of business often overlook the diversity of state capacity and stakeholder dynamics in these contexts. The authors suggest that Western conceptualizations of state-centric governance have biased CPA discussions to date. Instead, we advocate for a multi-level governance framework that recognizes the diversity of actors and their interests in relation to various political issues relevant to the CPA discourse. In result, we propose that adopting a multilevel governance perspective can facilitate a revision of existing binary notions of formality, legality, and ethics in business-society relations. Our framework can contribute to a more nuanced understanding of the political nature and role of corporations in contexts with varying degrees of statehood. The authors encourage further research in this area to challenge prevailing conceptualizations of business-government relations.

SIM: Corporate Political Activity, Marginality, and Societal Outcomes

Author: **Pouyan Tabasinejad**, *York U., Canada*

Author: **Yuval Deutsch**, *York U.*

The legitimacy of corporate political activity (CPA) has generally been examined through an ethical lens, where the two sides of the ongoing debate cannot agree as to whether CPA is beneficial or harmful for society as a whole. Drawing on egalitarian arguments and marginality theory, we present a framework of CPA's effect on society during crisis conditions. Using the COVID-19 pandemic as a natural experiment, we empirically test our framework in the United States, where approximately half of all fifty states allow direct political donations from corporations to politicians and the other half prohibit them. We find support for our predictions. We find that the economies of states in which corporate political donations are legal weathered the pandemic better than states in which they are prohibited. Further, we find that corporate political donations exacerbate the harmful effects of crises on marginalized communities. The positive relationship between marginalized communities and excess deaths during the COVID-19 pandemic was significantly stronger in states where political donations are legal than in states where such donations are not legal.

SIM: Decoding Corporate Support for Democracy: A Study in Eastern Germany

Author: **Benedikt Daniel Sebastian Kapteina**, *Dresden U. of Technology*

Author: **Rolf Bruehl**, *ESCP Business School*

This qualitative study navigates the dynamic interplay between Corporate Political Activity (CPA) and political Corporate Social Responsibility (CSR) approaches, seeking to elucidate and comprehend corporations' political engagements and the underlying motivations propelling them. Responding to the demand for more detailed research, we illuminate the ways in which companies actively participate in political spheres, investing in activities that bolster democratic decision-making—a crucial facet of Western democracies. In our exploration, we shed light on specific political initiatives such as election appeals, employee-centric political workshops, and overlooked political discussion panels, thus filling a gap in the management literature. Through interviews with German CEOs and senior executives, we delve into the motivations prompting certain companies to assume a proactive political role in democracies. Our findings contribute to the realms of CPA and political CSR research by delineating previously understudied political activities. Importantly, we empirically establish that corporate motivations for these political engagements extend beyond the economic motives extensively documented in CPA literature, encompassing moral motivations embedded within the management's ethos.

Author: **Swadip Bhattacharjee**, *U. of Wollongong, Australia*

Author: **Xiaofei Pan**, *U. of Wollongong, Australia*

Author: **Searat Ali**, *U. of Wollongong*

Author: **Abdullah Al-Mamun**, *U. of Wollongong*

The 2010 Citizens United decisions have altered the corporate political spending pattern in the United States (US) and simultaneously sparked intense debates on the disclosure of political spending; consequently, there is a heightened demand for increased external scrutiny (DeBoskey, Luo, & Wang, 2018a; Prabhat & Primo, 2019). In that scenario, our study aims to investigate the relationship between political spending disclosure (PSD) and audit fees in US companies. Covering a sample of S&P 500 companies, spanning from 2011 to 2021, we find a positive association between PSD and audit fees. The finding indicates that transparency of companies' political spending, instead of mitigating audit risk, exposes their political stance to external actors, which auditors may consider a potential audit risk and necessitate increased audit effort, resulting in higher audit fees. Our results are robust to a battery of endogeneity tests. In additional analyses, we report that better corporate governance and good reporting quality could weaken the positive association between PSD and audit fees. In aggregate, auditors were concerned about political transparency, whereas our findings unveil the auditors' perceptions regarding political transparency in US companies. These insights assist companies in making informed decisions regarding PSD.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



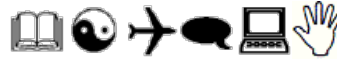
Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1197** | Submission: **13190** | Sponsor(s): **(SIM, TIM)**
Scheduled: **Monday, Aug 12 2024 8:00AM - 9:30AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Lincolnshire 2**

Alternative Innovation Models from Emerging Economies: Policies and Perspectives



Participant: **FAYAZ SHEIKH**, *Zhejiang U. International Business School (ZIBS)*
Session Chair: **BEN SHENGLIN**, *Zhejiang U. International Business School (ZIBS)*
Moderator: **Yasser A. Bhatti**, *Prince Mohammad Bin Salman College of Business & Entrepreneurship - MBSC*
Panelist: **Israr Qureshi**, *Australian National U.*
Panelist: **Mammo Muchie**, *Tshwane U. of Technology, Pretoria, South Africa*
Panelist: **Saradindu Bhaduri**, *Centre for Studies in Science Policy, JNU, India*
Panelist: **Linan Lei**, *Zhejiang U.*
Panelist: **Carolina Bagattolli**, *Federal U. of Parana*
Panelist: **Diran Soumonni**, *U. of Witwatersrand*
Panelist: **Can Huang**, *Zhejiang U.*
Panelist: **Joanne Jin Zhang**, *Queen Mary U. of London*
Panelist: **Wim Coreynen**, *School of management, Zhejiang U.*
Panelist: **Jingjing Guo**, *Institutes of Science and Development, Chinese Academy of Sciences*

Amidst the world's pressing challenges, the prevailing notion of innovation solely as a tool for 'capital valorisation' and the ultimate driver of economic growth is facing increasing scrutiny (Robra et al., 2023, Sheikh and Wu 2023). There is a growing call, both within academic and policy circles, to reconsider the trajectory of innovation (Bhatti et al 2018, Bhaduri et al., 2023). Scholars argue that the existing top-down elitist approach to innovation, coupled with insufficient incentive structures and an over-reliance on traditional methods, has exacerbated socioeconomic disparities globally. The apparent shortcomings in the global healthcare system, wealth inequality, developmental deficits, and the emergence of 'vaccine and digital apartheid's' highlight the necessity to re-evaluate the prevailing innovation and development models (Yunus 2023). Inherent tensions accompanying the prevailing producer-based innovation paradigm have become especially pronounced. The overall economic system of capitalism has also come under question. At the same time, both development and innovation scholars have argued that there is no better time than now to rectify these issues—but that it will only be possible to reimagine innovation and development models.

KEY TO SYMBOLS

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

Environmental Strategies and Sustainability

Session Moderator: **Haram Seo**, *Texas A&M U., Mays Business School*

STR: **The Nature of Import Competition and Firms' Environmental Engagement in Emerging Markets**

Author: **Daniela Maggioni**, *U. Cattolica del Sacro Cuore, Milano*
Author: **Grazia D. Santangelo**, *Copenhagen Business School*
Author: **Seda KOYMEN-OZER**, *Baskent U.*

We study the relationship between firm environmental engagement and the nature of import competition in emerging markets by distinguishing between differentiation-based and cost-based import competition. Drawing on the institutional perspective of CSR, we argue that differentiation-based import competition is associated with a greater reduction in firm environmental engagement than cost-based import competition. Firms in emerging markets are not used to competing on non-price factors. Thus, they cut corners and reallocate their resources away from environmental activities to investments in capital stocks. We also advance that the reduction in a firm's environmental engagement is less pronounced for firms with higher product quality and more diversified product portfolios because they can leverage customer loyalty and reduce the "directness" of foreign competition, respectively. We test and find support for our arguments on a sample of manufacturing firms in Turkey over the period 2009-2015. Our study advances research on the relationship between market competition and corporate social responsibility.

STR: **The Global Sourcing of Green Products**

Author: **Heather Berry**, *McDonough School of Business Georgetown U.*
Author: **Jasmina Chauvin**, *McDonough School of Business Georgetown U.*
Author: **Yuxi Cheng**, *U. of Liverpool Management School*
Author: **Narae Lee**, *Korea Advanced Institute of Science and Technology (KAIST)*

While international trade in green products is seen as a key factor in facilitating a global transition toward low-carbon economies, our knowledge of firm sourcing strategies for such products is limited. In this paper, we examine how global sourcing strategies for green products are affected by the stringency of country environmental standards and green technological development within a country. Because of the importance of observable and credible sustainable manufacturing practices throughout firm global value chains and unique knowledge requirements for green products, we expect country institutional contexts to have different effects on the global sourcing decisions for green versus non-green products. Our findings using data on U.S. imports for more than 5,000 distinct products over the 2002–2019 period show that green products are more likely to be sourced from countries with higher environmental standards and advanced technology, while non-green product sourcing patterns align with prior research, which emphasizes the appeal of lower environmental standards and cost-efficiency considerations. Overall, this paper identifies an important boundary condition for the pollution haven effect in global sourcing and unlike prior work that argues that higher environmental standards hurt exporters, suggests that such standards benefit green product exporters.

STR: **Let the Cat out of the Bag: Public Disclosure of Stakeholder Mistreatment and Firm Innovation**

Author: **Eunkwang Seo**, *Oklahoma State U.*
Author: **Haram Seo**, *Texas A&M U., Mays Business School*
Author: **Junbeom Park**, *U. of Illinois at Urbana-Champaign, Gies College of Business*

This study examines the underexplored possibility that the public disclosure of stakeholder mistreatment—in particular, employee mistreatment—may lead to increased innovation activities in firms, underscoring the importance of firm size as a critical contingency to this effect. While the extant literature highlighting the significance of stakeholders as key resource providers suggests the negative impact of stakeholder mistreatment disclosure on firms' ability to innovate, our study spotlights its potential positive effect on firms' motivation to innovate and theorizes that the latter effect may dominate the former effect in case of large firms, compared to small firms. Using a Regression Discontinuity design based on inspections of Occupational Safety and Health Administration, we find strong support for our theory. These findings contribute to our knowledge about the strategic implication of stakeholder mistreatment, drivers of firm innovation and its competitive dynamics, highlighting a nuanced and complicated effect of employee mistreatment on firm performance.

STR: **Innovation as a Buffer: Environmental Institutional Pressure and Organizational Strategic Response**

Author: **Li Jingwen**, *School of management, Zhejiang U.*

Institutional theory suggests that companies facing environmental regulatory pressures often employ five strategic responses: acquiescence, compromise, avoidance, defiance, and manipulation. In the case of water quality monitoring stations, which primarily capture emissions from upstream areas, local government officials tend to impose stricter environmental standards on upstream companies rather than downstream ones due to the political significance of monitoring station readings. Previous studies lack the short-term strategic response of firms facing environmental institutional pressure. This study, based on institutional theory, utilizes the implicit spatial regression discontinuity design inherent in China's water quality monitoring system to examine how upstream high-tech manufacturing firms strategically respond after the establishment of monitoring stations. By leveraging a new firm-level dataset that includes geographic coding of emissions and patents, and taking advantage of this regulatory discontinuity, our empirical findings reveal that upstream high-tech firms, compared to their downstream counterparts, tend to adopt avoidance as a strategic response to environmental regulatory pressures. They strategically increase patent applications in the short term to project an image of an innovative company, serving as a buffering strategy to reduce the likelihood of inspections by regulatory agencies.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **1199** | Submission: **14478** | Sponsor(s): **(STR, OMT, ODC)**

Scheduled: **Monday, Aug 12 2024 3:00PM - 4:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Missouri**

Tackling Emerging Design Challenges: Breaking New Ground in Organization Design Theory



Organizer: **John Joseph**, *U. of California, Irvine*

Organizer: **Metin Sengul**, *Boston College*

Discussant: **Todd Zenger**, *U. of Utah, David Eccles School of Business*

Panelist: **Felipe Csaszar**, *U. of Michigan*

Panelist: **Claudine Madras Gartenberg**, *The Wharton School, U. of Pennsylvania*

Panelist: **Ozgecan Kocak**, *Emory U., Goizueta Business School*

Panelist: **Tobias Kretschmer**, *LMU Munich*

This symposium aims to shed light on new theoretical advances in the study of organization design, to identify promising new lines of research, and to help Ph.D. students and junior faculty conceive of and develop high quality scholarship. By bringing together a diverse set of well-established and younger scholars that approach the field from different, but complementary perspectives and by including short, in-depth presentations, open Q&A, and discussion, we seek to encourage a constructive multi-way conversation and provide participants with very clear direction on the greatest opportunities for research on the toughest challenges in organization design today.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1200** | Submission: **23027** | Sponsor(s): **(SVC)**
Scheduled: **Monday, Aug 12 2024 8:00AM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Ballroom Foyer**

Conference Registration

Pre-Registration Badge Pick-up, Onsite Registration, Housing Assistance, Program Assistance, AOM Publications and Exhibitor/Press Registration.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1201** | Submission: **21878** | Sponsor(s): **(SVC)**
Scheduled: **Monday, Aug 12 2024 8:00AM - 8:00PM CT (UTC-5)** at **Swissotel Chicago** in **St. Mortiz**

Reflection Room

This space is designated as a non-denominational room for attendees to use for prayer or quiet reflection amidst the busy backdrop of the meeting. Use of this space requires tolerance for all faiths, spiritual beliefs and practices. In order to make this space available to attendees, the following rules apply: Only registered Academy of Management attendees are permitted. No candles, incense burning or other smoke, fragrance or flame is allowed. The space is open to registrants at all scheduled times. Conversation and music are prohibited and noise is to be kept to the strictest minimum. Use is restricted to purposes of personal reflection, meditation or prayer. No sleeping is permitted.

KEY TO SYMBOLS

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

Using AI to Innovate

Session Moderator: **Thomas Clauss**, *U. of Witten/Herdecke*

TIM: The Interplay Between Cognitive and Emotional Framing in Gaining Support for AI-based Innovations  

Author: **Rebecca Alguera Kleine**, *Witten/Herdecke U.*

Author: **Tobias Roeth**, *U. of Bremen*

Author: **Thomas Clauss**, *U. of Witten/Herdecke*

Artificial intelligence (AI) provides large potentials for non-incremental innovation. However, to gain support for investment decisions on AI-based innovations, strategic actors must apply different framing behaviors to construct and negotiate the meaning of these innovations. Still, it remains unclear how the emotional and cognitive components of framing shape the understanding and support for AI-based innovation, and how they are interrelated with process formalization as the structural context. Addressing this shortcoming, we conducted multiple case study research, drawing on insights from 53 interviews, on-site observations, and archival data in three cases. Our inductive coding reveals that strategic actors use two framing behaviors, 'grounding in the business' and 'calling on feelings', to engage in 'mobilizing support' and shape a final investment decision for AI-based innovations. Further, process formalization guides and reinforces the cognitive 'grounding in the business' while the emotional 'calling on feelings' flexibilizes processes. The emergent framework shows that the absence of process formalization leads to AI being framed in an unstructured way, withdrawing the foundation for support in AI-based innovation. Yet, using emotional framing is further needed to enable the sensitizing for the malleability of AI-based innovations and to cultivate trust in AI. Thus, emotional framing complements cognitive framing in shaping the trust in AI and, thereby, decisions to invest in AI-based innovations substantially and roll them out. This study extends our understanding of how strategic leaders can successfully cope with the challenges of AI-based innovations, how framing is grounded in process formalization, and how emotional framing complements cognitive framing.

TIM: Unlocking Novel Knowledge Recombinations: The Impact of AI Adoption on Manufacturing Innovation  

Author: **Xinying Qu**, *Lally School of Management, Rensselaer Polytechnic Institute*

Author: **Shyam Kumar**, *Lally School of Management, Rensselaer Polytechnic Institute*

Author: **J.P. Eggers**, *New York U.*

This study investigates the impact of AI adoption on innovation novelty within the manufacturing industry. Drawing on the concept of AI as an enabling technology, we examine how AI adoption fosters novel recombinations of manufacturing knowledge. Additionally, we examine how firms can leverage the existing knowledge base to achieve these recombinations. Our sample comprises 419,165 patents invented by U.S. manufacturing firms between 2005 and 2019. First, we find that, on average, AI adoption is associated with patent inventions that exhibit greater novelty. The result underlines AI's pivotal role as an enabling force for innovation among end-user firms. Second, we find that the positive relationship between AI adoption and innovation novelty is stronger when firms build on more specialized, in-depth manufacturing knowledge. Complementing the first finding, this result underscores the value of integrating distant AI knowledge search with a focused domain knowledge base for effective enabling technology adoption. Third, we find that, on average, AI adoption is associated with patent inventions that exhibit higher economic value, implying a potential gain in competitive advantage for the inventor firms. Overall, our research provides insights into the implications of AI adoption in downstream application sectors, highlighting the knowledge search and knowledge base essential to facilitating novel recombinations.

TIM: Generative AI in Product Innovation: An Experimental Study of Humans' Creativity Evaluations  

Author: **Henrik Schartmann**, *U. of Muenster*

Author: **Ann-Katrin Eicke**, *U. of Muenster*

The emergence of generative Artificial Intelligence (AI) raised expectations to enhance creativity in product innovation management. While prior work supports the notion of AI broadening the idea generation stage toward more creative solutions, little is known of whether humans evaluate AI-generated ideas as creative. This is important as humans select which idea to pursue further so that their creativity perceptions decide upon the implementation of AI-generated ideas. To address this issue, we build on the Double Diamond framework and analyze humans' creativity perceptions of an AI-generated idea compared to a human-generated one. By moderating this effect through disclosure of the idea generator, i.e., AI or human, we examine the mechanism of AI aversion as a main perception driver. We conduct an online scenario experiment with 275 participants for ANOVA-based hypothesis analysis. Our results reveal that AI-generated ideas achieve significantly lower creativity and novelty scores than human-generated ones. Disclosure increases this contrast by increasing creativity for the human-generated innovations and decreasing it if AI-generated. Overall, we contribute to the product innovation management literature by expanding the AI-inspired Double Diamond framework including the idea evaluation stage, and revealing the devaluation of AI-generated ideas, especially under disclosure, thereby referring to AI aversion theory.

Author: **Holger Ernst**, *WHU Otto Beisheim School of Management*

Author: **Priscilla Sarai Kraft**, *WHU Otto Beisheim School of Management*

Author: **Kevin Wohlhauser**, *WHU*

Recent research and case examples of prominent firms suggest that Artificial Intelligence (AI) can reshape how firms innovate. Empirical research on the influence of using AI in the innovation process on innovation project performance, however, is missing. To extend this stream of research, we build on dynamic capability (DC) theory to develop a framework that links the use of AI in the innovation process with innovation project performance and analyzes how this relationship is moderated by the level of innovation project novelty. We further theorize that digital strategy, analytic translators (i.e., employees who support the communication between technical and non-technical, domain specific employees), and make-or-buy decisions (with regard to AI) help firms stimulate the use of AI in the innovation process. We use data from a sample consisting of 122 innovation projects from 102 business units spanning multiple industries to test our hypotheses. In support of our theory, the results demonstrate that the use of AI in the innovation process is positively related to innovation performance and that this relationship is stronger for more novel innovation projects. The results further reveal that two out of three antecedents, i.e., analytics translators and the existence of a digital strategy, have a positive impact on the use of AI in the innovation process. Together, our study contributes to the growing stream of research on the role of AI for innovation by providing empirical evidence that AI can enhance innovation performance, especially for more novel innovations. We also provide novel findings on how firms can stimulate the use of AI in their innovation process by demonstrating two crucial antecedents. Building on our findings, we discuss academic and managerial implications to advance our understanding on antecedents and performance effects of using AI in the innovation process.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Drivers of Business Model Innovation

Session Moderator: **Angel Sharma**, *U. of Newcastle Australia*

TIM: Business Model Innovation and Cognitive Complexity: The Moderating Effect of Environmental Dynamism  

Author: **Angel Sharma**, *U. of Newcastle Australia*

Author: **Arahat Sundar Tuladhar**, *UNSW-Sydney*

We investigate how firms' cognitive complexity (vis-à-vis decision makers) affects their propensity to innovate their business models. We hypothesize a negative direct effect of firm's cognitive complexity and a positive moderating influence of environmental dynamism on business model innovation intensity. We find that firms' cognitive complexity (vis-à-vis decision makers) is negatively associated with business model innovation and this relationship becomes positive as dynamism increases from low to high. We incorporate a novel computer-aided text analysis of letters to shareholders and earnings call transcripts of S&P 500 firms between 2004 and 2020. Our research provides an enhanced understanding of the cognitive antecedents of business model innovation, through an exploration of how firms' cognitive complexity may enhance or impede business model innovation intensity and the boundary conditions in this relationship.

TIM: Business Model Design When Facing Competing Goals: Unveiling the Role of Regulatory Focus 

Author: **Nidhida Lin**, *Macquarie Business School, Macquarie U.*

Author: **Krithika Randhawa**, *U. Of Sydney*

Author: **Ralf Wilden**, *Macquarie Business School, Macquarie U.*

Author: **Paavo Ritala**, *LUT Business School*

Designing a business model is challenging as entrepreneurs need to respond to multiple and often competing demands. Yet, little research has investigated the decision-making process underlying business model design when facing competing goals and the micro-level mechanism (e.g., cognition, motivation) that explain differences in such decisions. We argue that the regulatory focus of entrepreneurs influences how they emphasize novelty and resource efficiency in designing their venture's business model to meet competing goals of long-term stakeholder value (i.e., environmental impact) and short-term shareholder value (i.e., financial impact). Our findings from applying a discrete choice experiment conducted on 261 entrepreneurs show that when facing competing goals, promotion-focused entrepreneurs put strong emphasis on the novelty of a business model while prevention-focused entrepreneurs put little emphasis on novelty but maintain their attention toward resource efficiency, which is recognized as a tried and tested approach to achieve short-term (financial) goals. We contribute by disentangling the entrepreneurial decision-making process underlying business model design and, importantly, account for the role of entrepreneurs' motivation in explaining the differences in business model design choices.

TIM: Adapting to Change: Unveiling the Synergy Between Strategic Agility and Business Model Innovation

Author: **Laura Melzer**, *Technische U. Dresden*

Author: **Sarah Mueller-Saegebrecht**, *TU Dresden*

Author: **Herbert Nold**, *Polk State College*

Today's organizations must be able to respond flexibly to change and develop the ability to constantly adapt business models according to new trends and opportunities. In this context, the concepts of strategic agility (SA) and business model innovation (BMI) are often cited by managers and consultants as approaches to help companies develop new competitive advantages. Based on a systematic literature review, this paper explores the relationship and synergies between these two concepts and then combines them into a holistic theoretical framework. Our framework provides 11 novel propositions that can be applied in future work to quantitatively test the relationship between SA and BMI. In addition, our framework sheds light on factors and concepts that have received little attention in describing the relationship between SA and BMI, such as organizational culture and IT-based capabilities. Another theoretical contribution of our work are new meta-capabilities of SA, which we apply for the first time to define SA based on approaches from the literature: strategic-innovative, resource-based, and internal-supporting capabilities. Our theoretical framework provides insights into elementary capabilities and conditions that must be present in order to actively apply both concepts in an organization.

 **TIM: Dynamic Managerial Capabilities, Business Model Innovation, and Digitalization**

Author: **WeiQi Zhang**, *Zhejiang U., China*

Author: **Sihan Li**, *Zhejiang U.*

Author: **Yi Sun**, *U. of Cambridge Department of Engineering*

Author: **Xiaobo Wu**, *Zhejiang U.*

Dynamic managerial capabilities refer to the ability of managers to integrate, construct, and reconfigure existing resources and competencies through personal perception, skills, and motivation, in order to adapt to and shape the evolving competitive environment. Drawing upon complexity theory, this study investigates the impact of dynamic managerial capabilities on firms' business model innovation and examines the moderating role of firms' digitalization based on 507 samples. The results indicate that dynamic managerial capabilities positively influence both efficiency-centered and novelty-centered business model innovation, with firms' digitalization playing a positive moderating role in this process. Additionally, the study examines the three-way interaction effect, revealing that the higher the level of environmental turbulence, the greater the positive impact of digitalization on the relationship between dynamic managerial capabilities and efficiency-centered business model innovation. This research unveils the crucial role of executives' dynamic managerial capabilities in business model innovation in today's digital era, providing theoretical guidance for firm strategic decision-making.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Complementors and Value Creation in Ecosystems

Session Moderator: **Peter Thomas Bryant**, *IE Business School*

TIM: Complementor or Depreciator: Relationship Risks in Digital Ecosystems

Author: **Peter Thomas Bryant**, *IE Business School*

In digital ecosystems, value creation is heavily dependent on “complementors,” meaning firms which create more value by working together than separately. Stated formally, complementary firms are “superadditive” exploiters of shared positive risks. However, some relationships reduce overall value owing to negative risks. Firms are then anti-complementors or “subadditive,” meaning they create less value together than separately and may ultimately incur losses. I define such firms as “depreciators” for each other rather than complementors. Network effects amplify these outcomes. Positive network effects amplify complementary value creation as “supermodularity,” driving increasing differences and economic returns. Whereas negative network effects amplify depreciating value destruction as “submodularity,” fueling decreasing differences and diminishing returns. Importantly, both types of network effects are increasing rapidly owing to the expansion of digital networks and artificial intelligence (AI). However, even as these systems grow, their complexity, opacity and dynamism make them difficult to observe let alone manage and govern. Particularly, advanced AI diffuses rapidly within ecosystems yet is often non-explainable and opaque. Firms may assume complementarity and only later discover depreciation after exponential value destruction. My paper explains these dynamics and the implications for theories of organization and the firm, risk and strategy in digital ecosystems.

TIM: The Double-Edged Sword of App Subscription Services: Signaling Effects on User-Perceived Quality

Author: **Matthias Erath**, *Technical U. Dortmund*

Author: **Bastian Kindermann**, *Chair for Technology & Management, TU Dortmund U.*

Extant platform literature has emphasized the integral role of customer feedback in facilitating value creation within platform ecosystems. In the complex interplay between platform owners, complementors, and end users, app subscription services have emerged as a novel form of complement distribution, constituting a significant pivot in value creation and value capture. Despite the central role of customer feedback in shaping platform ecosystems, we have limited knowledge on how intra-platform app subscription services are perceived by consumers. Drawing on signaling theory, we address this gap in research and examine how the jointly conveyed quality signal via subscription services affects user-perceived quality of complements. Our analysis employs a difference-in-difference framework and multiple panel regressions on a novel dataset of 3,609 app-month level observations from the U.S. launch of the Google Play Pass app subscription program. We find that participation in an app subscription service has a negative effect on user-perceived quality, induced by a dispersion of complement quality in mature platform ecosystems and emerging discrepancies between user expectation and subsequent experience. We describe two contingency factors that mitigate the negative effect, confirming curated endorsements and high levels of complement reputation as effective quality signals. The findings of our study mark an important contribution to signaling theory and advance the literature on platform ecosystems to the context of app subscription services. Moreover, our findings serve as an insightful framework for platform practitioners.

TIM: Dealing with Interaction Challenges in Innovation Ecosystems: Unfolding Complementors' Capabilities

Author: **Alexandra Elena Carst**, *Kyoto U.*







Complementors play a key role in the value-creation process of an ecosystem's proposition, but their relationships with other actors are complex and often involve both cooperation and competition (i.e., coopetition). To navigate various ecosystem challenges in such volatile environments, complementors require capabilities. This study uses multiple case studies to examine the capabilities that complementors rely on in their dynamic interactions with other actors in the wind energy ecosystem. Our findings indicate that complementors employ varying portfolios of capabilities, including adaptability, networking, ecosystem thinking, balancing sharing with secrecy, sensing, seizing, coopetition capability, and transforming. In different combinations, these capabilities enable wind energy complementors to cope with ecosystem evolution and technological trends, ensure compatibility and respond to the requirements of focal firms, maintain their own position and sustain competitive advantage, as well as deal with coopetitive tensions.

TIM: Managing Platform Value Through Business Model Governance

Author: **Tommy Pan Fang**, *Jones Graduate School of Business, Rice U.*

A considerable body of work has examined how platforms govern complementors—third-party firms who offer complementary products and services that enhance the overall ecosystem value. Yet, platform owners need to capture a share of the ecosystem value to remain viable. Platform owners, thus, face a conundrum in governance: encouraging complementor value creation, while finding ways to capture value simultaneously. In this paper, I capture this critical tradeoff that platform owners face by examining how platforms govern complementors' business models—the value creation activities and value capture methods of a complementor. I conduct a large-scale quantitative study of 15,604 mobile applications in 2021. I leverage an unexpected Apple policy impairing in-app advertising business models of complementors, and find that these applications are more likely to exit from the platform after the policy change. Moreover, impacted applications shift effort from developing new features to fixing existing issues, diminishing the overall value creation. While this change negatively affected the revenues that Apple received from third-party applications, Apple was able to increase value capture from its own applications and advertising network. These findings enrich our understanding of how platform owners use governance to balance between value creation and value capture in an ecosystem.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Firm Differences and Green Innovation

Session Moderator: **Qing Zhu**, *School of Economics and Management of Wuhan U.*

TIM: Search Deeply or Widely? The Effect of Digital Orientation on Eco-Innovation  

Author: **Qing Zhu**, *School of Economics and Management of Wuhan U.*

Author: **Yi Xie**, -

To achieve eco-innovation (EI), scholars in the fields of environmental economics and innovation management have emphasized either legitimacy- or efficiency-based solutions. However, both types of solutions still treat knowledge search strategies as external and often neglect a significant construct-digital orientation (DO). We highlight the role of DO in the EI and posit that external search behaviors serve as a mediating mechanism linking DO to EI. Based on the survey of 309 Chinese manufacturing small and medium enterprises (SMEs), we assess the proposed model through partial least squares structural equation modeling (PLS-SEM). The findings indicate that DO positively influences eco-process innovation through a combination of search breadth and depth. Additionally, it promotes eco-product innovation primarily through search depth, and eco-management innovation through search breadth. This is the first attempt to explore the EI by combining DO and external search behaviors, and its findings provide recommendations for matching search effort with firm-specific EI needs and strategic orientation.

TIM: R&D Decentralisation and Green Innovation: The Role of Technological Diversification

Author: **Songyang Wu**, *Queen Mary U. of London*

Author: **Lutao Ning**, *Queen Mary U. of London*

Author: **Shijun Mu**, *Queen Mary U. of London*

Given the importance of green technologies for businesses and the environment, we have little understanding of how and through what theoretical mechanisms firms' R&D organisational structure uses the knowledge at its disposal to promote green innovation. Therefore, based on the knowledge management perspective, this study investigates the relationship between firms' R&D decentralisation and their green innovation performance and the moderating roles of differentiated technological diversification patterns in this process. Using panel data of 2,333 Chinese listed manufacturing firms from 2010 to 2020, our empirical results show that R&D decentralisation has an inverted U-shaped relationship with the firms' green technological innovation. Moreover, related technological diversification would steepen the curvilinear relationship between R&D decentralisation and green innovation, while unrelated technological diversification can flatten the U-shaped relationship with a higher optimal level of R&D decentralisation. Our study recommends policymakers and managers should consider the characteristics of firms' internal R&D structure and knowledge repositories to effectively facilitate firms to develop green innovation.

TIM: Unlocking Green Breakthrough Potential: The Interplay of Unabsorbed Slack and Board Liberalism 

Author: **Mirjam Brandl**, *Johannes Gutenberg U. Mainz*

Author: **Bjoern C. Mitzinneck**, *Groningen U. (RuG)*

Author: **Holmer Kok**, *Stockholm School of Economics*

In times of accelerating environmental crises, firms hold substantial resources that could be used for sustainable transitions through green breakthrough innovation. While scholars agree that resource abundance, such as high unabsorbed slack, fosters risk-taking in managers and thereby leads to increases in R&D investment and resulting innovation output of firms, it is unclear under which conditions such resources are funneled into socially relevant innovation, such as green breakthrough innovations. Drawing on the behavioral theory of the firm and the concept of slack search in particular, we suggest that unabsorbed slack increases a firm's propensity to engage in high-risk green breakthrough innovation. However, we argue this association will be stronger for firms with a more liberal-leaning compared to a conservative-leaning board. Testing our hypotheses on a sample of S&P500 firms between 2002 and 2014, we find empirical support. Our study reveals an important antecedent of green breakthrough innovation and highlights the role of managerial cognition in directing slack search toward socially beneficial innovation.

TIM: Does Firm Age Matter for Environmental Innovation Intensity? 

Author: **Yi-chuan Liao**, *National Dong Hwa U.*

Author: **Weichieh Su**, *National Chengchi U.*

Author: **Pengcheng Ma**, *Renmin Business School, Renmin U.*

This study examines how a firm's growth stages are related to its investment in environmental innovation. We hypothesize that there is an inverted U-shaped relationship between firm age and environmental innovation intensity. In addition, this study proposes a contingent perspective that the regional product-market development, and industry competition complement the knowledge in heterogeneous curvilinear relationship between firms' age and environmental innovation intensity. Employing data from China sample firms for the period 2010–2017, we perform a panel regression to verify our hypotheses. The results show that younger firms focus more on environmental invention intensity, but, as they age, their tendency to invest in environmental innovation decreases. This study also found that regional product market development weakens the inverted U-shaped relationship between firm age and environmental invention.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Corporate R&D Capabilities: Borders and Boundaries

Session Moderator: **Honggi Lee**, *U. of New Hampshire*

TIM: The Role of Corporate Research in Technology Competition

Author: **Honggi Lee**, *U. of New Hampshire*

How does corporate research influence technology search strategies of firms facing an increased level of competition? While prior studies have argued that technology search strategies of firms can be influenced by various internal and external factors, a systematic investigation into such contingent factors is scarce. In this study, we examine how corporate research, a key factor that enables firms to evaluate, assimilate, and use external knowledge, influences the technology search strategies of firms when they face an increased level of competition from similar inventions. Based on a sample of 2,421 U.S. public firms for the sample period of 1980 through 2015, we find that, on average, firms tend to reduce the level of technology exploration when they face an increased level of technology competition. However, firms with a higher level of research engagement pursue technology exploration more than firms with a lower level of research engagement. Additionally, we provide evidence that firms with a higher level of research engagement tend to produce inventions of higher novelty and quality compared to firms with a lower level of research engagement.

TIM: The Availability of Technological Capabilities to Support Demands from Regulators

Author: **Åke Freij**, *Stockholm School of Economics*

Technology promises to offer significant benefits in operating a business. At the same time, firms have major challenges in dealing with regulatory requirements. Despite this, studies of technological capabilities offer little insight into the functionality available for supporting regulatory compliance requirements. With both compliance demands and technological complexity evolving at record speed, this is an area demanding increased understanding. This paper analyses data from 107 regulatory technology solution providers for the anti-money laundry compliance field. Conclusions from the study point to a strong availability of basic capabilities for managing products, understanding end markets, and tracking linkages between actors. There is weaker support for capabilities in basic operations. Also, advanced support is less frequent, and the ability to innovate is close to non-existent. The conclusions offer tangible recommendations to practitioners and policymakers concerning the potential benefits and pitfalls of applying technology for regulatory compliance.

TIM: Technological Diversity of Semiconductor Firms: IDM Versus Pure-Play Foundry

Author: **PoYang Cheng**, *National Tsing Hua U.*

Author: **Shih-Chang Hung**, *National Tsing Hua U.*

We examined the effect of organizational boundary choices (integration vs. specialization) on technological diversity in semiconductors by comparing four firms, two specialized foundries (i.e., TSMC and UMC) and two system integrators (i.e., Samsung and Intel), using a topic modeling approach to analyze patent documents. We find that, although the technological diversity of integrated device manufacturers (IDMs; i.e., Intel and Samsung) is initially higher than that of foundries (i.e., TSMC and UMC), foundries gradually catch up and even surpass IDMs. Such changes are likely to occur because foundry companies, as technology dis-integrators, need to customize their process technology more adaptably than their IDM rivals. Our most important contribution is to show how specialized, disintegrated firms can more effectively exploit economies of scope in technology through persistence and diversification than vertical integrators.

TIM: Geographic Dispersion and Commercially Successful Innovations

Author: **Tareq Alharbi**, *Florida International U.*

Author: **Aya S. Chacar**, *Florida International U.*

Author: **Arun Kumaraswamy**, *Florida International U.*

This study explores the impact of geographic dispersion of R&D laboratories on successful new innovation in the pharmaceutical industry. This study proposes that the negative effects of such dispersion will be minimized in high stake environments where the pressure and incentives to innovate are very high. This study also proposes that the negative effects of such dispersion can be dampened, and conversely the positive effects can be enhanced, by two moderating factors: a firm's knowledge breadth and external knowledge network. Using data from 136 companies over 25 years, the study shows that the positive effect of geographic dispersion dominates. However, both moderating factors present a negative and significant effect on innovation, suggesting a dilution or diseconomies of scale and scope overpower any benefits from such interactions.

TIM: Inclusive Research and Innovation in Engineering – Theory Building from Five Case Studies

Author: **Claudia Werker**, *TU Delft*

Author: **Marielle Feenstra**, *TU Delft*

Author: **Gernot Pruschak**, *Bern U. of Applied Sciences*

Considering the diversity of human beings in research and innovation projects is important for societal inclusion. Yet especially STEM research and innovation projects only occasionally consider all human beings potentially affected by their innovation. In this paper, we therefore investigate whether STEM researchers and innovators in engineering consider the diversity of human beings in their projects and how this changes their technological and business success. We answer our research questions using an explorative theory-building approach in which we analyze twenty interviews with project leaders and team members of five research and innovation project teams working on high tech STEM innovations. Their efforts are funded within Horizon 2020 framework. We find that none of the project teams considered the diversity of human beings at project inception to start with. At the same time, STEM researchers and innovators agreed on the importance of and started considering the diversity of human beings after learning about the responsibility of research and innovation from social scientists. Furthermore, we show that open innovation practices like co-creation and knowledge sharing enhance the consideration of the diversity of human beings whereas increased entrepreneurial mindset helps STEM researchers and innovators to see the business potential of considering the diversity of human beings in their research and innovation projects. After all we show that inclusivity in STEM research and innovation broadens the search horizon, may help to develop insights and solutions that can be more responsible, more ethically, and more socially acceptable.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

AI or the Crowd?

Session Moderator: **Léonard Boussioux**, *U. of Washington, Michael G. Foster School of Business*

TIM: **The Crowdless Future? How Generative AI Is Shaping the Future of Human Crowdsourcing**

Author: **Léonard Boussioux**, *U. of Washington, Michael G. Foster School of Business*

Author: **Jacqueline Lane**, *Harvard U.*

Author: **Miaomiao Zhang**, *Harvard Business School*

Author: **Vladimir Jacimovic**, *Continuum Labs*

Author: **Karim R. Lakhani**, *Harvard U.*

The rapid advances in generative AI have the potential to reshape organizational innovation, raising uncertainty about the role of human solvers in this new era of augmented intelligence. We initiated a crowdsourcing challenge focused on sustainable, circular economy business opportunities, comparing the capabilities of GPT-4 and human solvers in generating novel and valuable solutions. The challenge attracted a diverse range of global solvers from various industries. 300 evaluators assessed a randomized selection of 13 out of 234 human and AI solutions, totaling 3,900 evaluator–solution pairs. Our findings reveal that, although AI solutions delivered more environmental and financial value—possibly due to a tendency to align with the central patterns seen in their training—human outputs were rated as more innovative, including extreme outcomes at the right tail of the novelty distribution. Our analysis of the rich solution text using natural language processing techniques reveals considerable overlap in semantic dissimilarity metrics between human and AI responses, but humans still exhibit greater linguistic nuances than AI. This study illuminates the promise of AI in augmenting human crowdsourcing for solving complex organizational problems and sets the groundwork for a possible integrative human-AI approach to innovative problem-solving.

TIM: **The Concept of Open Data – A Review, Critique, and Ways Forward**

Author: **Malin Sofia Kristina Petré**n, *Chalmers U. of Technology*

Author: **Marcus Holgersson**, *Chalmers U. of Technology*

Open data are attracting increasing scholarly attention and the number of open data initiatives in the digital industry is growing. Value and demand for data are boosted even more by platformization and the recent surge in AI development. As a result of the growing interest in and use of open data, a conceptual variation has evolved that does not resonate well with the prevalent dichotomous view of openness, which typically assumes that a certain set of conditions needs to be met for data to be considered open. Our conceptual review of the use of “open data” in the management literature reveals that open data is a multidimensional concept. We identify six main dimensions in our conceptual analysis, and argue that—rather than seeing data as either open or closed—these dimensions can be used to design the openness of data. This design perspective holds great potential for future research and practice to expand the use of open data in private business contexts where the value of open data is still largely untapped. The freedom to design openness may incentivize private firms to open up data, and unleash powers of innovation and economic growth.

TIM: **Prototype and the Quality of Crowdsourcing Submission: The Mediating Role of Submission Behavior**

Author: **Yi Zhong**, *School of Mathematics, Shenzhen U.*

Author: **Shuijing Jie**, *Xi'an Jiaotong-Liverpool U.*

Author: **Yifu Li**, *International Institute of Finance, School of Management, U. of Science*

Author: **Peng Luo**, *School of Mathematics, Shenzhen U., Shenzhen, China*

Crowdsourcing contest organizers provide prototypes and hope to improve the quality of submissions. However, a rare study analyzed the extent and the mechanism of the number of prototypes that impact the quality of submission in crowdsourcing. In this study, we analyzed a dataset of 1538 crowdsourcing contest projects from the website of 99 Designs. We find an inverted U-shaped relationship between prototype number and quality of submissions. Our findings suggest that providing 4 or 5 prototypes leads to relatively optimal quality submissions. We offered several managerial implications for both organizers and competition platforms.

TIM: **The Dark Side of Gamification: Unintended Consequences of Designing Gamified Crowdsourcing Platforms**

Author: **Michela Beretta**, *Aarhus BSS, Aarhus U.*

Author: **Emilie Ruiz**, *U. de Strasbourg - CNRS BETA*

It is increasingly common for firms to implement gamification elements in their crowdsourcing platforms. Growing research attention has thus been placed on understanding the role of gamification in crowdsourcing for innovation. While much crowdsourcing literature points to the positive effects and benefits of gamification in engaging crowds in innovation activities, little is still known about its potential negative effects. More specifically, recent studies emphasize the need to better understand how gamification can lead to the emergence of unintended consequences on crowd engagement, fostering opposite behaviors than what was originally intended by firms. In order to unfold this, we conducted a qualitative, multiple case study of four firms implementing gamification in their crowdsourcing platforms. We discuss how the way the gamification system was designed ended up creating unintended consequences which did not align with the firms' initial expectations and goals. These related to: 1) sustaining engagement (with gamification leading to participants' demotivation and loss of interest), 2) fostering strategic behaviors (with gamification leading participants to focus more on quantity of contributions as well as fostering competitive behaviors), and 3) increasing participants' expectations (related to earning extrinsic rewards and to the evaluation of provided inputs), creating a mismatch. By doing so, we respond to recent calls about the need to better understand the negative effects of gamification elements in crowdsourcing and how they can undermine participants' behaviors and engagement.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Futurescapes: Web 3.0, Industry 4.0, 5.0

Session Moderator: **Thiago Fabricio Felipe**, *Queensland U. of Technology*

TIM: **Deciphering the Web of Industry 4.0: Digital Transformation in Commercial Banks**

Author: **Thiago Fabricio Felipe**, *Queensland U. of Technology*

Author: **Agnes Toth-Peter**, *Queensland U. of Technology*

Author: **Shane Mathews**, *Queensland U. of Technology*

Author: **Uwe Dulleck**, *U. of Canberra*

The existing body of literature exploring innovations and digital transformations in the banking sector emphasizes the emergence of competitive business models by FinTechs and digital banks. Despite their significance, commercial banks remain the predominant players. Thus, comprehending how commercial banks assimilate disruptive technologies encompassing Industry 4.0's technological advancements is crucial. This systematic literature review aims to pinpoint the primary strategies commercial banks employ in response to heightened competition and crises. Analysing 238 articles up to 2023, we crafted a conceptual framework resembling a 'spider's web.' This framework illuminates how Industry 4.0 initiates a cohesive digitalization flow. Our findings reveal an interdependent relationship among elements in three distinct groups, underscoring that the success of the digital transformation hinges on banks' comprehensive understanding of these relationships and their adoption of a holistic approach.

TIM: **The Innovation Landscape After AI: Industry 5.0 Impact of Technical Affordances**

Author: **Päivi Hanna Maria Aaltonen**, *Lappeenranta U. of Technology*

Author: **Luke Treves**, *LUT*

Author: **Anttoni Halme**, *Lappeenranta U. of Technology*

Evaluations of the future impact of technologies rarely succeed in painting an accurate picture. While the wide use of smart phones was expected, the 2010's variety of applications was not. Most recently in 2020, the term Industry 5.0 has referred how the advanced AI technologies, such as virtual simulation and autonomous robots, impact society as a whole. The technological capabilities of AI are expanding rapidly, creating an exponential surge in opportunities for affordances, potentially into innovative products, novel markets and ways to navigate the disruptive global environment. However, the demands of advances AI in firms innovative capabilities are not fully explored, despite the emergence of an intensified necessity to comprehend radical innovation within a realm brimming with uncertainties and inflated prospects, urging a deeper exploration through empirical and conceptual research. To tackle this challenge, this manuscript delves into a comprehensive State-of-the-Art survey spanning a nation and conducts additional in-depth interviews with 7 case firms deeply involved in advanced AI technologies. It aims to delineate the swiftly evolving global landscape and proposes a research agenda aimed at conceptualizing the field of opportunities and entrepreneurial decision-making within this disruptive AI-driven environment, contributing to advancing the understanding of innovative capabilities in the age of AI.

TIM: **Is There a Reliable Finovative Stock Market Prediction Machine ?**

Author: **Momin Farhan**, *Confiz - Principal Data Engineer*

Author: **Farhan Mahboob**, *Bahria U. Karachi Campus*

Author: **Muhammad Qureshi**, *Muhammad Ali Jinnah U.*

Author: **Zareen Asif**, *Institute of Business Management, Karachi, Pakistan*

Author: **Naveeda Akhter Katper**, -

Author: **Ummi Naiemah Binti Saraih**, *Faculty of Business & Communication, U. Malaysia Perlis*

This explanatory study investigates the existence of a predictive financial machine that can forecast future stock prices within the confines of acceptable accuracy and reliability, as it unravels the dynamics surrounding the prime objective of investors to maximize returns, based on technical rather than on fundamental analysis. The quest traverse from the tradition domain of econometrics, whose knowledge based has now incorporated many fields and techniques of bioscience (genetic algorithm and programing) and computer science (artificial neural networks, deep learning, fuzzy based), enabling investigation into concepts of prudential behavioral finance and quantum physics, into the emerging field of FinTech. The financial machine, at the disposal of stakeholders, is potentially an innovative legal public electronic money printing press, which, with an acceptable accuracy predicts future trends and pricing, taking the concept of profit maximization to a new dimension. While the concept of perfect prediction is not computationally possible, enlightened investors can benefit from superior gains, considering future stock market direction, and returns, on a daily, weekly and monthly basis, with different levels of confidence. Stakeholders may need to employ hybrid models, systematically and logically breaking tasks into stages, and selecting from an array of finovative techniques, keeping focus on the overall objective; machine learning techniques can extract latent knowledge from timeseries macroeconomic indicators, and even from crowd-sourced knowledge bases, to considerably enhance the quality of stock market forecasting. As FinTech develops into an evolving domain, yet to reach the maturity stage, the contemporary landscape comprises of, support vector machine (SVM), long short-term memory (LSTM), neural network, and machine learning primarily using US data, as the prominent financial stock market predicting techniques, although emerging markets also offer promising prospects. Nevertheless, in the contemporary stock market forecasting arena, the most common techniques employed are based on HMM, ANN, RNN and fuzzy-based deep learning, although given the complexities, and uncontrollable factors, the progressive finovative evolution is likely to continue unabated, in conformance with the adaptive market hypothesis (AMH).

Author: **Chiara Bartoli**, *Luiss Guido Carli U.*

Author: **Francesco Fasano**, *U. of Calabria*

Author: **Francesco Cappa**, *Luiss Guido Carli U.*

Author: **Paolo Boccardelli**, *Luiss Guido Carli U.*

In this article, we explore what managers think about the web 3.0 phenomenon by focusing on the metaverse and NFT technologies as well as their implications for businesses. By adopting a resource-based view, we conducted a qualitative and quantitative study involving over one hundred managers from different industries. Our findings show that managers consider the main areas of application of the metaverse to be marketing and HR management. NFT technologies are seen as tools that can leverage revenue growth and act synergistically with the metaverse to increase the value brought to customers. Our results also indicate that notwithstanding managers' willingness to allocate further resources to the metaverse and NFT solutions, these investments could be limited in the future, as these technologies are still perceived to be volatile. This study contributes to the literature on the strategies concerning web 3.0 by reinforcing the entrepreneurial significance of the metaverse and NFT solutions as valuable disruptive technologies that can amplify firms' competitive advantages in the market. However, their adoption may also entail difficulties for businesses.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Commercializing Deep Technology: Managing the Road from the Lab to the Market



Organizer: **Samira Haghbin**, *Swiss Federal Institute of Technology Zurich, ETH*
Organizer: **Anne L.J. Ter Wal**, *Imperial College Business School*
Discussant: **Jan M. W. N. Lepoutre**, *ESSEC Business School*
Discussant: **Bart Clarysse**, *ETH Zürich*
Discussant: **Annamaria Conti**, *IE U.*
Presenter: **Angelo Romasanta**, *ESADE Business School*
Presenter: **Dafna Bearson**, *Harvard Business School*
Presenter: **Samira Haghbin**, *Swiss Federal Institute of Technology Zurich, ETH*
Presenter: **Jay Prakash Nagar**, *Fuqua School of Business, Duke U.*
Presenter: **Max Fidelius Vellguth**, *Technical U. of Denmark*
Participant: **Maria Roche**, *Harvard Business School*
Participant: **Clio Dosi**, *U. of Bologna*
Participant: **Jonathan D. Wareham**, *ESADE*
Participant: **Andrea Fosfuri**, *Bocconi U.*
Participant: **Thomas J. Howard**, *The Technical U. of Denmark - DTU Entrepreneurship*
Participant: **Carina Lomberg**, *Technical U. of Denmark*
Participant: **Fiona Murray**, *Massachusetts Institute of Technology*

This symposium delves into the expanding domain of Deep Technology and its imperatives for commercialization, elucidating the formidable challenges faced by startups operating within this paradigm. In line with the overarching theme of AOM 2024, the symposium aims to emphasize the vital role of progressing science and innovative technology in enhancing both societal and economic futures. The array of five presentations encapsulates a comprehensive exploration of various facets intrinsic to deep tech, ranging from fundamental challenges faced by deep technology projects to the significance of innovation in driving business performance and growth, and from founder role transitions during early phases of deep technology ventures to the struggle for securing funding from venture capitalists in the early stages of science-based startups. Employing a methodological blend of quantitative and qualitative approaches, the symposium endeavors to enrich our comprehension of the intricate trajectory from laboratory-based innovation to market realization within the context of deep tech. The symposium's pertinence extends across the domains of Technology and Innovation Management (TIM), Entrepreneurship (ENT), and Strategy (STR), contributing substantively to the management of technology, entrepreneurial discourse, and the strategic underpinnings of nascent venture teams. In pursuit of this objective, it aims to foster a sophisticated comprehension of the complex technological landscape, offering insights relevant to diverse sectors within the expansive domain of management science.

The Interplay Between Technological Characteristics and Framing In Early-Stage Development

Author: **Clio Dosi**, *U. of Bologna*
Author: **Angelo Romasanta**, *ESADE Business School*
Author: **Jonathan D. Wareham**, *ESADE*

When To Lend Inventions

Author: **Dafna Bearson**, *Harvard Business School*
Author: **Maria Roche**, *Harvard Business School*

Commercializing Deep Technology: The Evolving Role of Scientific Founders

Author: **Samira Haghbin**, *Swiss Federal Institute of Technology Zurich, ETH*
Author: **Bart Clarysse**, *ETH Zürich*
Author: **Anne L.J. Ter Wal**, *Imperial College Business School*

Timing is Key: Navigating Venture Capital Funding for Science-based Startups

Author: **Andrea Fosfuri**, *Bocconi U.*
Author: **Jay Prakash Nagar**, *Fuqua School of Business, Duke U.*

Venture Boards: Tensions In Governance Roles

Author: **Max Fidelius Vellguth**, *Technical U. of Denmark*
Author: **Thomas J. Howard**, *The Technical U. of Denmark - DTU Entrepreneurship*
Author: **Carina Lomberg**, *Technical U. of Denmark*
Author: **Fiona Murray**, *Massachusetts Institute of Technology*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1210** | Submission: **12342** | Sponsor(s): **(TIM, STR)**
Scheduled: **Monday, Aug 12 2024 8:00AM - 9:30AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Arkansas**

Perspectives on Digital Innovation

Organizer: **Jannis Kallinikos**, *Luiss U.*

Organizer: **Youngjin Yoo**, *Case Western Reserve U.*

Participant: **Carliss Baldwin**, *Harvard Business School*








Participant: **Marshall Van Alstyne**, *Boston U.*

Participant: **Christopher L. Tucci**, *Imperial College Business School*

Participant: **Maytal Saar-Tsechansky**, *U. of Texas at Austin*

Innovation has, over the last few decades, been closely intertwined with digital technologies and the successive breakthroughs consequent upon their diffusion. New strategic initiatives and organizational arrangements (e.g., platforms and ecosystems) have developed and continue to emerge as socioeconomic actors seek to take advantage of the shifting furniture of the world (i.e., new things and processes, relations and architectures) brought about by digital technologies and accommodate it. As digital innovation has gained significance in the economy and society, scholars from various fields have brought rich and diverse perspectives to advance our understanding of the phenomenon. While these different perspectives undoubtedly enriched our collective understanding of innovation, they have led to fragmented discourses within intellectual echo chambers. The goal of the proposed panel symposium is to bring scholars representing different perspectives to probe the next frontier of digital innovation. In the proposed panel, we feature perspectives including modularity, network externalities, open innovation and generativity, architectural recombination, digital data objects, and algorithms.

KEY TO SYMBOLS

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

Session Type: **Plenary Session**
Program Session: **1211** | Submission: **21799** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 12 2024 8:30AM - 10:00AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom IV**

STR Plenary – The Impact and Relevance of Strategic Management

Division Chair: **Marie Louise Mors**, *Copenhagen Business School*

Panelist: **Gary Hamel**, *Management Lab & London Business School*

Panelist: **Guoli Chen**, *INSEAD*

Panelist: **Margarethe F Wiersema**, *U. of California, Irvine*

Panelist: **Russell Coff**, *Wisconsin School of Business*

Panelist: **Sarah Kaplan**, *U. of Toronto*

As strategy scholars we are called upon to demonstrate how our research creates impact and has relevance. The distinguished panelists will discuss what it means to have impact and generate relevant research in strategic management. The plenary will also address how to ensure that future research in the field has impact and is relevant.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1212** | Submission: **21703** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 12 2024 9:00AM - 5:00PM CT (UTC-5)** at **Offsite** in **Starbucks Roastery**

OB Division Making Connections Micro-Community Coffee Hours

Organizer: **Katelyn Zipay**, *Purdue U.*

Micro-communities are an important part of the OB Division and the value of connecting with other scholars that share interests. To support our micro-communities, a subset of communities will gather, each for an hour, throughout the day to connect, have a coffee and treat, and build community. Micro-communities hosting a coffee hour will communicate the time and location with its members via listservs and other community communications.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1213** | Submission: **21701** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 12 2024 9:00AM - 10:00AM CT (UTC-5)** at **Swissotel Chicago** in **Monte Rosa**

OB Division Making Connections Committee Meeting

Organizer: **Katelyn Zipay**, *Purdue U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Plenary Session**
Program Session: **1214** | Submission: **21646** | Sponsor(s): **(HR)**
Scheduled: **Monday, Aug 12 2024 9:30AM - 11:00AM CT (UTC-5)** at **Swissotel Chicago** in **Élevé River View 1**

HR Division Plenary

Program Chair: **Joel Koopman**, *Texas A&MU*.
Moderator: **Rebecca Rheinhardt Kehoe**, *Cornell U*.

This dynamic plenary session brings together recognized scholars and leaders in the field of human resources to share their insights on contemporary management and organizational issues. In particular, this session offers a unique opportunity to understand the importance and opportunities of culture to make a difference in the organization.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **1215** | Submission: **21762** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 12 2024 9:30AM - 11:00AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Dusable**

AMLE Showcase Session: Building Theory on Leadership Development

Presenter: **Hannes Leroy**, *Erasmus Research Institute of Management*

Presenter: **Moran Anisman Razin**, *U. of Limerick*

Presenter: **Bruce Avolio**, *U. of Washington*

Presenter: **Lisa Dragoni**, *Wake Forest U.*

Presenter: **Todd Bridgman**, *Victoria U. of Wellington*

Presenter: **Arran Caza**, *UNC Greensboro*

This paper development workshop is focused on the AMLE Special Issue on Building Theory on Leadership Development.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Predictors and Outcomes of Work-and Career-Related Resources



Session Moderator: **Monica L. Forret**, *St. Ambrose U.*

CAR: **Networking in an Immigrant Community-Based Organization: An Examination of Benefits**

Author: **Mohamed Khalil**, *St. Ambrose U.*

Author: **Monica L. Forret**, *St. Ambrose U.*

Author: **Sherry E. Sullivan**, *Bowling Green State U.*

Immigration is on the rise in many countries. Immigrant community-based organizations (CBOs) facilitate the adjustment of immigrants to their new society and help them maintain their cultural identity. The purpose of this study was to explore the activities immigrants participate in at CBOs and the types of networking benefits they receive. A survey completed by 343 Sudanese immigrants showed that they utilized their CBOs for cultural/social activities, democracy events, language/religion classes, school and job help, business activities, health resources, and religious purposes. Attending cultural/social activities and democracy events, participating in language and religion classes, seeking school and job help, and participating in business activities were positively related to receiving a wide variety of benefits such as work-related assistance, career sponsorship, social support, job search assistance, business assistance, protection and guidance, and information and ideas. Further analyses examined characteristics of immigrants that predicted their use of CBOs. The findings underscore the potential CBOs have for making a positive impact on the lives of immigrants.

CAR: **Malleable Determinants of Networking Behaviors**

Author: **Hans-Georg Wolff**, *U. of Cologne*

Author: **Gina Charleen Kistner**, *U. of Cologne*

Scholars consider networking behaviors as a proactive means to attain work and career goals. With a focus on how to foster networking, research has shifted from a focus on stable individual dispositions to more malleable constructs that may be levers in networking interventions. Recently, somewhat diverging findings concerning attitudes as determinants of networking behaviors have emerged. Studies using a lay theories framework found that attitudes affect networking (Kuwabara, Zou, Aven, Hildebrand, & Iyengar, 2020), whereas studies using a theory of planned behavior lens report that attitudes are of minor importance (Wehrauch, Wolff, Stein, Kuonath, & Frey, 2023). We seek to conceptually replicate these findings and compare them in a single study. Our preregistered two wave study (N = 340 working people) uses constructs from lay theories (i.e., lay beliefs and attitudes) as well as the theory of planned behavior (attitudes, intentions, subjective norms, and perceived behavioral control) to predict networking behaviors. Findings show that subjective norms and perceived behavioral control are the strongest determinants of networking behavior, whereas attitudes are of less importance. Effects of lay theories appear to occur only under specific boundary conditions. Our findings thus point to subjective norms and perceived behavioral control as potent levers to foster networking behavior. They also suggest that research should move beyond individual dispositions as determinants of networking and should take contextual determinants (i.e., norms) into account.

CAR: **Understanding How New Professionals Learned and Grew After Covid-19: Social and Digital Learning**

Author: **Nicola Anne Thomas**, *Sheffield U. Management School*

Author: **Helen Philippa Narelle Hughes**, *U. of Leeds*

Author: **Ruri Proto**, *Sheffield U. Management School, U. of Sheffield, UK*

Drawing on competing theoretical perspectives of Social Learning Theory and Socio-Technical Systems Theory, we investigate competency development in early-career professionals across in-person, remote, and hybrid work and educational settings, covering the phases before, during, and after the Covid-19 pandemic. Contrary to traditional assumptions from Social Learning Theory, our results demonstrate that competency development is not compromised in remote and hybrid environments, challenging the idea that face-to-face learning is superior. Additionally, our findings show that a hybrid educational background equips early career professionals with a higher competency baseline as they transition to the workplace than either in-person or fully remote education. This advantage, we argue, arises from practicing the simultaneous processing of complex social cues in both online and physical environments in their education—a concept we introduce as ‘Socio-Digital Learning’. Our conclusions draw from a distinctive sample: 905 individuals embarking on a full-time, paid, graduate-level placement year, marking their initial year in a professional setting. This study challenges assumptions about early-career competency development amid macro-changes like remote work.

CAR: **Augmentation or Compensation: How do Newcomers' Relational Resources interact to Predict Engagement?**

Author: **Helena Cooper-Thomas**, *Auckland U. of Technology (AUT)*

Author: **Jenny Chen**, *U. of the West of England*

Author: **Gordon W. Cheung**, *U. of Auckland*

Author: **Linda Trenberth**, *Birkbeck U. of London*

Newcomer proactive behaviors have positive, null, and sometimes contingent associations with adjustment outcomes. To further understand past mixed results, we draw on alternative theoretical perspectives to investigate how the newcomer relationship-building behavior of general socializing interacts with other relational resources to predict emotional and cognitive engagement. First, applying conservation of resources theory, we argue an augmentative effect under high insider guidance (via serial tactics). Second, utilizing attachment theory, we argue a compensatory effect under low insider guidance (via serial tactics). In Study 1 at a Chinese food manufacturer, unexpectedly, we found significant positive relationships between general socializing and engagement irrespective of serial tactics' level. Drawing on the relational perspective of engagement, we propose structural factors provide a boundary condition, and therefore we extend our investigation to include task interdependence as a moderator. In Study 2 at an Australian university, the results support a compensatory effect of general socializing: When newcomers experience low serial tactics under low task interdependence, general socializing predicts higher emotional and cognitive engagement. However, when newcomers experience high serial tactics under low task interdependence, general socializing is detrimental for cognitive engagement. This supports a relational perspective combined with attachment-seeking in understanding resource combinations predicting newcomer engagement.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Career Decisions and Performance of Specific Occupational Groups

Session Moderator: **Yuejun Lawrance CAI**, *HKUST Business School*

CAR: **The Surname Order Bias Undermining Scholar's Working Performance** 

Author: **Yuejun Lawrance CAI**, *HKUST Business School*
Author: **Kin Fai Ellick Wong**, *Hong Kong U. of Science and Technology*
Author: **Jessica Yuk Yee Kwong**, *Chinese U. of Hong Kong*

Citation rate is commonly regarded as a measure for determining the performance of individuals working in academia. Previous studies using archival data found that the alphabetical order of researchers' surnames influences their citation rate. However, the causality in their findings was limited because their methodology could not rule out alternative explanations, and the effect of the order on in-text citation decisions across different citation systems has been under-investigated. Accordingly, the present study experimentally manipulated citation systems and the alphabetical order of first authors' surnames in a hypothetical article. Our findings indicate that references from first authors with earlier (vs. later) alphabetical order surnames were more likely to be cited. This effect was stronger under the alphabetical citation system compared to the numerical system. Practically, these findings highlight the need for improving the alphabetical citation system to enhance the communication and dissemination of knowledge and objectivity in evaluating scholars' research impact.

CAR: **Staying in a Stigmatized Industry: a Relational View of Passion in Hospitality** 

Author: **Kyoung-Hee Yu**, *U. of Technology, Sydney*
Author: **Mihajla Gavin**, *U. of Technology Sydney*

What motivates someone to stay in or leave a stigmatized industry? During the turbulence of the COVID-19 pandemic, many workers left 'stigmatized' industries, yet, curiously, many endured in them, or even returned despite varied challenges. Drawing upon concepts of the 'passion principle' and 'stigma', this article develops a relational view of the passion principle, proposing that passion can enable workers in stigmatized industries to defy stigma and reframe the meaning behind negative social evaluations of their industry. We draw upon insights from an empirical qualitative study which examined decisions of workers and business owners to stay in or leave the Australian hospitality industry during the COVID-19 pandemic. Our theoretical contribution lies in explaining 'passion' for work in terms of social support and relationality, departing from extant explanations of passion via self-fulfilment. In addition to contributing to scholarship on the meaning of work, we also contribute to literature on responses to stigmatization of work by proposing that passion enables workers in stigmatized industries to defy stigma and reframe the meaning behind negative social evaluations of their industry.

CAR: **Trade Union Officers' Departure Decisions: A Comparative Study**  

Author: **Lorenzo Frangi**, *UQAM U. of Quebec in Montreal, Canada*
Author: **Andrea Signoretti**, *U. of Trento*
Author: **Tingting Zhang**, *U. of Illinois at Urbana-Champaign*








Our research examines the factors influencing trade union officers' decisions to leave their profession in Canada, Italy, and the United States, identifying three key determinants unique to their line of work: push, pull, and values. Utilizing 101 semi-structured interviews, we develop a six-category typology rooted in these factors. The findings emphasize a notable disconnect between officers' values and union missions or operations, coupled with significant impacts from national industrial relations systems, an understudied factor in career management. We also explore the implications of these findings for union organizational policies.

CAR: **Take a Stance, Take the Lead? CEO Career Concerns and Social Media Use** 

Author: **Jule Klass**, *U. of Goettingen*

This study provides evidence that CEOs' career concerns affect their use of social media. We hypothesize that CEOs who are relatively more concerned about the assessment of their abilities have stronger incentives to signal their talent to the market using social media. We find that CEOs in the early stage of their career are more likely to engage in social media. The positive association of CEO career concerns and social media use holds when examining non-firm as well as controversial social media use and is weakened by an increasing CEO-TMT pay gap. We contribute to research on factors determining CEOs' use of social media.

KEY TO SYMBOLS

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

A Careers Approach of Entrepreneurship

Organizer: **Seyeon Kim**, *Stanford Graduate School of Business*
Presenter: **Tristan L. Botelho**, *Yale School of Management*
Presenter: **Aleksandra Joanna Kacperczyk**, *London Business School*
Presenter: **Tiantian Yang**, *U. of Pennsylvania*
Discussant: **Olav Sorenson**, *UCLA Anderson School of Management*

Research investigating how entrepreneurship interacts with individual career outcomes and trajectories are continuing to grow. The proposed symposium highlights the value of this careers approach of entrepreneurship in expanding our views of both entrepreneurship and of career processes. The symposium brings together a group of scholars that have been advancing this exciting field of inquiry to foster further exchanges and growth. Presentations will showcase questions around who are able to successfully transition into entrepreneurship or exit entrepreneurship to re-enter paid employment, as well as around who are able to reap benefits from entrepreneurship.

The Institutional Origins of the Startup Gender Gap: Evidence from a RDIT Approach

Author: **Francesco Castellana**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*
Author: **Raffaele Conti**, *ESSEC Business School*
Author: **Aleksandra Joanna Kacperczyk**, *London Business School*

Evidence for a Gender Premium in Economic Returns to Founding a New Business

Author: **Tiantian Yang**, *U. of Pennsylvania*
Author: **Aleksandra Joanna Kacperczyk**, *London Business School*
Author: **Lucia Naldi**, *Jonkoping International Business School*








How Are Former Founders Penalized in Returning to Paid Employment? Exploring the Cultural Beliefs

Author: **Seyeon Kim**, *Stanford Graduate School of Business*
Author: **Kylie Jiwon Hwang**, *Northwestern Kellogg School of Management*

Gender Differences in Career Advancement for Former Entrepreneurs Re-Entering the Workforce

Author: **Tristan L. Botelho**, *Yale School of Management*
Author: **Daniel Fehder**, *U. of Southern California - Marshall School of Business*
Author: **Milan Miric**, *U. of Southern California - Marshall School of Business*

KEY TO SYMBOLS

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

Career Endings: Perspectives on the Retirement Transition Experience



Organizer: **Angie Lorena Cabrera Uribe**, *U. of Texas At Arlington*
Discussant: **Mo Wang**, *U. of Florida*
Presenter: **Teresa M. Amabile**, *Harvard U.*
Participant: **Lotte Bailyn**, *Massachusetts Institute of Technology*
Participant: **Laura M. Crary**, *Professor emerita*
Participant: **Douglas T. Hall**, *Boston U.*
Participant: **Kathy E. Kram**, *Boston U.*
Participant: **Laura Guillén**, *U. Ramon Llull, ESADE Business School*
Presenter: **Yuqi Liu**, *U. Ramon Llull, ESADE Business School*
Participant: **Sarah Wittman**, *George Mason U.*
Presenter: **Ariane Froidevaux**, *U. of Texas At Arlington*
Presenter: **Bethany Cockburn**, *Northern Illinois U.*
Participant: **Michael B. Arthur**, *Suffolk U.*

The irreversible global trend of population aging and its critical implications for labor supply have led to a significant increase of scholarly interest in the areas of aging, transition, and retirement (Froidevaux, 2024). Although research efforts have enhanced our understanding of retirement and its antecedents and outcomes (Wang & Shi, 2014), current knowledge about aging and retirement is far from complete (Wang & Huang, 2023). This symposium consists of four papers, each addressing important research questions at one or more of the retirement phases according to the temporal process model of retirement (Shultz & Wang 2011; Froidevaux, 2024): retirement planning and decision making, bridge employment, retirement transition, and retirement adjustment. To first provide an overview on the entire retirement process, we start with Paper 1 on how the self and life structure interact during the four phases of the retirement process, followed by three papers that look into a specific phase. Digging into the retirement planning and decision-making phase, Paper 2 explores the challenges aging leaders are facing before retirement so that they anticipate (retaining) losing relevance in the organization, followed by Paper 3 that discusses how spirituality fosters sustainable careers so that the decision to retire fully may no longer be necessary for psychological reasons only. Finally, addressing the retirement adjustment phase, Paper 4 examines how emeriti professors enact their lives after retirement and what factors contribute to their life satisfaction.

The Interplay between Self and Life Structure in the Retirement Transition

Author: **Teresa M. Amabile**, *Harvard U.*
Author: **Lotte Bailyn**, *Massachusetts Institute of Technology*
Author: **Laura M. Crary**, *Professor emerita*
Author: **Douglas T. Hall**, *Boston U.*
Author: **Kathy E. Kram**, *Boston U.*

What older leaders talk about when they are (not) primed with workplace age stereotypes

Author: **Laura Guillén**, *U. Ramon Llull, ESADE Business School*
Author: **Yuqi Liu**, *U. Ramon Llull, ESADE Business School*
Author: **Sarah Wittman**, *George Mason U.*

From "Retirement as a Compensatory Mechanism" to "Enjoying Retirement Psychological Benefits"

Author: **Ariane Froidevaux**, *U. of Texas At Arlington*

Emeriti Paths: Navigating Retirement from a Business School

Author: **Ariane Froidevaux**, *U. of Texas At Arlington*
Author: **Sarah Wittman**, *George Mason U.*
Author: **Bethany Cockburn**, *Northern Illinois U.*
Author: **Douglas T. Hall**, *Boston U.*
Author: **Michael B. Arthur**, *Suffolk U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented

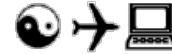


Diversity-oriented



Selected as a Best Paper

Ethical Decision-Making and Behavior: The Role of Morality, Whistleblowing, and Leadership



Session Moderator: **Vivek Mishra**, *Indian Institute of Management, Lucknow*

CM: **Whistleblowers' Enigma Amidst Subjective Unethicality in Unethical Pro-Organizational Behavior**

Author: **Vivek Mishra**, *Indian Institute of Management, Lucknow*

This research delves into the whistleblowing intentions of observers of unethical pro-organizational behavior (UPB), utilizing the moral foundation theory to suggest a tradeoff between loyalty and fairness resulting from observed UPB. We propose that observers favoring loyalty over fairness are likely to indicate their intentions to blow the whistle, with this relationship being influenced by the perceived ethicality of observed UPB. In a multi-phase study involving vignettes, data was collected from 292 workers in the USA. Our results demonstrate that the loyalty and fairness dilemma significantly predicts both internal and external whistleblowing intentions among observers. Importantly, the mediation pathway through perceived ethicality is effective, particularly in the context of UPB. These findings contribute to the UPB literature by highlighting how the pro-organizational aspect of UPB can pose additional challenges to employees' whistleblowing efforts by masking UPB as ethical conduct. Additionally, studying whistleblowing as observers' reactions to UPB adds layers of complexity to the existing whistleblowing literature as well, providing a more nuanced understanding of the varying ethical challenges of whistleblowing. The UPB-specific perceived ethicality mediation pathway underscores the role of subjectivity in the individuals' perception as the whistleblowing barrier when the unethicality of observed behavior depends greatly on the social norms and cultural acceptance.

CM: **People Punish False Information Less than Stems from Biased Beliefs than Dishonesty**

Author: **Laura Wallace**, *U. of Chicago Booth School of business*

Author: **Emma Levine**, *U. Of Chicago*

A fruitful literature has examined the consequences of dishonesty and lying in particular. However, lying is only one source of false misinformation. When communicators fail to seek out accurate information or verify the information they have, they may form biased beliefs. When communicators share these beliefs, they contribute to misinformation. In the present work, we examine reactions to false information stemming from a communicator's biased beliefs ("bias") versus a communicator's decision to lie ("dishonesty"). Five studies demonstrate that people are less likely to punish falsehoods from biased versus dishonest communicators, even when these processes are intentional and lead to identical harms. Increased punishment of dishonesty is driven, at least in part, by the belief that dishonest actors are less constrained by moral rules and norms than (even intentionally) biased actors. By providing insight into how people react to false information from biased communicators, this work deepens our understanding of multiple facets of deception, broadens the field's understanding of sources of societal conflict, and sheds light on the challenges associated with punishing misinformation.

CM: **How Trust Congruence Influences Unethical Pro-Supervisor Behavior**

Author: **Karim Mignonac**, *U. of Toulouse Capitole*

Author: **Marie Caussimont**, *U. of Toulouse Capitole*

Author: **Jennifer Boutant**, *U. of Toulouse Capitole*

Author: **Caroline Manville**, *U. of Toulouse Capitole*

Recent research and conventional wisdom suggest that behavioral demonstrations of trust by supervisors toward their subordinates are most effective when those demonstrations match subordinates' desires. In the present research, we offer a more nuanced view by identifying one downside of a match between supervisors' expressions with subordinates' desired trusting behaviors (i.e., trust congruence). Drawing on social exchange theory and social cognition theory, we argue that trust congruence helps promote positive social exchange relationships between supervisors and subordinates. The desire to maintain or reinforce these relationships, in turn, leads subordinates to engage in unethical pro-supervisor behavior indirectly via moral disengagement. We further argue that ethical leadership represents an important boundary condition with regard to this process, as it guides subordinates' social exchange responses and thus prevents them from engaging in behaviors that are not aligned with the ethical expectations of their supervisors. Our model is supported by two time-lagged field studies. This research improves our understanding of the ethical consequences of trust congruence and has practical implications for organizations seeking to support trust-building initiatives.

CM: **Charisma and Humanity: The Powerful Signals of Effective Leadership in Times of Uncertainty**

Author: **Stephanie D. Gapud**, *Spring Hill College*

Author: **Faith Fox**, *U. of Evansville*

Author: **George Richard Faint**, *Troy U.*

Author: **Wendelyn Risher**, *Southeastern Oklahoma State U.*

Drawing on signaling theory and using a partial least squares structural equation modeling (PLS-SEM) approach, we analyzed secondary data from 59 countries to understand the impact of leadership styles, national culture, corruption, and community mobility on COVID-19 outcomes. Our findings reveal that leadership styles characterized by charisma and a humane orientation positively influence community mobility, leading to better quarantine behavior and improved COVID-19 outcomes. Furthermore, we find that cultural dimensions, particularly uncertainty avoidance, play a significant role in shaping leadership perceptions and subsequent community responses. This study underscores the importance of effective communication by leaders, transparency, and trust-building during crises. This study also highlights the need to consider cultural factors when formulating crisis response strategies. These findings have implications for policymakers and leaders as they navigate future crises and work to promote positive public health outcomes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Beyond Borders: How Multiculturalism Influences Beliefs and Feelings about Others



Presenter: **Coco Liu**, *U. of Utah, David Eccles School of Business*
Organizer: **Jaina Zhang**, *Washington U. in St. Louis, Olin Business School*
Presenter: **Giselle Elaine Antoine**, *Washington U. in St. Louis, Olin Business School*
Presenter: **Zhu Feng**, *HEC Paris*
Presenter: **Terence McElroy**, *Kenan-Flagler, UNC - Chapel Hill*
Presenter: **Daniela Nicole Rodriguez-Mincey**, *OB*
Discussant: **Carmit T. Tadmor**, *Tel Aviv U.*
Participant: **Elizabeth R. Tenney**, *U. of Utah, David Eccles School of Business*
Participant: **Thomas Talhelm**, *U. of Chicago Booth School of business*
Participant: **William Maddux**, *U. of North Carolina, Chapel Hill*
Participant: **Salvatore J. Affinito**, *New York U.*
Participant: **Kurt Gray**, *U. of North Carolina, Chapel Hill*
Participant: **Marie S. Mitchell**, *U. of North Carolina, Chapel Hill*

Rising globalization of the workforce alongside increasing multinational trends in organizations means that workers are more likely than ever to work or study in another country at some point during their career. While a host of research has shown that multiculturalism increases creativity and innovation, much less is understood about how experience across cultures influences interpersonal dynamics at work. In particular, theory is underdeveloped on how experiences in another culture can reshape the way workers perceive and feel about others. In five papers, this symposium highlights the nuances in which multiculturalism influences people's beliefs and feelings towards others, including the mindset one should adopt when facing difficulties, the valuation of social connections, moral concern toward various others, and bias toward outgroup members. Overall, this symposium aims to contribute to research that helps organizations and members navigate new cultural situations in this increasingly globalized world.

Prescribed Optimism: A Cross-Cultural Examination

Author: **Coco Liu**, *U. of Utah, David Eccles School of Business*
Author: **Elizabeth R. Tenney**, *U. of Utah, David Eccles School of Business*
Author: **Thomas Talhelm**, *U. of Chicago Booth School of business*

Itinerants and Isolation: How Multicultural Experiences Breed Lone Wolves and Interpersonal Deviance

Author: **Giselle Elaine Antoine**, *Washington U. in St. Louis, Olin Business School*
Author: **Salvatore J. Affinito**, *New York U.*
Author: **Marie S. Mitchell**, *U. of North Carolina, Chapel Hill*
Author: **William Maddux**, *U. of North Carolina, Chapel Hill*

Multicultural Experience and Moral Compression: Living Abroad Can Increase Equitable Moral Treatment

Author: **Daniela Nicole Rodriguez-Mincey**, *OB*
Author: **Salvatore J. Affinito**, *New York U.*
Author: **Giselle Elaine Antoine**, *Washington U. in St. Louis, Olin Business School*
Author: **Kurt Gray**, *U. of North Carolina, Chapel Hill*
Author: **William Maddux**, *U. of North Carolina, Chapel Hill*

How International Experiences Reduce Affective Polarization and Increase Cooperation

Author: **Terence McElroy**, *Kenan-Flagler, UNC - Chapel Hill*

Enviied and Averted: How Returnees' Multicultural Experiences Lead to Compatriots' Identity Threats

Author: **Zhu Feng**, *HEC Paris*

KEY TO SYMBOLS

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

Building Connections: How Our Words Shape Impressions and Relationships



Organizer: **Yaoxi Shi**, *Imperial College London*
Presenter: **Zhiying Ren**, *The Wharton School, U. of Pennsylvania*
Participant: **Rebecca Schaumberg**, *The Wharton School, U. of Pennsylvania*
Participant: **Sophia Li**, *Haas School of Business, UC Berkeley*
Presenter: **Coral HY Zheng**, *Cambridge Judge Business School*
Participant: **Juliana Schroeder**, *U. of California, Berkeley*
Presenter: **Bushra Sarah Guenoun**, *Harvard Business School*
Participant: **Julian Jake Zlatev**, *Harvard Business School*
Participant: **Shereen J. Chaudhry**, *U. of Chicago Booth School of business*
Participant: **Hanne Collins**, *Harvard U.*

Effective communication is fundamental to organizations - it is essential for building relationships, improving individuals' performance and lower well-being. However, people often struggle to navigate communications to achieve the intended interpersonal outcomes, resulting in misunderstandings, conflicts, lower performance, and well-being. In this symposium, we bring together leading scholars in communication research to share their most recent works that unpack how the way we communicate influences our impressions and relationships. The papers focus on various aspects of communication, including content (i.e., what to say), the temporal dimension (i.e., when or whether to respond), and interpersonal outcomes (i.e., people's impressions of their communication partners). They draw on empirical research conducted with various methods including surveys, experiments, natural language processing methods, and machine learning to investigate communication phenomena in multiple settings. The findings provide deep insights into how people make judgments and decisions in communication and suggest effective interventions that can guide communications for more positive outcomes.

Disagreement Gets Mistaken for Bad Listening

Author: **Zhiying Ren**, *The Wharton School, U. of Pennsylvania*
Author: **Rebecca Schaumberg**, *The Wharton School, U. of Pennsylvania*

The Psychology of Ghosting: Initiators' and Responders' Reactions to Ghosting in Online Communication

Author: **Sophia Li**, *Haas School of Business, UC Berkeley*
Author: **Coral HY Zheng**, *Cambridge Judge Business School*
Author: **Juliana Schroeder**, *U. of California, Berkeley*

More on You or Myself? The Role of Self-focus and Other-focus in Conversations

Author: **Yaoxi Shi**, *Imperial College London*
Author: **Hanne Collins**, *Harvard U.*
Author: **Shereen J. Chaudhry**, *U. of Chicago Booth School of business*

Trust Your Doctor? An Exploration of How Physicians Signal Trustworthiness through Natural Language

Author: **Bushra Sarah Guenoun**, *Harvard Business School*
Author: **Julian Jake Zlatev**, *Harvard Business School*

KEY TO SYMBOLS

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

The Future of Relationships at Work

Organizer: **Sarah Jensen**, *U. of Utah, David Eccles School of Business*
Organizer: **Jonathan Lee**, *U. of Minnesota Duluth*
Discussant: **Pri Pradhan Shah**, *U. of Minnesota*
Participant: **Rachel Lea Campagna**, *U. of New Hampshire*
Participant: **Kristina Diekmann**, *U. of Utah*
Participant: **Jesse Graham**, *U. of Utah, David Eccles School of Business*
Participant: **Stephen L. Jones**, *U. of Washington, Bothell*
Participant: **Dongil Jang**, *U. of Minnesota*
Presenter: **SeoLa Kim**, *U. of Minnesota Carlson School of Management*
Participant: **Scott Wiltermuth**, *USC*
Presenter: **Samantha Martinez**, *USC Marshall School of Business*
Participant: **Erin Frey**, *U. of Southern California - Marshall School of Business*
Participant: **Gabrielle Adams**, *U. of Virginia Darden School of Business*

Existing work on trust relationships and relational repair, which encompasses forgiveness and trust repair, has often focused on the victim-transgressor dyad. The development and repair of such relationships, however, is influenced not only by the two involved parties, but also those embedded in the surrounding network. The methodologically diverse papers that comprise this symposium highlight recent research that provides a more complete picture of factors that influence relationships and the relational repair processes of trust repair and forgiveness, such as the network surrounding an embedded negotiating dyad, the role of third parties, and the impact of publicity. Altogether, the papers in the symposium seek to invite discussion and future research on the roles of multiple parties in building and rebuilding relationships. Overall, this work further contributes to our understanding of relational processes, which will be increasingly important to study as the nature of work continues to evolve.

Not just the two of us: The role of emotions and third parties for trust repair

Author: **Jonathan Lee**, *U. of Minnesota Duluth*
Author: **Rachel Lea Campagna**, *U. of New Hampshire*

Not all punishment is equal: Engendering third-party forgiveness after workplace injustice

Author: **Sarah Jensen**, *U. of Utah, David Eccles School of Business*
Author: **Kristina Diekmann**, *U. of Utah*
Author: **Jesse Graham**, *U. of Utah, David Eccles School of Business*








Do integrative tactics build trust? Looking beyond the negotiation?

Author: **Pri Pradhan Shah**, *U. of Minnesota*
Author: **Stephen L. Jones**, *U. of Washington, Bothell*
Author: **Dongil Jang**, *U. of Minnesota*
Author: **SeoLa Kim**, *U. of Minnesota Carlson School of Management*

Professional Paths After Public Accusations of Misconduct

Author: **Erin Frey**, *U. of Southern California - Marshall School of Business*
Author: **Samantha Martinez**, *USC Marshall School of Business*
Author: **Scott Wiltermuth**, *USC*
Author: **Gabrielle Adams**, *U. of Virginia Darden School of Business*

KEY TO SYMBOLS

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

Accountability 

Session Moderator: **Kerrie Howard**, *Royal Holloway, U. of London*

CMS: A Narratological Approach to Studying Internal Organizational Legitimacy

Author: **Kerrie Howard**, *Royal Holloway, U. of London*
Author: **Andrew D. Brown**, *U. of Bath*

Taking a narrative approach, this paper explores how in the face of contradictory official narratives members negotiate the legitimacy of their organization's practices. Based on an in-depth interview study of Walgreens Boots Alliance (WBA) we show that actors instantiated a contradiction between corporate narratives that championed healthism and pro-nicotine product sales. We analyze how members supported, contested, and adopted positions of silence and ambivalence in relation to the sale of tobacco products to make three sets of contributions to theory. First, this paper analyzes how contradictions are narratological formations that once constituted may raise significant issues of internal legitimacy. Second, we argue that the internal legitimacy of organizational practices and the official narratives that support them is negotiated discursively by members in their personal narratives in which they position themselves as moral agents. Third, we outline the implications of a narrative conception of internal legitimacy which suggests that it is talked into existence in a polyphony of competing discursive processes. Our theorizing suggests that internal legitimacy is more contested, and a more potentially fragile accomplishment than previously considered, but nevertheless often relatively stable and enduring.

CMS: Dialogical Accounting, Knowledge, and Power in a Public Policy Management Council 

Author: **Manuela De Almeida Fernandes Ferreira**, *Rio de Janeiro Legislative Assembly*
Author: **Fernanda Filgueiras Sauerbronn**, *U. Federal do Rio de Janeiro - UFRJ*
Author: **Cleia Maria Silva**, *U. Federal Rural do Rio de Janeiro*

Based on critical dialogical accounting literature, this research analyzed how accounting knowledge influences power relations and dialogical processes in a deliberative arena of social assistance policy in Rio de Janeiro, Brazil. The social assistance policy management council is a constitutionally defined deliberative instance, frequently defined, and analyzed by the Habermasian approach to explore its communicative action potential. However, we argue that accounting knowledge is fundamental in enabling and restraining democratic potential in achieving dialogical processes. We chose the Social Assistance Municipal Council of Rio de Janeiro as a single case study. Data collection involved documentary research, meetings, non-participatory observation, and interviews with representatives from the government, civil society, technical staff, and managers from the municipal secretariat. Results point to governmental and service providers' councilors dominating accounting themes, being an advantage in constructing argumentation on participatory decision-making. In contrast, councilors representing policy users revealed difficulties concerning accounting language and techniques, restraining dialogicity, and their capacity to sustain divergent positions on policy social control. Final discussions point to the need to embrace otherwise pedagogy to improve dialogical potency.

CMS: Philanthropy, Racial Justice Organizations, and the Political Economy of Accountability

Author: **Adam Saifer**, *U. of British Columbia, Okanagan*
Author: **Patrizia Zanoni**, *Hasselt U.*

Prompted by the Black Lives Matter movement, as well as COVID-19's deepening of societal disparities, philanthropic foundations in North America have increasingly claimed racial justice as a core part of their mission and grantmaking strategy. This study draws on the concept of racial capitalism to examine racial justice organizations' [RJOs] accountability relations towards their philanthropic funders. Drawing on interviews with leaders of 30 Canadian RJOs, we show how accountability relations towards white wealthy philanthropies tightly entangle RJOs in the political economy of racial capitalism, structurally undermining—both epistemically and materially—their capacity to promote racial justice. This analysis departs from extant accounts of RJO-philanthropy accountability relations which have focused on processes of depoliticization caused by RJOs' financial dependence on philanthropies. More specifically, we argue that accountability relations towards philanthropies place RJOs in a unique “bind of double dispossession”. To obtain material resources from philanthropies that are partially redistributing wealth expropriated from the racialized communities they represent, RJOs are expected to meet the epistemic demands of philanthropies. In doing so, they reproduce the partitioning that legitimizes and fuels the accumulation of philanthropic assets under racial capitalism. This study advances the critical philanthropy literature by showing how the political economy of philanthropy and donor-grantee relations are reciprocally connected in ways that re-entrench the material and epistemic foundations of the racial capitalist social order.

CMS: Organizational Wrongdoing Within the UN Sustainable Development Goals: A Bibliometric Analysis 

Author: **Liliya Mergaliyeva**, *Henley Business School, U. of Reading, United Kingdom*
Author: **Irina Heim**, *Henley Business School, U. of Reading, United Kingdom*

The purpose of this study is to map the literature on organizational wrongdoing in the context of the United Nations Sustainable Development Goals (SDGs) using metadata extracted from a large set of academic journal articles indexed in the Web of Science database for the period 2000-2023. Sources were identified from databases across the fields of economics, business and management. The inclusion criteria targeted articles explicitly discussing organizational wrongdoing and their relation to SDGs, with a focus on the SDGs' three pillars: social, environmental and economic aspects. Our analysis revealed the absence of a univocal definition of organizational wrongdoing across the identified disciplines, surfacing a various interpretations that frequently align with one or more of the SDGs' three pillars. The extant literature associates organizational wrongdoing with specific SDGs, displaying concentrated patterns in geographic locations. Our analysis suggests that the interpretation of organizational wrongdoing is context-dependent, varying across different geographies. Hence, this study contributes to a more cohesive understanding of organizational wrongdoing in the context of SDGs and proposes the foundation for a novel conceptual framework. It highlights the need for a novel, systematic approach to understanding wrongdoing and encourages further interdisciplinary research to develop frameworks that align organizational practices with SDGs.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1225** | Submission: **13886** | Sponsor(s): **(CMS, ODC, SIM)**
Scheduled: **Monday, Aug 12 2024 9:45AM - 11:15AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
Diplomat Room

Creative Democracy: Enlisting Pragmatist Ethics for Sustainable Organizations



Facilitator: **David Jarrett**, *U. of Missouri, Kansas City*

Panelist: **Barbara Simpson**, *U. of Strathclyde*

Panelist: **Catherine Casler**, *Northumbria U.*

Panelist: **Line Revsbaek**, *Aalborg U.*

Panelist: **Matt Statler**, *New York U.*

In this symposium, the panelists will draw from classical Pragmatism to deliver fresh insights on enlisting creative democracy for ethical action in support of sustainability. The symposium will 1) surface themes that offer promise to sustainability research, education, and practice based on the vision of creative democracy found in Pragmatist scholarship, 2) provoke participants to consider from which ideas we must separate ourselves in order to advance sustainability research and practice, 3) present promising examples of management practice and education interventions that benefit – or would benefit – from stronger roots in Pragmatist ethics, and 4) create a dialogue between audience members and panelists on what Pragmatist ideals of creative democracy and ethics imply for sustainability.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Chatbots: What Are They Good For?

Session Moderator: **Matthias Soellner**, *U. of Kassel*

CTO: **Overcoming the Stigma Barrier: Conversational Information-Seeking from AI Chatbots vs. Humans**

Author: **Behnaz Bojd**, *U. of California Irvine*

Author: **Aravinda Garimella**, *U. of Illinois at Urbana-Champaign*

Author: **Haonan Yin**, *U. of California, Irvine*

Timely access to information plays a critical role in mitigating the impact of challenging circumstances. However, stigma presents a significant barrier to information-seeking. We examine the willingness to seek information from AI chatbots in stigmatized situations. Using a series of randomized controlled experiments, we analyze the effect of stigma on individuals' likelihood of seeking information from AI chatbots versus human experts. We examine the need for anonymity and privacy as potential mechanisms. Our findings show that individuals prefer human experts to AI chatbots in general (algorithm aversion); however, they prefer AI chatbots in stigmatized situations. This effect is more pronounced among individuals with high anonymity concerns and is mediated by information source-specific anonymity concerns. Our findings provide actionable insights to healthcare providers and organizations working with stigmatized issues to employ AI chatbots on their websites and support lines. Chatbots can provide timely access to critical information, catering to the needs of individuals who might be hesitant to engage with human experts initially.

CTO: **AI for High-Value Customers: Examining the Impact of VIP Status on Customer Interaction**

Author: **Bin Li**, *Harbin Institute of Technology*

Author: **Nakyung Kyung**, *National U. of Singapore*

Author: **Dandan Qiao**, *National U. of Singapore*

Author: **Luning Liu**, *Harbin Institute of Technology*

Companies are increasingly providing customer service through artificial intelligence (AI) agents, helping customers on a real-time basis. Furthermore, AI agents grant VIP status to high-value customers. This study investigates how the granting of VIP status via AI agents affects customers' resistance to AI. By leveraging the secondary data from a large telecommunication company, we examine how the granting of VIP status via AI agents affects customers' resistance to AI agents in call center customer service. Our result suggests that granting VIP status via AI agents increases their transfer requests to human agents and decreases the interaction rounds. Moreover, our results reveal that AI resistance is heterogeneous depending on the type of work. The resistance is increased for problem feedback, transactional service, and information query. However, for business consultation, the resistance of high-value customers with VIP status is not salient. We also provide additional evidence for the underlying mechanism that VIP status reduces their effort in the human-AI interaction process. Therefore, high-value customers are more likely to transfer to human agents. Practical and theoretical implications will be provided further.

CTO: **Can Chatbots be Emotional? Understanding the Impact of Chatbots' Emojis on Consumer Response**

Author: **Tiantian Wang**, *Alliance Manchester Business School, U. of Manchester*

Author: **K. Nadia Papamichail**, *Alliance Manchester Business School, U. of Manchester*

Author: **Sahar Karimi**, *U. of Liverpool Management School*

Chatbots have become an important tool for communicating with customers. This study examines how emojis can affect such communications by expressing emotion. Grounded on Emotional Contagion Theory, this paper examines the effect of emoji usage by chatbots on customer relationship perception and its sequential impact on purchase intention. Through three experiments, we show that the use of emojis can increase the perception of customer-chatbot rapport, and this relationship is serially mediated by the perceived chatbot emotion and consumer pleasure. The impact of emojis usage on customer-chatbot rapport is moderated by the presence of semantic grounding. We also demonstrate that customer-chatbot rapport positively influences purchase intention. We contribute to the literature by demonstrating how emojis affect rapport building, the underlying mechanism and boundary conditions. This research provides important implications for marketing managers and chatbot developers in terms of the design and implementation of chatbots.

CTO: **Mitigating Chatbot Communication Breakdown: A User-Chatbot Congruence Perspective**

Author: **Weiyu Wang**, *U. of Oklahoma*

Author: **Hua (Jonathan) Ye**, *U. of Oklahoma*

Author: **Radhika Santhanam**, *U. of Oklahoma*

The rapid expansion of chatbot use redefines the boundaries between human agents and technology in customer service sectors. Chatbots are revolutionizing service delivery by providing instantaneous responses, diminishing wait times, and tailoring personalized services. Despite these benefits, numerous cases of communication breakdown and low chatbot efficacy have been reported in the news. Research has mainly examined the influence of anthropomorphic designs on chatbot efficacy. Nevertheless, there remains a need for more understanding of the drivers of communication breakdown, e.g., the congruence between a user's goal specificity and a chatbot's communication style. Adopting the Communication Accommodation Theory, we examine how the congruence between user goal specificity and chatbot communication style influences users' perceived communication breakdown and frustration. Furthermore, it delves into the role of disclosing employee involvement as a strategic tool to alleviate user frustration during these breakdowns. To answer the research questions, we conducted an online experiment. We found that the congruence significantly reduces communication breakdown, and that communication breakdown mediates the relationship between congruence and user frustration. In addition, the disclosure of employee involvement mitigates the impact of communication breakdown on users' frustration. Our research contributes to chatbot literature by revealing the antecedents and outcomes of communication breakdown from a congruence perspective. These findings not only enrich our understanding of effective chatbot design but also underscore the importance of human employees in digital customer service environments.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

When AI Gives Advice Do We Listen?

Session Moderator: **Anuschka Schmitt**, *U. of St. Gallen, Institute of Information Management*

CTO: **Predictive Algorithms as Legitimizing Resources (WITHDRAWN)** 

Author: **Sino Esthappan**, *Northwestern U.*

Predictive algorithms are quantitative decision-making aids that have rapidly proliferated across organizations. While predictive algorithms are associated with organizational legitimacy, they also yield errors that may undermine the authority of decision-makers. How do organizational actors navigate this contradiction? In this article, I use qualitative data from four large US criminal courts to investigate how judges made pretrial release decisions using algorithmic risk assessments. I find that judges selectively invoked risk scores to reconcile contradictions in highly salient bureaucratic, legal, and political institutional logics. These findings highlight how organizational processes enable judges to mobilize risk scores as legitimating resources.

 CTO: **Between Formal Authority and Authority of Competence – The Mechanisms of Algorithmic Conformity** 

Author: **Yotam Liel**, *Coller School of Management, Tel Aviv U.*

Author: **Lior Zalmanson**, *Coller School of Management, Tel Aviv U.*

In the era of AI-human collaborations within organizations, preserving independent human judgment is crucial. Recent studies reveal a concerning trend known as "algorithmic conformity," where individuals frequently adhere to flawed algorithmic recommendations. Despite the documented prevalence of this behavior, the underlying mechanisms have remained elusive. Addressing this gap, our study proposes two key mechanisms influencing individuals' conformity to algorithmic recommendations in work-related contexts: the perceived superior capabilities of algorithms ("authority of competence") and the belief that these algorithms may hold formal authority in the work environment, including the ability to enforce consequences for non-compliance ("formal authority"). Through realistic gig-work simulations involving 1,134 participants, our experiments demonstrate that algorithmic compliance is driven by perceived competence but is significantly amplified when workers attribute formal authority to algorithms. Additional experiments reveal that explicitly acknowledging AI's formal authority intensifies algorithmic conformity. Remarkably, this inclination persists even in task domains perceived as less suitable for AI, such as facial sentiment recognition. In this context, algorithmic conformity is primarily driven by perceptions of formal authority rather than competence. These findings underscore the inherent risks associated with algorithmic collaboration, emphasizing the imperative to educate, empower and train humans-in-the-loop to exercise their judgment in gig-economy settings and beyond.








CTO: **From Lay Belief to Advice Adoption: Expectation Violations and Trust in Algorithmic Advisors**  

Author: **Li Lu**, *West Chester U. of Pennsylvania*

Author: **Bei Yan**, *Stevens Institute of Technology*

We increasingly employ algorithms to offer advice to employees in various organizational contexts. Yet, existing research has found conflicting evidence regarding how people utilize advice provided by algorithms. Extending algorithmic advice research, our study integrates expectancy violation theory and the trust literature to investigate a set of serial psychological mechanisms linking people's lay beliefs of algorithms and their adoption of algorithm advice. Specifically, we examine how advisor type (algorithms versus humans) interacts with information type (subjective, e.g., social skills, versus objective, e.g., standard test scores) to affect people's expectation violations, trust in advice, and their ultimate advice adoption. Through two online experiments, we show that people view algorithm advice based on subjective information as violating their expectations more than that based on objective information. Concurrently, they perceive human advice based on objective information to violate their expectations more. This effect predicts their trust in the advice offered by algorithms and humans, which affects their likelihood of change their decisions based on the advice. These findings highlight the importance of considering user expectations when understanding the influence of algorithm advice on decision making.

KEY TO SYMBOLS

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

Remote Work: The Influence of Corporate Policies and Technologies

Session Moderator: **Abhishek Behl**, *Keele Business School, Keele U., U.K*

CTO: **The Effect of Mobile Device Management on Work-From-Home Productivity: Insights from US Public Firms**

Author: **Jaechol Park**, *Sauder School of Business, U. of British Columbia*
Author: **Myunghwan Lee**, *Sauder School of Business, U. of British Columbia*
Author: **Gene Moo Lee**, *Sauder School of Business, U. of British Columbia*

The use of mobile IT, providing employees with accessibility, flexibility, and connectivity, has become increasingly vital for businesses, especially for work-from-home during the COVID-19 pandemic. However, despite its prevalence and importance in the industry, the business value of mobile device management (MDM) and its role in establishing digital resilience remain underexplored in the literature. To address this research gap, our study examines the effect of MDM on a firm's resilience to the pandemic. Drawing on the resource-based view (RBV), we utilize novel proprietary data from a global MDM solution provider for U.S. public firms. We find that firms with MDM have better financial performance during the pandemic, demonstrating greater resilience to the shock. Additionally, we explore the moderating role of external and internal factors, revealing that firms with high environmental munificence or those with low IT capabilities experience greater resilience effects from MDM. Furthermore, we observe heterogeneous effects across industries that firms in industry sectors demanding greater mobility have a greater resilience effect from MDM. This study contributes to the information systems literature by emphasizing the business value of MDM and its crucial role in building digital resilience.

CTO: **Employee Voice in Enterprise Social Media**

Author: **Tuba Bakici**, *ISC Paris Business School*
Author: **S. Kubra Canhilal**, *Institut Supérieur de Gestion*
Author: **António Cunha Meneses Abrantes**, *TBS Business School*

In an era of digital connectivity, understanding the complex dynamics of employee voice behavior in new channels like enterprise social media is crucial for cultivating a robust workforce and essential to harness the full benefits of such technologies. This study, grounded in regulatory focus theory, investigates how the affordances of visibility and persistence within ESM influence the relationship between perceived organizational justice, utilitarian motivation, and employees' voice behavior. Through two studies, we explore these relationships. Study 1 (N=102) employs an experimental design to examine the impact of organizational justice on voice behavior in a hypothetical enterprise social media context exploring whether utilitarian motivation mediates this relationship. In Study 2, we collected survey data (N=439) from actual ESM users at three different time points in which we examined both the direct and indirect effects of organizational justice on ESM voice behavior, considering the moderated mediation role of persistence and visibility affordances. The findings, derived from two distinct studies, revealed utilitarian motivation as a crucial mediator in the relationship between organizational justice and ESM voice. Study 2 presented that persistence affordance mitigates the impact of perceived justice and utilitarian motivation on voice.

CTO: **Unraveling the Ramifications of Organizational Sanctions Against Moonlighting**

Author: **Sahil Raj**, *Punjabi U.*
Author: **Amanpreet Singh**, *Research methodology*
Author: **Amit kumar Bhardwaj**, *L.M. Thapar School of Management, Thapar Institute of Engineering & Technology*
Author: **Abhishek Behl**, *Keele Business School, Keele U., U.K*
Author: **Pawan S. Budhwar**, *Aston U.*

In the recent past, organizational sanctions against moonlighting have grabbed the researchers' attention, yet this area of research is still nascent. Our study augments the understanding of the possible ramifications of organizational sanctions against moonlighting on employees. It is based on a mixed-method approach to identify the negative stimulus (organizational sanctions against moonlighting), negative intrinsic states (feelings of organizational cynicism and feelings of organizational deviance), and coping mechanisms (knowledge-hiding intentions and intentions to quit). Since no scales are currently available to measure organizational sanctions against moonlighting, this study first develops and validates a new multi-item scale to measure organizational sanctions against moonlighting. Our conceptual model is anchored on the Stimulus-Organism-Response Theory (SOR). Based on the data collected in two waves (longitudinal research design) from 550 Indian IT industry employees, the results confirm the mediating influence of feelings of organizational cynicism and feelings of organizational deviance. The results also indicate Enterprise Social Media (ESM) has a positive and significant influence as a moderating variable on the association of feelings of organizational cynicism and knowledge-hiding intentions and intentions to quit, respectively.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

In the Wake of Digitalization: Examining Processes and Tensions of Technological Change



Presenter: **Jennifer Lauren Nelson**, *U. of Illinois at Urbana-Champaign*
Organizer: **Jennifer Lauren Nelson**, *U. of Illinois at Urbana-Champaign*
Presenter: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*
Organizer: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*
Discussant: **Susan Scott**, *Imperial College Business School*
Participant: **Stella Pachidi**, *U. of Cambridge*
Presenter: **Lior Zalmanson**, *Coller School of Management, Tel Aviv U.*
Presenter: **Shani Evenstein Sigalov**, *Tel Aviv U.*
Presenter: **Virginia Leavell**, *Cambridge Judge Business School*

This symposium examines the myriad consequences wrought by digital transformations in organizations and industries: intended, unintended, and corollary. As categorized by Scott and Orlikowski (2022), intended consequences generated through technological change are usually visible and anticipated; unintended consequences are similarly visible and direct, but unanticipated; and less visible, indirect corollary effects occur when digitalization challenges institutional values, norms, and rules in industries, potentially displacing them. Papers in this symposium address research questions related to knowledge production, workers' mobility in labor markets, and change management, all with respect to how digitalization transforms organizations and industries. By exploring these questions in research contexts such as Wikipedia, digital labor markets, information services, and agencies that maintain public infrastructure, this symposium advances research on how digitalization transforms industries in not only a direct, but also indirect, pathways. By grappling with different kinds of "changes occurring at some temporal and spatial remove from the main events" (Orlikowski & Scott, 2023, 2), the four papers in this symposium provide the opportunity to clarify and build on conceptual differences among different types of technological changes and their outcomes using examples of industries being digitalized.

Anticipating the future of Wikipedia's regime of knowing in the GenAI era

Author: **Shani Evenstein Sigalov**, *Tel Aviv U.*
Author: **Lior Zalmanson**, *Coller School of Management, Tel Aviv U.*
Author: **Stella Pachidi**, *U. of Cambridge*

Examining Workers' Mobility in Online Labor Markets

Author: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*

Anticipatory Control in the Digital Transformation of Water Infrastructure

Author: **Virginia Leavell**, *Cambridge Judge Business School*

Software as subterfuge for subordination: Unintended consequences of digitalization in a library

Author: **Jennifer Lauren Nelson**, *U. of Illinois at Urbana-Champaign*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Misinformation: Covid, Climate Change, and “Reliable” Sources

Session Moderator: **Romilla Syed**, *U. of Massachusetts Boston*

CTO: **Longitudinal Analysis of Health Misinformation: A Case of COVID-19 Pandemic**

Author: **Romilla Syed**, *U. of Massachusetts Boston*
Author: **Archana Shinde**, *U. of Massachusetts, Boston*
Author: **Emmanuelle Vaast**, *McGill U.*

We conduct a longitudinal analysis of health misinformation to understand its temporal patterns and impact on public health behaviors. Informed by the Health Belief Model, we analyzed 12521 fact-checked claims related to COVID-19 posted between Jan 03, 2020, when the pandemic emerged, and May 11, 2023, when the public health emergency ended. Keeping up with the computational theory construction paradigm, we employed several methods to identify health belief topics, claim veracity (i.e., true, false, or misleading), media of origination (i.e., social or web media), and modality (i.e., lean or rich). Following the temporal bracketing approach, we analyze the patterns of misinformation (i.e., false and misleading claims) during eight stages encompassing several surge and recovery periods, as well as emergence and wind-down. Furthermore, we correlated misinformation patterns with vaccination trends to determine the impact of misinformation on public health behavior. Based on the empirical evidence, we develop propositions to theorize about the phenomenon of misinformation and health behavior. This study contributes by conducting a longitudinal analysis of health misinformation and provides insights into the patterns of health beliefs that originate on social and web media in different modalities. Further, this study contributes by providing insights into the impact of misinformation on health behaviors. The insights might interest several public health experts and policymakers in designing better communication and intervention strategies to counter the false narrative about the pandemic. The study could also inform the development of better approaches to identifying, monitoring, and fact-checking misinformation. Finally, the study lays the ground to examine further motivations, mechanisms, and impacts of sharing health misinformation on online platforms.

CTO: **Presidential Communications During the Pandemic: Mediating Polarization & Trust, Moderating Mobility**

Author: **Mikhail V. Oet**, *Northeastern U.*
Author: **Tuomas Takko**, *Aalto U.*
Author: **Xiaomu Zhou**, *Northeastern U.*
Author: **Ryan Oet**, *Swarthmore College*

Crisis communication from government officials requires carefully constructed strategies to maintain public trust, reduce uncertainty and improve compliance with non-pharmaceutical interventions during pandemics and other crisis-like scenarios. At the same time, communication can reduce or increase the polarization of public sentiment toward government actions. While data on government communications and public social media is widely available, the means to process the vast range of possible opinionated groups, populations, and themes are complex and computationally demanding. In this study, we investigate a system model consisting of novel measures to measure public trust and emotional polarization, government officials' communications, and physical outcomes related to the pandemic in terms of compliance with restrictions, public health, and forward-looking economic conditions. We present methods for measuring emotional polarization in public Twitter discourse by constructing components with reduced dimensionality from the numerous sentiments in the unstructured text. We apply the methods to two months of data from the USA using the different states as separate subsystems. Our results show that the Presidential Communications on Twitter mediate the relationship between the pandemic public health outcomes with social media polarization and public trust. In contrast, some results still need to be more conclusive within the two-month dataset used in the evaluation. Most notably, polarization varies between user populations in different states.

CTO: **Climate Misinformation Production: Beliefs, Physical Environmental Experiences, and Affordances**

Author: **John-Patrick Akinyemi**, *UT Austin*
Author: **Sirkka Jarvenpaa**, *U. of Texas at Austin*
Author: **Thushara Gunda**, *Sandia National Laboratories*

The dynamic nature of climate facts and beliefs demands deeper exploration into the emergence, not just spread, of misinformation. Information Systems literature studies how repetition and replication affect misinformation spread, emphasizing nuances in its spread rather than emergence. To investigate misinformation emergence in a context characterized by fluid scientific evidence and undefined public beliefs, we examine: With what do beliefs interact to produce online climate misinformation? How and why do these interactions occur? How are physical and digital affordances involved? We conducted a single case study on Chemtrails (i.e., visible cloud formations) to explore when and how perceived misinformation about geoengineering initially started. Our findings underscore the significance of situational context in the complex relationship among climate beliefs, physical and digital experiences with cloud structures, affordances, and digital technology in producing perceived online misinformation. We highlight how repetition and replication are influenced by prior physical phenomena and the contextual factors surrounding visual content. For present and future innovation, it is crucial to connect innovations to everyday experiences and consider diverse environmental contexts when introducing them, ultimately shaping public opinion and acceptance.

Author: **Carlos Carrasco Farre**, *Toulouse Business School*

This study explores the mimetic isomorphism strategies used by actors in the media institutional field and the extent to which non-high-legitimacy sources (disinformation and misinformation) attempt to imitate high-legitimacy sources to signal veracity. Drawing on the literature on legitimacy, we investigate two main research questions: first, to what extent do non-high-legitimacy sources attempt to mimic high-legitimacy sources through mimetic isomorphism, and second, how do these mimicking strategies vary across different levels of legitimacy? Using a dataset of 93,958 media articles, we measure isomorphism through a similarity network of sources (calculated using natural language processing). Using this network, we calculate several centrality measures to measure how similar each category is to all the other categories through local assortativity and the shortest paths between them, to reveal the potential bridging role of medium-legitimacy sources, mediating the isomorphic behavior between low and high legitimacy sources. The results indicate that high-legitimacy actors are highly similar to other members of their category, indicating that they adhere to the same norms and practices as other high-legitimacy sources in the ecosystem. We also find that medium-legitimacy sources tend to mimic high-legitimacy sources through isomorphism, but this is not true for low-legitimacy actors. These findings have important implications for understanding the role of legitimacy in shaping strategic choices of misinformation sources and how it delimits a two-stage mimetic isomorphism mechanism in the media institutional field.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Body in Technology and Organization Studies

Organizer: **Stella Pachidi**, *U. of Cambridge*
Organizer: **Anastasia Sergeeva**, *Vrije U. Amsterdam*
Organizer: **Marleen Huysman**, *KIN Center for Digital Innovation, Vrije U. Amsterdam*
Presenter: **Lorna Anne Downie**, *Vrije U. Amsterdam*
Presenter: **Lauren Waardenburg**, *ESSEC Business School*
Presenter: **Melissa Sexton**, *Vrije U. Amsterdam*
Presenter: **Karla Sayegh**, *U. of Cambridge*
Presenter: **Samer Faraj**, *McGill U.*
Discussant: **Davide Nicolini**, *U. of Warwick*
Discussant: **Alexandra Michel**, *Independent Researcher*
Participant: **Ella Hafermalz**, *Vrije U. Amsterdam*
Participant: **Maura Soekijad**, *Vrije U. Amsterdam*

This symposium explores how the field of technology and organization studies may benefit from paying more attention to the role of the body. As recent studies have shown, lived experiences, sensemaking, knowing, coordination and overall performance at work become reconfigured as emerging technologies reshape physical engagement and human interaction. Four papers will be presented exploring questions around how a focus on the body allows us to understand changes in knowing; situation awareness; movement at work; and coordination. The diversity of research settings (sports, police work, restaurants, and healthcare) offers us the possibility to reflect on boundary conditions and build conceptual bridges in examining the importance of an embodiment perspective for theorizing technology, work and organizing. Two discussants with expertise in embodiment will help connect the studies with the growing stream of literature on embodiment and will facilitate discussion with the audience to explore avenues for future research.

You win some, you lose some: Worker self-knowing through digital self-tracking technologies

Author: **Lorna Anne Downie**, *Vrije U. Amsterdam*
Author: **Ella Hafermalz**, *Vrije U. Amsterdam*
Author: **Marleen Huysman**, *KIN Center for Digital Innovation, Vrije U. Amsterdam*
Author: **Stella Pachidi**, *U. of Cambridge*

Police officers' embodied and material realities of accessing information in action

Author: **Lauren Waardenburg**, *ESSEC Business School*
Author: **Ella Hafermalz**, *Vrije U. Amsterdam*








Moving at work: An ethnography of autonomous mobile robots at a restaurant

Author: **Melissa Sexton**, *Vrije U. Amsterdam*
Author: **Anastasia Sergeeva**, *Vrije U. Amsterdam*
Author: **Maura Soekijad**, *Vrije U. Amsterdam*

The space between us: Embodiment and the configuration of coordination

Author: **Samer Faraj**, *McGill U.*
Author: **Karla Sayegh**, *U. of Cambridge*

KEY TO SYMBOLS

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

Bias and Differential Treatment

Session Moderator: **Marilla Hayman**, *Le Moyne College*

DEI: **Racial Bias in Performance Ratings – Unpacking the Source and Direction of Inaccuracy**

Author: **Marilla Hayman**, *Le Moyne College*

Author: **Cody Bradley**, *James Madison U.*

Author: **Lauren Simon**, *U. of Arkansas*

Accurate and consistent performance ratings are an integral part of equitable performance management systems, yet research suggests that there is a bias that favors White workers and disadvantages Black workers. As the nature and nuances of this bias are unclear, the aim of this study is to explore the sources and forms of racial differences in performance ratings and determine if these differences vary based on performance level. Through an experiment manipulating the race of hypothetical employees undergoing annual performance reviews (N = 306), we found performance rating differences between White and Black employees, depending on performance level and rater race. Specifically, Black raters tended to inflate the performance ratings of both Black and White employees at below-average levels of performance, while White raters allocated larger bonuses to White employees at average or above-average levels of performance. In addition to highlighting that these racial biases still exist, this study contributes to our understanding by exploring both the sources and targets of these biases as well as adding context to the discussion by showing that biases occur primarily when employees deviate from average performance levels.

DEI: **Intersecting Biases: Does Veteran Status Overcome Disability and Gender Disadvantages in Employment**

Author: **Mason Ameri**, *Rutgers Business School*

Author: **Terri R Kurtzberg**, *Rutgers Business School*

Author: **Adrienne Colella**, *Tulane U.*

Author: **Lisa Schur**, *Rutgers U.*

Author: **Douglas Kruse**, *Rutgers U.*

Author: **Meera Adya**, -

Using field, lab, and qualitative methodologies, we explore how veteran status influences employer reactions to job applicants and how it intersects with other marginalized populations based on disability and gender. First, a randomized field experiment examined responses to applications for over 6,000 customer service jobs. Next, a lab experiment investigated an applicant with a disability to assess the effects of veteran status on interviewing. A third quantitative and qualitative study explored people's perceptions on the topics of veteran status, disability, and gender as they relate to hiring. Results show that veterans are favored over nonveterans for hiring (based primarily on their greater trust in their skills and training). These results hold for candidates with disabilities, demonstrating that positive reactions to some identities may help mitigate the stigma associated with others. These findings shed light on our understanding of intersectionality, specifically which elements may be dominant when multiple identities collide.

DEI: **The Influence of Automation on Gender Bias in Knowledge Evaluations**

Author: **Shaoqin Tang**, *U. of Colorado, Boulder*

Author: **Ethan Poskanzer**, *U. of Colorado*

Automation and related technologies can now augment more tasks than ever and are being used to assist in the production of new knowledge. Although prior literature has started to explore the role of automation in knowledge production, our understanding of the mechanisms through which automation influences knowledge production remains incomplete. We address this gap by studying the impact of automation on gender bias in the evaluation of knowledge workers' inputs. Building on the literature on rational inattention, we argue that automation can mitigate gender bias in the evaluation of knowledge by assisting evaluators in overcoming explicit costs and opportunity costs associated with information processing. Utilizing data on open source software project collaboration on GitHub, we find that automating the contribution evaluation process is correlated with a higher acceptance rate for contributions from female contributors. Moreover, this effect is magnified when the knowledge contribution contains numerous elements and when evaluators are evaluating multiple contributions simultaneously.

DEI: **Decoding Authorship: Unveiling Global South Scholars in Academic Research**

Author: **Poonam Singh**, *Maynooth U., Ireland*

This study delves into the nuances of research article authorship, particularly focusing on the representation and perception of Global South Scholars (GSS) in the academic landscape. It examines how the presentation of an author's name, institutional affiliation, and country-specific details influence the interpretation of research quality. Drawing on existing literature and empirical analysis, we theorize whether research originating from Global South countries is perceived differently compared to similar studies from more developed regions. Our conceptualization reveals systemic biases and disparities in the academic evaluation process, highlighting the need for more inclusive and equitable recognition practices in scholarly awards. This research contributes to a better understanding of the underrepresentation of GSS and offers actionable insights to enhance diversity and inclusivity in the academic community.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Reality and Rhetoric of Inclusion

Session Moderator: **Chloe R. Cameron**, *Ivey Business School*

DEI: From Assimilation to Inclusion: The Role of Institutional Work 

Author: **Chloe R. Cameron**, *Ivey Business School*
Author: **Robert Austin**, *Ivey Business School*

As organizations continue to struggle to realize the potential benefits associated with diverse workforces, it is imperative that they deconflate mechanisms and outcomes associated with assimilation and inclusion. Doing so will enable them to shift the burden of conformity from disadvantaged individuals towards the organization, enabling more inclusive, productive work environments. Here, we apply the concept of institutional work to understand how this can be done in the context of varying interests among social groups. By studying the progression of neurodiversity employment, we find that a user-centric approach to alternative practice development can draw attention to problematic institutions and that selecting a high-order prevailing institution as a complementary input to inform the practice development process can enable more success in subsequent phases of institutional work. Finally, we introduce the construct of institutional sheltering and suggest its potential relevance to institutional work that would otherwise conflict with multiple prevailing institutions.

DEI: Walk the Talk, Walk the Tightrope: Complex Impact of Disability-Inclusion on Workplace Productivity   

Author: **Yanhua Bird**, *Boston U. Questrom School of Business*
Author: **Qi Li**, *Chinese U. of Hong Kong*
Author: **Xiaoyu Zhou**, *ShanghaiTech U.*

Despite growing recognition of the importance of Diversity, Equity, and Inclusion (DEI) initiatives in modern workplaces, the integration of physically disabled employees and its broader implications remain under-explored. This paper investigates the complex dynamics of disability-inclusion initiatives within organizations, particularly focusing on their impact on non-disabled coworkers' productivity and the role of frontline managers' managerial capacity. Utilizing a mixed-method approach that combines natural experiments and semi-structured interviews, we provide nuanced insights into the unintended productivity implications of DEI policies concerning physically disabled individuals. We find that although companies walk the talk, they are walking the tightrope. Specifically, our findings reveal a paradox: while frontline managers support disability-inclusion initiatives, limited managerial capacity leads to a reallocation of resources, inadvertently affecting the productivity of non-disabled employees. This effect is particularly pronounced among underperforming employees but is mitigated under female supervisors, who tend to prioritize performance feedback and focus on supporting subordinates' negative emotion management rather than boosting the morale. Our study contributes to the limited body of DEI literature on physical disability by examining productivity implications for coworkers and advancing the understanding of gender and leadership effectiveness in the context of disability-inclusion. The insights gained offer valuable policy implications for business practitioners seeking to navigate the challenges of integrating physically disabled employees without compromising overall productivity.

DEI: What Do We Actually Do to Include Each Other: Exploring the Content of Employee Inclusion Behaviors  

Author: **Niamh Dawson**, *U. of Queensland*
Author: **Tyler Gene Okimoto**, *U. of Queensland*
Author: **Stacey L. Parker**, *U. of Queensland*
Author: **Niklas Steffens**, *U. of Queensland*








Drawing on Optimal Distinctiveness Theory (Brewer, 1991) as applied to workgroup inclusion (Shore, 2011), the current research examines received and exhibited workgroup inclusion behavior among employees. Content analysis of open-ended surveys from 233 employees' evidence clear themes of involvement, value signaling, interpersonal care, and identity acceptance. One additional theme of advancing equal opportunities emerged from analysis of exhibited inclusion behaviors, which was not apparent among reports of received inclusion behaviors. Our findings advance theorizing by suggesting that inclusion behaviors may be capable of facilitating one's sense of belonging as well as their sense of uniqueness. We therefore propose a new framework to more accurately capture how one employee inclusion behavior facilitates a state of 'optimal distinctiveness'. Indeed, this framework accounts for both belongingness and uniqueness pathways simultaneously, rather than treating these pathways as separate processes, as has been previously theorized (e.g., Randel et al., 2018). Recommendations for theoretical implications and future research on employee workgroup inclusion behaviors are discussed.

DEI: Language of Change: Building an Inclusive Culture Through Diversity Rhetoric and Narrative 

Author: **Xue (Sunny) Xiang**, *U. of Toronto, Rotman School of Management*
Author: **Soo Min Toh**, *U. of Toronto*

A fundamental culture change towards more inclusion in organizations is required to fully utilize the benefits of diversity. However, the know-how of creating a culture of inclusion has been underexplored. To address this gap, we explain how the diversity rhetoric and narratives organizations utilize play an essential role in the creation of such a culture through their impact on social majority middle managers' identity as leaders and their inclusive leadership behaviors. Drawing from the leadership perspective of culture change and the organizational change literature, we theorize a progress model of culture creation, such that organizational diversity rhetoric and narratives can either activate or subdue threats to social majority middle managers' leader identity, which can in turn decrease or increase their inclusive leadership behaviors. In this way, behaviors modeled by middle managers shape the culture of the team they lead, and the team-level culture change will eventually spread to affect the organization-level culture. We further propose two moderating mechanisms affecting the strength of the threat response: middle managers' past experience managing diversity and change and their perceived fairness of the organizational diversity policies.

KEY TO SYMBOLS

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

Critical Issues Facing Asian Americans and Pacific Islanders (AAPI) at Work



Organizer: **Robert Lee Bonner**, *San Francisco State U.*
Organizer: **Alexander Lewis**, *UTSA*
Presenter: **Odilia Yim**, *U. of Toronto*
Presenter: **Duoc Van Nguyen**, *Teachers College, Columbia U.*
Presenter: **Yu-Shan Hsu**, *John Molson School of Business, Concordia U.*
Presenter: **Kyoung-Hee Yu**, *U. of Technology, Sydney*

The conversation surrounding Asian Americans and Pacific Islanders (AAPIs) within Western society carries a distinctive complexity. AAPIs are frequently portrayed as "model minorities," which has led to their exclusion from numerous discussions about equity. The apparent neglect of AAPI communities' experiences in both organizations and society underscores the imperative for us to address this issue. In this symposium, we present four papers associated with the special issue of *American Behavioral Scientist*, with the aim of addressing the lack of discussion surrounding the AAPI experiences in Western workplaces and society. The first paper unpacks the complexity in how AAPI populations—specifically the Chinese diaspora in Canada—choose to label themselves with respect to their ethnic identities. The second paper examines instances where AAPI employees are unable to walk away from microaggressions and instead must maintain working relationships with the aggressors, identifying two forms of microaggressions that are sustained in these relationships. The third paper examines the differential effects of the work-life balance tradeoff for AAPI and White employees, finding that AAPI employees often face greater conflict between work and family. The final paper introduces the idea of precarious multiculturalism to motivate a more substantive approach to inclusion, one which engages with social structure to engender system transformation towards more stable forms of multiculturalism. Collectively, these papers offer an interdisciplinary examination of the complexities of AAPI experiences in the Western context.

Beyond Asian American: Self-labelling preferences for the Chinese Community

Author: **Odilia Yim**, *U. of Toronto*

General and Stereotype-based Microaggressions Experienced by Asians and Asian Americans at Work

Author: **Duoc Van Nguyen**, *Teachers College, Columbia U.*
Author: **Caryn J. Block**, *Teachers College, Columbia U.*
Author: **Jennifer Kim**, *Tufts School of Medicine, Center for the Study of Drug Development*
Author: **Hong Yu**, *Teachers College, Columbia U.*

Work Commitment and Interference of Work with Family among Asian and White Americans

Author: **Yu-Shan Hsu**, *John Molson School of Business, Concordia U.*
Author: **Mihaela Dimitrova**, *WU Vienna*
Author: **Margaret A. Shaffer**, *U. of Oklahoma*
Author: **Gloria J. Miller**, *Austin Peay State U.*

Precarious multiculturalism: The racialized experience of Asian in/exclusion in Australia

Author: **Kyoung-Hee Yu**, *U. of Technology, Sydney*
Author: **Helena Liu**, *Bond U.*
Author: **Christopher Wright**, *U. of Sydney Business School*

KEY TO SYMBOLS

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

Beyond Dichotomies: Unveiling Overlooked Experiences in Workplace Diversity and Inclusion



Organizer: **Danqiao Cheng**, *UCLA Anderson School of Management*
Organizer: **Katherine Qianwen Sun**, *UCLA Anderson School of Management*
Presenter: **Sora Jun**, *Rice U.*
Presenter: **Mindy Truong**, *U. of California, Riverside*
Participant: **Junfeng Wu**, *U. of Texas at Dallas*
Participant: **Dejun “Tony” Kong**, *U. of Colorado, Boulder*
Participant: **Ji Woon Ryu**, *Portland State U.*
Participant: **Jordi Quoidbach**, *ESADE Business & Law School*
Participant: **Roderick Ingmar Swaab**, *INSEAD*
Participant: **Michael Schaerer**, *Singapore Management U.*
Participant: **Martin Schweinsberg**, *ESMT European School of Management and Technology*
Participant: **Eric Luis Uhlmann**, *INSEAD*
Participant: **Sarah S M Townsend**, *U. of Southern California*

There has been a growing impetus to delve deeper into the nuanced complexities of minority experiences in organizational research. This symposium goes beyond traditional gender, racial, and social class research to study minority groups previously understudied and intersections of identities. Our four presentations examine Asian American employees, lower SES females in negotiations, and social class transitioners, and unveil various forms of unique costs faced by these groups, from unacknowledged discrimination and exploitation to missed opportunities of negotiations and cultural mismatch. This symposium hopes to highlight the importance of breaking traditional dichotomies in diversity research and contribute to creating an inclusive workplace for everyone.

The Failure to Recognize Anti-Asian Discrimination at Work

Author: **Sora Jun**, *Rice U.*
Author: **Junfeng Wu**, *U. of Texas at Dallas*
Author: **Dejun “Tony” Kong**, *U. of Colorado, Boulder*

Silent Struggles: Asian Employees Experience More Exploitation at Work

Author: **Danqiao Cheng**, *UCLA Anderson School of Management*
Author: **Ji Woon Ryu**, *Portland State U.*

Do Women Ask and Receive? The Effect of Socioeconomic Status Differences in Daily Negotiations

Author: **Katherine Qianwen Sun**, *UCLA Anderson School of Management*
Author: **Jordi Quoidbach**, *ESADE Business & Law School*
Author: **Roderick Ingmar Swaab**, *INSEAD*
Author: **Michael Schaerer**, *Singapore Management U.*
Author: **Martin Schweinsberg**, *ESMT European School of Management and Technology*
Author: **Eric Luis Uhlmann**, *INSEAD*

Benefits of Social Class Bicultural Identity Integration for People from Working-Class Backgrounds

Author: **Mindy Truong**, *U. of California, Riverside*
Author: **Sarah S M Townsend**, *U. of Southern California*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **1236** | Submission: **12529** | Sponsor(s): **(DEI, OMT)**

Scheduled: **Monday, Aug 12 2024 9:45AM - 11:15AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall G**

How Women in Leadership are Influenced by and Influence Their Social Environments



Organizer: **Yashodhara Basuthakur**, *Texas A&M U., Mays Business School*
Presenter: **Yashodhara Basuthakur**, *Texas A&M U., Mays Business School*
Organizer: **Danuse Bement**, *U. of Notre Dame*
Organizer: **Priyanka Dwivedi**, *Texas A&M U., Mays Business School*
Presenter: **Tina Saksida**, *U. of Prince Edward Island*
Presenter: **Tianhua Cao**, *Indiana U. Kokomo*
Presenter: **Christine Shropshire**, *Arizona State U.*
Presenter: **Amanda Cowen**, *U. of Virginia*
Participant: **Yashodhara Basuthakur**, *Texas A&M U., Mays Business School*
Participant: **Danuse Bement**, *U. of Notre Dame*
Participant: **Priyanka Dwivedi**, *Texas A&M U., Mays Business School*
Participant: **Rachel Aleks**, *U. of Windsor*
Participant: **Tina Saksida**, *U. of Prince Edward Island*
Participant: **Aaron Wolf**, *SETI Institute*
Participant: **Tianhua Cao**, *Indiana U. Kokomo*
Participant: **Bidisha Chakrabarty**, *Saint Louis U.*
Participant: **Vishal K. Gupta**, *U. of Alabama*
Participant: **Sandra Mortal**, *U. of Alabama*
Participant: **Christine Shropshire**, *Arizona State U.*
Participant: **Abbie Griffith Oliver**, *U. of Virginia*
Participant: **Nicole Montgomery**, *U. of Virginia - McIntire School of Commerce*
Participant: **Amanda Cowen**, *U. of Virginia*
Participant: **Michael Deane Howard**, *Iowa State U.*

Women are exposed to and shaped by societal expectations and biases. They face societal stereotypes and biases that shape the experience of leadership in ways that constrain their agency and advancement. However, some of them have navigated the challenges and gained a foothold by bringing in new perspectives and leadership styles that positively transform organizational and societal cultures. Such seemingly equivocal findings of women's experiences in strategic leadership positions suggest a potential opportunity for theorizing and exploring the contextual conditions that determine the ways that women continue to shape and are shaped by the social environment around them. This symposium bridges the macro and micro divide to highlight not only how entities in the social environments, such as regulatory bodies, media, and online forums, continue to disadvantage women leaders but also how women in strategic leadership positions build on their leadership styles, social ties, and cognitive and behavioral factors to influence the social environment. As such, it examines such characteristics as both a cause and a consequence of women in leadership positions, to help uncover boundary conditions to existing theories related to gender diversity and social environments and bridge existing theories in the micro- and macro-organizational domains. Overall, the studies included in this symposium showcase how social environments influence the meaning of—and are influenced by—gender and diversity in leadership positions.

Walking on Broken Glass: Status Cues and Early-Stage CEO Evaluations

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

Author: **Abbie Griffith Oliver**, *U. of Virginia*

Rumor Has It: CEO Gender and Responses to Organizational Denials

Author: **Nicole Montgomery**, *U. of Virginia - McIntire School of Commerce*

Author: **Amanda Cowen**, *U. of Virginia*

Examining The Glass Ceiling in The U.S. Labor Movement

Author: **Rachel Aleks**, *U. of Windsor*

Author: **Tina Saksida**, *U. of Prince Edward Island*

Author: **Aaron Wolf**, *SETI Institute*

Management Gender Diversity and Labor Law Violations

Author: **Tianhua Cao**, *Indiana U. Kokomo*

Author: **Bidisha Chakrabarty**, *Saint Louis U.*

Author: **Vishal K. Gupta**, *U. of Alabama*

Author: **Sandra Mortal**, *U. of Alabama*

Can I Get an Upgrade? How Female CEOs Leverage Their Scarcity to Gain Prestigious Board Appointments

Author: **Yashodhara Basuthakur**, *Texas A&M U., Mays Business School*

Author: **Danuse Bement**, *U. of Notre Dame*

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

Author: **Michael Deane Howard**, *Iowa State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

B-Corps

Session Moderator: **Marleth Judith Morales Marengo**, *U. of Alabama, Tuscaloosa*

ENT: **B Corp Certification and Early-Stage Venture Funding**

Author: **Theodor Lucian Vladasel**, *U. Pompeu Fabra and Barcelona School of Economics*

Author: **Timo Hans Van Balen**, *Utrecht U. School of Economics*

Does B Corp certification help startups acquire external finance? Research and practice implicitly assume an affirmative answer, but B Corp certification's influence on early-stage funding is ambiguous. We argue that certification lowers the likelihood of funding from traditional investors by revealing dispersed managerial attention, but appeals to impact investors as a natural preference fit. Conditional on receiving financing, we expect certification to facilitate option monitoring, lowering uncertainty and attracting additional funds. We find partial support for our hypotheses in a matched sample of 720 startups. Certification decreases the chances of raising traditional finance, but has no effect on impact funding. Conversely, impact, but not traditional, investors supply more capital to certified ventures conditional on investing. Interviews with early-stage investors show that, contrary to our expectations, impact investors also recognize certification's negative attention allocation effects in early-stage firms, while relying on alternative impact assessment tools to select investments. Certification enhances transparency for ventures receiving funding, allowing impact investors to better track investment options, signaling lower risk and higher quality. Our study advances research on B Corps, venture certification, investor sensemaking, and impact investing by offering a nuanced view of the benefits and costs of certification for young firms.

ENT: **Pathways to Scaling International Impact: Exploring Capabilities in B Corps**

Author: **Lydia Bals**, *Mainz U. of Applied Sciences*

Author: **Francesca Ciulli**, *Tilburg U.*

Author: **Kelsey Taylor**, *U. of Manitoba*

With the rising global awareness of sustainable development issues, hybrid ventures have increasingly brought their solutions across borders to scale their impact internationally. Yet, international business (IB) studies have largely concentrated on international scaling undertaken via sales growth for economic goals. We instead offer an elaborated conceptualisation of international impact scaling, which includes internal growth, partnership, and dissemination downstream and upstream in the value chain. Stemming from prior IB research that views capabilities as critical "firm-specific advantages" for international expansion, we investigate which capabilities hybrid ventures leverage when scaling impact internationally and to what extent they differ across scaling strategies. We adopt a qualitative method to analyse seven B Corps, a type of hybrid venture whose impact is certified. The findings uncover an array of relevant cognitive, managerial, and organisational capabilities for international impact scaling. The study contributes to international scaling research and the literature on hybrid ventures.

ENT: **Exploring the Signaling Effect of B Corp Certification in Entrepreneurial Finance**

Author: **Thilo Pollmeier**, *U. of Luxembourg*

Author: **Mirko Hirschmann**, *U. of Luxembourg*

Author: **Christian Fisch**, *U. of Luxembourg*

The B Corp certification is the outcome of a thorough certification process and attests that a venture adheres to rigorous social and environmental standards. We analyze 1,231 B Corp certified ventures and 1,231 comparable non-certified ventures to understand the impact of B Corp certification on funding likelihood. Furthermore, we focus on the signaling strength of B Corp certification demonstrating that within the cohort of B Corps, higher certification scores are more effective in attracting investment, but only up to a certain point. Our findings provide a nuanced understanding of the role of signal strength in the funding of entrepreneurial ventures.

ENT: **Governors' Tenure and VCs' Early-stage Investing: A Subnational Institutional Perspective**

Author: **Rui Shen**, *School of management, Zhejiang U.*

Author: **Qingyun Lu**, *School of management, Zhejiang U.*

Author: **Can Li**, *China U. of Political Science and Law*

Author: **Lei Hou**, *Shanghai Jiaotong U.*

Drawing on the subnational institutional perspective, the study examines the role of governors in shaping the institutional environment and altering venture capital (VC) firms' perceived risks associated with early-stage investments. Using data about provincial governors and VC investments in China from 2000 to 2016, we find that VC firms' early-stage investment relates to the local governor's tenure in a U-shaped manner considering the varying level of political uncertainty over the tenure. The U-shaped relationship is steeper when the provincial governor is promoted to the current position and is flatter for government-backed VC firms. Incorporating the political business cycle perspective, the study contributes to the institutional theory literature by highlighting the role of politicians who serve as subnational institutional agents in VC firms' risky decisions. It also enriches the VC literature by adding a novel explanation of early-stage investments.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gender and Entrepreneurship III

Session Moderator: **Danny Chung**, *California State U., Chico*

ENT: **Women Empowerment and Female Entrepreneurship: Evidence from a Natural Experiment in India**   

Author: **Danny Chung**, *California State U., Chico*

Author: **Simon Parker**, *Ivey Business School*

How do legal property and inheritance rights affect the propensity of women to become entrepreneurs? Entrepreneurship is believed to improve the economic prospects of women and alleviate poverty, especially in developing countries, where women's property and inheritance rights (WPIR) are often limited. Yet, despite burgeoning scholarly and policy interest, we still know relatively little about how changes to women's property and inheritance rights affect women entrepreneurship. This paper uses the state-level amendments to the Hindu Succession Act of 1956 as a natural experiment to examine the impact of an improved WPIR on women's participation in entrepreneurship. We find strong causal evidence that the improved WPIR allowed women to leave domestic duties for economic activities, especially entrepreneurship. Further investigation suggests that the likely mechanism is to be the increased intra-household bargaining power bestowed upon women via improved WPIR.

ENT: **Green Femininities: Studying Gender Performativity on Women Ecopreneurs**

Author: **Diana Garcia**, *ESCP Business School*

Author: **Caroline Verzat**, *Novancia Business School*

Research reveals a greater propensity among women entrepreneurs towards environmentally oriented ventures. However, societal expectations often impact women's participation in entrepreneurship, typically associated with masculinity. Traditional binary viewpoints on gender fail to acknowledge women's capability to navigate gender norms and stereotypes. To move beyond a static view and acknowledge that gender is multifaceted and complex, this research examined the gender performances of women entrepreneurs venturing into the environmental sector (ecopreneurs) using Butler's performativity theory. We followed a qualitative approach, analyzing data from 25 interviews and 5,314 online posts using a novel methodological technique based on Large Language Model algorithms for relevant online data selection. We argue that women ecopreneurs enact 'green femininities,' which refers to the blend of femininity and masculinity adapting to situations and audiences. We identified four gender performance types among women ecopreneurs: femininity, masculinity, androgyny, and dissonance. It is vital to comprehend how women ecopreneurs manage gendered expectations, especially if we wish to support more environmentally-oriented ventures to address today's challenges.

ENT: **Gender Differences in Resource Allocation: The Impact of Shifting Standards and Benevolent Sexism**  

Author: **David W. Sullivan**, *U. of Houston*

Author: **Joel Andrus**, *U. of Missouri*

Author: **James Bort**, *DePaul U.*

Despite improved access to entrepreneurial financing, women continue to experience gender bias. Although current sentiment across society strongly advocates for the advancement of women—which is further reflected and perpetuated by benevolent sexism beliefs that protect and revere women through intentional chivalrous behavior—these same beliefs that promote the protection and promotion of women may also be, unintentionally and inadvertently, further perpetuating underlying stereotypical influences that promote gender bias. Using rewards-based crowdfunding as a context, we integrate ambivalent sexism theory with the shifting standards model to posit and test how benevolent sexism beliefs of entrepreneurial backers reinforce underlying stereotypes, not by holding women back, but rather by helping to indirectly propel men forward in entrepreneurship. Across an archival field study of over 10,000 Kickstarter campaigns, combined with a randomized vignette-base experiment, we show that women, on the one hand, receive higher levels of subjective evaluations but lower levels of objective funding. These results are further exacerbated by the backer's benevolent sexism beliefs, which is a key mechanism that both can hinder and help women. This research lays the foundation for further investigations into the relationship between women, entrepreneurial success, and investors characteristics.

ENT: **Breaking Down Gender Barriers: Empowering Women Entrepreneurs Through Innovation and Identity Choice**  

Author: **Louise Kelly**, *U. of La Verne*

Author: **Stacy Brecht**, *Azusa Pacific U.*

Author: **Rashmi Asudani**, *Siena College*

This study examines the experience of women entrepreneurs in light of socially embedded gender assumptions women need to navigate to achieve entrepreneurial success in both the for-profit and nonprofit sectors. This research looks at how women craft their identity and self-presentation to get their basic needs met in an environment that is often hostile to their entrepreneurial leadership. Using self-determination theory as our theoretical lens, we conducted qualitative interviews consisting of 10 women business owners in the for-profit sector and 10 women business owners in the nonprofit sector to examine the trajectory and experiences in the practice of women entrepreneurs. The study looks at strategies of women entrepreneurs for overcoming entrenched sexism, highlighting the pivotal role of addressing gender bias in promoting equity. The study also documents the resilience displayed by individuals in asserting their identities amidst pervasive gendered biases, highlighting the significance of self-empowerment. Lastly, the study underscores the transformative potential of breakthrough innovation as a catalyst for dismantling gender bias. Moreover, within the context of these themes, we integrate the foundational principles of self-determination theory, which asserts that all individuals possess intrinsic psychological needs—namely, autonomy, competence, and relatedness—that serve as essential drivers of personal growth and developmental progress.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Founder Attributes

Session Moderator: **Pasquale Massimo Picone**, *U. of Palermo*

ENT: **Hubristic Founders and Entrepreneurial Exit: A Proposed Interpretative Framework**  

Author: **Pasquale Massimo Picone**, *U. of Palermo*
Author: **Nadia Di Paola**, *U. of Naples Federico II*
Author: **Giovanni Battista Dagnino**, *U. of Rome Lumsa*

As typically occurs in new venture creation, founders' biases play a crucial role not only in entrepreneurial founding, but also in the context of entrepreneurial exit. In this paper, we build an interpretive framework that offers an explanation for pursuing exit strategies administrated by hubristic founders. First, we posit that hubris affects founders' intentions and the performance threshold associated with entrepreneurial exit. Then, we claim that, when the firm shows performance below the expected threshold, hubristic founders are prone to escalate firm investments and insist on following strategic choices that have previously resulted in inadequate performance. This hubristic behavior is likely to lead to an entrepreneurial exit that falls into bankruptcy. Additionally, we argue that when a firm shows a performance above the expected threshold, hubristic founders prefer to walk out of the business by means of a financial harvesting strategy, thereby excluding stewardship behavior option in such conditions. However, in these conditions, founders' hubris becomes as well the key hurdle to close the financial harvest deal. Implications for entrepreneurial exit inquiry, hubris theory of entrepreneurship, and for practicing entrepreneurs are eventually presented and discussed. We conclude by mentioning the paper's limitations and suggesting some avenues for future inquiry.

ENT: **The Cascading Effects of Lead Founder Personality on New Venture Team Processes** 

Author: **Katie Brownell**, *Virginia Tech*
Author: **Timothy P. Munyon**, *U. of Tennessee, Knoxville*

Across two studies of new venture teams, we apply socioanalytic theory to theorize and test linear and nonlinear relationships between lead founder personality and team innovation and team relationship conflict, and the mediating effects of these processes on new venture performance. Through competitive mediation modeling, we demonstrate that (1) team innovation and team relationship conflict have opposite directionalities of influence, (2) lead founder Machiavellianism and psychopathy have a curvilinear relationship with team innovation, while narcissism increases it, (3) lead founder Machiavellianism and psychopathy increase team relationship conflict, while narcissism decreases it, and (4) team innovation and team relationship conflict explain the complex relationships between lead founder personality and new venture performance.

ENT: **Is Founders' Self-Promotion Effective in Attracting Potential Partners? The Role of Endorsement**

Author: **Yue Zhang**, *U. of Science and Technology of China*
Author: **Hui Jiang**, *school of management, USTC*
Author: **Ting Ting Niu**, *U. of Science and Technology of China*
Author: **Wenyang Gao**, *U. of Science and Technology of China*








Due to a lack of material evidence and legitimacy in a venture, the founder often struggles with how to attract partners. Self-promotion is a common attraction strategy, but the existing literature has not yet discussed the process of its effectiveness. Based on signaling theory, this article analyzes the mechanism and boundary conditions of the founder's self-promotion affecting the willingness of potential partners to join. Through a scenario experiment (N = 351), we found that the founder's self-promotion has an inverse U-relationship with potential partners' willingness to join, and trust endorsement can alleviate the inverse U-shaped relationship. Furthermore, the moderating role of trust endorsement is achieved through the mediating role of potential partners' liking for the founder. This article expands theoretical understanding of self-promotion and has important practical significance for founders on how to use self-promotion.

ENT: **On the Role of Founder Workaholism and Narcissism in Business Model Innovation** 

Author: **Kseniia Veksler**, *National Research U. Higher School of Economics, St. Petersburg*
Author: **Daria Dvorkina**, *National Research U. Higher School of Economics, St. Petersburg*
Author: **Ivan Amarantov**, *National Research U. Higher School of Economics, St. Petersburg*
Author: **Galina Shirokova**, *National Research U. Higher School of Economics, St. Petersburg*
Author: **Virginia Bodolica**, *American U. of Sharjah*

This article seeks to analyze the relationship between business model innovation (BMI) and young firm performance, and the impact of founder's personal characteristics on this relationship. Drawing on the resource-based view and strategic leadership theory, we examine the moderating role of founder workaholism on the relationship between BMI and young firm performance and the moderating effect of founder narcissism on the moderating role of founder workaholism on the BMI-young firm performance relationship. Using a sample of 205 young firms from Russia, we demonstrate that BMI positively relates to young firm performance, while founder narcissism and workaholism have a reinforcing effect on this relationship. We discuss the implications of our study for both theory and practice.

KEY TO SYMBOLS

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

Individuals and Feedback

Session Moderator: **Carmen Anna Elisa Baur**, *Technical U. of Munich*

ENT: Too Much of a Good Thing: When Feedback Diversity Harms Entrepreneurs' Opportunity Evaluation

Author: **Carmen Anna Elisa Baur**, *Technical U. of Munich*
Author: **Nicola Breugst**, *TUM School of Management, Technical U. of Munich*
Author: **Mirjam Knockaert**, *Ghent U.*

Entrepreneurs use feedback from various sources to evaluate and develop their opportunities. However, both research and practice have so far assumed that feedback mainly has a positive effect on opportunity evaluation. This assumption is potentially problematic because entrepreneurs may be confronted with high diversity of feedback, which can lead to challenges in processing the information received. We build on information processing and information overload as theoretical perspectives to investigate the conditions under which diverse feedback positively or negatively affects opportunity evaluation. Our results show that high feedback diversity has a negative overall impact on opportunity evaluation, and that this effect is conjointly moderated by entrepreneurial effort at the individual level and team information sharing. Specifically, our study suggests that entrepreneurial effort helps entrepreneurs to process diverse feedback, particularly when the team also engages to a large extent in information sharing. Our study challenges the assumption that more feedback is always better for opportunity evaluation and identifies important behavioral contingencies of the feedback-opportunity evaluation relationship.

ENT: The Role of Individual Differences in Entrepreneurs' Adaptations to Gains or Losses

Author: **Tim Michaelis**, *Northern Illinois U.*
Author: **Devaki Rau**, *Northern Illinois U.*
Author: **Nicholas Aaron Smith**, *Northern Illinois U.*
Author: **Rachel Saef**, *Northern Illinois U.*

Risk-taking is a fundamental aspect of entrepreneurship, and prospect theory (PT) has been widely applied to explain entrepreneurs' risk-taking behavior. However, research does not fully understand the process associated with the magnitude of reference point adaptation following gains or losses. This study aims to address this gap and extend the boundary conditions of PT by proposing that entrepreneurs will differ in the extent to which they adapt their reference points following gains or losses, and that individual-level traits will influence the magnitude of reference point adaptation. We also hypothesize a moderating influence of self-esteem and locus of control on the magnitude of reference point adaptation by entrepreneurs following a loss or gain respectively. Through two experiments, we find support for the proposed theoretical model.

ENT: More Feedback and More Progress? A Dynamic Account of Feedback Seeking in Opportunity Formation

Author: **Yingzhu Fu**, *central south U. business school*
Author: **Marilyn Ang Uy**, *Nanyang Business School, NTU Singapore*
Author: **Wai Fong Boh**, *Nanyang Technological U.*








In this research, we explore how individual differences influence the effectiveness of feedback seeking on opportunity formation. Drawing upon and extending the action regulation theory, we posit that the impact of feedback seeking on opportunity formation hinges on entrepreneurs' cognitive capacity to process feedback and their variations in the behavioral consistency of feedback seeking over time. Through an eight-wave longitudinal investigation involving 156 nascent entrepreneurs in Singapore, we discovered that the influence of feedback seeking on opportunity formation progress is contingent on metacognitive experience. Furthermore, variability in feedback seeking exhibits an inverted U-shaped relationship with opportunity formation progress, while the trajectory in feedback seeking positively impacts opportunity formation progress. We elaborate on the theoretical and practical significance of our study for entrepreneurship research.

ENT: How Do Goal Orientations Impact the Feedback Process in Daily Self-Regulated Entrepreneurial Effort?

Author: **Rai Siddhant Sinha**, *NEOMA Business School*
Author: **Nandakumar Mankavil Kovil Veettil**, *Indian Institute of Management, Kozhikode*

Entrepreneurial motivation literature has made giant strides, yet how it unfurls in the daily life of an entrepreneur largely remains a black box. In this study, we depict how the previous day's progress in the venture motivates the entrepreneur to expend efforts the next day via the mediating mechanism of affective state (as positive feedback) experienced in the morning by focusing on the within-person dynamics. Further, we explicate how learning goal orientation intensifies this feedback process and why it is important for entrepreneurs to be oriented toward learning rather than performance by focussing on the between-person dynamics. We execute this research by employing experience sampling methodology and analyzing multilevel data from daily surveys spread across 16 days (twice daily) from 87 entrepreneurs (n=1090 observation pairs). This paper makes important and critical contributions to entrepreneurship theory and practice.

KEY TO SYMBOLS

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

Resilience in Adverse Conditions

Session Moderator: **Brent Clark**, *U. of Nebraska, Omaha*

ENT: **Defining Entrepreneurial Masculinity in A War-Torn Patriarchal Context**

Author: **Doaa Althalathini**, *Oxford Brookes U.*

Author: **Theodore Andrew Khoury**, *Portland State U.*

In this paper, we explore how gendered expectations within a war-torn, highly patriarchal context influence entrepreneurial masculinity. Men in such settings face employability hardships, due to structural complications exacerbated by war while facing predominant pressures to fulfill gender-bound “provider” roles. We implement a qualitative research design that draws upon in-depth interviews with 21 Iraqi entrepreneurs to reveal that entrepreneurial pursuits serve as coping endeavors to meet normative role expectations and allow for the realization of entrepreneurial masculinity amidst multifaceted challenges. This work contributes to gender and entrepreneurship studies by challenging dominant assumptions of male agency and the motivation behind the necessity entrepreneurship in patriarchal contexts.

ENT: **Entrepreneurial Refuseniks and the Strategies of ‘Little Earners’ in Deprived Communities**

Author: **Zografia Bika**, *U. of East Anglia (UEA)*

Author: **George Redhead**, *U. of East Anglia (UEA)*

The greater levels of inequality adversely affecting developed western economies in recent years has largely burdened the underprivileged. Engaging in context-sensitive theorising and challenging the preference of dominant ideal entrepreneurial types, we heed a broad scope of calls investigating how entrepreneurship manifests within deprived social housing neighbourhoods in a developed nation context. We introduce the notion of ‘little earners’ as a distinct manifestation of enterprise undertaken by entrepreneurial refuseniks – individuals who ‘refuse what they are refused’ and whose everyday entrepreneurial activity may not follow the societal letter of the law – to ameliorate contextual constraints and financial hardship. Drawing attention to how their entrepreneurship is firmly place-based, our study questions the relevance of ‘one size fits all’ micro-enterprise support and entrepreneurial policy, particularly concerning the standardisation of welfare benefits for those venturing into enterprise within left-behind places.

ENT: **Enacting Entrepreneurial Resilience: An Episodic Approach**

Author: **Lauren Atkinson Zettel**, *Central Michigan U.*

Author: **Carl P. Maertz**, *U. of Louisville*

Author: **Robert P. Garrett**, *U. of Memphis*

Author: **Isabel C. Botero**, *U. of Louisville*

Scholars of psychological resilience in entrepreneurship have begun to recognize the importance of depicting resilience, not as a trait or as a store of resources, but as an unfolding response to adversity encountered in entrepreneurial venturing. Yet, even current process-oriented models of entrepreneurial resilience focus on drawing on established resources or building resources for future resilience. Therefore, the entrepreneurship literature still lacks a depiction of what behaviors entrepreneurs can take in the moment to adapt to and overcome challenges. We propose that adopting an episodic, process approach to resilience allows scholars to explore how entrepreneurs enact resilience over time when responding to negative events. In this research, we develop a process model, informed by the literature on coping flexibility, to specify a series of thoughts and actions that entrepreneurs employ to adaptively respond to challenges encountered in the venturing domain.

ENT: **How Does Conflict Impact (Necessity) Entrepreneurship?**

Author: **Mirko Hirschmann**, *U. of Luxembourg*

Author: **Christian Fisch**, *U. of Luxembourg*

Author: **PP Momtaz**, *Bavarian State Institute for Higher Education Research and Planning + TU Munich*

The role of violent conflict for entrepreneurial activity is relatively underexplored. Drawing on institutional theory, a country’s level of conflict should reduce the individual propensity to engage in entrepreneurship and shift the type of activity from opportunity to necessity entrepreneurship. We analyze a comprehensive longitudinal sample of 1.2m individuals from 86 countries over the 2009–2017 period using multilevel analysis. Our results suggest that the likelihood of becoming an entrepreneur decreases with higher levels of violent conflicts, while the relative share of necessity entrepreneurship increases. Furthermore, by combining institutional with social-cognitive theory, we show that individual characteristics (i.e., entrepreneurial networks, entrepreneurial skills, and fear of failure) moderate the relationship between a country’s level of conflict and the individual likelihood of becoming a necessity entrepreneur.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Narratives

Session Moderator: **Bart Clarysse**, *ETH Zürich*

ENT: **In Search for Grand Solutions: Entrepreneurial Narratives to Engage and Maintain Stakeholder Support**

Author: **Bart Clarysse**, *ETH Zürich*
Author: **Rhea Li**, *ETH Zürich, D-MTEC*

This study investigates the crucial role of entrepreneurial narratives in navigating the intricate landscape of grand challenges and sustaining stakeholder engagement. Focused on addressing plastic pollution in oceans, our analysis tracks the evolution of the entrepreneur's narrative following the technical failure of the solution. Initially adopting a possibilistic approach accentuating the desirability of a solution, the narrative transitions to a more probabilistic stance in the second phase. Emphasizing a profound understanding of the problem, this phase seeks technically plausible solutions. The narrative undergoes a transformation from a monomyth featuring an individual hero to an inclusive story where the organization collaborates with the scientific community. While retaining a focus on the desirability of solving the problem, the revised narrative aligns with robust actions, enhancing solution plausibility and organizational credibility. The outcome is sustained and diversified support from a growing community of backers.

ENT: **A Typology of Circular Entrepreneurial Narratives in the Venturing Process**

Author: **Kaisa Henttonen**, *U. of Eastern Finland*
Author: **Ville-Veikko Piispanen**, *U. of Eastern Finland*
Author: **Hanna P. Lehtimäki**, *U. of Eastern Finland*

The aim of this paper is to inductively explore the opportunity narratives underlying circular venturing. The study aims at clarifying how circular entrepreneurs perceive of circularity throughout the venturing process. Our sub-questions are the following: What are the different narratives of circular economy employed by circular entrepreneurs and what role do these circular narratives play in the entrepreneurial process? Based on the results, we establish a typology of entrepreneurial circular opportunity narratives. The narratives are the following: Entrepreneurial "circular talk" of circularity visions, entrepreneurial "circular actions" and entrepreneurial "circular values." The findings shed more light on the role of narratives in circular venturing in terms of more sophisticated conceptualization based on how actual entrepreneurs experience and display circularity in the context of their ventures.

ENT: **Everybody Loves the Underdog? Prospective Investor Responses to Underdog Narratives in New Ventures**

Author: **Mark Bolinger**, *Appalachian State U.*
Author: **Katrina Brownell**, *U. of Southern California*







One of the principle concerns of new ventures is the gathering of resources to promote venture survival. This is often accomplished with the help of entrepreneurial narratives, which would be expected to emphasize a venture's strengths and other positive traits. However, anecdotal evidence suggests that some ventures use "underdog narratives," which claim "underdog" status, and not only acknowledge but often emphasize their barriers to success. This paper examines if and if so, why, potential investors respond positively to such narratives. Although we find a negative main effect of underdog narrative use on intended investment, further examination reveals that "underdog" narratives are just as effective as "favorite" narratives in terms of intended investment when investor personal risk is low, but that its effectiveness wanes as perceived risk increases. Furthermore, we find that that intended investment in perceived underdog ventures is higher for potential investors who consider the world to be an unjust rather than a just place. Our work is among the first to examine receiver reactions to underdog perceptions, and has important implications for both the theory of narrative and the range of potentially successful narratives that may be used in practice.

ENT: **Coming to Terms with the Empowerment-Complicity Tension in Social Entrepreneurship**

Author: **Nada Endrissat**, *Bern U. of Applied Sciences*
Author: **Christina Andrea Lüthy**, *Lund U.*

Despite their emancipatory aspirations, collective entrepreneurial efforts to change organizations bottom-up are often complicit with the power structures they seek to transform. Our study takes a closer look at how workers experience and deal with the tensions between emancipation and complicity and how this can inform the entrepreneurial process. Empirically, we draw from a qualitative single-case study of a private contemporary art museum in Russia, in which museum workers venture entrepreneurial initiatives to create the museum as an inclusive and politicized organization. Engaging with literature on affective embodiment, our findings suggest that vulnerability and critical hope are key in understanding how discomfort about complicity fosters critical reflections that reinvigorates hopeful entrepreneurial efforts for emancipation and new organizational responses. We show how this interplay drives entrepreneurial initiatives, spiraling the entrepreneurial process in an affective movement towards expansion or fragmentation. We contribute to scholarship on entrepreneurship by highlighting the affective and processual nature of dealing with the interlacing of emancipation and complicity, and to scholarship on affective embodiment, by deepening our understanding of the conditions that shape our ability to stay affected by our implication in power relations and harness these experiences in our organizational efforts for better futures.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Innovative Paradigms

Session Moderator: **Marcelius Lewis**, -

ENT: **Person-Level Antecedents of Entrepreneurship: A Synthesis of Meta-Analytic Findings**

Author: **Michael P. Wilmot**, *U. of Arkansas Sam M. Walton College of Business*
Author: **Andreas Rauch**, *Audencia*
Author: **Saadat Saeed**, *Durham U.*
Author: **Michael Frese**, *Asia School of Business*

Entrepreneurship plays a vital role in innovation, job creation, and economic growth. Drawing on 33 meta-analyses reporting relations to 84 variables, which represent $N > 8.9$ million participants from $k > 1,000$ studies, we present the most exhaustive quantitative review to date of the person-level antecedents of entrepreneurship. To do so, we sort qualifying variables into an organizing framework of three entrepreneurship criteria (initiation, engagement, and performance) and three domains of antecedents (dispositions, human capital, and demographic characteristics). Overall, person-level antecedents display effects in a desirable direction for 96% of relations (grand mean $\rho = .17$), which is indicative of a small-to-moderate competitive advantage for entrepreneurship. Findings also reveal areas with more appreciable effects ($\rho = .15$), which we use, in conjunction with extant theory, to synthesize five themes that provide an explanatory account of person-level antecedents of entrepreneurship: (a) a general factor of entrepreneurship, (b) the entrepreneurial personality profile, (c) the value of specialization, (d) a cognitive omission, and (e) demographic inclusivity. Established from the best evidence, our five themes distill the literature into a solid foundation of knowledge and extend it by functioning as a runway for launching new scientific ventures. We conclude by discussing implications and future research directions, as well as contributions and limitations of findings.

ENT: **Organizing for Internal Corporate Venturing: Discipline, Playfulness, and ICV Unit's Agency**

Author: **Natalia Vuori**, *Aalto U.*
Author: **Marina Biniari**, *U. of Sussex Business School*

Scholars have proposed that to succeed in internal corporate venturing (ICV) leaders need to establish the appropriate level of control to balance between discipline that ensures ICV performance, and playfulness that fosters creativity and innovativeness. Our longitudinal study reveals the limitations of this top-down perspective. We found that the parent company's control can expose the gap between expected ICV performance and reality. ICV unit's employees can apprise this situation as a threat to the unit's competence and, thus, experience shared negative emotions. We found that the accumulation of these psychological reactions can trigger defensive behaviors such as bottom-up hedonic restructuring and legitimating weak interim ICV performance. Both behaviors decrease the parent company's control over the ICV unit, and lead to a hazardous disbalance between discipline and playfulness. Our study contributes significantly to the literature on internal corporate venturing by explaining how ICV units' psychological reactions to the control triggered bottom-up defensive behaviors that jeopardize ICV activities and performance.

ENT: **Out of the Ivory Tower: Unveiling Student Interactions with Entrepreneurship Ecosystem**

Author: **Stéphane Foliard**, *COACTIS - U. Lyon-Univ Jean Monnet - IAE Saint-Etienne*








To transform students into entrepreneurs, entrepreneurship education increasingly advocates experiential learning through real venture creation. While classroom experiences are well-documented, a comprehensive study of interactions between students and entrepreneurship ecosystem actors is essential for enhancing educational programs. Embracing the entrepreneurship ecosystem perspective, widely endorsed by scholars, policymakers, and practitioners, this grounded theory paper addresses the research question: How do students' interactions with EE actors contribute to their development as entrepreneurs? Specifically, it explores the context, nature, and outcomes of these interactions. Conducting inductive qualitative research, we interviewed 44 students engaged in entrepreneurial projects as part of their studies. Results reveal that interactions with EE actors are contingent and subject to prerequisites. Once initiated, these interactions transcend mere business relationships, evolving into informal mentoring that establishes a significant learning space. The study delineates technical learning, interpersonal skill development, acquisition of tacit knowledge related to the entrepreneurial culture, and understanding the implicit rules governing EE operations as distinct learning outcomes for students. These outcomes are pivotal for comprehending the ecosystem in which students aspire to operate and persuading actors to join their entrepreneurial pursuits.

ENT: **Organizational Blueprints as Situating Concepts: A Configurational View of Entrepreneurial Cognition**

Author: **Hamid Vahidnia**, *Texas Tech U.*

In dynamic contexts, heterogenous and changing configurations of concrete elements internal and external to an entrepreneur combine and produce emergent cognitive states under which situated entrepreneurial action takes place to enable strategic adaptation. I integrate socially situated cognition theory, configurational theory, and literature on organizational blueprints to answer: How does emergent entrepreneurial cognition underlie situated entrepreneurial action to enable strategic adaption in dynamic situations? I first offer a dynamic and configurational view of organizational blueprints as situating concepts: the cognitive ability to produce fitted versions of an entrepreneurial goal-state using concrete elements (actors, objects, etc.) tailored to each situation. I then explain three processes of cognitive scoping, cognitive linking, and cognitive naming that underlie dynamic organizational blueprints and enable situated entrepreneurial action and strategic adaption.

KEY TO SYMBOLS

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

Interventions Across Healthcare

Session Moderator: **Pejmon Noghrehchi**, *The Ohio State U. College of Public Health*

HCM: Unlocking the Power of Joining a Virtual Team: Heterogeneous Impacts of Team Signaling in Telehealth

Author: **Shiyi Wang**, *Nanyang Business School, Nanyang Technological U., Singapore*

Author: **Siliang Tong**, *Nanyang Business School, NTU Singapore*

Author: **John Dong**, *Trinity Business School, Trinity College Dublin*

Author: **Jianjun Wang**, *Dalian U. of Technology*

The recent proliferation of Telehealth platforms has engendered immense business potential in improving patients' welfare with accessible medical resources and facilitates doctors to expand services to geo-distant locations. In particular, the development of information technology empowers the formation of virtual teams in which doctors can integrate medical resources and specialty knowledge across institutions and departments to provide more comprehensive medical services. This study aims to empirically examine the business value of joining a virtual team on individual doctor's patient demands. Drawing upon signaling theory, we develop a set of hypotheses to provide a theoretical explanation by which virtual team information could affect different types of doctors (e.g., job titles, tenure, popularity, and region) and what types of virtual team (e.g., specialty vs institution based) benefit individual doctors most. We leverage a quasi-natural experiment setting, in which an interface revamp on a leading Telehealth platform in China results in the disclosing information of the team members' identity. Applying Synthetic Difference-in-Differences (SynthDID), Generalized Synthetic Control (GSC), and Double Machine Learning (DML) to strengthen the causal identification, we document several novel findings. First, our results suggest that doctors could receive 27.0% more consultations by joining the virtual team. Second, we find that the impact of joining virtual teams is more significant for disadvantaged doctors. Third, our findings suggest that doctors can derive greater benefits from joining virtual teams with homogeneous institutions and heterogeneous specialties. Taken together, this paper provides pivotal insights for all stakeholders in Telehealth to understand the value of virtual teams and improve overall social welfare.

HCM: Effects of a Real-Time Information-Based Intervention on Physician Prescribing Behavior

Author: **Olivia Zhao**, *Harvard Business School*

Author: **Anna Sinaiko**, *Harvard T.H. Chan School of Public Health*

High out-of-pocket (OOP) prices for prescription drugs create financial difficulties for patients, and cost-related underuse of medications can adversely patient health. Simultaneously, many physicians report a willingness to address affordability concerns with patients, but often do not have access to accurate estimates of OOP prices for a specific patient and medication. One proposed solution to help physicians prescribe in a more cost-conscious manner is a physician-targeted real-time price transparency intervention (called a real-time benefit tool, or RTBT) that displays patient-specific OOP price estimates at the time of prescribing. We study the implementation of an RTBT at a large health system to explore how physician prescribing behavior for diabetes medications changed after implementation. We find that the tool appeared to reinforce existing physician prescribing patterns, but those with more clinical experience with diabetes medication orders or more interactions with the tool did change their prescribing patterns. This and future evidence on this relatively new technology should help inform the future design and implementation of RTBTs.

HCM: Managerial Training in Healthcare: A Longitudinal Analysis on Italian NHS Professionals

Author: **Federica Morandi**, *U. Cattolica del Sacro Cuore*

Author: **Alessandra Pernice**, *U. Cattolica del Sacro Cuore*

Author: **Sofia Di Pippo**, *U. Cattolica del Sacro Cuore*

Author: **Niccolò Salvini**, *U. Cattolica del Sacro Cuore*

Changes in organizational models and processes occurring in healthcare sector over the last 30 years have required healthcare professionals to assume innovative managerial competencies. This paper investigates the impact of managerial training on the development and implementation of managerial competencies of current and future managers in Italian healthcare, analyzing a small group of healthcare professionals. We collected data and conducted a longitudinal analysis on three different moments within a training camp, using a structured questionnaire based on Spencer and Spencer's (1995) competency model. Our results demonstrate that managerial training differentially influences participants' confidence in the competencies they possess, providing crucial indications for better projecting and implementing training in healthcare. Besides that, the individual analysis reveals that each participant reacts differently to the training, thus underlining the importance of customized programs. Moreover, positive correlations between competencies suggest the need to project healthcare training programs following a holistic approach. Finally, our results can be used to inform policymakers and institutions about how to better organize the training paths in healthcare and how to use the available resources to make future healthcare managers ready for the incoming challenges. Limitations are discussed, and they represent future directions for the development of the study.

Author: **Ohbet Cheon**, *The David D. Reh School of Business, Clarkson U.*

Author: **Noyoung You**, *Siena College*

Hospital-community partnerships have been increasingly emphasized to improve population health in recent decades. This study investigates the effectiveness of hospital-community partnerships in preventive healthcare interventions, addressing potential racial and ethnic disparities in impact. We measured the overall hospital-community partnerships with nine community organizations using the American Hospital Association (AHA) annual survey at the county level. Preventive healthcare interventions were also measured as preventable hospitalization rate, mammography screening, and flu vaccinations by racial and ethnic groups from various sub-datasets in County Health Ranking National (CHRN) data. We estimated ordinary least squared models with robust cluster standard errors at the state level and feasible generalized least squares (FGLS) models to examine the impact across racial and ethnic groups, including controls for county characteristics. Among 1,721 counties across 50 states in the United States, the findings indicated that hospital-community partnerships were effective in increasing mammography screening and flu vaccination rates in general. However, upon closer examination of the impact across race and ethnic groups, the impact was disproportionately distributed among racial and ethnic minorities. Hospital-community partnerships were not significantly associated with any of the interventions in the Black population, while they were effective in all three interventions in the White population. The findings highlight the imperative to design targeted hospital-community partnerships for racial and ethnic minorities to mitigate health disparities in preventive healthcare interventions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

What Drives Internationalization of Family Firms?

Session Moderator: **Jelena Cerar**, *WU Vienna*

IM: The Impact of Heterogeneity and Vulnerability on Family Firms' Internationalization Strategy Shift

Author: **Asimabha Bhowmick**, *Xavier School of Management (XLRI)*
Author: **Arindam Mondal**, *XLRI-Xavier School of Management*
Author: **Somnath Lahiri**, *Illinois State U.*
Author: **Avimanyu Datta**, *Illinois State U.*

Research on the internationalization process of family firms has grown in recent years. Yet, what prompts family firms to consider a shift in their internationalization strategy has not been examined. This study explores how family firms decide on shifting from a relatively less complicated exports strategy to outward foreign direct investment (FDI) that involves greater risk and higher resource commitment. This study argues that type of management (family vs. nonfamily) and vulnerabilities (internal and external) determine how family firms undertake strategic shift. Drawing on the mixed gamble perspective and utilizing a sample (n =278) of listed family firms from India, this study finds that, in general, family-managed firms are less likely to undertake the shift from exports to FDI as compared to nonfamily or professionally managed firms. Results further demonstrate that the likelihood of family-managed firms' strategic shift increases when they experience internal vulnerability (performance below aspirations) as well as external vulnerability (rising foreign competition). The study concludes by discussing the theoretical and managerial implications of the findings and highlighting fertile avenues for future research.

IM: Influence of Institutional Contexts on Family Firms' Internationalization: A Meta-Analysis

Author: **Sai Chittaranjan Kalubandi**, *Indian Institute of Management, Bangalore*
Author: **Apurva Sanaria**, *Indian Institute of Management Bangalore*
Author: **Harshitha Ravi**, *Academic Associate, Indian Institute of Management Bangalore*

In this paper we investigate the influence of formal institutional and informal institutions on the internationalization of family firms. We argue that the relationship between family firms and internationalization from countries with low tariff and regulatory trade barriers will be negative. Further, we argue that the relationship between the past and future time orientation culture, and sequential versus synchronous time orientation culture will influence the relationship between family firms and internationalization such that high past orientation and high sequential time orientation cultural will negatively influence the relationship between family firms and internationalization. Lastly, we argue that family firms from high sequential time orientation cultures will prefer exports as a preferred mode of internationalization. The results of meta analysis lend empirical support to our hypotheses.

IM: Impact of Nonfamily CEOs' Origin on Foreign Market Entry of Family Firms

Author: **Fei Tang**, *Xi'an Jiaotong-Liverpool U.*
Author: **Tao Bai**, *U. of Queensland*
Author: **Nikolaos Papageorgiadis**, *U. of Liverpool*
Author: **Yang Yu**, *RMIT U.*








The agency-based theoretical premise that nonfamily CEOs are risk-averse has been extensively researched, but the relationship between nonfamily CEOs and family firms' internationalization has yielded mixed results. We address this issue by examining the origin of nonfamily CEOs, that is, if they are internally promoted or externally recruited. We find that internally promoted nonfamily CEOs have stronger psychological ownership with family firms, resulting in a lower agency problem of risk-aversion. We also find that the strength of psychological ownership is influenced by governance mechanisms, such as managerial ownership incentives and family board monitoring.

IM: Family Ownership and Equity vs Non-Equity Choice in International Strategic Alliances

Author: **Sumit Chakraborty**, *Doctoral Scholar, Indian Institute of Management Ahmedabad*

The selection of entry modes significantly influences a company's strategic approach to international expansion. The ownership structure of firms plays a vital role in shaping preferences for entry modes. However, understanding how family and non-family firms differ in choosing between equity and non-equity modes remains inconclusive. This study addresses the inconsistency in previous empirical findings by delving into the equity vs. non-equity debate in the specific context of international strategic alliances. Employing an integrated risk perspective and mixed gamble perspective, we propose a theoretical argument suggesting that, in emerging markets, family firms would favour international equity strategic alliances (IJVs) over international non-equity strategic alliances (INEAs) compared to non-family firms. Furthermore, we posit that this preference is intensified by two factors—industry relatedness and the focal firm's prior experience in the alliance partner's home country—operating through the mechanism of relational dynamics between partners. Empirical tests conducted on a large sample of cross-border dyadic alliances formed by listed Indian firms over twenty years validate our predictions, contributing valuable insights to international entry-mode literature.

KEY TO SYMBOLS

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

IM Division GWU-CIBER Best Paper on Emerging Markets Award

Session Moderator: **Elizabeth L. Rose**, *Indian Institute of Management, Udaipur*

Award Winners will be announced at the IM Division Awards and Recognition session.

IM: **Escapism and Chinese SMEs' OFDI: The Role of Subnational Institutions and Firms' Institutional Ties**

Author: **Zibang Chen**, *U. of Manchester*

Author: **Axele Giroud**, *U. of Manchester*

Author: **Asmund Rygh**, *Alliance Manchester Business School, U. of Manchester*

The internationalisation of emerging-markets multinational enterprises (EMNEs) or small and medium-sized enterprises (SMEs) has been viewed as an escape from domestic institutional environments. So far most literature on institutional escapism was based on the national average of institutions, assuming the homogeneity of subnational institutions and firms' ability to deal with underdeveloped institutions. This underlying assumption may limit our understanding of the escapism phenomenon. To fill this gap, this paper explores how SMEs' escapism behaviours vary with the subnational region they locate and the institutional ties they have. Specifically, we study subnational institutions of marketisation and financial market openness, as well as firm-level ties of political connections and ties to industry associations. We contend that a developed marketisation, open financial markets, political connections, and ties to industry associations have a negative relation with Chinese SMEs' OFDI. The analysis of 242 Chinese private SMEs' OFDI activities from 2009 to 2019 provides empirical evidence for our arguments. We contribute by introducing more institutional dimensions to the "escape" view of SMEs' internationalisation and highlighting the variation in subnational institutions and firms' institutional ties. We add novel insight by examining the role of ties to industry associations that are rarely studied.

IM: **Antitrust Legislation and Product Market Internationalization: Evidence from Emerging Market SMEs**

Author: **Zhihong Wen**, *U. Of Sydney*

Author: **Huan Zhang**, *U. of Sydney Business School*

Author: **Vikas Kumar**, *U. of Sydney Business School*

Previous research has acknowledged the role of pro-market reforms, yet there has been limited discussion regarding how antitrust legislation, a specific type of increasingly prevalent market-oriented institution in recent decades, can influence SME internationalization. Drawing on the attention-based view and institution-based view, this study argues that antitrust legislation in emerging economies leads SMEs to focus their product market attention and efforts on domestic markets, thereby reducing their inclination toward internationalization. As predicted, our analysis of a sample of 26,412 firms from emerging countries indicates a significantly negative impact of antitrust legislation on the product market internationalization of SMEs. The results also reveal that both group affiliation and domestic private ownership negatively moderate the relationship between antitrust legislation and the product market internationalization of SMEs.

IM: **The Effect of Internationalization on Innovation in Emerging Economy Firms: Role of Board Diversity**

Author: **Saneesh Edacherian**, *Birmingham Business School, U. of Birmingham*

Author: **Nikolaus T. Uhlenbruck**, *U. of Montana*

Author: **Sunil Sharma**, *Indian Institute of Management, Ahmedabad*

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

IM: **Theorizing About Emerging Multinationals' Cross-Border Acquisitions**

Author: **Mike W. Peng**, *U. of Texas at Dallas*

Author: **Joyce Wang**, *Texas State U. - San Marcos*

Author: **En Xie**, *Tongji U.*

Author: **Sergey Lebedev**, *Kennesaw State U.*

Extending property rights theory, this article conceptualizes an emerging-economy multinational (emerging multinational or EMNE) as a collection of assets over which the EMNE has residual control, gained predominantly through cross-border acquisitions. Two intertwined puzzles emerge: (1) Why do EMNEs often bid higher for targets in developed economies? (2) Why do EMNEs tend to allow such targets significant autonomy? As two sides of the same coin, the two puzzles beg the question of whether an integrative answer exists. Leveraging property rights theory, complemented by a legitimacy-based view, we propose that an answer may lie in EMNEs' efforts to simultaneously maximize joint value creation, minimize target incentive loss, and overcome legitimacy deficits.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

How Does the Political Context Affect Mergers and Acquisitions?

Session Moderator: **Shiqi Xu**, *Ivey Business School*

IM: The Impact of Foreign Investment Screening Mechanism on Chinese Technology-Related Acquisitions 

Author: **Zaiyang Xie**, *zhejiang U. of technology*
Author: **Liang Wang**, *U. of San Francisco*
Author: **Peiling Yu**, *School of Management, Zhejiang U. of Technology*

This study employed the difference-in-differences method to investigate the impact of the Foreign Investment Risk Review Modernization Act (FIRRMA) on technology-related cross-border acquisitions (CBAs) from China. Data from publicly listed Chinese high-tech firms spanning from 2010 to 2021 reveal that the implementation of FIRRMA decreased the likelihood of Chinese firms completing CBAs in the United States and led to a reduction in their transaction value. Among the CBAs that were completed, FIRRMA extended the duration of these transactions. Furthermore, these effects were more pronounced in the private enterprises than state-owned enterprises. This study represents one of the earliest empirical examinations of the impact of FIRRMA on Chinese CBAs.

IM: The Nationalism Trap in Cross-Border Acquisitions

Author: **Xu YAN**, *Hong Kong U. of Science and Technology*
Author: **Xinhao QIAO**, *Hong Kong U. of Science and Technology*
Author: **Jiatao Li**, *Hong Kong U. of Science and Technology*

There is increasing scholarly attention on nationalism, indicating that nationalism plays an important role in the context of international business. However, research on nationalism at the firm level is scarce. In this study, we investigate how firms' rhetorical nationalism affects their cross-border acquisitions (CBAs). We posit that there is a paradox in which firms with a higher level of nationalism are more likely to engage in CBAs but less likely to succeed. We find support for our argument based on a sample of attempted foreign acquisitions by Chinese public firms. Additionally, we discover that the impact of rhetorical nationalism on CBAs is contingent on the target country's nationalism, the national-security industry of target firms, and the institutional distance between the two countries.

IM: Navigating Regulatory Environment in Cross-Border Acquisitions: Family vs Non-Family Firms  

Author: **Sumit Chakraborty**, *Doctoral Scholar, Indian Institute of Management Ahmedabad*








This study explores the differences between family and non-family firms' proclivity towards stronger regulatory environments in the context of cross-border acquisitions (CBA), influencing their location choice preferences. Drawing on the socioemotional wealth (SEW) perspective, it argues that family firms prioritize robust regulatory environments for CBA as it offers long-term SEW advantages valued by family firms seeking to internationalize. Analyzing a large sample of cross-border acquisition deals initiated between 2000 and 2018 by Indian firms listed on the NSE500 index, the findings support the higher inclination of family firms toward stronger regulatory environments. The study also identifies the moderating effects of political affinity and family business legitimacy on this relationship. Integrating SEW and institutional theory, this research enhances the understanding of family firms' location choices and sheds light on the antecedents of host-country regulatory preference. Further, it underscores the role of informal institutions in shaping location preferences, contributing to the literature on family firm internationalization.

IM: Contingent Value of Political Connections in Cross-Border Acquisitions of Emerging Economy Firms 

Author: **Wenjun Tu**, *Ningbo U.*
Author: **Xiaolan Zheng**, *Nottingham U. Business School China*
Author: **Lei Li**, *U. of Nottingham Ningbo China*
Author: **Jiatao Li**, *Hong Kong U. of Science and Technology*

Prior studies suggest that an emerging economy (EE) firm's shareholder value after an announcement of a cross-border acquisition (CBA) is influenced by its political connections in the home country. Such influences are, however, contingent upon contextual factors. This study examines the context-specific stock market responses to the CBA announcements of EE firms with varying domestic political connections. We find that the stock market responds positively to CBA announcement of politically well-connected firms, but this relationship depends upon firm ownership structures and domestic institutional contexts. Our findings shed light on the contingent value of political connections of EE firms at the time of CBA announcement.

KEY TO SYMBOLS

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

The General Manager of the Overseas Subsidiary

Session Moderator: **Xin Wang**, *U. of Illinois at Urbana-Champaign*

IM: Home-Host Government Conflict and MNEs' Subsidiary Manager Staffing Strategy: A Strategic Alignment

Author: **Xin Wang**, *U. of Illinois at Urbana-Champaign*
Author: **Kun Yao**, *U. of Illinois at Urbana-Champaign*

In this study, we explore how home-host government relations impact multinational enterprises (MNEs)' subsidiary manager staffing strategy. By emphasizing a strategic alignment between the host country environment and a subsidiary manager decision, we argue that MNEs' home-host government conflict, as a salient dimension of government relations, will decrease MNEs' likelihood of using expatriate managers. That is attributed to expatriates' disadvantages in providing essential resources and legitimacy to mitigate the increasing host country environmental uncertainty arising from home-host government conflict. Additionally, we argue that geographic distance will mitigate the main negative relationship by decreasing MNEs' expectation of home-host government conflict duration and escalation. On the contrary, home-host trade mutual dependence will intensify the negative impact of home-host government conflict on expatriate manager assignment through the enhancement of subsidiary managers' importance in leveraging host country resources to countervail extended cross-border market uncertainty. Using a sample of Japanese manufacturing firms and their foreign subsidiaries from 1993 to 2017, we find robust empirical evidence that corroborates our hypotheses.

IM: General Manager Turnover in MNC Subsidiaries: The Roles of Board Heterogeneity and CEO Network Size

Author: **Liang Li**, *Ted Rogers School of Management, Toronto Metropolitan U.*
Author: **Marketa Rickley**, *UNC Greensboro*
Author: **Vanessa C. Hasse**, *Ivey Business School*

Subsidiary general managers (GMs) play a central role in foreign subsidiary governance. While their exit represents a loss of human capital for multinational companies (MNCs), we know relatively little about the dynamics underlying the phenomenon of subsidiary GM turnover. In this study, we thus address the subject by exploring the effects of MNC board tenure heterogeneity and CEO network size on GM turnover rates. Grounded in the tenets of upper echelons theory and using a longitudinal dataset with 6,577 observations across 1,603 foreign subsidiaries of Japanese MNCs between 2004 and 2020, we argue and show that greater heterogeneity in board tenures reduces the likelihood of subsidiary GM turnover. This finding supports the value-in-diversity perspective that MNC boards with greater tenure heterogeneity can enable better-informed decisions on foreign subsidiary GM turnover, thereby reducing the likelihood of premature dismissals or public scapegoating. However, we further find that CEOs with larger network sizes can override the attenuating effect of board tenure heterogeneity on subsidiary GM turnover rates, which we attribute to three interrelated mechanisms: relational power, signaling inclination, and informal knowledge-sharing. Together, these findings advance understanding of strategic leadership interfaces and the interdependent roles of top managers in international business contexts.

IM: Subsidiary Managers in the Middle – Code-Switching While Navigating International Boundaries

Author: **Soo Min Toh**, *U. of Toronto*
Author: **Hugh P. Gunz**, *U. of Toronto*
Author: **Xian Zhao**, *Northwestern Kellogg School of Management*








We introduce a new theoretical approach to analyzing the consequences of transitions across role boundaries, drawing on code-switching and approach/inhibition/avoidance (CS/AIA) theory (Anicich & Hirsh, 2017). We spotlight the experience of the managers of foreign subsidiaries that in the context of multinational organizations are positioned in the middle - with responsibilities spanning the subsidiary and the parent company. We present a model that shows how the theory points both to the sources and consequences of stress that such complex boundary-crossing can generate, but also to the opportunities that arise. In so doing, we expose the interaction dilemmas faced by subsidiary managers and advance research on subsidiary managers as knowledge conduits by examining not just whether or what they communicate, but how they do so.

IM: MNE Knowledge Management and General Manager Staffing in Local Market Seeking Subsidiaries

Author: **Jongmin Lee**, *Yonsei U. School of Business*
Author: **Liang Li**, *Ted Rogers School of Management, Toronto Metropolitan U.*
Author: **Andreas P.J. Schotter**, *Ivey Business School*
Author: **Shige Makino**, *Kyoto U.*

Multinational enterprises (MNEs) often deploy parent-country nationals (PCNs) to facilitate and safeguard knowledge transfer from headquarters (HQs) to foreign subsidiaries while using host-country nationals for local adaptation. Yet a simplistic understanding like this may lead to oversimplifications in the context of local-market-seeking subsidiaries. Given the critical boundary spanning role of subsidiary general managers (GMs), we theorize both the transaction cost minimization and value maximization implications of knowledge transfer, exploitation, and adaptation on subsidiary GM staffing decisions. Based on longitudinal data of 557 Japanese manufacturing MNEs between 1991 and 2020 operating across 47 countries, we found that when comparing a focal MNE with itself over time, there is a positive relationship between MNE R&D intensity and PCN GM deployment. This relationship is then moderated by the focal MNE's international R&D experience. However, when comparing the focal MNE with its peer MNEs, technologically leading firms are less likely to deploy PCN GMs in their local-market-seeking subsidiaries compared to technologically lagging firms.

KEY TO SYMBOLS

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

New Perspectives on Competitive Dynamics in International Contexts

Session Moderator: **Aleksi Otto Eerola**, *HEC Montréal*

IM: Rivalry Between Multinational Corporations in Corporate Social Responsibility   

Author: **Der-Ting Huang**, *U. of Illinois at Urbana-Champaign*
Author: **Kun Yao**, *U. of Illinois at Urbana-Champaign*

This paper extends the competitive dynamics literature by exploring rivalry between multinational corporations (MNCs) in nonmarket arenas. Specifically, our study explores how an increase in the level of a rival's corporate social responsibility (CSR) leads to a competitive response by a focal MNC regarding its CSR practice. We develop a contingency view by investigating how two boundary conditions—observability and coordination in global markets—moderate the competitive interactions between the rival and the focal MNC in CSR. We empirically test our hypotheses with 3091 dyad-year observations across 35 host countries from 2009 to 2015, and the results corroborate our theoretical arguments.

IM: Expanding Beyond the Primary Market: Competitive Positioning and Internationalization

Author: **Prakash Raj Paudel**, *BI Norwegian Business School*
Author: **Pengfei Wang**, *BI Norwegian Business School*

Prior literature has long suggested that firm performance relies on their competitive positioning vis-à-vis competitors. While plausible, research in this stream usually assumes that all firms compete within one common, bounded marketplace (e.g., a country or region), but overlooks the fact that firms often expand their operations outside their primary marketplace. Such market expansion deserves attention as it may largely reshape the established relationship between positioning and performance. To shed light on this, we focus specifically on the neglected role of firm internationalization, which may help firms release competitive pressure in their domestic market. Analyzing firms' competition and internationalization in the U.S. between 1997 and 2017, we find support for our core claim: For firms with greater internationalization, the negative effect of competitive pressure on firm performance is significantly reduced. Moreover, internationalization is also found to drive firms' repositioning: Firms with greater internationalization tend to reposition away from their domestic competitors. These findings make important contributions to research on competition and international business.

IM: How to Swim with Sharks: Firms' Response to Technologically Advanced Foreign Entry

Author: **Wanyu Xu**, *National U. of Singapore*








This study investigates how domestic entrepreneurial firms (EFs) in the emerging economy of China strategize partnerships with established firms in response to technologically advanced foreign firm entry. While such partnerships are key for EFs to acquire market power and complementary knowledge assets, there are risks of potential misappropriation of EFs' knowledge assets by established firms (or corporate "sharks"). We examine how domestic EFs can effectively partner with established corporate sharks in response to technologically advanced foreign entrants, particularly through corporate venture capital (CVC) investments. Using the context of Tesla's Gigafactory entry into the Chinese new energy vehicle (NEV) industry as a result of a major top-down policy change to promote foreign competition in the domestic NEV market, we find an increase in syndicated partnerships formation between entry-affected EFs and CVC investors after tech-advanced foreign firm entry. This impact is more salient when independent venture capital (IVC) is involved, EFs are distant from coastal areas, and EFs are less prominent in the entrepreneurial setting. Our study sheds light on how EFs can strategically leverage domestic partnerships in response to foreign entrants and the understudied but important role of foreign firm entry in facilitating domestic collaborations in the entrepreneurial setting.

IM: Market Concentration and the Tendency to Internationalize: An Inverse U-Shape 

Author: **Pascal Simon Mayer**, *U. of Muenster*
Author: **David Lohmar**, *U. of Muenster*

Firm internationalization has been a central topic of scholarly interest in international business for decades. However, market concentration has received limited attention as an important factor in implementing internationalization strategies. In this study, we investigate the relationship between market concentration and firm internationalization strategy and propose an inverted U-shape. Based on longitudinal data of more than 24,000 firm-year observations between 2008 and 2019, we show that the relationship between market concentration and firms' internationalization strategy is indeed inverse U-shaped. Our findings indicate that internationalization intensifies with rising market concentration levels up to a certain peak, beyond which internationalization is declining. Moreover, we show that managerial ability and market fluidity intensity are two important contingencies that intensify this relationship and steepen the inverted U-shape. We contribute to the literature by bridging the two research streams on market concentration and firm internationalization and developing a novel text-based measure for firms' internationalization strategy.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **1250** | Submission: **12682** | Sponsor(s): **(IM, DEI, SIM)**
Scheduled: **Monday, Aug 12 2024 9:45AM - 11:15AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Columbian**

Multinational LGBTQIA+ Policies in Contested International Business Environments

Session Chair: **William Newbury**, *Florida International U.*
Participant: **Naomi A. Gardberg**, *City U. of New York, Baruch College*
Participant: **Bryant A. Hudson**, *IÉSEG School of Management*
Participant: **Aharon Cohen Mohliver**, *London Business School*
Moderator: **Hidehiro Ito**, *Florida International U.*
Moderator: **Anthony D. Meyers**, *Baruch College & The Graduate Center, CUNY*

This symposium aims to explore three interrelated themes associated with the adoption of LGBTQIA+ policies by multinational corporations across international business environments where sentiments towards such policies may be contested. First, we will look at the management of organizational-level stigma faced by organizations serving the LGBTQIA+ community. We will also talk about how the nature of that stigma varies across institutional and country environments, and the implications of that for stigma management. Second, we will explore how contested environments potentially impact LGBTQIA+ policy adoption by MNEs. The LGBTQIA+ context provides a prototypical example of a contested environment where strong societal sentiments exist in both directions. Third, we will examine factors influencing external stakeholder reactions to company LGBTQIA+ policies once adopted. The degree to which supportive behaviors such as investing in a firm, purchasing a firm's products or services, and seeking employment in a firm are influenced by LGBTQIA+ policies is an important input into adopting such policies in the first place. Each of these three themes will be overviewed briefly by one of our session panelists. The session chair and co-moderators will then lead a discussion of these themes by exploring pre-assigned questions to each of the panelists, followed by general Q&A from the panel audience.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1251** | Submission: **12137** | Sponsor(s): **(IM, STR)**
Scheduled: **Monday, Aug 12 2024 9:45AM - 11:15AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Picasso**

Regional Strategy: Assessing Past Achievements and Charting the Future for MNE Research



Session Chair: **Chang Hoon Oh**, *U. of Kansas*
Panelist: **Alain C. Verbeke**, *U. of Calgary*
Panelist: **Steven Altman**, *NYU Stern School of Business*
Panelist: **Christian Geisler Asmussen**, *Copenhagen Business School*
Panelist: **Jing Li**, *Simon Fraser U.*
Panelist: **Margarethe F Wiersema**, *U. of California, Irvine*

Our panel discussion will thoroughly examine the current state of knowledge in regional multinational enterprise (MNE) strategy, covering critical aspects like the regionalization vs. globalization debate, the impact of multinationality on MNE performance, regional strategies and subsidiary management, and the significance of institutional complexity. Beyond assessing existing knowledge, the panelists will also present future research questions, providing valuable guidance for scholars in advancing our understanding of regional MNE strategy. Recognizing the dynamic nature of international strategic management, our panel will incorporate emerging themes such as climate change, sustainability, and resilience into the discussion, ensuring our exploration remains at the forefront of addressing contemporary challenges. Leveraging their expertise, the panelists will organize presentations around key future research questions, offering a structured and insightful exploration of the pivotal issues shaping the future of regional MNE strategy.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Role of Global High-Skilled Talent in Entrepreneurship and Innovation



Organizer: **Divya Sebastian**, *Fuqua School of Business, Duke U.*
Organizer: **LI Liu**, *U. Carlos III de Madrid (UC3M)*
Presenter: **Astrid Marinoni**, *Georgia Tech Scheller College of Business*
Presenter: **Britta Glennon**, *The Wharton School, U. of Pennsylvania*
Presenter: **Deepak Nayak**, *The Ohio State U. Fisher College of Business*
Presenter: **Raviv Murciano-Goroff**, *Boston U. Questrom School of Business*
Discussant: **Exequiel Hernandez**, *Wharton*
Discussant: **Heather Berry**, *McDonough School of Business Georgetown U.*

This symposium seeks to provide an understanding of the pivotal role of global talent in innovation and entrepreneurship. Against the backdrop of two prominent trends - namely, a significant shift in the high-skilled talent pool from developed countries, particularly the US, to emerging market giants like India and China, alongside the rise of global conflicts (e.g., US-China tensions and the Ukraine conflict)—the role of global talent on innovation and entrepreneurship have encountered increased complexities. This symposium aims to unravel the consequences of these trends and elucidate how firms can capitalize on the evolving global talent distribution. To attain these objectives, the symposium invites four papers on diverse aspects. Two papers will discuss the potential ramifications of global conflicts on knowledge creation and entrepreneurship, while the remaining two will study how firms strategically respond to and capitalize on the availability of global talent. By incorporating studies on both the countries sending talent and those receiving it, as well as investigating various outcomes like entrepreneurship, knowledge production, and firm innovation, this symposium seeks to enrich discussions and enrich the audience with valuable insights for their forthcoming research endeavors.

Impact of Global Conflicts on Entrepreneurial Team Formation

Author: **Astrid Marinoni**, *Georgia Tech Scheller College of Business*

Building a Wall Around Science: The Effect of US-China Tensions on International Scientific Research

Author: **Robert Flynn**, *Boston U. Questrom School of Business*
Author: **Raviv Murciano-Goroff**, *Boston U. Questrom School of Business*
Author: **Britta Glennon**, *The Wharton School, U. of Pennsylvania*
Author: **Jiusi Xiao**, *Claremont Graduate U.*

Migrants' Human and Social Capital: Implications for Immigration Policy

Author: **Solon Moreira**, *Fox School of Business, Temple U.*
Author: **Deepak Nayak**, *The Ohio State U. Fisher College of Business*
Author: **Ram Mudambi**, *Temple U.*

Global Democratization of Science and Engineering Education: The Private Value of Inventing Overseas

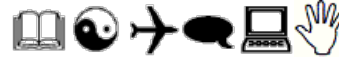
Author: **Divya Sebastian**, *Fuqua School of Business, Duke U.*

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **1253** | Submission: **14945** | Sponsor(s): **(MC)**
Scheduled: **Monday, Aug 12 2024 9:45AM - 11:15AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Horner**

Exploring the Philosophical and Theoretical Foundations of SEAM



Session Chair: **Eric Sanders**, *Elmhurst U.*

Session Chair: **Pierre El Haddad**, *INSEEC Grande Ecole*

Distinguished Speaker: **Henri Savall**, *ISEOR, U. of Lyon*

Presenter: **Marc Bonnet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Presenter: **Emmanuel Beck**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Presenter: **Robert P. Gephart**, *U. of Alberta*

Presenter: **Avaram Baranes**, *Elmhurst U.*

As the 50th anniversary of the creation of the Socio-Economic Approach to Management is celebrated, this symposium showcases the philosophical and theoretical foundations of the approach to change and knowledge creation. The symposium brings together some of the foremost scholars of the socio-economic approach to re-examine the foundations and the path to intervention-research.

Submission document, since uploading in the other section of the proposal was frozen.

Author: **Eric Sanders**, *Elmhurst U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**

Program Session: **1254** | Submission: **14327** | Sponsor(s): **(MC)**

Scheduled: **Monday, Aug 12 2024 9:45AM - 11:15AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Roosevelt 3A**

Project Reality: Flourishing in Innovation-driven Realities Through Organizational Ambidexterity



Organizer: **Carol McGuire**, *Miami U.*

Panelist: **Lori Kendall**, *The Ohio State U. Fisher College of Business*

Agile represents the latest iteration in a series of evolving mindsets and methods aimed at revolutionizing our approach to work. Yet organizational experience as they traverse a hybrid state of work gets very little notice in both practitioner and academic settings. Stakes raised further as Innovation drives accelerated and complex change to an organization's future processes, policies, and structures. Therefore, examining organizations living the reality of multiple ways of work becomes more critical. In this symposium, participants will be led by expert panelists through an examination of how an organization can be successful within a hybrid state. Using a prominent area of business life affected by the hybrid state of work – projects and project managers, participants will learn about organizational constructs that contribute to that success, such as organizational ambidexterity. We expect this symposium to be interesting for those who 1) are consultants in practice, 2) study consulting as a discipline, and 3) work in the space of organizational behavior and design. Participants will leave with practical tools for supporting organizations in multi-work states along with avenues for scholars to advance research in organizational change, transformation, and design.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Online Management Education

Session Moderator: **Jaclyn Perrmann**, *Northern Kentucky U.*

MED: The Paradoxical Dynamics of Student Engagement in Virtual Learning Environments     

Author: **Jaclyn Perrmann**, *Northern Kentucky U.*

Author: **Daniel M. Peat**, *U. of Cincinnati*

Author: **Amanda Christensen-Salem**, *U. of Cincinnati*

Author: **Fred Ochieng Walumbwa**, *Florida International U.*

Understanding student engagement, particularly in online classes, is crucial for optimizing learning experiences, yet the changing nature of engagement remains understudied. This study draws on self-determination theory to inductively explore the evolution of student engagement in terms of autonomy, competence, and relatedness, in online learning environments before, during, and after the Covid-19 pandemic. Utilizing a sample of over 400 students from 14 universities across four countries, we find that a paradox emerges with respect to the desire to be socially connected and the desire for increased autonomy and flexibility. We offer theoretical exploration of the changing nature of student engagement and best practices for engagement in virtual educational environments.

MED: Significant Learning in a Collaborative Online International Learning Platform   

Author: **Ruben Burga**, *U. of Guelph*

Author: **Isabel Rodriguez Tejado**, *U. de Navarra*

Author: **Amelia N. Indrajaya**, *Sekolah Tinggi Manajemen IPMI (IPMI International Business School)*

Author: **Anjali Chaudhry**, *Dominican U.*

Collaborative Online International Learning (COIL) holds a lot of promise as an experiential tool to enhance student learning. As management educators explore pedagogies for sustainability education, research is needed that examines whether COIL can serve as an effective tool to enhance students' significant learning in this context. This paper presents a study that utilized a mixed-method approach to evaluate the effectiveness of a COIL experience for educating business students on the role of business innovations for sustainability as described by the UN Sustainable Development Goals. As a collaboration of instructors from four different institutions across North America, Europe and Southeast Asia, this COIL incorporated Fink's taxonomy of significant learning. Findings from our survey-based research suggest that COIL students obtained superior student learning outcomes over non-COIL students on three of the six dimensions- integration, caring, and learning how to learn. Our qualitative study shows that the experience improved the students' learning along several of Fink's dimensions of significant learning.

MED: Synchronous Collaborative Software for Online Group Work: A Study of Student Perception (WITHDRAWN)  

Author: **Jason R. Lambert**, *Texas Woman's U.*

Author: **Lee Warren Brown**, *Texas Woman's U.*

Author: **Maria Barua**, *Texas Woman's U.*

Author: **Mark Tengesdal**, *Texas Woman's U.*

The use of synchronous collaborative software (SCS) is increasingly common in online education. To assess the impact of these tools on communication and collaboration in online group work, we conducted a study involving 440 undergraduate and MBA students. We found that students' perceptions of communication efficacy improved as the frequency of usage with SCS increased, and that students' perceptions of team cohesion improved, with larger improvements observed in teams that were more engaged with the tool. Additionally, a conditional indirect effect exists for SCS usage on team cohesion through communication efficacy. These findings suggest that SCS can be an effective and valuable tool for facilitating communication and collaboration in online group work.

MED: Student Engagement in Online Education: The Role of Technology, Compatibility, and Resource 

Author: **Holly H. Chiu**, *City U. of New York - Brooklyn College*

Author: **William Hampton-Sosa**, *Brooklyn College, City U. of New York*

Student engagement has long been the focus for educators. Much of the research has focused on student engagement in face-to-face classes. With the rise of e-learning, a significant challenge was how to promote student engagement in the online environment. We sampled 197 business students at a large Northeastern public commuter college and surveyed them about their experiences with online learning. The PLS-SEM analysis indicated that behavioral engagement was positively influenced by cognitive and emotional engagement. In turn, cognitive and emotional engagement were positively influenced by the e-learning technology's perceived usefulness and perceived ease of use, the latter indirectly. In addition, the results indicated that the compatibility of the e-learning platform with student's values and expectations was positively related to cognitive engagement. We also found that the student's resource availability, which has physical, emotional, and cognitive dimensions, was positively related to emotional and cognitive engagement.

MED: Walls Without Walls: Performing Self-Regulated Learning With Virtual Spaces

Author: **RUI SUN**, *New York U.*

Author: **Natalia Levina**, *New York U.*

Learning activities through virtual spaces in a hybrid environment has grown in significance since the beginning of the COVID-19 pandemic, giving an impetus for developing new digital spaces that can emulate or reconstruct traditional physical working environments. In this paper, we present a qualitative comparative field study investigating how people engage in self-regulated learning activities at a university library and with a digital study platform, ST.com. We adopt an agential realist perspective to analyze how self-regulated learners structure the learning environment with the digital learning space. We analyze how the digital elements in the virtual spaces are not standalone entities but become meaningful when learners actively include as well as exclude elements while performing the learning activities – a process we call agential cutting following an agential realism ontology. We discuss how our theorizing about self-regulated learning in hybrid environments informs a broader understanding of how knowledge work practices move into virtual spaces.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leader-Follower Identity Dynamics: Current and Future Directions

Organizer: **Kyriaki Chalkiadaki**, *Durham U. Business School*
Panelist: **Bryan Acton**, *Binghamton U.-State U. of New York*
Panelist: **Zahira Jaser**, *U. of Sussex Business School*
Panelist: **Stefanie Johnson**, *U. of Colorado, Boulder*
Panelist: **Karolina Wenefrieda Nieberle**, *Durham U.*
Panelist: **Thomas Sy**, *U. of California, Riverside*
Organizer: **Xiaotong (Janey) Zheng**, *Durham U. Business School*

Individuals hold internal representations or schemas that were developed in the past (Murphy & Johnson, 2011) and include cognitions, emotions, and scripts that have an impact on how they labeled themselves and others as leaders (Eden & Leviatan, 2005; van Knippenberg et al., 2004) or followers (Whiteley et al., 2012) and those representations will influence their identities and interpersonal relations (Coyle & Foti, 2015; Dienesch & Liden, 1986; Engle & Lord, 1997; Lord et al., 1984; Lord & Maher, 1993). To better understand what urges leadership and followership behaviours and actions, we need to uncover and thoroughly examine the versatile ways that people employ to define themselves as leaders or followers. Leader-follower identity dynamics is a promising field of study with major implications on workplace like leader-follower identity switch- LFS (Sy & McCoy, 2014), role transitions within the same domain (Ashforth, 2001), effective momentary or/and shared leadership (Shondrick, Dinh & Lord 2010; Friedrich, Vessey, Schuelke, et al. 2009) and leadership development (Epitropaki et al., 2023; Lord et al., 2020). With our symposium we aim to function as a catalyst and ignite a thought-provoking discussion by exploring current and future research directions. Each one of the panelists will explore the topic from a different angle.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Researching Wrongdoing and Irresponsibility Using Historical and Retrospective Approaches



Organizer: **Adam Nix**, *Birmingham Business School, U. of Birmingham, UK*
Presenter: **Andrew D A Smith**, *Birmingham Business School, U. of Birmingham, UK*
Participant: **Emily Buchnea**, *Newcastle Business School, Northumbria U.*
Participant: **Nicholas Wong**, *Newcastle Business School, Northumbria U.*
Participant: **Ian Jones**, *U. of York, UK*
Presenter: **Hamid Foroughi**, *Warwick Business School*
Participant: **Rajiv Maher**, *EGADE Business School, Tecnologico de Monterrey*
Presenter: **Ellen Shaffner**, *Mount Saint Vincent U.*
Discussant: **Nicholous Mark Deal**, *Mount Saint Vincent U.*

This presenter symposium provides a space for scholars from different areas of the Academy to come together to explore the potential gaps, linkages, and overlaps that exist at the intersection of research on organizational wrongdoing and irresponsibility and a methodological or conceptual engagement with the past. Specifically, we draw on a range of divisional experiences and approaches to explore (i) how organizations account for and manage their problematic past and (ii) the role memories and memory work play in historical and ongoing cases of wrongdoing. In doing so, the symposium will highlight the particular affordances and challenges that the past represents for understanding and tackling wrongdoing and irresponsibility. Three presentations will demonstrate specific historical and retrospective approaches, showing their potential value to organizational wrongdoing and irresponsibility research. Finally, we provide a space for dialogue on future directions and opportunities that stem from the intersection of these themes.

Working Between Two Scaffolds: The Memory of Corporate Irresponsibility in an MNE

Author: **Andrew D A Smith**, *Birmingham Business School, U. of Birmingham, UK*
Author: **Emily Buchnea**, *Newcastle Business School, Northumbria U.*
Author: **Nicholas Wong**, *Newcastle Business School, Northumbria U.*
Author: **Ian Jones**, *U. of York, UK*

Corporate Historical Integrity: The Financial Industry and Slavery (WITHDRAWN)

Author: **Sarah Federman**, *U. of San Diego*

Memory work following Corporate Social Irresponsibility: Learning from Mariana Dam Break in Brazil

Author: **Hamid Foroughi**, *Warwick Business School*
Author: **Rajiv Maher**, *EGADE Business School, Tecnologico de Monterrey*

Forgetting and Remembering the Early Histories of Women in the Royal Canadian Mounted Police

Author: **Ellen Shaffner**, *Mount Saint Vincent U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Power Dynamics in Leadership

Session Moderator: **Saskia Glaas**, *Ludwig Maximilian U. of Munich (LMU)*

MOC: **Empowering Leadership and Proactive Behavior: A Social Information Processing Perspective**

Author: **Yejun Zhang**, *Texas State U.*
Author: **Kui Yin**, *U. of Science and Technology Beijing*
Author: **Min Wan**, *Texas State U.*

Drawing on social information processing theory, we examined the mechanism as well as the boundary condition between empowering leadership and employee proactive behavior. Moving beyond the perspectives that have been suggested in prior studies, we provided a new account that was based on the social information processing perspective and proposed that empowering leadership would have a curvilinear effect (i.e., inverted U-shaped) on employee proactive behavior via perceived leader effectiveness. In addition, we predicted that employee's empowerment expectation would moderate the effect of empowering leadership on perceived leader effectiveness, as well as the indirect effect of empowering leadership on employees' proactive behavior. The proposed hypotheses were generally supported in a time-lagged data of 402 subordinates and their 97 supervisors; however, there was no moderating effect of employees' empowerment expectation. We discussed both theoretical and practical implications and identified the directions for future research.

MOC: **The Role of Class Privilege and Humility in Leadership**

Author: **Liuxin Yan**, *National U. of Singapore*
Author: **Grace Jia Hui Lim**, *Hong Kong Baptist U.*
Author: **Wei Jee Ong**, *National U. of Singapore*

Although the impact of class-based privilege is pervasive and long-lasting, upper-class individuals often fail to acknowledge that they have benefitted from unearned advantages and opportunities in achieving their success. Instead, those benefitting from class privileges often proactively deny and deflect these advantages, motivated by ideologies of meritocracy to reaffirm their image as "self-made". Expanding on this line of work, we tackle this phenomenon through an interpersonal lens by examining how observers perceive and react to individuals' self-awareness regarding the privileges associated with their social class background. Integrating theoretical insights from the social class and humility literatures, we propose acknowledging privilege as an impression management tactic for leaders from higher (vs. lower) social class backgrounds to signal their humility, which consequently enhances their likelihood of further getting promoted within an organization. We discuss theoretical and practical implications of our work.

MOC: **Coping with Daily Laissez-Faire Leadership: Crafting a Path to Success or Disengaging from Chaos?**

Author: **Saskia Glaas**, *Ludwig Maximilian U. of Munich (LMU)*
Author: **Huong Pham**, *U. of St. Gallen (HSG)*
Author: **Angela Kuonath**, *Ludwig Maximilian U. of Munich (LMU)*
Author: **Dieter Frey**, *Ludwig Maximilian U. of Munich (LMU)*

Laissez-faire leadership predominantly yields negative effects on employees, though some findings of positive effects exist. Moreover, how employees navigate this passive leadership style on a daily basis remains poorly understood. Grounded in transactional stress theory and the job demands-resources model, we argue that daily job crafting buffers the negative effects of laissez-faire leadership on next-day performance via evening job satisfaction, whereas daily disengagement coping worsens these effects. We collected data twice a day over one working week in an experience sampling study with 127 employees, (i.e., after work and before bedtime; 359 data points). Our findings revealed a positive indirect effect of laissez-faire leadership on next-day performance via evening job satisfaction on days when employees exhibited high levels of job crafting and low levels of disengagement coping. In contrast, a negative indirect effect was observed on days when job crafting was low and disengagement coping was high. This emphasizes the double-edged nature of daily laissez-faire leadership and that its effect within individuals depends on their chosen daily coping strategies. Our findings highlight the value of job crafting and the risks associated with disengagement coping when confronted with daily laissez-faire leadership.

MOC: **Helicopter Bosses: Development and Validation of the Micromanagement Scale**

Author: **Catherine Deen**, *U. of New South Wales*
Author: **Christian Kiewitz**, *U. of Dayton*
Author: **Jun-Yeob Kim**, *U. of Illinois at Urbana-Champaign*
Author: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*
Author: **Ying-Yi Chih**, *Australian National U.*
Author: **Robert Lu Tang**, *De La Salle-College of Saint Benilde*

Micromanagement (MM) is a popular topic in management circles, where its negative reputation is palpable. Surprisingly, academics have not shared this interest, resulting in a deficient understanding of MM marred by disjointed definitions and paradoxical views. Our research addresses this gap through a programmatic series of five studies that: (1) define the MM construct, (2) develop a psychometrically reliable and valid measure, and (3) validate a preliminary nomological network. Using combined deductive and inductive approaches, we establish a construct definition of MM. Subsequently, we develop and validate a 17-item Micromanagement Scale (MMS-17). Drawing on data from 10 distinct samples encompassing 2,098 individuals from diverse industries, we found that: (a) MM is a hierarchical construct with three key attributes (i.e., controlling, close monitoring, detail focus) and three key features (i.e., excessive, sustained, unnecessary), (b) the MMS-17 demonstrates discriminant validity vis-à-vis other leadership constructs (i.e., abusive supervision, authoritarian leadership, directive leadership, empowering leadership, initiating structure, participative leadership), and (d) the MMS-17 exhibits nomological validity through significant relationships with theorized antecedents (e.g., trust, leader-member exchange) and consequences (e.g., turnover intentions). We discuss the implications of the MMS's availability for the study of micromanagement with special focus on future research directions and practical implications.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Adapting to Remote and Flexible Work Environments



Session Moderator: **Bowen Shi**, *National U. of Singapore (NUS)*

MOC: **Daily Spillover Stressors: Incivility, Work-Family Conflict, and Temporary Smartphone Dependence**

Author: **Bowen Shi**, *National U. of Singapore (NUS)*
Author: **Yongjuan Li**, *Chinese Academy of Sciences*

In modern society, smartphones are widely used throughout the world, and little is known about the predictors of smartphone addiction in the daily working context. Our two-week experience-sampling study of 138 teachers revealed that incivility as a work stressor influences smartphone addiction through work-to-family conflict. We further examined the daily-level relationship between smartphone dependence and insomnia. The results showed that incivility from students, instead of coworkers, is positively correlated with work-to-family conflict, which in turn influences individuals' temporary smartphone dependence; lack of control moderates the relationship between work-to-family conflict and temporary smartphone dependence; and phone dependence is positively associated with insomnia. Our findings enrich compensatory internet use theory and the Interaction of Person-Affect-Cognition-Execution (I-PACE) model and expand the smartphone dependence research to the working area.

MOC: **Time Control Fatigue: Navigating Autonomy and Synchronization in Hybrid Work**

Author: **Ruilin Huang**, *Stockholm School of Economics*
Author: **Ioana Lupu**, *ESSEC Business School*
Author: **Lotta Hultin**, *Stockholm Business School*

Hybrid work has emerged as the dominant work arrangement in the post-COVID era, affording employees the flexibility to alternate between the physical office and remote locations. However, we know little about how the temporal structures in this context shape and are reshaped by workers' efforts to create and synchronize work rhythms. Drawing on in-depth interviews and diaries with knowledge workers, we explore how these workers experience and navigate time in the hybrid work context. The findings reveal that hybrid work shifts the responsibility to synchronize workflows from managers to individual workers, increasing the pressure for workers to temporally self-control—not only to determine their own work pace and rhythm but also to create and maintain the synchronization among group members. Despite individuals' higher perceived autonomy, our participants struggled to enact such synchronizations of workflows. This persistent yet unsuccessful struggle ultimately leads to a phenomenon we call time control fatigue. Taken together, our findings contribute new insights into the emergence of new forms of control amid spatial dispersion of workers, wherein the responsibility for synchronizing with temporal structures falls mostly on individual workers, enriching theory on individual entrainment and temporal experiences.

MOC: **Awakening to New Possibilities: Employee Responses to the COVID-Induced Transition to Remote Work**

Author: **Julia Coff**, *NYU Stern School of Business*
Author: **Frances J. Milliken**, *New York U.*
Author: **Kevin Woojin Lee**, *U. of British Columbia*

In this qualitative study, we sought to understand what accounted for the widespread post-COVID resistance to returning to previous ways of working. We interviewed 46 knowledge economy workers whose organizations had transitioned to fully remote work in the wake of the COVID-19 pandemic. Using a grounded theory approach, we found that the collective transition to remote work afforded our interviewees the opportunity to compare their remote and co-located work arrangements, notice contrasts between them, and realize that a new model for work was possible and desirable. We discuss the implications of our findings for designing work and offices in the future, given that what began as a temporary solution may, in the perspective of our interviewees, prevail as the new normal. We also theorize the implications of our findings for understanding the conditions under which individuals may make new sense of their work and organizations and resist that which they previously normalized.

MOC: **Flexible Work Arrangements Sabotage Expatriates' Job Effectiveness Through Interpersonal Conflict**

Author: **Anna Carmella Ocampo**, *ESADE Business School*
Author: **Quan Li**, *Nankai U., China*
Author: **Rebecca Mitchell**, *Macquarie U.*
Author: **Jun Gu**, *Macquarie Business School, Macquarie U.*
Author: **Robert Lu Tang**, *De La Salle-College of Saint Benilde*

This research calls into question the utility of flexible work arrangements (FWAs) in expatriate management. In a mixed methods study, we find that FWAs undermine expatriates' job effectiveness via increased perceptions of interpersonal work conflict. Study 1a presents an exploratory qualitative investigation that probes how the implementation of FWAs may bring forth task and relational challenges among expatriates who operate in international work environments (N=153). Study 1b employs independent expatriate-local peer dyads across two measurement periods to demonstrate that the adoption of FWAs in expatriate work engenders interpersonal work conflict. This, in turn, compromises two forms of job effectiveness: one that is task-based (i.e., in-role performance) and another that is relational-based (i.e., organizational citizenship behaviors) (N=140). These negative indirect relationships are exacerbated under conditions of low, as opposed to high, social support. The present findings emphasize the importance of designing jobs that nurture (rather than spoil) social and task relationships when managing a global workforce. We discuss the implications of these findings for theory and practice.

KEY TO SYMBOLS

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

From Surviving to Thriving With Work Innovations: New Perspectives on Coping with Work & Technology



Organizer: **Elizabeth Nguyen Trinh**, *U. of Michigan, Ross School of Business*
Organizer: **Laura Maria Giurge**, *The London School of Economics and Political Science (LSE)*
Moderator: **Andrew Carton**, *The Wharton School, U. of Pennsylvania*
Presenter: **Melissa Mazmanian**, *U. of California, Irvine*
Participant: **Summer Jackson**, *Harvard Business School*
Presenter: **Basima Tewfik**, *MIT Sloan School of Management*
Presenter: **Erica Bailey**, *Haas School of Business, UC Berkeley*
Presenter: **Maya J. Cratsley**, *U. of Southern California - Marshall School of Business*
Participant: **Nathanael Fast**, *U. of Southern California*
Participant: **Margaret Jack**, *Syracuse U. School of Information*

Innovating for the future necessitates a deep theoretical understanding of how individuals cognitively and behaviorally cope with and adapt to shifting paradigms of work and rapid technological advancements. With this in mind, we offer an in-depth examination of the psychological and behavioral mechanisms underpinning how people perceive and react to emerging challenges and opportunities in the new world of work. The first presentation explores independent, creative workers, delving into their unique strategies for navigating non-traditional work structures and their adaptation in terms of both psychological orientation and physical presence. The second presentation challenges conventional views on busyness, proposing that individuals often engage in self-imposed busyness as a deliberate choice that can yield positive outcomes in terms of productivity and well-being. The third presentation introduces a relational theory of microaggressions, a phenomenon increasingly prevalent in modern work settings, and examines the perceptions and responses of individuals and the reactions of perpetrators. The fourth presentation shifts the focus to the perceptions of generative AI in the domain of advice-giving, probing into how individuals may experience the potential benefits and drawbacks of AI tools in the advice generation process. Finally, the last presentation underscores the significance of technology identification as a key factor influencing individuals' willingness to adopt new technologies, demonstrating its role in shaping technological integration in the workplace. Collectively, these presentations will shed light on the multifaceted ways in which human actors are responding to evolving work environments and offer important insights for understanding and navigating the future of work.

Self-Care/Self-Extraction: Movement Practices by Independent Workers

Author: **Margaret Jack**, *Syracuse U. School of Information*
Author: **Melissa Mazmanian**, *U. of California, Irvine*

The Busy Bee Effect: How and Why Self-Imposed Busyness Affects Work-Related Outcomes

Author: **Elizabeth Nguyen Trinh**, *U. of Michigan, Ross School of Business*
Author: **Laura Maria Giurge**, *The London School of Economics and Political Science (LSE)*

A Relational Theory of Workplace Microaggressions

Author: **Basima Tewfik**, *MIT Sloan School of Management*
Author: **Summer Jackson**, *Harvard Business School*

The Role of Task Order in the Evaluation of Human and AI-Generated Advice

Author: **Erica Bailey**, *Haas School of Business, UC Berkeley*

Identity and Technology Adoption

Author: **Maya J. Cratsley**, *U. of Southern California - Marshall School of Business*
Author: **Nathanael Fast**, *U. of Southern California*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Insights into the Role of Virtue in Leadership Emergence and Effectiveness



Organizer: **Addison Maerz**, *California Polytechnic State U., San Luis Obispo*
Discussant: **Pauline Schilpzand**, *Oregon State U.*
Presenter: **Christian Kiewitz**, *U. of Dayton*
Presenter: **Nate Zettna**, *The U. of Sydney*
Presenter: **Yashuo Chen**, *School of Business, Sun Yat-sen U.*
Presenter: **Yanhong Li**, *Odette School of Business, U. of Windsor*
Presenter: **Su Kyung Kim**, *U. of Manitoba*
Participant: **Patrick Liborius**, -
Participant: **Anna Faber**, *Justus-Liebig-U. Giessen*
Participant: **Helena Nguyen**, *U. Of Sydney*
Participant: **Pauline Schilpzand**, *Oregon State U.*
Participant: **Anya Madeleine Johnson**, *U. Of Sydney*
Participant: **Nicky Cheung**, *Schulich School of Business, York U.*
Participant: **Lei Zhu**, *U. of Manitoba*
Participant: **Chunjiang Yang**, *Yanshan U.*
Participant: **Jane O'Reilly**, *Telfer School of Management, U. of Ottawa*
Participant: **Laurent Lapierre**, *Telfer School of Management, U. of Ottawa*
Participant: **Addison Maerz**, *California Polytechnic State U., San Luis Obispo*
Participant: **Yujie Zhan**, *Wilfrid Laurier U.*

This symposium presents new insights into the role of virtue in leadership. Despite increased attention on moral-based leadership in both academic research and popular press, important questions remain about how virtues such as courage and humility inform leader practices as well as perceptions of existing and emergent leaders. Our symposium aims to expand our understanding of virtues in leadership contexts by 1) exploring how virtues such as courage shape proximal antecedents of leader emergence (e.g., expected leader effectiveness, perceived leader-like qualities), 2) identifying antecedents of virtuous leader behaviors (e.g., expressed humility), 3) extending research on the outcomes of virtuous leader behaviors to team-level outcomes (e.g., team silence), 4) testing boundary conditions that enhance or constrain the extent to which leaders exhibit humility (e.g., psychological closeness), and 5) integrating research on organizational virtuousness and follower moral identity. Leveraging multiple theories, methods, analytical levels, and perspectives of leaders and employees from four continents, these papers contribute to an expanded view of effective leadership that emphasizes both competence (being a good motivator of people) and virtue (pursuing worthy goals, in the right way, for the right reasons).

Are the Powerful Behaving (Un)humbly? It Depends on How Close They Feel to their Team

Author: **Patrick Liborius**, -
Author: **Christian Kiewitz**, *U. of Dayton*
Author: **Anna Faber**, *Justus-Liebig-U. Giessen*

How Teams Can Overcome Silence: The Roles of Humble Leadership and Team Commitment

Author: **Nate Zettna**, *The U. of Sydney*
Author: **Helena Nguyen**, *U. Of Sydney*
Author: **Pauline Schilpzand**, *Oregon State U.*
Author: **Anya Madeleine Johnson**, *U. Of Sydney*

The Moral Fabric of Meaningful Work: A Study of Workplace Virtuousness and Moral Identity

Author: **Yashuo Chen**, *School of Business, Sun Yat-sen U.*
Author: **Nicky Cheung**, *Schulich School of Business, York U.*
Author: **Lei Zhu**, *U. of Manitoba*
Author: **Chunjiang Yang**, *Yanshan U.*

The 'Hero' among Us: Acts of Moral Courage and Emergent Leadership

Author: **Yanhong Li**, *Odette School of Business, U. of Windsor*
Author: **Jane O'Reilly**, *Telfer School of Management, U. of Ottawa*
Author: **Laurent Lapierre**, *Telfer School of Management, U. of Ottawa*
Author: **Addison Maerz**, *California Polytechnic State U., San Luis Obispo*

Does Breaking Rules Make You a Good Leader? Pro-Coworker Rule Breaking and Leadership Potential

Author: **Su Kyung Kim**, *U. of Manitoba*
Author: **Yujie Zhan**, *Wilfrid Laurier U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented

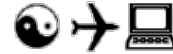


Diversity-oriented



Selected as a Best Paper

Intuition in Organizations: New Research Directions



Organizer: **Marta Sinclair**, *Griffith U.*
Participant: **Erez Yaakobi**, *Ono Academic College*
Participant: **Jacob Weisberg**, *Bar Ilan U.*
Participant: **Talya Miron-Shatz**, *Ono Academic College*
Participant: **Melissa Innes**, *U. of Sunshine Coast*
Participant: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*
Participant: **Michael Grant**, *Uppsala U.*
Participant: **Alina Bas**, *New York U.*
Participant: **Viktor Dorfler**, *U. of Strathclyde Business School*

This 15th annual intuition symposium at AoM showcases new research directions in the discipline. The empirical contributions investigate the role of intuition in academic output and organizational forecasting. The conceptual contributions compare and contrast intuition with tacit knowledge and artificial intelligence. Both research streams are bound together through a contribution about a theoretically grounded training method that bears both conceptual and empirical implications. Specifically, Yaakobi et al. investigate the relationship between intuitive vs. analytical cognitive style of scientists and their research output, highlighting the difference between the number of publications and their impact factor, depending on job complexity. Innes illustrates how intuition contributes to individual foresight in organizational context and evaluates the implication for HR management. Culham investigates a non-western view on intuition, used to develop a training method suitable for a western classroom, and introduces a different understanding of intuition from the engineering discipline. Grant explores the similarities and overlaps between tacit knowledge and intuitive expertise, thus further developing the concept and speculating how the distinction might inform the current debate about artificial intelligence (AI). Finally, Bas and Dörfler compare and contrast AI capabilities and intuition functions, as defined by its six necessary features.

Cognitive Style of Scientists and their Publication Performance

Author: **Erez Yaakobi**, *Ono Academic College*
Author: **Jacob Weisberg**, *Bar Ilan U.*
Author: **Talya Miron-Shatz**, *Ono Academic College*

Individual Foresight and Intuition in Organizations

Author: **Melissa Innes**, *U. of Sunshine Coast*

Cultivating Oneness as a Path to Intuition

Author: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*

A Knowledge-Based View on Intuition – Relationship between Intuitive Expertise and Tacit Knowledge

Author: **Michael Grant**, *Uppsala U.*

Can AI Have Intuition?

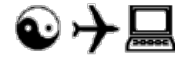
Author: **Alina Bas**, *New York U.*
Author: **Viktor Dorfler**, *U. of Strathclyde Business School*

KEY TO SYMBOLS

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

Session Type: **Paper Session**
Program Session: **1263** | Submission: **22604** | Sponsor(s): **(MSR)**
Scheduled: **Monday, Aug 12 2024 9:45AM - 11:15AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Indiana**

Spirituality, Mindfulness, and Ethical Decision Making in Modern Workplaces



Session Moderator: **Sharda Nandram**, *Nyenrode Business U.*

This session explores the role of spirituality and mindfulness in navigating complex decision-making processes and promoting fairness and responsibility in contemporary work environments. It aims to spark meaningful conversations about the role of spirituality and mindfulness in promoting ethical and responsible behavior in modern workplaces.

MSR: Navigating the Unknowable: Spaces and Holistic Dialogues for Spirituality-Informed Decision-Making

Author: **Sharda Nandram**, *Nyenrode Business U.*

Author: **Gaetan Mourmant**, *IESEG School of Management*

Author: **Puneet Bindlish**, *Vrije U. Amsterdam*

Based on classical grounded theory methodology, this paper proposes the significance of spaces and holistic dialogues as conducive factors facilitating the utilization of a distinct kind of intuition, subtle cues, in decision-making processes. In these instances, the experiential unknowable unknown realm of existence acts as a driving force to ways of knowing reality (epistemological dimension of existence). Our findings contribute to the conceptualization of spaces and dialogues. When a conducive space is established, stakeholders are likely to perceive and act upon it, leveraging their experiential realms of knowing to contribute to the organization's overarching purpose. The creation of such spaces introduces the tool of holistic dialogue, prompting stakeholders to utilize various types of information, rational and non-rational elements, subtle cues and diverse resources such as formal and informal channels, explicit and tacit ways of knowing. Through the cultivation of spaces and practice of holistic dialogue, stakeholders develop a set of capabilities that naturally aid them in sustaining their contribution to the organization's purpose while tapping into the cognitively unknowable unknown within their experiential domain. The capabilities developed include mindful perception and mindful sharing. This study contributes to the knowledge of the domain of experience, often regarded as a black box within organizational contexts.

MSR: Harmonizing Spirituality and Algorithmic Fairness in Contemporary Work Environments  

Author: **Siddhartha Satish Saxena**, *Heriot Watt U.*

Author: **Deepa Chaudhary**, *Other*

The article explores the intersection between spirituality and algorithmic fairness in the workplace. The authors argue that spirituality is crucial in fostering an inclusive and ethical work environment, especially in the age of artificial intelligence (AI) and machine learning. The proliferation of algorithms in various sectors has raised concerns about fairness, accountability, and transparency. The literature review highlights the importance of spirituality in organisational wisdom and ethical decision-making. It also discusses the role of fairness and spirituality in promoting equity and equality in organisations. Using bibliometric analysis, the study aims to fill a gap in the literature by exploring the relevance and interconnection between spirituality and algorithms in the workplace. Thus, contributing to the current debate on algorithmic fairness with spiritual insights. The article serves as a foundation for future studies in this area and encourage organisations to consider the spiritual dimensions of algorithmic decision-making.

MSR: Experiences of Othering in the Modern Mindfulness Movement: A Critical Race Theory Perspective 

Author: **Darby Roland**, *Ted Rogers School of Management, Toronto Metropolitan U.*

Author: **Ellen Choi**, *Ted Rogers School of Management, Toronto Metropolitan U.*

Author: **Steven Kavartzis**, *Ted Rogers School of Management, Toronto Metropolitan U.*

This study, grounded in Critical Race Theory (CRT), investigates the phenomenon of the discovery of Othering in modern mindfulness spaces. We describe Othering as the perception of individuals or groups labelled or treated as fundamentally different from one's own identity or social group. Amidst the rising popularity of mindfulness practices in Western culture, this research explores how equality, diversity, and inclusion are experienced by individuals in the mindfulness practice community. Through qualitative interviews with a diverse group of 31 mindfulness practitioners and leaders, this study examines the intersectionality of race, identity, and mindfulness. Our findings suggest that People of Color (POC) experience Othering at the systemic, group, and individual level. At the systemic level, issues include commodification and implicit White supremacy, alongside group-level challenges like White-centric leadership, spiritual bypassing, and universalist approaches. Individually, participants express alienation and safety concerns in predominantly White mindfulness settings. Through our findings, we contribute valuable insights towards the theory and practice of mindfulness, placing particular emphasis on addressing systemic racism, understanding the consequences of performative diversity, and fostering a genuine sense of belonging. In doing so, we offer mindfulness scholarship and practice considerations toward the development, delivery and evaluation of equity and justice-informed mindfulness training.

MSR: Responsible Decisions are Pricey: Can Yoga-Based Practices Help Us to Make Responsible Decisions? 

Author: **Soumya Dutta**, *Doctoral Student at Indian Institute of Technology Bombay (IIT Bombay), India*

Author: **Ashish Pandey**, *Indian Institute of Technology, Bombay*

The depth and breadth of sustainable development necessitate fresh ideas beyond current attitudes and practices followed by organisations. Organisations need new thinking and enhancement of socially responsible decision-making to construct a sustainable and viable future. In this regard, effective self-management education would be vital in building decision-making ability. However, more research investigation is needed on the ways and means of enhancing the ability of socially responsible decision-making. We propose that Yoga-based practices (YBP) can help us make responsible decisions by enhancing equanimity and emotional awareness to address this need. We report three studies to examine the hypothesis. In Study 1, a survey-based study, we examined the impact of equanimity (EQM) on rational decision-making style (RDMS) mediated by emotional awareness (EA). In Study 2, an experimental vignette based study, we looked at the impact of RDMS on socially responsible decisions (SRD). Findings from both the studies supported the hypothesised model. In study 3, we examined the impact of YBP on equanimity using pre-post experiment design. The findings of Study 3 suggest that YBP enhances equanimity and that YBP is an effective, efficient, and sustainable training tool for building socially responsible decision-making ability among management students. We discussed the importance and implications of the finding for the field of Management, Spirituality and Religion research. We also contribute to the research domain of Organisation and Management education.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

How Big is the Tent? Toward a Stronger Identity for Organizational Neuroscience and Biology



Session Chair: **Nir Milstein**, *Bar Ilan U.*

Panelist: **David A. Waldman**, *Arizona State U.*

Panelist: **Yair Berson**, *McMaster U.*

Panelist: **Song Zhaoli**, *NUS Business School*

Panelist: **Lara Engelbert**, *Vrije U. Amsterdam*

Discussant: **Danni Wang**, *Rutgers Business School*

The fields of organizational neuroscience and biology are still evolving, presenting an opportune moment to cultivate a more defined and robust identity for these emerging fields. Accordingly, it is important to consider the demarcation between organizational neuroscience and biology research, versus research disciplines that may be relevant, but nevertheless more tangential or auxiliary. This delineation is crucial for clarifying the disciplinary boundaries and asserting the foundational concepts, theory, and research methods of organizational neuroscience and biology. Our goal is not to demean fields of study or research methods that are distinct from, albeit potentially relevant to, organizational neuroscience and biology. Rather, we simply seek to provide more clarity when the terms ‘organizational neuroscience’ or ‘organizational biology’ are used. As described in detail below, our panel symposium aims to delve into several pivotal issues that can help shape the identity of these fields as they move forward. Those issues include (1) methods and concepts, (2) the potential for excessive reductionism, and (3) the “Big N/B” vs. “little o” dilemma in organizational neuroscience and biology.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Going the Distance: Research on Remote and Hybrid Work

Session Moderator: **Adrian Bidlingmaier**, *U. of Konstanz*

OB: **Who can Work From Home? Developing and Validating the Mobile Work Potential Score**

Author: **Adrian Bidlingmaier**, *U. of Konstanz*

Starting with the Coronavirus disease (COVID-19) pandemic, a large number of employees were working from home (WFH) or had other similar flexible working arrangements. Even with relaxation of the obligation to work mobile, these flexible working arrangements remain in many organizations. However, it remains unclear which jobs require physical presence in the organization and which jobs can be performed remotely without major restrictions. We therefore introduce the Mobile Work Potential Score (MWPS) as a scale to measure which tasks in the organization can be performed remotely and for which tasks physical presence at the workplace is required for successful task completion. We conducted two studies to develop and validate the scale. In Study 1 (N = 619), we investigated the underlying factor structure of the MWPS using exploratory and confirmatory factor analysis using survey data from a sample of a German financial services provider arguing that the scale consists of the four factors “Digitizability”, “Autonomy”, “Internal Cooperation” and “External Cooperation”. In Study 2 (N = 294), we cross-validated the factor structure using a workforce sample. While we do not find an effect on employee engagement, we do find that Mobile Work Potential is related to lower emotional exhaustion, higher performance, and higher job satisfaction when predominantly working mobile.

OB: **Every Coin has Two Sides: Organizational Justice in Remote Work**

Author: **Xiaochuan Song**, *Texas A&M U. - Kingsville*

Author: **Baiyun Gong**, *Nova Southeastern U.*

Author: **Ryan Shea**, *Right Management Florida/Caribbean Region*

In response to the COVID-19 pandemic, organizations assigned employees to work remotely on an unprecedentedly large scale. The abrupt and vast change in work mode makes organizational justice a salient issue, which profoundly influences employees' work outcomes. Employees' perceptions of organizational justice can be challenged, due to the transition toward remote work settings and loss of shared social context. How do the employees assess the fairness of the remote work arrangement? How will such an assessment impact their job-related attitudes? In this research, based on the results of a longitudinal survey among 434 U.S. workers, we investigate the dynamics involving organizational justice perception and workplace isolation in the remote work context. Our study reveals the role of isolation and justice as mediators, through which remote work impacts employees' turnover intention. Our findings suggest that the effect of remote work is not uniform across all situations. As an option of work mode, remote work arrangement can be perceived as a reward factor to enhance the perceived justice and drive down the turnover intention. Meanwhile, it may increase workplace isolation, which deteriorates perceived justice and increases turnover intention. The implications of the findings and the directions for future research are discussed.

OB: **Sustaining Remote Work: The Role of Movement Flexibility and Community Embeddedness**

Author: **Nabi Ebrahimi**, *UMass Lowell Manning School of Business*

Author: **Tamara Montag-Smit**, *UMass Lowell Manning School of Business*

Author: **David Greenway**, *UMass Lowell Manning School of Business*

One area that has become a primary focus of attention in the telecommuting debate is the potential negative effects of remote work on worker well-being due to isolation and loneliness. In this study, we aimed to explore if people are likely to relocate when they have the opportunity to work fully remotely, and if this geographical flexibility — a relatively unexplored aspect of telecommuting research — serves as a buffer against workplace loneliness and its associated poor mental health. Employing an exploratory sequential design mixed methods approach, we first analyzed qualitative data (N = 1362), uncovering the influence of Community Embeddedness (CE) on both the choice to stay and the decision to move. This qualitative insight informed the development of a theoretical model, which we tested using quantitative data (N = 671). The results indicated that while fully remote work is associated with increased workplace loneliness and subsequent poor mental health, the movement flexibility it offers—characterized as movement for personal reasons—acts as a buffering factor. Specifically, this flexibility was linked to enhanced CE, which our findings suggest serves as a buffer against the negative mental health impacts of workplace loneliness. Thus, movement flexibility through fully remote work can enable individuals to forge a sustainable career path despite the inherent challenges of such a work arrangement. The implications of our findings and suggestions for further research are discussed.

OB: **Visible from Afar: Remote Employees' Collaboration Responsiveness to Managerial Requests**

Author: **Hui Liao**, *U. of Maryland*

Author: **Yasha Spruha**, *U. of Maryland R.H. Smith School of Business*

Author: **Qiang Feng**, *UIBE*

Author: **Li Zhu**, *Peking U.*

Author: **Zhengyi Zhao**, *Beijing Information Science and Technology U.*

Amidst the ubiquity of remote work, this research examines the psychological stress and behavioral adaptations it engenders in employees, and the resultant managerial reactions. Integrating signaling theory with research on voluntary visibilizing, we propose that remote work triggers visibility anxiety, propelling employees to exhibit higher collaboration responsiveness towards managerial requests as a strategic attempt to augment their visibility. From the managerial perspective, we posit that managers trust employees exhibiting higher responsiveness more and thereby, give them higher performance evaluations and greater rewards. We obtained support for our theory through a multi-method empirical approach, which includes a natural field experiment in a technology firm using 1,098,750 objective collaboration records over an 18-week period from both experimental and control samples, and two pre-registered experiments and three scale-validation studies with working adults. Additionally, our research uncovers a less resource-intensive signalling strategy for remote employees, showing that promptly acknowledging managerial requests is nearly as effective as rapid task completion in building managerial trust. Our findings contribute to the burgeoning literature on remote work, elucidating the psychological mechanisms and behavioral dynamics for manager-employee collaborations in remote contexts, and offering novel practical implications for improving remote work relationships.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Creativity in Context

Session Moderator: **Cheng Chen**, *Faculty of Economics and Business, U. of Groningen*

OB: The Benefits of Redundancy: External Contact Duplication, Information Sharing, and Team Creativity

Author: **Cheng Chen**, *Faculty of Economics and Business, U. of Groningen*
Author: **Yingjie Yuan**, *U. of Groningen, Faculty of Economics and Business*
Author: **Stefan Berger**, *U. of Groningen*
Author: **Bernard A. Nijstad**, *U. of Groningen*

Scholars generally assume that non-redundant social relationships facilitate creativity while redundant ones constrain it. This paper demonstrates that redundant external relationships can, in fact, benefit team creativity. Adopting a team composition view, rather than a team global view, we introduce a new conceptualization of redundancy, namely external contact duplication, which captures the degree to which individual team members have the same external contacts. Drawing on team information processing and social network research, we highlight the previously overlooked information processing benefits of redundancy for team creativity in terms of social validation of external information and common ground between team members and external contacts. We hypothesize that external contact duplication stimulates intra-team external information sharing (the dissemination of externally acquired information among team members), which in turn fosters team creativity. We found support for our hypotheses in a sample of 72 work teams. Moreover, we found that team tenure moderated this indirect effect by weakening the relationship between external contact duplication and intra-team external information sharing. Overall, our study suggests a more nuanced understanding of structural redundancy and highlights an alternative mechanism through which it influences team creativity.

OB: When and Why Trust in Intelligent Machines affects Employees' Creative Behavior?

Author: **Shanghao Song**, *Beijing Normal U.*
Author: **Yunsheng Shi**, *Beijing Normal U.*
Author: **Xiaolin Ge**, *Beijing Normal U.*
Author: **Xiaoxuan Chen**, *Guanghua School of Management, Peking U.*
Author: **Longdi Li**, *Renmin U. of China*
Author: **Wenzhou Wang**, *Beijing Normal U.*
Author: **Haibo Yu**, *Beijing Normal U.*

As a human perception of nonhuman entities in the artificial intelligence era, trust in intelligent machines (including artificial intelligence, algorithms, robots, etc.) has been studied by scholars to explain whether intelligent machines can be quickly applied to organizations and promote organizational development. In this article, we focus on how and why employees' trust in intelligent machines affects their creative behavior. The results from two studies—a survey of 247 employees in Chinese organizations with intelligent machines and a vignette experimental study—were used to support our proposed theoretical model. The results indicate that employees' trust in intelligent machines can affect creative behavior through job crafting, and job autonomy plays a moderating role in this mechanism. Specifically, when job autonomy is high, trust in intelligent machines will promote job crafting and creative behavior; when job autonomy is low, this mediated relationship will result in a negative correlation.

OB: Giving Feedback to Whom? Relative Status, Tie Strength, and Feedback Giving

Author: **XINYU HU**, *Renmin Business School Renmin U. of China*

Feedback giving plays an important role in the workplace. However, high-quality feedback could be rare, and people may be reluctant to express their negative feedback to coworkers. We argue that considering the feedback process from the feedback providers' perspective can help clarify this phenomenon. In this research, we propose a framework to investigate how the social relationship between feedback seekers and feedback providers influences feedback giving. We expect that feedback providers' relative status positively influences their feedback-giving behavior, and tie strength negatively moderates this relationship. Further, we propose that the joint effect of relative status and tie strength is mediated by psychological safety. Two experimental studies provide evidence to support our hypotheses.

OB: Organizational Politics Harm Employee Creativity by Suppressing Prohibitive Voice

Author: **Kunjing Li**, *School of Innovation and Entrepreneurship, Hubei U. of Economics*
Author: **Jingyu Dong**, *Xi'an Jiaotong U.*
Author: **Hui Zhang**, *Xi'an Jiaotong U., China*
Author: **Shuxin Zhang**, *Xi'an Jiaotong U.*
Author: **Zhibin Mao**, *School of Innovation and Entrepreneurship, Hubei U. of Economics*

While previous research has explored various employee outcomes stemming from organizational politics, the significance of creativity, a vital performance outcome valued by both employees and organizations, has received insufficient attention. To complement this existing body of work, we seek to examine how and when organizational politics affect employee creativity. Employing a social information processing perspective, we posit that organizational politics hinder creativity by discouraging employees from attending to work-related issues and expressing their prohibitive voice. Furthermore, we propose that this suppressive effect becomes less salient among employees who have higher levels of creative self-efficacy or attentiveness. Our findings, derived from a multi-wave, multi-source field survey, reveal that organizational politics indirectly undermined creativity through their negative impact on prohibitive voice (even after controlling for other confounding mediating mechanisms). Additionally, we uncover that creative self-efficacy and attentiveness attenuated the adverse effect of organizational politics on prohibitive voice and subsequent creativity, respectively.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Take Charge and Help Me Out

Session Moderator: **Mingze Li**, *Wuhan U. of Technology*

OB: Learn or Loaf? How Employees React to Team Members' Extra-Role Customer Service Behavior 

Author: **Alice J. M. Tan**, *Beijing Normal U.-Hong Kong Baptist U. United International College*

Author: **Raymond C.H. Loi**, *U. of Macau*

Author: **Cheris W.C. Chow**, *U. of Macau*

Author: **Huihui Tang**, *U. of Macau*

Author: **Isabel S. F. Fu**, *U. of Macau*

Existing literature largely examined the antecedents of employees' extra-role customer service behavior (ECSB) as originated from organizations, leaders, customers, and employees themselves. Interestingly, the impact of employees' team members, a core stakeholder working closely with employees, has been widely neglected. Based on the social learning theory and the social loafing theory, this study proposes two competing hypotheses to investigate the influence of other team members' ECSB on focal employees' ECSB. We conducted a three-phase survey and collected data from both supervisors and service employees of a retail chain. Multi-level path analytic models were constructed to test the hypotheses using Mplus 8.8. Results showed that observing other team members' ECSB can lead to focal employees' reduction of ECSB through social loafing. In addition, employees' own beliefs in self-reliance can buffer the negative impact of other team members' ECSB on focal employees' ECSB through social loafing. Our findings provide important theoretical implications for ECSB research and practical implications for managers on how to alleviate the negative impact of social loafing and promote ECSB.

OB: Frenemy: The Double-Edged Effect of Peers' Higher Conscientiousness in the Workgroup

Author: **Yanfen Wang**, *U. of Science and Technology of China*

Author: **Qingxiong Weng**, *U. of Science and Technology of China*

Conscientiousness is typically regarded as a favorable personality trait that contributes to positive work outcomes. However, little attention has been devoted to the complex effects of peers' high conscientiousness on employees' reactions in the workgroup. Based on the social comparison theory, the present study posited that perceiving peers' high conscientiousness in groups may have double-edged effects on the employees' emotional experience and subsequent behavioral responses. Further, this study postulated employees' zero-sum mindset as a key boundary condition that alters these effects. 300 peer-employee dyadic data collected from various industries in China were applied to verify these predictions. The findings indicated that when employees have a higher level of zero-sum mindset, perceiving peers' high conscientiousness can trigger their social undermining behaviors toward the peers via the feeling of relative deprivation. In contrast, when employees have a lower level of zero-sum mindset, perceiving peers' high conscientiousness can foster their helping behaviors toward peers via the feeling of inspiration. These findings not only develop a more complete and balanced understanding of conscientiousness in the workplace, but also provide practical insights for managers to improve group functioning through effective management of member interactions.

OB: How to Break Through the Identity Distress of the Workplace Vigilante? 

Author: **Mingze Li**, *Wuhan U. of Technology*

Author: **Xinyi Zhang**, *School of management\Bus Administration, Wuhan U. of Technology*

Workplace vigilantism refers to activities that employees carry out to monitor their workplace for signs of wrongdoings and effect unauthorized justice based on perceived sense of right and wrong. Extant research gives less attention to how individual differences might predict employees' vigilantism at work. We propose that employee individualism-collectivism orientations may lead to different cognition of workplace vigilantism, perceiving it with risk or efficacy as represented by employee perceptions of relationship cost or pro-team motivation, which in turn may affect their engagement in self-appointed mission of monitoring and punishing perceived wrongdoers. We also propose a moderator-task interdependence. We tested this theoretical model in a field study of a sample of 357 employees, which demonstrates that employee individualism orientation is negatively associated with workplace vigilantism via increased perceived risk of vigilantism; whereas employee collectivism orientation is positively associated with workplace vigilantism via increased perceived efficacy of vigilantism, and the relationship is weakened when task interdependence is high. Theoretical and practical implications are offered.

OB: Reciprocity Between Organizational Dehumanization and Taking Charge at Work: The Role of Thriving  








Author: **Rahman Khan**, *Westminster International U. in Tashkent*

Author: **Ghulam Murtaza**, *Kedge Business School*

Author: **Qurat-ul-ain Talpur**, *ESSCA School of Management*

This study explores the reciprocal relationship between organizational dehumanization and employees taking charge at work. Specifically, we test the negative impact of organizational dehumanization on taking charge at work and how this reduced taking charge can lead to further organizational dehumanization. Additionally, the study explores the attenuating role of thriving as a mitigation between organizational dehumanization and employees' taking charge at work. Two studies tested the hypothesized relationships. Findings of the experimental study (Study 1) conducted on university students confirmed that organizational dehumanization has a significant impact on taking charge at work. A longitudinal study (Study 2) was conducted on full-time employees and their supervisors at three time points (T1, T2, and T3). Data collected from 183 dyads confirmed that organizational dehumanization at T1 and T2 was significantly related to taking charge at work during T2 and T3. Furthermore, the reverse negative links from taking charge at work (T1 and T2) to organizational dehumanization (T2, T3) were also significant. By conducting moderation analysis, we confirmed the significant buffering role of thriving on the relationships between organizational dehumanization and taking charge at work at Time 1 and Time 2. We discuss the practical implications of our study results.

KEY TO SYMBOLS

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

Personal and Social Bases of Decision Making

Session Moderator: **Sarah Bourdeau**, *School of Management, U. du Québec à Montréal (ESG UQAM)*

OB: **The Focus Theory of Normative Conduct and Employees' Projected Use of Work-Life Policies** 

Author: **Sarah Bourdeau**, *School of Management, U. du Québec à Montréal (ESG UQAM)*

Author: **Nathalie Houlfort**, *UQAM U. of Quebec in Montreal, Canada*

Author: **Patrick Coulombe**, *School of Management, U. du Québec à Montréal (ESG UQAM)*

Author: **Leandre Alexis Chenard-Poirier**, *École des Hautes Études Commerciales de Montréal - HEC Montreal*

Work-life policies (e.g., flexible schedule, onsite childcare) are implemented by organizations, but unfortunately, many employees still decide to abstain from taking advantage of such benefits (Magnaye, Kim, Eales, & Fast, 2023), positioning the importance of understanding the barriers and enablers affecting employees' decision-making processes when it comes to deciding to use or not work-life policies, one of which could be social norms (Mandeville, Halbesleben, & Whitman, 2016). However, current research has yet to show the impact of social norms in this context. Harnessing the focus theory of normative conduct (Cialdini, Kallgren, & Reno, 1991; Cialdini, Reno, & Kallgren, 1990), we investigate, in two scenario-based experiments, the distinctive (Study 1, N = 168) and additive (Study 2, N = 119) effects of injunctive and descriptive social norms to predict individuals' projected use of work-life policies. Our results reveal that, when controlling for work centrality, gender, parenthood status and managerial status, injunctive and descriptive social norms do have significant effects on employees' projected use of work-life policies.

OB: **Cognitive Moral Development and Unethical Pro-Organizational Behavior: The Moderating Role of Leader**  

Author: **Yi-Hui Ho**, *Chang Jung Christian U.*

Author: **Chieh-Yu Lin**, *Chang Jung Christian U.*

Although cognitive moral development (CMD) has been regarded as a critical individual characteristic affecting ethical decision-making, how the CMD underlies an individual's unethical pro-organizational behavior (UPB) is still largely unknown. Drawing on Kohlberg's moral development theory, this study attempts to empirically explore how UPB is associated with CMD and the moderating role of leader's UPB. Through a two-stage questionnaire survey on purchasing employees in Taiwan, research results reveal that UPB is significantly associated with CMD, and leader's UPB significantly moderates the association between CMD and UPB. Conventional employees are most likely to conduct UPB, followed by pre-conventional employees and post-conventional employees in order. When employees perceive that their leaders are likely to perform UPB, the association between their UPB and CMD will be stronger. Moreover, this study also concludes that the influences of leader's UPB on employees' UPB decrease with employees' CMD levels. In addition to advancing understanding of the role of CMD in UPB and the moderating effect of leader's UPB, this study provides practical implications for managing employees' UPB.

OB: **Advice Taking Under Time Pressure** 

Author: **Erik Kommol**, *WU Vienna*

Author: **Christopher Ulrich Lettl**, *WU Vienna U. of Economics and Business*

Many important decisions are not made alone, but decision-makers seek advice from others. In increasingly hypercompetitive markets, management teams are often placed under pressure to make strategic decisions fast. Therefore, decision-making and associated advice taking often takes place in decision environments that are associated with time pressure. In this paper, we study the influence of time manipulations on advice taking by using two pre-registered online experiments (n = 593). In the first experiment, we employ a classical judge-advisor system setup, where advice is presented unsolicited and is not associated with costs, to study the effect of time pressure on advice utilization. Results of this experiment indicate that confidence mediates the influence of time manipulations on advice utilization and that this effect is dependent on when time pressure is elicited in the advice taking process. To contribute to a more nuanced understanding of the effect of time pressure on advice taking, we additionally investigate how time pressure influences advice seeking behavior in environments where advice is optional and associated with costs. Results of the second experiment indicate that confidence moderates the effect of time pressure on advice seeking; individuals with a low confidence spent proportionally more time seeking advice compared to highly confident individuals when under time pressure. We emphasize the importance of considering the decision environments individuals are embedded in when taking advice while employing a process level perspective and distinguishing between different advice taking scenarios prevalent in the organizational context.

OB: **Beneath the Surface – How Dark Personality Traits of CEOs Influence Top Management Team Formation**

Author: **Lars Kimmig**, *RWTH Aachen U.*

The composition of the top management team (TMT) has a significant impact on firm-level outcomes. However, there has been little research on the role of CEO personality as a determining factor of TMT composition. We aim to address this gap by examining the impact of CEOs' dark triad personality traits – narcissism, Machiavellianism, and psychopathy – on the composition of TMTs. By leveraging a choice-based conjoint experiment with CEOs, our approach moves beyond previous research by utilizing direct personality measurements while introducing a novel set of criteria to assess TMT composition. This method enables a more nuanced understanding of how specific CEO personality traits impact the prioritization of different TMT criteria. We find that CEOs with dark personality tendencies place significantly less emphasis on interpersonal relations and cultural/diversity perspectives (i.e., trustworthiness, cultural fit, and team diversity) while prioritizing industry/functional knowledge and entrepreneurial thinking. We contribute to the strategic leadership literature by offering insights into the factors that influence the composition of the TMT and add empirical insights on the impact of CEO personality traits.

Author: **Matthieu Légeret**, *U. of Amsterdam*

Author: **Moritz Gruban**, *Royal Holloway, U. of London*

Despite evidence of a gap between hypothetical and real moral decisions, research on morality often relies on hypothetical decisions and dilemmas. To investigate the extent of hypothetical bias in moral decision-making, i.e., the difference between hypothetical and real decisions, we conducted three experiments on charitable giving. We focus on an individual aspect, incentives, and a social element, norms, of moral decisions. We also examine whether manipulating a social norm has a different effect on hypothetical bias for Amazon Mechanical Turk (MTurk) participants and university students. We find that hypothetical decisions led to higher reported donations than real donations in all three studies. The size of the incentives did not affect this difference, but the change in social norm only affected MTurk participants: when a moral decision is framed as a norm violation, MTurk participants no longer exhibit hypothetical bias. For university students, hypothetical bias remained despite the change in social norm. We discuss these findings in terms of implications for behavioral ethics as well as experimental methods.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

I Think Therefore I Feel: Cognitions in Emotional Processes

Session Moderator: **Pawel Bilinski**, *Bayes Business School*

OB: **Using 'Mood Images' in an Annual Report to Influence Shareholder Say-On-Pay Votes**

Author: **Pawel Bilinski**, *Bayes Business School*

Author: **Jay Jung**, *Bayes Business School*

Author: **Zan Li**, *Bayes Business School*

We examine whether mood images (information-free graphical elements) in an annual report influence shareholder votes on the say-on-pay (SOP) proposals. We find that mood images promote heuristic decision making and increase shareholder voting support for the SOP proposal. However, in the presence of signals conflicting managers' proposal, mood images prompt a more critical shareholder evaluation of the SOP resolution, which negates mood images' positive effect on SOP resolution support. Our findings reveal the contingent nature of the effect mood images have on shareholder voting behavior consistent with the cognitive dissonance theory.

OB: **The Impact of AI Negative Feedback vs. Leader Negative Feedback on Employee Withdrawal Behavior**

Author: **Xinyue Li**, *U. of International Business and Economics*

Author: **Mingpeng Huang**, *U. of International Business and Economics*

Author: **Jialin Liu**, *U. of International Business and Economics*

Author: **Yifan Fan**, *U. of International Business and Economics*

In the context of widespread artificial intelligence (AI) application in the workplace, AI feedback has gradually become an important application in the field of employee performance management. Some companies have started providing negative feedback to employees through AI in an attempt to mitigate the adverse effects of such feedback. However, does AI truly play a role in intervening in negative feedback? We conducted a comprehensive comparison of the impact of AI negative feedback and leader negative feedback on employees. Within the framework of a feedback process model, we argue that compared to AI negative feedback, negative feedback from leaders induces greater feelings of shame in employees, subsequently leading to work withdrawal behaviors. Conversely, compared to negative feedback from leaders, AI negative feedback has a more detrimental effect on employees' self-efficacy, subsequently leading to work withdrawal behaviors. Additionally, we introduce employee AI knowledge as a moderating factor and propose that employee AI knowledge moderates the relationship between negative feedback sources and employee withdrawal behavior. Specifically, only those employees who perceive themselves as not very knowledgeable about AI feel more shame after receiving AI negative feedback compared to leader negative feedback. Conversely, only those employees who perceive themselves as quite knowledgeable about AI experience a greater blow to their confidence after receiving AI negative feedback compared to leader negative feedback. We conducted two experimental studies to validate all hypotheses. Our research has enriched the research of AI feedback and the comparative analysis of AI functionality with leader functionality, providing practical insights for businesses to effectively use AI for negative feedback.

OB: **Cognitive Diversity and Workplace Loneliness: A Moderated Mediation Model**

Author: **Sebastian Stoermer**, *TU Dresden*

Author: **Samuel Davies**, *U. of Bristol Business School*

Loneliness is a pervasive and serious phenomenon in today's workplaces. The experience of loneliness can negatively affect vital employee work attitudes and behaviors and, most importantly, jeopardize their mental and physical health. To contribute to the burgeoning research interest in workplace loneliness, this study examines the relation between individuals' perceptions of co-workers' cognitive diversity and workplace loneliness. Further, we position workplace loneliness as a mediator in the link between perceptions of co-workers' cognitive diversity and job satisfaction and synergy diversity climate as a moderator that can attenuate the association between perceptions of co-workers' cognitive diversity and workplace loneliness. We test our hypotheses using hierarchical regressions and PROCESS on a sample of 233 individuals. Results of our analyses corroborate our contentions and show that a strong synergy diversity climate can dampen the effects of perceptions of co-workers' cognitive diversity on workplace loneliness. Based on our findings, we derive a number of vital implications.








OB: **Affects and Decision-Making? The Moderating Role of Trait Conscientiousness and Emotional Stability**

Author: **An Hoang Kim Vo**, *PhD Candidate at National Sun Yat-Sen U., Taiwan*

Author: **Shin-I Shih**, *National Sun Yat-Sen U.*

Drawing on the core-affect and the personal resource allocation theories, this study considers both the activation and valence of affect influences on the quality of decision-making outcomes and the moderating role of trait conscientiousness and emotional stability. Across a daily experience-designed study that surveyed 59 employees during ten consecutive workdays, the research findings showed that high-activated and low-activated pleasant affects increased decision-making quality. Furthermore, low-activated negative affect is negatively associated with decision quality, but there is no evidence of the relationship between high-activated unpleasant affect and decision-making performance. When considering the moderating role of personality traits, the decision quality is high only when decision-makers experience low high-activated unpleasant affect and low-activated negative affect, and they are high on conscientious/emotional stability. The research findings provide a more systematic examination of the effect of affects on decision-making. It also provides theoretical implications regarding the boundary conditions of trait conscientiousness and emotional stability on the affects-decision quality relationship.

KEY TO SYMBOLS

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

Doing Good and Going the Extra Mile

Session Moderator: **Hae-Lyeng Rose Kim**, *U. of Virginia Darden School of Business*

OB: Nature-Led Complacency: Biophilic Workplace Environments' Negative Impact on Work Behaviors

Author: **Hae-Lyeng Rose Kim**, *U. of Virginia Darden School of Business*

While existing research has suggested that being in a biophilic workplace environment (BWE), or environments that incorporate nature and natural elements, would generally have positive implications for employees, our understanding of the potential downside consequences of this contextual setting is underdeveloped. Leveraging insights from Attention Restoration Theory (ART; Kaplan & Kaplan, 1989; Kaplan, 1995), I hypothesize that the natural features of BWEs may draw one's attention away from tasks at hand and trigger employee complacency, thereby decreasing beneficial workplace behaviors, including proactive behavior and prosocial behavior. Furthermore, I argue that the positive relationship between BWEs and complacency may be stronger for employees who are lower (vs. higher) in mindfulness. I find support for my predictions through two pre-registered studies: 1) a longitudinal, multi-source field study involving 219 coworker dyads (438 employees) across 111 organizations in the Republic of Korea, and 2) an in-person experiment with undergraduate students at a large eastern U.S. university. Collectively, these studies aim to offer significant insights and implications regarding the consequences of various workplace environments.

OB: How and When Observed Illegitimate Tasks Affect Observers' Work Withdrawal and Helping Behavior

Author: **Yanfei Wang**, *South China U. of Technology*

Author: **Wenjuan Mei**, *Jinan U.*

Author: **Yu Zhu**, *Jinan U.*

Author: **Yuan Chen**, *Jinan U.*

Prior research has primarily focused on the victims' perspectives, while research to date has overlooked the impact of illegitimate tasks from observers' perspective. Drawing upon deontic justice theory, this study investigates how observers react to observed illegitimate tasks, and examines how these reactions are influenced by the observer's sense of deontic justice and moderated by their empathic concern. This study carried out an experiment and a three-wave survey. Results showed that observed illegitimate tasks decreased observers' sense of deontic justice, thereby promoting work withdrawal behavior, and helping behavior. Furthermore, our findings revealed that observers' empathic concern strengthened these direct and indirect connections. This study further discusses implications and suggests avenues for subsequent studies.

OB: The Consequences of Unethical Pro-Family Behavior

Author: **Mayowa Babalola**, *U. of Western Australia*

Author: **Yuanmei Qu**, *Rowan U.*

Author: **Moazzam Ali**, *COMSATS U., Islamabad, Lahore Campus*

Author: **Michael Muchiri**, *Alfaisal U.*

Author: **Muhammad Usman**, *NUST Business School, National U. of Sciences and Technology, Islamabad*

"For the sake of the family", recent research suggests that employees may go extra the mile to benefit their families even at the cost of violating organizational norms, a phenomenon referred to as unethical pro-family behavior (UPFB). Despite its prevalence in the workplace, UPFB research is still in its infancy and our understanding of its consequences for employees themselves remain very limited. Drawing from moral self-regulation theory, we propose that UPFB elicits ambivalent cognitions that have downstream consequences for employees' subsequent behaviors at home and at work. We propose that because of its beneficial nature to the family, UPFB elicits perceptions of family-based moral credits that in turn lead to family-directed incivility. Yet, given its violation of moral norms, UPFB elicits perceptions of organization-based moral deficits that in turn propel organization-directed helping behaviors. Results from a multi-wave study of 511 employee and spouse dyads in a wide range of industries provided support for our hypotheses. In addition, employees' moral identity weakened employees' perceived family-based moral credits following UPFB and strengthened employees' perceived organization-based moral deficits in the aftermath of UPFB. Implications for theory and practice are discussed.

OB: You Cannot Pour from an Empty Cup: The Impact of Employee Self-Compassion on Helping Behavior







Author: **Yanting Wang**, *Guanghua School of Management, Peking U.*


Author: **Yaqi Gao**, *Guanghua School of Management, Peking U.*

Author: **Dong Ju**, *Beijing Normal U.*

We examine the impact of self-compassion on employee work behavior, particularly its influence on interpersonal dynamics. By integrating conservation of resources theory and social mentality theory, we propose that self-compassion facilitates helping behaviors through the mechanism of perspective-taking, and this effect is moderated by employees' perceptions of their leaders' bottom-line mentality. We found support for our hypotheses across a scenario experiment and a multi-wave, multi-source survey. This research contributes new insights to the theoretical and practical understanding of self-compassion in organizations.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Status Dynamics in Organizations

Session Moderator: **Xiaoshuang Lin**, *U. of South Australia*

OB: **Does Humility Help Leaders Accumulate Their Status? A Perspective of Moral Virtue Theory of Status**  

Author: **Xiaoshuang Lin**, *U. of South Australia*

Author: **Bo Shao**, *Deakin U.*

Drawing on the moral virtue theory of status attainment (MVT), this research investigates whether and when humble leaders accumulate their status from followers. Influenced by humble leaders' self-awareness, openness, and teachability, followers admire humble leaders and meanwhile can perceive less weakness from those leaders. The positive influences of leader humility can be strengthened by followers' moral potency. When followers are high in followers' moral potency, they admire the humble virtue in leader humility and tend to confer more status to their leaders. Similarly, when followers are high in followers' moral potency, they are less likely to perceive leader weakness due to humble leader's capacity to maintain influences when facing moral problems. Those followers are more likely to confer status to humble leaders.

OB: **Leader Status-Leveling Behavior and Leadership Emergence: The Moderating Role of Leader Gender**

Author: **Shiyingzi Huang**, *Huazhong U. of Science and Technology*

Author: **Lirong Long**, *Huazhong U. of Science and Technology*

As modern organizations call for more equality and inclusive organizational climate, the emphasis on status-leveling to downplay organizational hierarchy has drawn widespread attention from scholars. However, the research on status-leveling behavior is still in its early stages and faces limitations in terms of mechanisms, and boundary conditions. Based on the SCM, this paper explores the positive impact of leader status-leveling behavior on formal leadership emergence through employees' perceived leader warmth, and examines the moderating role of leader gender in the above relationship. Through a multi-wave questionnaire survey (N = 212) and a scenario experiment (N = 200), the results showed that leader status-leveling behavior could promote formal leadership emergence through employee perceived leader warmth rather than competence. In addition, leader gender not only moderated the relationship between leader status-leveling behavior and perceived leader warmth, but also moderated the indirect effect of leader status-leveling behavior on formal leadership emergence via perceived leader warmth. In other words, the status-leveling behavior of male leaders is more effective than that of female leaders in promoting formal leadership emergence. This paper also discusses the theoretical and practical implications.

OB: **Leader-Experienced Unfairness, Leader Status, and Subordinates' Licensing of Leader Selfish Behavior**

Author: **Ying Wang**, *U. of International Business and Economics*

Author: **Run Ren**, *Peking U.*

The appointment of leaders to hierarchical positions entails the expectation that they will prioritize the welfare of their subordinates and the organizations as a whole. However, self-interested behaviors among leaders are prevalent in the business world. Given its harm to the group and the organization, extant research has mainly documented the negative reactions from the subordinates. This research sheds new light on the phenomenon that leader self-interested behaviors may sometimes be acceptable in the eyes of the subordinates. Extending the psychological licensing theory to the third-party domain and drawing on the justice literature, we develop a model of subordinate's acceptance of leader self-interested behavior as a third-party licensing process in response to their perceived leader-experienced unfairness. Specifically, when perceiving their leaders have experienced unfair treatment, subordinates tend to ascribe psychological entitlement to their leaders, and in turn be more likely to accept leaders' self-interested behaviors. Further, we propose that leaders' organizational status could assuage or amplify such third-party licensing effects: the unfairness-induced licensing effects will be amplified for leaders with lower status, but assuaged for those with higher status. Findings from a multi-wave field survey and an experiment support our hypotheses. Insights into theory, practice, and future research are addressed.

OB: **Who is Gossiping? Interactive Effects of Status and Status Conflict on Competence-Related Gossip**

Author: **Dong Pei**, *Singapore Management U.*

Author: **Abhijeet K. Vadera**, *Singapore Management U.*

Laypersons and scholars have conflicting views on the effect of status on gossip. Some argue that individuals with higher status may engage in less gossip than their lower-status counterparts because gossip is socially undesirable and associated with social costs, while others suggest that high status might engage in more gossip as it can be used to maintain/attain status and enhance relatedness with others. We draw on status and gossip literature to argue that the effect of status on gossip depends on one important characteristic of hierarchy — group status conflict. We also focus on one particular type — negative competence-related gossip, which refers to sharing negative information about a target's abilities and skills at work with others (e.g., lack of competence). Specifically, we hypothesize that status enhances negative competence-related gossip only when people perceive a higher level of group status conflict. In a two-wave field study with a round-robin design, we show that when status conflict is perceived as higher, higher-status individuals engage in more negative competence-related gossip. The supplemental analyses suggest that status did not interact with group status conflicts in predicting other types of gossip. We discuss the implications of our research for both status and gossip research and practice.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Advances in Work Motivation

Session Moderator: **Deeviya Francis Xavier**, *U. of Vienna*

OB: The Impact of AI Integration on Job Autonomy and Creative Self-Efficacy: A Cultural Perspective 

Author: **Deeviya Francis Xavier**, *U. of Vienna*

Author: **Christian Korunka**, *U. of Vienna*

Author: **Roni Reiter-Palmon**, *U. of Nebraska, Omaha*

This paper explores the relationship between Artificial Intelligence (AI) integration in the workplace, cultural orientation and its impact on job autonomy and creative self-efficacy. Our study employs a mixed-method experimental design across 480 individuals from different cultural backgrounds, specifically individualistic (United Kingdom) and collectivistic (Mexico) cultures. We evaluate how they perceive AI's role in their professional lives. We focus on two key aspects: job autonomy, the level of control and discretion employees have over their tasks, and creative self-efficacy, the confidence in one's ability to generate innovative ideas. Our findings revealed a significant decrease in job autonomy following AI integration across all participants. Interestingly, this decrease was more pronounced in the individualistic participants. Regarding creative self-efficacy, we found gender-specific impacts, with male participants experiencing a decrease, contrary to our expectations. Finally, our results supported the hypothesis that cultural orientation influences perceptions of AI, with collectivistic participants being more receptive to AI integration. These findings have significant implications for organizations integrating AI in multicultural environments. They highlight the importance of considering cultural differences in AI deployment strategies and suggest a need for culturally sensitive AI systems. The study also opens avenues for future research, particularly in exploring the role of other cultural dimensions, conducting longitudinal studies, and investigating ethical and bias-related aspects of AI in the workplace.

OB: Beyond Dualities: The Influence of Regulatory Focus & Paradox Mindset on Workplace Ambidexterity  

Author: **Carlos Rodríguez Gómez-Rico**, *U. Carlos III de Madrid (UC3M)*

Author: **Till Nicolas Deuschel**, *U. Carlos III de Madrid*

This study explores how regulatory focus influences ambidextrous behavior in employees, with a particular emphasis on the moderating role of a paradox mindset. Conducted with 206 government workers from a large U.S. financial institution, the research reveals a significant relationship between an individual's regulatory focus and their ambidexterity at work. Specifically, a higher promotion focus leads to increased exploration, whereas a higher prevention focus correlates with greater exploitation. The study also investigates the interaction between promotion and prevention focus, finding that one focus often dominates in the performance of exploration. Crucially, it demonstrates that a paradox mindset can moderate the relationship between regulatory focus and ambidexterity, suggesting that this mindset helps employees balance exploration and exploitation more effectively. These findings contribute to our understanding of individual-level ambidexterity and highlight the importance of cognitive mindsets in enhancing organizational adaptability and competitiveness.

OB: Triumph in Turmoil: The Influence of Self-Efficacy and Ethics on Crisis Leadership Effectiveness

Author: **Marina McCarthy**, *U. of Miami*

This exploratory study delves into the realms of crisis leadership, examining how leadership self-efficacy and ethical perspectives influence effectiveness in crisis situations. Utilizing a simulated crisis event the study employs a mixed-method approach combining participant surveys and expert evaluations. The findings reveal that higher self-efficacy in leaders positively correlates with effective crisis management. Furthermore, an ethical orientation towards stakeholders enhances leadership effectiveness, while a shareholder-centric view has a negative impact. These findings underscore the significance of ethical considerations and self-belief in guiding leaders through crisis situations. The study contributes to the broader discourse on leadership by highlighting crucial areas for development in leadership training and organizational culture, particularly in preparing leaders for the unforeseeable challenges of crisis management.

OB: Which Individuals Explore? Job Demands, Individual Creative Disposition, and Extent of Exploration  

Author: **Amit K. Nandkeolyar**, *Indian Institute of Management, Ahmedabad*

Author: **Prasad Balkundi**, *U. at Buffalo, The State U. of New York*

Exploration plays a critical role in achieving sustained competitive advantage. While a growing research stream on individual exploration has separately examined either individuals' formal roles or social context as predictors, we study the simultaneous interaction of individual dispositions and their context on their exploration behavior. In this paper, building bridges to the psychological literature, we hypothesize that job demands interact with individual creative disposition to influence the extent of individual exploration and performance. We empirically tested this framework using a field study of knowledge workers in an information technology firm and an experiment that involves solving a murder mystery. The findings from our studies provide broad support for our theorization and have implications for research on exploration, creativity, and job demands.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

When Egos Connect: Social Networks Research

Session Moderator: **Farid Jahantab**, *Sam Houston State Uni*

OB: **Leader-Member Exchange Differentiation (LMXD) Development: A Social Network Perspective** 

Author: **Farid Jahantab**, *Sam Houston State Uni*

Author: **Farzaneh Fouladi**, *Doctoral Student*

In this study, we integrate leader-member exchange (LMX) theory with social network perspective to examine the implications of a follower influence social network for group level leader-member exchange differentiation (LMXD). Specifically, we propose that a follower's centrality in the workgroup influence network associates with the leader's attribution of the follower status which in turn affects LMXD. Further, we extend our theory to account for the workgroup membership and suggest that leader power distance and workgroup relationship conflict moderate the direct effect of the leader's attribution of the follower status on LMXD as well as the indirect effect of the follower's centrality in the workgroup influence network on LMXD via leader's attribution of the follower status. Multilevel analyses of multi-source time-lagged data from 991 employees and 180 followers nested in 180 workgroups supported our predictions. Theoretical and practical implications along with future research directions are discussed.

OB: **Seek Few but be Sought out by Many: How Age Shapes Networks That Enhance Performance**

Author: **Prasad Balkundi**, *U. at Buffalo, The State U. of New York*

Author: **Jigyasu Shukla**, *North Carolina A&T State U.*

Author: **Kameron Carter**, *Old Dominion U.*

Author: **Sally Hedrick**, *Purdue U., West Lafayette*

This paper seeks to find answer to the research question: how does age shape one's instrumental and expressive ties and eventually individual's performance using a meta-analysis of fifty-eight studies encompassing 11,418 employees in various organizations. Specifically, we investigate the mediating role of instrumental and expressive ties (both incoming and outgoing) in the age-performance association utilizing meta-analytic methods. When compared to younger employees, older employees were less likely to seek out friends and advice in workplace. In contrast, older employees were sought out more for advice than younger ones. Both younger and older employees had higher performance due to different network structures. Younger employees benefited from seeking out more advice whereas older employees benefited by providing advice to more people. Altogether, our results reveal the nuanced role that networks have in shaping the age-performance relationship.

OB: **Social Influence, Selection, and the Creativity Paradox in Intraorganizational Social Networks** 

Author: **Dennis Holding Jacobsen**, *Yale School of Management*

Author: **Diego Stea**, *Copenhagen Business School*

Although many scholars believe that creative employees enhance the creativity of their peers, studies have returned equivocal results. Drawing from normative conformity and cognitive fixation theories, we challenge the conventional top-down perspective of creative influence. Instead, we propose that in dynamic social systems, social ties serve as channels for both positive, neutral, and negative influences on creativity. Recognizing that employees are often connected with colleagues of diverse creative capacities, we predict that employees' creativity converge toward the average level of their workplace ties. Additionally, we draw on self-verification and social comparison theories to contend that employees prefer forming ties with colleagues of similar creativity levels, even if it prevents them from realizing their full creative potential. We test and find support for our theory in a three-year longitudinal field study conducted at an award-winning Italian architecture studio. Our research sheds light on a novel coevolutionary perspective and highlights a critical paradox: while influence pressures suggest that forming ties with more creative peers can potentially boost one's creativity, employees' selection preferences often lead them to overpopulate their networks with colleagues of similar creative acumen, contributing to the formation of relational echo chambers that effectively "trap" employees in their existing levels of creativity.

OB: **Silence from the Middle: Examining the Curvilinear Relationship Between Employee Status and Voice** 

Author: **Rui Shu**, *Shanghai U. of Finance and Economics*

Author: **Ling Zhang**, *Shanghai U. of Finance and Economics*

Author: **Limei Zhang**, *School of Management, Xi'an Jiaotong U.*

Author: **Alex Ning Li**, *U. of Texas at Dallas*

Author: **Jianfeng Chai**, *C-Coach*

Teams, where employees can freely express their constructive suggestions and opinions, can lead to various positive outcomes. However, the reality is that only a few members are willing to raise their voice, while the majority prefer to keep silent. In this study, we offer an explanation for this phenomenon by drawing insights from the theory of middle-status conformity. We propose a curvilinear relationship between employee status and their upward voice, suggesting that middle-status employees are less likely to speak up to their managers than higher- and lower-status employees. Using two social network-based field studies in different settings, as well as a scenario study, we provide convergent evidence to support the curvilinear relationship between status and voice as we proposed. Additionally, we find that leader-member exchange (LMX) plays a role in alleviating the unique challenges faced by middle-status employees, and we identify the mediating effect of status-based role expectation in accounting for their relationship. Last, we demonstrate how the voice of middle-status employees contributes to team objective performance, even when controlling for the voice of the higher- and lower-status employees. We discuss the theoretical and managerial implications of our findings.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Regulating Effort at Work

Session Moderator: **Brian C. Holtz**, *Temple U.*

OB: **Let Me Bloom! The Interplay Between Perceived Impact and Psychological Safety (WITHDRAWN)**   

Author: **Violetta Khoreva**, *Hanken School of Economics*
Author: **Tamara Galkina**, *Aalto U. School of Business*

This article applies the “behavioral activation system” (BAS) and “behavioral inhibition system” (BIS) perspective to examine volunteers’ thriving at work. Specifically, we explore how thriving at work results from the mechanisms of interplay between the perceived impact and psychological safety of these unpaid workers. Our empirical setting is an entrepreneurship-supporting non-governmental nonprofit organization based in Finland. Designed largely to support entrepreneurship, it relies heavily on employing volunteers. In total, our data comprise 215 interviews with top and middle-level decision-makers, and jobholders. We derive a dynamic model that demonstrates thriving is attained through the synergistic combination of perceived impact (BAS environmental cue) and psychological safety (BIS environmental cue). Thus, we respond to the calls to examine the antecedents for thriving at work at multiple levels. We also build on the literature on the simultaneity of BAS/BIS environmental cues, and go one step further by elucidating exactly how these independent cues are combined. In addition, we make a contextual contribution by focusing on a nonprofit organization that employs volunteers.

OB: **Don't Waste My Time! The Development and Validation of the Wasted Time Perceptions Scale** 

Author: **Brian C. Holtz**, *Temple U.*
Author: **Crystal M. Harold**, *Fox School of Business, Temple U.*
Author: **Harshad Girish Puranik**, *U. of Illinois at Chicago*
Author: **Kristian Gardner**, *Fox School of Business, Temple U.*

Anecdotal evidence in popular literature abounds about how perceiving that others have wasted one’s time is a common workplace experience with potentially negative consequences. Yet, there is a dearth of rigorous empirical research into the subjective nature of this psychological experience and its effect on employees. A lack of construct clarity and the absence of a validated measure to assess perceptions of having one’s time wasted have held scholarship back. To stimulate research on this topic, building on the recent focus on subjective time in the literature on time and adopting an entity-based approach, we offer a definition of wasted time perceptions and develop and validate a measure of this construct. Our five-item measure of wasted time perceptions demonstrated strong psychometric properties across five independent samples. Further, building on frustration-aggression theory (Fox & Spector, 1999), we demonstrate that wasted time perceptions predict core affective and behavioral outcomes in the management literature, above and beyond previously established predictors. We also show that our new measure is easily adaptable to, and differentiates across, different focal entities (e.g., boss, coworker, subordinate, customer) relevant to organizational scholars. Implications and future research directions are discussed.

OB: **Antecedents and Consequences of Remote Workers’ Felt Pressure to Prove Their Effort** 

Author: **Meika Schuster**, *RPTU Kaiserslautern-Landau*
Author: **Gisela I. Gerlach**, *RPTU*








Hybrid work, a flexible work model that combines on-site and remote work, has become the “new normal.” However, stereotypes persist depicting remote workers as less dedicated, engaging in non-work activities such as leisure, childcare or household duties, instead of doing their job. We argue that remote workers who perceive that they are subjected to bias feel the need to refute these negative stereotypes and show that they are dedicated to work – a phenomenon we call remote workers’ felt pressure to prove (their) effort. We drew on stereotype threat theory to introduce this novel concept and examine the antecedents and consequences. Using two-wave data collection with a sample of 407 remote workers, we found that team factors, i.e., team norms regarding remote work and felt trust by colleagues, predicted presumed bias against remote work, which in turn was positively related to remote workers’ felt pressure to prove their effort. Yet, contrary to our expectations, organizational norms regarding remote work and felt trust by supervisor were not directly related to presumed bias against remote work or indirectly related to felt pressure to prove effort. We found that this felt pressure negatively affected remote workers’ well-being as shown by increased stress and decreased psychological detachment, which both hindered job performance. Our study contributes to the literature on remote working and has implications for practices to counteract this pressure and maintain remote workers’ well-being and performance.

OB: **How and When Does Coworker Knowledge Sharing Influence Creativity? A Moderated Mediation Model**  

Author: **Soojin Lee**, *Korea U. at Sejong*
Author: **Ji Hoon Lee**, *Southern Illinois U.*
Author: **Gukdo Byun**, *Chungbuk National U. South Korea*
Author: **Steven J. Karau**, *Southern Illinois U. Carbondale*

Drawing on conservation of resources theory, the present study proposes the mechanisms and conditions under which coworker knowledge sharing influences employee creativity. The study focuses on employee self-efficacy as a mediating mechanism and job demands as a boundary condition for the indirect effect of coworker knowledge sharing on employee creativity via self-efficacy. Two studies were conducted to verify the predictions. Study 1 analyzed data from 198 supervisor-employee dyads in a state-owned enterprise in South Korea. Study 2 analyzed data from 241 dyads in six of the country’s largest private companies. The findings reveal a positive significant effect of coworker knowledge sharing on employee creativity, fully mediated by self-efficacy. Furthermore, findings demonstrate that job demand moderates both the effect of coworker knowledge sharing on employee self-efficacy and the indirect effect of coworker knowledge sharing on employee creativity via self-efficacy. The study also discusses the theoretical and practical implications.

KEY TO SYMBOLS

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

I Lead, Therefore I Am: Leader Influence Research

Session Moderator: **Qinglin Zhao**, *Texas A&MU*.

OB: **Vision Communication: A Review and Future Direction**

Author: **Qinglin Zhao**, *Texas A&MU*.

Vision communication plays a crucial role in leadership, strategy management, communication, and organizational change. However, current research on vision communication is often isolated and lacks integration, resulting in a limited understanding of this topic. In an effort to provide a comprehensive framework, I integrate the existing literature on the types, mechanisms, and moderating factors of vision communication based on 128 papers. In particular, I identify three types of vision communication in current literature: content-free vision (e.g., visionary leadership), vision content (e.g., imaginary language, metaphor), and vision delivery (e.g., emotions, strong vision delivery). Additionally, I integrate four different theoretical perspectives to explain the influences of vision communication: cognition, motivation, identification, and emotion. With these four mechanisms, I then detail four kinds of moderating factors that influence the effects of vision communication. I also discuss the limitations and future directions of vision communication research.

OB: **Humble Leadership and Followership Behavior: A Dual Mediation Model**

Author: **Jianfeng Jia**, *Northeastern U. China*

Author: **Ruonan Zhao**, *Northeastern U. China*

Author: **Weipeng Liu**, *Northeastern U. China*

Author: **Liteng Zhang**, *Qingdao Metro*

Based on social information processing theory and warmth-competence framework, this study explored the dual mediating mechanisms and boundary condition between humble leadership and followership behavior. Using data collected from 309 employees at three waves, the results are as follows: First, humble leadership has a positive impact on perceived leader's warmth and competence. Second, perceived leader's warmth and competence play a double mediating role between humble leadership and followership behavior, and there is no significant difference between the two mediating effects. Third, employees' narcissism has a negative moderating effect on the relationship between humble leadership and perceived leader's warmth as well as competence, and further moderates the mediating effect of perceived leader's warmth and competence.

OB: **Examining Transformational Leaders Alchemy in Teachers: An Integrative Moderated-Mediation Analysis**

Author: **Nirved Kumar**, *Indian Institute of Management, Ahmedabad*

Author: **Furkan Khan**, *Doctoral Scholar, Indian Institute of Management Ahmedabad*

Improving individual (student and teacher) and school-level outcomes hinges on the integral role of teacher and their motivation at work. While motivation, as an energizing behavior, has various antecedents, the teachers' of the public education system in developing countries face challenges like the absence of performance incentives, an overload of non-teaching activities, and limited autonomy. This study empirically investigates organizational and individual factors influencing teacher motivation by examining the intricate relationship between transformational leadership, school climate, trust in school principals, and teacher motivation at work. Grounded in the Job Demands-Resources theory, the research explores how the principal's transformational leadership influences teacher motivation, considering underlying mechanisms and boundary conditions affecting the relationship. Data from n-755 senior secondary school teachers in New Delhi, India, collected through an online survey, underwent analysis via structural equation modeling in AMOS 22.0 and hierarchical regression analysis in SPSS 22.0. The findings unveil a positive association between transformational leadership and teacher motivation at work, moderated- mediated by trust in school principals and school climate, respectively. This research contributes theoretical insights into how job resources influence teachers' motivation at work, illuminating the new mechanisms and limits of the transformational leadership-teacher motivation relationship, particularly through specific pathways of school climate and trust in school principals.

OB: **Forbearance Leadership: "Doing Without Doing"**

Author: **Goce Andrevski**, *Queen's School of Business, Canada*

Author: **Melissa Trivisonno**, *Queen's U.*

Author: **Julian Barling**, *Queen's U.*

Author: **Matthias Spitzmuller**, *Queen's U. School of Business*

A central premise of leadership research is that leaders accomplish positive outcomes through their actions – they inspire, guide, motivate, and coach. By contrast, inactive approaches to leadership are seen as ineffective and harmful. We introduce the concept of forbearance leadership to demonstrate that a leader's purposefully inactive leadership behaviors can enhance leader effectiveness and follower job performance. Leaders exhibit forbearance leadership when they choose not to intervene, even though they are capable of acting and aware of the opportunity to do so. Building on theories of human development, we introduce two dimensions of forbearance leadership – forbearance learning and forbearance nurturing. We develop and validate a measure of the two dimensions of forbearance leadership and demonstrate how they are distinct from other passive leadership behaviors. Across four separate samples involving a total of 632 followers and 136 leader-follower dyads, we find support for our two-dimensional framework of forbearance leadership. Both forbearance behaviors are positively associated with affective trust and satisfaction with supervision and negatively related to role ambiguity. In addition, the congruence between leader-intended and follower-perceived forbearance leadership at Time 1 increased follower task performance and job dedication at Time 2.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership and Ethics

Session Moderator: **Yuchi Wu**, *Central U. of Finance & Economics, China*

OB: Beyond Social Learning: How and When Leaders' Prevention Focus Causes Followers' Unethical Behavior 

Author: **Yuchi Wu**, *Central U. of Finance & Economics, China*

Author: **Fan Yang**, *Southeast U.*

Author: **Hongyu Zhang**, *Central U. of Finance and Economics*

Author: **Yi Lang**, *Beijing Foreign Studies U.*

Author: **Haoying Xu**, *Stevens Institute of Technology*

Leaders with a strong prevention focus are expected to have risk-averse and rule-bound followers according to the social learning perspective. However, this study draws on affective process theory to develop a model that posits that under certain circumstances, leaders' prevention focus might backfire and lead to followers' unethical behavior. The results from multi-wave and multisource surveys suggest that leaders' prevention focus is positively associated with their anxiety and further their followers' anxiety through emotional contagion, particularly for followers who have high leader-member exchange (LMX) relationships. Followers' anxiety will further increase their unethical behavior. Overall, an integrated moderated mediation model demonstrates that the indirect effect of the leader's prevention focus on followers' unethical behavior through their anxiety contagion is strongest when followers are closely aligned with their leaders. These findings reveal the important roles of emotions and relationship closeness in the process through which leaders influence followers' unethical behavior. Theoretical and practical implications are discussed.

OB: Leader Behavioral Integrity and Emotions

Author: **Anders Friis Marstand**, *Durham U. Business School*

Author: **Ilias Kapoutsis**, *Athens U. of Economics and Business*

Author: **Ziya Ete**, *Durham U.*

Leader behavioral integrity is consequential for employees, but we know little about how leaders react to their own behavioral integrity. We take an actor-centric perspective and draw on behavioral integrity theory and research on moral emotions to investigate how leaders respond emotionally and behaviorally to their own behavioral integrity. We test the hypothesized relationships in two studies using time-lagged designs. Across our studies we found that leader behavioral integrity reduced leader feelings of shame and that shame increased leader avoidance and reduced leader citizenship behaviors and task performance. Shame mediated the relationship between leader behavioral integrity and the three outcomes (i.e., leader avoidance, citizenship behaviors, and task performance). Consistent with our expectations, locus of control acted as an important boundary condition of the relationship between leader behavioral integrity and shame. Specifically, the negative relationship between leader behavioral integrity and leader feelings of shame was stronger when leaders believed they lacked control and others were in control of events in their life. Similarly, we found support for the hypothesized conditional indirect effect of locus of control on outcomes. We discuss theoretical and managerial implications for taking an actor-centric perspective to the study of leader behavioral integrity.

OB: Ethical Leadership's CSR Initiatives Consumer Well-Being in Multinational Hotels 

Author: **Muhammad Usman**, *U. of Sharjah*

Author: **Adeel Khalid**, -

Author: **Imran Shafique**, *COMSATS U., Islamabad, Lahore Campus*

Author: **Malik Imran Ahmad**, *Higher Colleges of Technology*

Despite increasing pressure from institutions and stakeholders to focus on Sustainable Development Goals, a noticeable research gap persists, particularly in understanding the precise nature of corporate social responsibility (CSR) initiatives of service sector multinational enterprises (MNEs) in relation to consumer well-being. To address this gap, using stakeholder theory, we developed a 2-2(2)-1 model consisting of the interrelations among ethical leadership, hotel disclosure of nutritional information, food healthiness, leader trait mindfulness, and consumer well-being. Based on data collected from three sources – 52 hotel managers, 329 employees, and 329 hotel guests – using a time-lagged design, the results revealed a direct positive association between ethical leadership and consumer well-being. Further, the study showed that ethical leadership positively influences consumer well-being through hotel DNI and food healthiness. The study also found support for the moderating influence of leader trait mindfulness on the effects of ethical leadership on hotel DNI, food healthiness, and consumer well-being. Our findings can help service MNEs to develop SCR interventions to deal with consumer well-being more effectively.

OB: A Motivated Information Processing Perspective on Team Leaders' Responses to Employee UPB 

Author: **Shuxia Zhang**, *Wayne State U.*

Author: **Xueqing Fan**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Guangjian Liu**, *School of Management, Shandong U.*

Author: **Zhipeng Zhang**, *China U. of Labor Relations*

With the increasing scholarly attention on employee unethical pro-organizational behavior (UPB), we have gained rich knowledge about how leaders may impact employee UPB. However, much less is known about how employee UPB may impact a wide range of leader attitudes and behaviors. Building on the motivated information processing theory, the current study proposed that two important motivations in leaders' self-regulation process (i.e., moral identity and promotion focus) may work as boundary conditions that influence leaders' attention to the different aspects of employee UPB and their subsequent psychological and behavioral responses. Analyses of multi-wave, multi-source data from 84 work teams showed that when leaders' moral identity is high, they would pay more attention to the unethical component of employee UPB, which leads to their distrust in teams and subsequent team monitoring behaviors. In contrast, when leaders' promotion focus is high, their attention would be more directed to the pro-organizational component of employee UPB, which then results in their perceived team goal progress and team delegation behaviors. Our study contributes to a more nuanced understanding of leaders' psychological and behavioral responses to employee UPB and highlights the value of the motivated information processing theory in understanding this process.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1277** | Submission: **21702** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 12 2024 9:45AM - 11:15AM CT (UTC-5)** at **Swissotel Chicago** in **Zurich D**

Enhancing Trust and Credibility in OB Research: Focusing on Research Integrity

Organizer: **Rebecca J. Bennett**, *U. of Central Florida*

The 2024 OB Plenary focuses on the critical importance of research integrity. A panel of OB researchers will offer best practices and methodologies for upholding research integrity in organizational behavior research. The session will address emerging issues and dilemmas, such as data management, authorship ethics, and the responsible use of technology in research. This plenary aims to empower OB researchers with knowledge and tools to foster ethical research practices in their academic pursuits. By fostering a collective commitment to integrity, the session seeks to contribute to the advancement of robust and trustworthy knowledge in the field of Organizational Behavior.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



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Research-oriented



Diversity-oriented



Selected as a Best Paper

Speaking Up: In, And About, Groups

Discussant: **Elad Netanel Sherf**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Presenter: **Merrick Osborne**, *Haas School of Business, UC Berkeley*
Presenter: **Erik Santoro**, *Columbia Business School*
Presenter: **Sherry Wu**, *UCLA Anderson School of Management*
Presenter: **Anusuya Banerjee**, *U. of Washington*

The symposium "Speaking Up: In, And About, Groups" critically examines the dynamics of voice expression within workplace groups. The papers presented delve into the psychological calculations requisite to speaking up (or inviting others to speak up), with a focus on relieving the barriers to voicing in groups. The presentations examine these calculations in the context of extant research on workplace democracy, participatory group meetings, and the influence of voicer and voice-recipient identities. This symposium offers novel insights into how speaking up in and about groups shapes organizational practices and employee experiences, particularly in the realm of diversity, equity, and inclusion.

By the People, But Not in Companies?: Explaining U.S. Employee (Dis)Interest in Workplace Democracy

Author: **Erik Santoro**, *Columbia Business School*

Having a Voice in your Group: Increasing Productivity through Group Participation

Author: **Sherry Wu**, *UCLA Anderson School of Management*
Author: **Elizabeth Levy Paluck**, *Princeton U.*








Dominant vs. Non-dominant Racial Group Member Response to Challenging DEI Voice

Author: **Anusuya Banerjee**, *U. of Washington*

Who is the Right Person for This?: Voice Solicitation Decisions in the Context of DEI

Author: **Merrick Osborne**, *Haas School of Business, UC Berkeley*
Author: **N. Derek Brown**, *Columbia Business School*
Author: **Drew Jacoby-Senghor**, -

KEY TO SYMBOLS

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

Beyond Skill and Smile: Navigating Interpersonal Evaluations and Dynamics



Discussant: **Jennifer Carson Marr**, *U. of Maryland*
Organizer: **Rebekah SungEun Hong**, *U. of Maryland, College Park*
Organizer: **Kun Wang**, *UCL School of Management*

Interpersonal evaluations of ability and character have a significant impact on individuals' behaviors towards others and the dynamics within organizations. Recent studies reveal that these evaluations are influenced by the characteristics of individuals, teams, and organizations, highlighting the importance of contextualizing these evaluations within specific organizational settings. In response, this symposium aims to expand the discussion on interpersonal evaluations and dynamics, investigating the complexities of workplace perceptions and dynamics across various organizational stages and contexts. The papers specifically examine recruitment and socialization processes, and team performance evaluations, and also offer practical strategies to enhance interpersonal perceptions.

Excess Deference at Work? How Referrals Affect Employees' Reactions to New Hires They Have Referred

Author: **Kun Wang**, *UCL School of Management*
Author: **Sunyoung Lee**, *UCL School of Management*
Author: **Martin J. Kilduff**, *UCL School of Management*

Interviewer Selling Revisited: Effects of Promoting Extrinsic Incentives in Attracting Job Applicant

Author: **Sunyoung Lee**, *UCL School of Management*
Author: **Bart Dietz**, *Erasmus U. Rotterdam*

Process of Women's Role Model Identification, Selection & Rejection in Male-dominated Organizations

Author: **Chesta Ahuja**, *UCL School of Management*
Author: **Clarissa Cortland**, *UCL School of Management*

When People Actually Recognize Competency or Use Stereotypes Depending on Task Complexity

Author: **Oguz Gencay**, *U. of Maryland R.H. Smith School of Business*
Author: **Rellie Derfler-Rozin**, *U. of Maryland R.H. Smith School of Business*

Beyond Appreciation: Flipping the Compliment for Enhanced Social Perceptions

Author: **Ziyi HE**, *U. of Maryland R.H. Smith School of Business*
Author: **Aneesh Rai**, *U. of Maryland R.H. Smith School of Business*

KEY TO SYMBOLS

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

Shaping the Future of Work: Incorporating AI Technologies in Organizations



Session Chair: **Yochanan Bigman**, *Hebrew U. of Jerusalem*
Session Chair: **Sharon Arieli**, *Hebrew U. of Jerusalem*
Discussant: **Batia Mishan Wiesenfeld**, *New York U.*
Presenter: **Ella Glikson**, *Graduate School of Business Administration Bar Ilan U.*
Presenter: **Sharon Arieli**, *Hebrew U. of Jerusalem*
Presenter: **Arthur S. Jago**, *U. of Washington, Tacoma*
Presenter: **Roman Briker**, *Maastricht U.*

Artificial intelligence (AI) stands at the forefront of current technological advancement, offering novel and promising opportunities for organizations. This symposium discusses current directions of managerial research on incorporating AI technologies into the workforce. The presentations aim to enhance organizations' knowledge of effectively using artificial intelligence (AI) to gain a competitive advantage in a rapidly evolving global environment. The first presentation investigates how allocating tasks to AI systems affects organizational citizenship behaviors, such as knowledge sharing. The second and third presentations examine tasks traditionally considered quintessentially human—promoting creativity (second presentation) and organizational diversity (third presentation). The fourth presentation investigates how guarantees of confidentiality affect people's acceptance of AI teaching tools. Our discussant, Batia Wiesenfeld, will comment on the four presentations and address prominent challenges in incorporating AI technologies into organizations.

Employee-Centered Approach for Allocating a Task to AI vs a Human Worker.

Author: **Efrat Fibi Kremer**, -
Author: **Ella Glikson**, *Graduate School of Business Administration Bar Ilan U.*

The Effect of Generative AI on Human Motivation in Creativity.

Author: **Samuel Meyers**, *Hebrew U. of Jerusalem*
Author: **Yochanan Bigman**, *Hebrew U. of Jerusalem*
Author: **Sharon Arieli**, *Hebrew U. of Jerusalem*

Perceptions of Algorithms' Capabilities to Improve Organizational Diversity.

Author: **Teodora Tomova Shakur**, *Texas Christian U.*
Author: **Arthur S. Jago**, *U. of Washington, Tacoma*

I Will Talk If You Don't Share: Investigating the Effects of AI Confidentiality.

Author: **Marc Becker**, *Maastricht U.*
Author: **Kars Mennens**, *Maastricht U.*
Author: **Dominik Mahr**, *Maastricht U.*
Author: **Roman Briker**, *Maastricht U.*
Author: **Mark Stein**, *Maastricht U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Unravelling Workplace Inequality: The Role and Effectiveness of Organizational Diversity Practices



Organizer: **Ivy Mai**, *U. of Calgary*
Organizer: **Natalya Alonso**, *Beedie School of Business Simon Fraser U.*
Organizer: **Justin Weinhardt**, *U. of Calgary*
Presenter: **Ivy Mai**, *U. of Calgary*
Participant: **Natalya Alonso**, *Beedie School of Business Simon Fraser U.*
Participant: **Justin Weinhardt**, *U. of Calgary*
Presenter: **Samuel Skowronek**, *UCLA Anderson School of Management*
Participant: **Joyce He**, *U. of California, Los Angeles*
Presenter: **Christine Nittrouer**, *Texas Tech U.*
Participant: **Naomi Fa-Kaji**, *U. of Virginia*
Participant: **Michelle Hebl**, *Rice U.*
Presenter: **Aneesh Rai**, *U. of Maryland R.H. Smith School of Business*
Participant: **Erika Kirgios**, *U. of Chicago Booth School of business*
Participant: **Brian J. Lucas**, *Cornell U.*
Participant: **Katherine Milkman**, *U. of Pennsylvania*
Presenter: **Camellia Bryan**, *Schulich School of Business*
Participant: **Felix Danbold**, *UCL School of Management*

Despite organizations' efforts to improve diversity and inclusion at work, many diversity practices have yielded limited impact, while some lead to unintended consequences. While existing research has primarily focused on assessing support for these practices, there remains a critical gap in understanding the contextual nuances influencing their impact. To bridge this gap, this symposium aims to investigate organizational practices promoting diversity. Across five papers, this symposium (1) addresses the limitations of current diversity practices and whom they work best for, (2) proposes practical and innovative interventions to reduce biases and increase representation during recruitment and hiring, and (3) explores causes for why DEI supporters may become opponents to safeguard against setbacks. Taken together, this symposium provides insights for organizations to consider when adopting diversity practices.

Who Fits This Goal? Intersectional Effects on Selection Decisions Under Vague and Specific Diversity

Author: **Ivy Mai**, *U. of Calgary*
Author: **Natalya Alonso**, *Beedie School of Business Simon Fraser U.*
Author: **Justin Weinhardt**, *U. of Calgary*

The Limits of Technical Fixes: Female Medical Students Make More Mistakes in the US Residency Match

Author: **Samuel Skowronek**, *UCLA Anderson School of Management*
Author: **Joyce He**, *U. of California, Los Angeles*

Reducing Discrimination Against Individuals With Mental Impairments: The Influence of Section 503

Author: **Christine Nittrouer**, *Texas Tech U.*
Author: **Naomi Fa-Kaji**, *U. of Virginia*
Author: **Michelle Hebl**, *Rice U.*

A Longer List of Referrals Increases Gender Diversity: Evidence From Two Field Experiments

Author: **Aneesh Rai**, *U. of Maryland R.H. Smith School of Business*
Author: **Erika Kirgios**, *U. of Chicago Booth School of business*
Author: **Brian J. Lucas**, *Cornell U.*
Author: **Katherine Milkman**, *U. of Pennsylvania*

DEI U-Turns: When and Why DEI Supporters Become Opponents

Author: **Camellia Bryan**, *Schulich School of Business*
Author: **Felix Danbold**, *UCL School of Management*

KEY TO SYMBOLS

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

The Evolution of the Frontline Employee Role: Interdisciplinary Perspectives and the Road Ahead

Organizer: **Nate Zettna**, *The U. of Sydney*
Organizer: **Yu Wu**, *U. of Newcastle, Australia*
Discussant: **Sharon Parker**, *Centre for Transformative Work Design / Curtin U.*
Discussant: **S Douglas Pugh**, *Virginia Commonwealth U.*
Participant: **Cheryl Yam**, *Curtin U.*
Participant: **Arian Kunzelmann**, *Future of Work Institute, Curtin U.*
Participant: **Vivien W. Forner**, *U. of Wollongong*
Participant: **Shanta Dey**, *U. Of Sydney*
Participant: **Mina Askovic**, *U. of Sydney Business School*
Participant: **Anya Madeleine Johnson**, *U. Of Sydney*
Participant: **Anupama Jolly**, *Curtin U.*
Presenter: **Dana Yagil**, *U. of Haifa*
Participant: **Smadar Weinstein**, *U. of Haifa*
Presenter: **Helena Nguyen**, *U. Of Sydney*
Participant: **Joseph Carpini**, *U. of Western Australia*
Participant: **Aleksandra Luksyte**, *U. of Western Australia*
Participant: **Rajiv Amarnani**, *U. of Western Australia*
Presenter: **Yumeng Yue**, *U. of Edinburgh business school*
Presenter: **Su Kyung Kim**, *U. of Manitoba*
Participant: **David Douglas Walker**, *U. of British Columbia*

The goal of this presentation symposium is to highlight the importance of understanding the evolution and dynamics of the contemporary frontline employee (FLE) role. Through the incorporation of FLE-oriented papers across a diverse range of disciplines, this symposium will contribute to the AOM 2024 conference themes of 'innovating for the future' by discussing new directions in FLE role-related research, providing insights into how to help FLEs better manage changes in their line of work, and building bridges between various disciplines engaged in understanding this phenomenon.

Crystal Clear: How Leaders and Coworkers Shape Role Clarity and Well-Being for Social Care Employees

Author: **Nate Zettna**, *The U. of Sydney*
Author: **Cheryl Yam**, *Curtin U.*
Author: **Arian Kunzelmann**, *Future of Work Institute, Curtin U.*
Author: **Vivien W. Forner**, *U. of Wollongong*
Author: **Shanta Dey**, *U. Of Sydney*
Author: **Mina Askovic**, *U. of Sydney Business School*
Author: **Anya Madeleine Johnson**, *U. Of Sydney*
Author: **Anupama Jolly**, *Curtin U.*

Hospitals as Total Institutions: Bureaucratic Control vs Patients' Psychological Needs

Author: **Dana Yagil**, *U. of Haifa*
Author: **Smadar Weinstein**, *U. of Haifa*

Downstream Effects of Hospital Staff Emotional Exhaustion and the Moderation of Patient Orientation

Author: **Helena Nguyen**, *U. Of Sydney*
Author: **Joseph Carpini**, *U. of Western Australia*
Author: **Anya Madeleine Johnson**, *U. Of Sydney*
Author: **Aleksandra Luksyte**, *U. of Western Australia*

A Gender Discrimination Perspective on Customers' Perceived Customer Orientation and Incivility

Author: **Rajiv Amarnani**, *U. of Western Australia*
Author: **Yumeng Yue**, *U. of Edinburgh business school*

The Evolution of Research on Frontline Employee Experiences and Responses to Customer Mistreatment

Author: **Su Kyung Kim**, *U. of Manitoba*
Author: **David Douglas Walker**, *U. of British Columbia*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Mental Health and Well-being in the Workplace



Organizer: **Shona G. Smith**, *U. of Houston*
Organizer: **Wendy J. Casper**, *U. of TexasAtArlington*
Participant: **David F. Arena**, *U. of TexasAtArlington*
Presenter: **Shona G. Smith**, *U. of Houston*
Presenter: **Ekonkar Kaur**, *U. of Washington, Seattle*
Presenter: **Wenxi Pu**, *U. of Manitoba*
Presenter: **Erica M. Johnson**, *U. of Alabama, Birmingham*
Presenter: **Estelle Archibold**, *Pennsylvania State U.*
Participant: **Philip L. Roth**, *Clemson U.*
Participant: **Jason Thatcher**, *U. of Colorado Boulder*
Participant: **GABRIELA GUZMAN**, *U. of TexasAtArlington*
Participant: **Hayden DuBois**, *U. of TexasAtArlington*

Research on employees with concealable health conditions – both physical and mental – has slowly increased over the years both in industrial-organizational psychology and management disciplines (Bolo et al., 2013; de Graaf et al., 2008; Follmer & Jones, 2018; Lyons et al., 2017; Santuzzi & Waltz, 2016). While this research is on the rise, the experiences of employees with concealable health conditions remain poorly understood. We extend the call for organizational scholarship to examine the role of workplace processes in employees' mental illnesses and employee well-being (Follmer & Jones, 2018) by bringing together emerging scholarship asking unique questions in this space. This is of grave importance, considering the increase in efforts by organizations to foster inclusion of employees with concealable identities. Specifically, the primary objective of our symposium is to present novel approaches to understanding employees with concealable mental health and psychological conditions. Each research team aims to leverage their results to provide insight into how to support these employees as they navigate work environments. Their findings have implications for encouraging organizations to think more comprehensively about the different ways to support mental health and employee well-being in the workplace.

Identity Management Experiences of Men and Racial Minorities with Mental Health Conditions

Author: **Shona G. Smith**, *U. of Houston*
Author: **GABRIELA GUZMAN**, *U. of TexasAtArlington*
Author: **David F. Arena**, *U. of TexasAtArlington*
Author: **Hayden DuBois**, *U. of TexasAtArlington*
Author: **Wendy J. Casper**, *U. of TexasAtArlington*

Exploring the Costs of Virtual Work Arrangement for Individuals Experiencing Depression

Author: **Ekonkar Kaur**, *U. of Washington, Seattle*

Post-traumatic stress disorder (PTSD) and Personnel Selection

Author: **Wenxi Pu**, *U. of Manitoba*
Author: **Philip L. Roth**, *Clemson U.*
Author: **Jason Thatcher**, *U. of Colorado Boulder*

Examining the Impact on Belonging and Avoidance in the Workplace

Author: **Erica M. Johnson**, *U. of Alabama, Birmingham*

The Emotion Work of Equity Leaders in a (Racially) Conflicted Organization

Author: **Estelle Archibold**, *Pennsylvania State U.*

KEY TO SYMBOLS

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

Redefining Human Creativity in the AI Era: Human-AI Collaboration, Impact, and Future Direction



Organizer: **Markus Baer**, *Washington U. in St. Louis*
Organizer: **Fang He**, *U. of St. Gallen*
Organizer: **Nayong Quan**, *Washington U. in St. Louis, Olin Business School*
Discussant: **Pier Vittorio Mannucci**, *Bocconi U.*
Presenter: **Fang He**, *U. of St. Gallen*
Presenter: **Anil R. Doshi**, *UCL School of Management*
Presenter: **Federico Magni**, *ETH Zürich*
Presenter: **Nayong Quan**, *Washington U. in St. Louis, Olin Business School*
Participant: **Yash Raj Shrestha**, *U. of Lausanne*
Participant: **Phanish Puranam**, *INSEAD*
Participant: **Ella Miron-Spektor**, *INSEAD*
Participant: **Oliver Hauser**, *U. of Exeter Business School*
Participant: **Tomoko Yokoi**, *IMD Business School, ETH Zurich*
Participant: **Daniella Laureiro Martinez**, *ETH Zürich*
Participant: **Zach Kahn**, *artificial intelligence*

The rapid integration of AI into creative domains marks a pivotal era, sparking both excitement and complex challenges. AI is reshaping the landscape of creativity, sometimes surpassing human cognitive capabilities and outputs, challenging the traditional view of human preeminence in creativity. The potential of AI to enhance human creativity is immense, offering unprecedented opportunities for innovation. Yet, a review of extant research shows that a lack of understanding of AI's capabilities, resistance, and increasing reliance on AI may impede realizing its full potential. As AI takes on human cognitive and physical traits, it leads to complex perceptions and dynamics in the workplace. This raises fundamental questions about human identity in the creative domain and the role humans and organizations should play in collaborating with AI on creative tasks. Acknowledging such complexities, this symposium positions humans at the center of organizational creativity and innovation, leveraging AI's potential as a partner and an impetus in creative efforts. It probes the complex interactions between humans and AI in creative settings, integrating theoretical and empirical insights across various levels and task domains. The goal is to foster engaging discussions, providing organizations and individuals fresh perspectives on the collaboration with AI on creative tasks. This dialogue seeks to navigate the challenges and opportunities, shaping a future where human creativity and AI collaborate to drive innovation and advancement.

Searching Together: A Theory of Human-AI Co-Creativity

Author: **Fang He**, *U. of St. Gallen*
Author: **Yash Raj Shrestha**, *U. of Lausanne*
Author: **Phanish Puranam**, *INSEAD*
Author: **Ella Miron-Spektor**, *INSEAD*

Generative AI Enhances Individual Creativity but Reduces the Collective Diversity of Novel Content

Author: **Anil R. Doshi**, *UCL School of Management*
Author: **Oliver Hauser**, *U. of Exeter Business School*

Embodied Cognition in the Age of AI: Reimagining Creative Problem-Solving

Author: **Tomoko Yokoi**, *IMD Business School, ETH Zurich*
Author: **Daniella Laureiro Martinez**, *ETH Zürich*
Author: **Federico Magni**, *ETH Zürich*

Preferences for AI Human-Likeness: The Effects of Task Type and Task Interdependence

Author: **Nayong Quan**, *Washington U. in St. Louis, Olin Business School*
Author: **Zach Kahn**, *artificial intelligence*
Author: **Markus Baer**, *Washington U. in St. Louis*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Advancing Team Process and Emergent State Research by Spanning Common Divides



Organizer: **Elizabeth Clayton**, *Indiana U. Kokomo*
Discussant: **Stephen J. Zaccaro**, *George Mason U.*
Speaker: **Andrew Loignon**, *Center for Creative Leadership*
Discussant: **George Banks**, *UNC Charlotte*
Participant: **Brent N. Reed**, *U. of North Carolina at Charlotte*
Participant: **Karoline Summerville**, *U. of North Carolina, Charlotte*
Participant: **Andrew Knoblich**, *U. of North Carolina at Charlotte*
Participant: **Scott Tonidandel**, *UNC-Charlotte*
Presenter: **David J Woehr**, *U. of North Carolina, Charlotte*
Participant: **Misty L. Loughry**, *Crummer Graduate School of Business, Rollins College*
Participant: **Matthew Ohland**, *Purdue U., West Lafayette*
Participant: **Melissa Hall**, *U. of North Carolina at Charlotte*

Teams are a crucial component of modern organizations, with a significant portion of taskwork being completed by teams. Teams research often focuses on emergent states and teams processes, which are central to understanding team effectiveness. However, there are important divides within most primary studies. First, emergent states and team processes are typically captured using team members' self-reports, which are aggregated to the team level, potentially causing inconsistencies between individual and team-level constructs. Second, many studies presume that the team is the primary referent when members evaluate their group, but some scholars argue that important processes occur based on unique interactions among team members rather than the group's shared experience. Third, despite the dynamic nature of emergent states and team processes, much of the existing research is based on cross-sectional studies that fail to capture potential dynamism. These issues often go overlooked in team studies, limiting our understanding of team emergent states and processes. This symposium brings together three papers seeking to address these conceptual divides and provide new insights and avenues for future teams research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Unleashing Creativity: Examining the Intersection of Innovation and Organizational Change

Session Moderator: **Pattama Lenuwat**, *Thammasat U.*

ODC: **The Roles of Supply Chain Resilience and Business Model Innovation in Sustaining Firm Performance**

Author: **Pattama Lenuwat**, *Thammasat U.*

Author: **Kedwadee Sombultawe**, *Thammasat Business School*

Author: **Chanchai Tangpong**, *North Dakota State U.*

Author: **Sakun Boon-itt**, *Thammasat U.*

Resource reconfiguration plays a crucial role in shaping a firm's performance, especially during severe supply chain disruptions. Nevertheless, the understanding of how reconfiguration in a firm's resources can sustain firm performance during such disruptions remains limited. As a result, this study examines the influence of resource reconfiguration on the enduring performance of firms. The findings indicate that during a severe supply chain disruption, the firms' resource configuration is a key driver of supply chain resilience and business model innovation, which serve as the dynamic capabilities duo to sustain firm performance. However, for firms that have already established a high level of supply chain disruption orientation, the relationship between resource configuration and these two dynamic capabilities becomes weaker. This study contributes to the theoretical advancement by clarifying the mechanism, as well as its boundary condition, whereby firms' resource configuration can sustain their performance through supply chain resilience and business model innovation in the face of severe supply chain disruptions.

ODC: **How Shared Purpose Drives Clarity, Confidence, and Commitment Needed in Environments of Innovation**

Author: **Patty Ann Lindstrom**, *Benedictine U.*

This research examined the links between organizational purpose and an organization's capacity to innovate. This inductive study answers the question, "What, if any, are the links between purpose and innovation in organizations?" The empirical setting and sample for this study included CEOs and senior leaders of large publicly traded and private corporations, global and national firms, and high-growth technology firms. Fourteen diverse organizations and 24 individuals were participants in which a grounded theory approach was used to examine the influence purpose has on innovation and the innovation process within organizations. The study proposes a conceptual process model that shows the dimensions that catalyze innovation when organizational purpose is strong. Three dimensions emerged in the data, which provide support for how purpose influences organizational innovation capacity: (a) defines clarity and initiates a strategic compass; (b) enhances organizational confidence, bonds people, teams, and organizations; and (c) enables endurance and builds commitment.

ODC: **Innovating for an Uncertain Future: Dynamic Capabilities for Seizing New Market Opportunities**

Author: **Richard Cuthbertson**, *U. of Oxford*

Author: **Lauri Juhani Paavola**, *U. of Eastern Finland*








This paper explores the capabilities of firms within a market through a longitudinal study over a quarter of a century. It highlights the differences between the primacy of dynamic capabilities of the most innovative firm in a market in dealing with uncertainty, and the primacy of the ordinary capabilities of the followers in waiting for certainty to appear. The first mover firm senses, seizes, and then transforms through their dynamic capabilities in operational and strategic, non-routine, decision-making. Follower firms may have sensing activities that resemble dynamic capabilities, but they delay seizing and transformation. This delay reflects the lack of senior management priority given to their dynamic capabilities, rendering them ordinary capabilities of belated change management, rather than dynamic entrepreneurial leadership. If these follower firms do not go out of business, they eventually sense the inevitable force of the market, and then transform, before seizing any remaining market opportunities.

ODC: **Human Capital and Firm's Innovation Direction**

Author: **Xizhao Wang**, *Northwestern Kellogg School of Management*

This paper studies how the sudden loss of personnel affects the direction of innovation in firms. This paper introduces three different measures (cosine distance, total variation distance, and Wasserstein distance) to systematically quantify changes in firm's innovation direction. I exploit a difference-in-difference approach to assess the change in innovation direction within U.S. public firms following sudden deaths of personnel. I find that the loss of upper-tail inventors significantly alters a firm's innovation trajectory, whereas losses of lower-tail inventors and losses at the management level do not. Further analysis underscores the organization's innovation direction is the aggregation of innovation direction from inventor's own expertise plus the innovation direction from team collaboration. The findings on technology distance between different groups of inventors highlight the hard-to-replace nature and the role of inventive human capital, exploring the dynamic capabilities of firms.

KEY TO SYMBOLS

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

Exploring Connections and Faultlines: The Dynamics of Organizational Change

Session Moderator: **Siddhartha Satish Saxena**, *Heriot Watt U.*

ODC: **Analyzing the Intersection of Disability and Entrepreneurship: A Study on the Social Capital of EWD**

Author: **Siddhartha Satish Saxena**, *Heriot Watt U.*

Author: **Deepa Chaudhary**, *Other*

ABSTRACT The paper aims to examine - Do female Entrepreneurs with Disabilities (EWD) possess less social capital in their formal and informal networks than male EWDs? Drawing on the social capital theory and using an intersectionality lens, we argue that female and male EWD receive varying types of supportive (companionship and emotional support— positive social capital) or discordant relationships (conflict and exclusion— negative social capital) with different stakeholders. Using data for 463 EWDs, we focus on two stakeholders, viz., spouse, in the informal network, and venture capitalist, in the formal network. The paper contributes to the gender and entrepreneurship literature in three ways. First, it advances the intersectionality perspective in entrepreneurship literature by capturing the experiences of female and male EWD (gender and disability). Second, it highlights how the network of EWD may be a source of positive or negative social capital. Last, social capital largely remains studied from an entrepreneur's point of view — the receiving end. However, understanding the stakeholders who provide social capital to the entrepreneurs is rarely touched.

ODC: **The Interplay of Organizations in the Creative Economy: Analytical Reflections and Typologies**

Author: **Xinli Huang**, *U. of Sheffield*

Author: **Di Fan**, *School of Management, RMIT U.*

Over the last twenty years, the creative economy has emerged as a topic of significant interest. While much research has focused on the origins of creativity and the creative process itself within this economy, there remains a lack of understanding about how creativity intertwines with economic factors and the role of organizations within this dynamic. To address this gap, our study begins with a bibliometric literature review to explore current research on organizational challenges within the creative economy. We then develop a typology for organizational engagement in the creative economy, distinguishing between creative knowledge creation and application, and the alignment of organizations with either economic or artistic activities. This typology categorizes organizational involvement into four distinct modes: commercialized invention, repetitive production, aesthetic exhibition, and avant-garde art. Additionally, we propose four hypotheses to anticipate the conditions under which different organizational types may prosper in the creative economy. This research not only charts the intellectual landscape of the creative economy but also identifies its critical components and elucidates the diverse pathways through which organizations can achieve success in this vibrant economic sector.

ODC: **The Emergence of Organizational Routines in New Ventures**

Author: **Sindi Sheri**, *Jönköping International Business School, Jönköping U., Sweden*

Author: **Norbert Steigenberger**, *Umeå School of Business and Economics, Umeå U.*

For routine dynamics research, the question of how routines emerge in startups is central because the “standard model” of routines' emergence as a process of adaptation, selection, and retention does not apply to organizational scenarios where no routines exist that can be adapted or developed, leaving an important question, namely where the very first routines are coming from, underexplained. We argue that we need to deepen our understanding of the early stages of routines' emergence in startups. To develop this missing theory, we employ a longitudinal multi-case study approach, capturing routine emergence in the initial stages of four new ventures. We develop a process model that outlines routine emergence in startups as a three-stage process, starting from ideation to patterning, to routinization. We further develop theory on three mechanisms that importantly shape if an action pattern stabilizes into a routine or becomes discarded. Our paper offers two main contributions. First, we contribute an important puzzle piece to our understanding of the emergence of coordination in new ventures, outlining an important trajectory through which coordination does or does not develop in startups, adding new theory on how coordination is, at times purposefully, created, and when such attempts to establish coordination fail. Second, we add an important building block to the routine dynamics' literature, offering a novel theory on how routines emerge in the absence of pre-existing routine ecosystems, complementing previous research that theorizes routine emergence based on an ecology of pre-existing routines.

ODC: **Examination of the Role of Competitive Work Environment in Enhancing Employees' Openness to Share Knowledge**

Author: **Nour Albuloushi**, *Gulf U. for Science and Technology*

Author: **Noufou Ouedraogo**, *MacEwan U.*

Author: **Mohammed Laid Ouakouak**, *Gulf U. of Science and Technology*

Author: **Gertrude Iranganie Hewapathirana**, *Gulf U. of Science and Technology*

The purpose of this study is to investigate the effect of competitive work environment on openness to knowledge sharing. A conceptual model, drawing on the existing literature, is developed to analyze how a competitive work environment contributes to openness to sharing knowledge among employees in organizations. The conceptual model includes coworker desire to learn as a mediating variable and incentives to knowledge sharing and job security as moderating variables. Data collected from eight banks with a total of 237 employees is used to test the research hypotheses using structural equation modelling techniques. The results show that coworker desire to learn mediates the relationship between competitive work environment and openness to knowledge sharing, and both incentives to knowledge sharing and job security moderate the effect of competitive work environment on openness to knowledge sharing. We make theoretical and practical contributions in knowledge management by showing the mechanism through which competitive work environment contributes to openness to share knowledge in organizations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1288** | Submission: **13106** | Sponsor(s): **(ODC, MED)**
Scheduled: **Monday, Aug 12 2024 9:45AM - 11:15AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile** in **Scottsdale**

Advancing Action Research for Personal, Team and Organizational Transformation

Organizer: **Carol Gorelick**, *Bowling Green State U.*

Presenter: **William Torbert**, *Global Leadership Associates & Boston College Professor Emeritus*

Presenter: **Danny Van Montfort**, *Nyenrode Business U.*

Presenter: **Freek Sanders**, *Nyenrode Business U.*

Presenter: **Tobias Fehr-Bosshard**, *U. of St. Gallen (HSG)*

The Advancing Action Research for Personal, Team, and Organizational Transformation Symposium presents an innovative action research paradigm of social science and transformation: Collaborative Developmental Action Inquiry (CDAI). Action research focuses on real organizational issues rather than issues created for research purposes. Indeed, it aims not only to understand social phenomena but also to realize effective change as a path to generating knowledge. The CDAI paradigm integrates quantitative, qualitative, and action research methodology by interweaving first-, second-, and third-person research/practice that simultaneously describe and transform actors and social systems. To indicate how the interplay of these three different levels of engagement enables the enactment of action research in contemporary organizations, three doctoral students will offer lively accounts of their research. A significant remainder of the symposium will be interactive and devoted to sharing participants' viewpoints, experiences, and ideas on action-oriented research. We aim to co-create timely action to establish such transformational approaches further.

Advancing Action Research for Personal, Team, and Organizational Transformation

Author: **Carol Gorelick**, *Bowling Green State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Advancing Paradox Theory: To Be or Not To Be

Session Moderator: **Tomislav Hernaus**, *Faculty of Economics & Business, U. of Zagreb*

OMT: Multilevel Organizational Paradoxes for Superior Unit Performance: A Configurational Approach

Author: **Tomislav Hernaus**, *Faculty of Economics & Business, U. of Zagreb*
Author: **Nicola Cangialosi**, *U. degli Studi di Milano*
Author: **Alesa Sasa Sitar**, *School of Economics and Business, U. of Ljubljana, Slovenia*
Author: **Sara Melkic**, *Faculty of Economics and Business, U. of Zagreb*
Author: **Nikolina Dragicevic**, *Faculty of Economics & Business, U. of Zagreb*

Managers struggle to balance and optimize pairs of organizational opposites in a resource-constrained environment. Thus, we empirically explored the performativity of multi-dimensional (knotted) and multilevel (nested) paradoxes to advance the paradox research and increase practical understanding. Building on the inductive meta-theory of paradoxes, a time-lagged cross-level field study was conducted on 69 organizations and 313 line managers from two EU member countries. A multilevel fuzzy-set qualitative comparative analysis enabled us to identify three high-performing paradox configurations: Ambidextrous cooperation, Globalized cooperation, and Globalized ambidexterity. Each of these taxonomic solutions additionally included the organizational integration paradox. Research findings offer novel insights about paradox nestedness and knottedness based on a large-N QCA approach. Additionally, we provide pioneering knowledge about the paradox configuration–unit performance relationships.

OMT: Decomposing Both/And: SMART Strategies for Balancing Paradoxical Opposites

Author: **Xin Li**, *Newcastle U. Business School*

Organizational paradox literature points out the importance of both/and thinking and acting. While the notion of both/and is largely treated as a unitary concept, paradox scholars have associated it with diverse responses to paradoxical tensions, such as ambidexterity, Yin-Yang balancing, and Zhong-Yong middle way. To bring order to the literature, this paper aims to decompose the notion of both/and, and identify generic strategies for balancing paradoxical opposites, i.e., to hold or achieve both elements of a paradoxical tension simultaneously. We first review existing classifications of approaches to paradoxical tensions, resulting in the identification of six distinct non-either/or responses. We then use these distinct responses to help build a typology to accommodate and relate ten generic strategies, falling into five categorical types characterized as superficial, multiversal, amalgamative, reconciliatory, and transcendental, respectively (and hence the SMART acronym). Finally, we propose a prescriptive model of selection of generic strategies under different circumstances.

OMT: An Ontological Perspective on Nested Paradox in Organizations

Author: **Roland Daw**, *St Mary's U., Twickenham*








Scholars of organizational paradox are becoming increasingly interested in how paradoxes become hierarchically related to or determined by other paradoxes, a relationship often referred to as “nesting.” While studies of nested paradoxes have begun to illuminate the interdependencies between complex social and organizational phenomena, there is still little consensus about the nature and the workings of nesting itself. To address this, we review the organizational paradox literature and develop a typology of approaches to theorizing nested paradox. Our typology concentrates on how studies describe two properties of nesting paradoxes: their empirical and theoretical contiguity. From these two continua, we argue that there are three general approaches to theorizing nesting. While two of these categories have already yielded extensive theorization, the category that understands nested paradoxes as both highly empirically and theoretically contiguous remains largely empty. This category, we argue, is the most ontologically oriented way of thinking about nested paradox and, consequently, is particularly powerful for explaining the emergence and failure of organizations through paradox itself. We illustrate the explanatory potential of this perspective by analyzing WeWork’s dramatic rise and fall as an arrangement of nested paradoxes.

OMT: Paradox Symphony: Unfolding Multilevel Strategies in Organizational Dynamics

Author: **Muhammad Mustafa Raziq**, *U. of Sharjah*
Author: **Uzma Batool**, *NUST Business School, National U. of Sciences and Technology, Islamabad*
Author: **Naukhez Sarwar**, *National U. of Sciences and Technology (NUST)*

Paradox management research mainly centers around a leader’s role to manage multifaceted paradoxical situations and remains limited to situation-led specific mechanisms at the individual level. In this study, we seek to deepen our understanding on multiple organizational actors situated at different hierarchies’ and understand how these actors manage interwoven and frequently occurring paradoxical situations. We use longitudinal data collected at two points in time from executives, top management, team leads and employees working in the high-tech SMEs. Data on participants’ lived experiences, gleaned through semi structured interviews lead us to the development of a multi-level paradox management model. We show that: (a) leader behavioral flexibility is a key underlying mechanism as leader’s paradox communication determines whether other organizational actors perceive paradoxical situation as a threat or an opportunity; (b) leader engages followers in paradox management by exercising strategies such as empowered-accountability and capitalizing on followers capabilities; (c) followers proactively engage to stay ahead of the curve and plan the way forward; (d) leader and followers together foster disruptive organizational culture, enabling holistic and systemic thinking and managing paradoxical situations; and (e) the mechanisms are interwoven rather than leader or follower specific, and nested strategies are involved at the interplay of multiple organizational hierarchies. We offer significant theoretical and practical implications.

KEY TO SYMBOLS

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

Corporate Responsibility and Improved Futures: You May Say I'm a Dreamer



Session Moderator: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*

OMT: **Pressing Issues, Slow Actions: The Organizational Construction of Temporal Urgency**

Author: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*

Author: **Jochen Koch**, *European Uni Viadrina, Frankfurt (Oder)*

Author: **David Nils Seidl**, *U. of Zurich*

Organizations are confronted with many pressing issues in their environment. Yet, there is great variation in how they experience the urgency to act on these issues, which remains unexplained. Accordingly, we examine how organizations perceive and construct this temporal urgency, drawing on Niklas Luhmann's theory on time to do so. We argue that their idiosyncratic, subjective construction of urgency to respond to a particular issue results from the interplay between the sequencing of an issue's events over time (i.e., the issue's objective temporal structure) and the process by which organizations create and use temporal structures to organize and manage their activities (i.e., the organization's internal temporal structuring). In terms of the latter, we highlight the critical roles of three aspects: the organization's perception of how the effectiveness of its potential responses to the respective issues will decrease over time (i.e., the potential responses to the perceived temporal complexity of the issue); the temporal allocation of the organization's other activities; and the synchronization of the structuring of its actions toward issues with that of other organizations (i.e., temporal coupling). These findings have important implications for the literature on time and temporality and for organizations such as businesses, non-profit firms, and states.

OMT: **The Role of Social Aspirations in CSR Engagement**

Author: **Hyung-Kun Park**, *Rice U.*

Author: **Laszlo Tihanyi**, *Rice U.*

In this paper, we investigate the role of social aspiration levels built upon competitors' actions in the context of corporate social responsibility (CSR). We suggest that this behavior is motivated by a firm's expectation to avoid potential penalties resulting from failing to meet social expectations, rather than being driven by expected premiums. Our empirical analysis is based on a sample of 6,369 publicly traded firms in 77 countries and supports our hypotheses. The findings provide a valuable extension to the behavioral theory of the firm (BTOF) by shifting the focus to a setting with high ambiguity and providing a new approach to problem recognition and resolution in problemistic search. We also contribute to the CSR literature by emphasizing the significance of competitors's actions in firms' corporate social engagement.

OMT: **Making Sense of Causal Ambiguity: The Case of Corporate Social Responsibility (WITHDRAWN)**

Author: **Eva Katharina Schindwein**, *Bern U. of Applied Sciences*

Author: **David Risi**, *U. of St. Gallen*

Author: **Christopher Wickert**, *Vrije U. Amsterdam*

We explore the concept of causal ambiguity, which refers to ambiguity between causes and effects, and its application to the case of corporate social responsibility (CSR). Specifically, we focus on how managers involved in CSR make sense of the link between CSR activities and their non-financial impact. We conducted a qualitative study examining Swiss finance firms implementing CSR-related impact considerations into their operations. The findings reveal that managers construct causality between CSR activities and their environmental and social impacts in four ways. Based on these findings, we develop a model of causal ambiguity maintenance that theorizes the role of managerial sensemaking in establishing causal ambiguity within organizations. The model contributes to a revised understanding of causal ambiguity in the management literature, moving away from its prevailing perception as a static attribute of organizations, and instead highlighting how it can be intentionally maintained to avoid public scrutiny, particularly in situations involving sustainability concerns.

OMT: **The Crisis and Re-Negotiation of a Bank's Social Contract**

Author: **Sarri Nykänen**, *Aalto U., Department of Industrial Engineering and Management*

Author: **Robin Gustafsson**, *Aalto U.*

Author: **Perttu Kahari**, *Aalto U. School of Business*

Social contracts between businesses and society consist of institutionalized, reciprocal exchange arrangements that are enacted, negotiated, and monitored both publicly and through private engagements by the contracting parties, including members of the broader society. Existing literature in social contractarian theory predominantly offers normative insights but lacks empirical examination of how these contracts are formed and renegotiated. Our research fills this gap, focusing on the factors that precipitate crises in social contracts and the strategies stakeholders employ during renegotiation. Through the case study of Nordea, a Nordic bank that made a public threat to relocate its headquarters in response to a proposed increase in bank resolution fees by the Swedish government, we illuminate the dynamics of social contracts in crisis. We find that crises emerge from changes in parties' bargaining power, breaches in contract interpretations, loss of trust, and direct threats. Renegotiating these contracts involves stakeholders engaging in public deliberation to define fair terms while employing coercive, collaborative, and power-enhancing strategies. Our study reveals how environmental, technological, and regulatory changes trigger social contract crises, particularly the globalization and digitalization of businesses. Further, we expose the complexity of stakeholder renegotiation strategies that blend public deliberation with power-oriented tactics.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gender Based Leadership: She's Walking on Fire

Session Moderator: **Jooyoung Kim**, *Deakin U.*

OMT: Breaking Barriers: How do Female Directors Make Access to the Inner Circle of the Boardroom?

Author: **Jooyoung Kim**, *Deakin U.*

Author: **He Gao**, *U. of Delaware*

Despite some improvements in gender representation on corporate boards, research has attributed such improvement to the firms' impression management efforts to mitigate stakeholder pressures (e.g., Benton, 2021). This implies that gender bias persists within boardrooms, requiring female directors to overcome the double bind of being perceived as having lower competence and warmth when seeking leadership positions on boards. To address this issue, this research investigates how board members evaluate female directors' leadership potential as indicated by her likelihood of serving board leadership positions. By integrating insights from status characteristics theory and research on gender stereotypes, we offer a nuanced understanding of female directors' attainment of board leadership positions by examining how different status cue indicated by their specific career backgrounds signaling her agency and communion may complement or violate the stereotypes against female directors. Analyses using S&P1500 company data from 2009 through 2020 revealed that the leadership gap between female and male directors disappears when a female director had financial experience and longer board tenure, whereas such gap widens when a female director had managerial experience.

OMT: **Value Creation on a Level Playing Field? A Configurational Analysis of Gender Differences**

Author: **Krista Lewellyn**, *Florida Southern College*

Author: **Walker Ross**, *U. of Edinburgh*

Author: **Jennifer Dapko**, *Florida Southern College*

Women remain underrepresented in executive ranks despite evidence that companies with female leaders outperform those with males at the top. The scarcity of females in these leadership positions has led researchers in a variety of fields to suggest that the human capital resource portfolios of women who do manage to crack through the ceiling to the highest level in the C-suite are valuable, rare and inimitable, bringing competitive advantages to their organization. Yet, research shows that women leaders have differences in the way they use their human capital compared to their male counterparts, which makes them strategically valuable whether they are a minority or not. This begs the question, what if women were not underrepresented in the leadership ranks – would they still outperform male leaders? Further, in such a context, are the ways in which men and women leaders use their human capital to achieve high performance different or do they converge? This paper seeks to address these questions, using an abductive approach with configurational set theoretic methods. Our empirical analyses with a sample of National Collegiate Athletic Association (NCAA) Division 1 Women's Basketball coaches supports previous findings that suggest team performance is not significantly influenced by the head coach's gender. However, our configurational approach reveals that the ways in which female and male coaches bundle their human capital attributes to lead their teams to successful performance are different. Further, there are multiple equally effective bundles for both male and female coaches. Our findings expand theoretical understanding about how both men and women leaders create value for their organizations and provide important implications for practice.

OMT: **CEO Divorce and Firm Performance: Gender Effects and Consequences for Wages and Mobility**

Author: **Jacob Lyngsie**, *U. of Southern Denmark*

Research has shown that divorce, among other major negative shocks to CEOs' private lives, negatively influences firm performance. However, it is unclear 1) how and why divorce impacts firm performance, 2) whether the influence depends on the CEO's gender, and 3) what are the consequences for employees in terms of wages and mobility. We hypothesize that the negative link between CEO divorce and firm performance is moderated by gender. Focusing on female CEOs, we proffer competing hypotheses with respect to the effects of the divorce of a female CEO. Finally, we hypothesize that a CEO divorce is negatively associated with employee wages and is positively associated with employees exiting the firm. Analyzing Danish register data, we replicate the finding that a CEO divorce event has negative effects on firm performance, but also find that the relation is stronger when the CEO is female. Additionally, we find that while the divorce of a CEO has no effects on employee wages. However, divorce does influence the gender pay gap. Following a female CEO divorce the gap decreases, and conversely for male CEOs. Moreover, relatively more men leave in the wake of a female CEO divorce.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Collectives, Collaboratives and Embeddedness: To Go Far, Go Together

Session Moderator: **Hagay Volvovsky**, *Coller School of Management, Tel Aviv U.*

OMT: **Organizing and Sustaining Loose Social Collectives**

Author: **Samia Chreim**, *U. of Ottawa*
Author: **Ann Langley**, *HEC Montreal*

We study loose social collectives, which are social formations characterized by fluid forms of organizing, unclear or contested membership, and minimal hierarchy. Specifically, we focus on communities of practice (CoPs), which can be viewed as loose social collectives. Our objective is to examine the processes through which these collectives are organized and sustained. Our study is informed by the notions of organizationality and partial organizing. We conduct a longitudinal, qualitative multi-case study of CoPs. Our findings point to three types of work, namely facilitation work, boundary work and custodial work, which contribute to organizing and sustaining the collectives to varying degrees. We show how the different types of work sometimes attenuate and sometimes exacerbate the tensions experienced by the collective. The findings also indicate that material practices play a role and interact with human practices in organizing and sustaining the CoPs. Finally, we show how democratic, loose social formations can be permeated by hierarchical practices that are subtly enacted and that contribute to organizing processes.

OMT: **Collaborating at the Tower of Babel**

Author: **Hagay Volvovsky**, *Coller School of Management, Tel Aviv U.*

Cooperation requires that exchange partners arrive at a mutual understanding of what cooperation means – i.e., the specific actions that constitute cooperation and defection. Absent such shared understandings, cooperative actions may be interpreted as defection, leading to the termination of the exchange. While previous research found shared understandings are present in long-term relationships, it leaves a crucial question unanswered: if relationship longevity breeds shared understandings of cooperation, how can new exchange relationships, lacking such understandings, survive into longevity? This paper proposes and validates a general process enabling exchange partners to arrive at a shared understanding of what cooperation means in changing and complex environments, thereby fostering both cooperation and long-term exchange: low-stakes joint problem-solving. The analysis differentiates between two contexts: one in which exchange partners can rely on established, pre-existing, commonly known understandings of cooperation and one in which they must jointly develop new relationship-specific ones. A set of online experiments validates the key theoretical implication. When established understandings are unavailable, low-stakes joint problem-solving helps forge mutual understandings that support cooperation and long-term exchange. By contrast, when relationships are not needed to develop mutual understanding, joint problem-solving (and long-term exchange may not be valuable for supporting cooperation.

OMT: **On the Embeddedness of Strategic Appropriation: A Social Practice Lens**

Author: **Qian Li**, *Warwick Business School*








How do industry actors appropriate a rising trend to their strategic advantage while their participation and interaction propels and sustains such a trend? Central to this question lies one undertheorized question of the embeddedness of strategic work and two methodological challenges of capturing the embeddedness empirically. Guided by the social practice theory, this study aims to make a case for social practices as a unit of analysis and a locale where strategic work is observed as a bundle of practices. Based on an ethnographic study, this paper demonstrates embeddedness as one focal actor—technology ventures—enacts, participates in, and responds to practices shared by various actors—incumbents, intermediaries, and industry media—across differing locales of discourse, social, and collaboration in their strategy formation process as digital innovation gained its popularity in the insurance industry. The study explains what embeddedness means in strategy research, highlights the notion of knowing in doing practices, and demonstrates how a social practice approach can be a valuable tool for understanding emerging and large-scale phenomena.

OMT: **Collective Action and Structures of Discourse: The Constitutive Role of Deliberation**

Author: **Fatima Ahmed**, *U. of Zurich*
Author: **Bennet Schwoon**, *U. of Zurich*

Literature on collective action increasingly investigates the role of thematic communication (i.e., what is being said) such as narratives and frames to explain collective action. Yet, only little is known about the role that structures of discourse (i.e., deliberative capacities including inclusivity, authenticity, and consequentiality) play for the constitution of collective action. To theorize this relationship, we conducted a single longitudinal case-study, analyzing the media-based public discourse about COVID-19 in the U.K.. We contribute to theory on collective action by unpacking the role of discursive structures for the constitution of collective action. We theorize from our data that collective action is importantly driven by “deliberative capacities” in media-based public discourse evolving in entanglement with “changing trust in collective action executing institutions”, “changing trust in science”, and “emerging imaginaries about the future”. Additionally, we advance theory on deliberative capacities and polarization in organization and management studies by exploring the diminishment of deliberative capacities explaining the important role of perceptions of formal organizations in the emergence of deliberative capacities.

KEY TO SYMBOLS

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

Tensions and Paradox in Craft and Creative Industries: A Thousand Flowers



Session Moderator: **Amit Sharma**, -

OMT: **The Music Stopped but We Were Still Dancing: Rhythms of Persistent Tension in Creative Ecosystems**

Author: **Juliet Vink**, *Vrije U. Amsterdam*

Author: **Brian Vincent Tjemkes**, *Vrije U. Amsterdam*

Author: **Elco Van Burg**, *Vrije U. Amsterdam, School of Business and Economics*

Creative ecosystems are at their core characterized by persistent tensions; contradictory yet interdependent elements. While prior literature has investigated the embodiment of these tensions, we are left to wonder about social reproduction and recursiveness of these tensions. To advance our understanding of persistent tensions in creative ecosystems, we explored these over time. In a 2-year long inductive case study we find rhythms of three specific tensions in the techno-music creative ecosystem: competition vs collaboration, compliance vs deviance, and hedonistic escapism vs social reflexivity. These persistent tensions are (re)produced by actors in rhythms of foregrounding and backgrounding the extremes in response to variation in the frequencies of value creating activities, regulations, and confronting incidents. Specifically, the rhythm of competition and collaboration is shaped by variability in the frequency of value creating activities. The frequency of regulatory activities influences the tension between compliance and deviance. While the frequency of confronting events influences the tension between hedonistic escapism and social reflexivity. These three rhythms harmonize at specific instances, giving rise to a major joint event. We discuss implications for creative ecosystem studies and the importance of extending a dynamic understanding of tensions and harmonies over time.

OMT: **To Scale or Not: Resolving the Growth-Authenticity Paradox in Craft-Based Organizations**

Author: **Amit Sharma**, -

Author: **Roy R. Suddaby**, *U. of Victoria*

Authenticity is increasingly being recognized as an attribute that is socially constructed by the interaction of the object, the environment, and the observer. In this paper, we examine the socially constructed nature of authenticity in the creative craft industry. The craftsmen and organizations that employ craft methods of production often struggle with the paradox of scaling up while maintaining the perceived authenticity of artisanal products. We explore how they can influence the construction of authenticity to strike a delicate balance between craft, tradition, innovation, and authenticity and resolve the growth-authenticity paradox by providing the most effective authenticity cues. We present multiple dimensions of authenticity in creative crafts and propose a typology of artisanal products based on these dimensions. We also suggest scaling strategies that can help achieve the objective of growth while maintaining the perceived authenticity of artisanal products in the creative craft industry.

OMT: **A Configurational Approach to Paradox: How Cultural Leaders Deal with Three Paradoxical Demands**

Author: **Chris Moos**, *U. of Oxford*

Author: **Michael Smets**, *U. of Oxford*

Author: **Pegram Harrison**, *European Business School London*

Author: **Jonathan Schad**, *Vrije U. Amsterdam, School of Business and Economics*

Organizational leaders face a multitude of opposing yet interdependent demands arising from conflicting goals, pluralistic missions, and divergent expectations. Yet, paradox research has so far focused only on pairs of two paradoxical demands. This paper contrasts this research by presenting empirical evidence from an in-depth study of British 42 museum leaders that deal not with two, but three opposing yet persistently interdependent demands for Culture, Commerce, and Community. Current research that has so far focused on leaders' passive paradox acceptance, oscillation between two demands, and transcendence as a discreet outcome of paradox management. Rather than passive acceptance, we show that the cultural leaders in our sample used the practice of actively arranging compatibility between the three paradoxical demands through setting out their elements, and orienting them towards each other. Rather than oscillation between two demands, leaders created complementarity by situating the relationships between the three paradoxical demands, and forging relationships between them. Finally, rather than achieving a discreet state of transcendence, the leaders in our sample continuously transcended the tensions between the three paradoxical demands by orchestrating their elements, and creating interdependence between them. We discuss the implications of the leaders' dealing with three rather than two paradoxical demands for the literature.

OMT: **Navigating the Tension Between Tradition and Innovation in Cultural and Creative Industries**

Author: **Giulia Cancellieri**, *Venice School of Management - U. Ca' Foscari of Venice*

Management and organizational scholars have paid increasing attention to the role of tradition in strategy making. One trajectory of this literature has reached a consensus on the use of tradition as a resource to preserve valued rituals, support desired identities and bolster firm performance. However there is much less agreement about how firms can leverage their traditions to pursue innovation. Addressing this question is particularly important in cultural and creative contexts where respect for tradition and an orientation toward innovation often coexist in a dialectical way and organizations often face the challenge to mediate between adherence to a long-lived legacy and pursuit of innovation. Accordingly, I aim to synthesize and integrate the existing literature into a coherent perspective that delineates viable future research directions by asking the following fundamental questions: How can cultural and creative firms manage the tension between tradition and innovation? How can they accommodate the renewal of a tradition without stifling it? How can they use tradition as a resource for innovation in the present?

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Institutional Logics

Session Moderator: **Peipei Yang**, *The Fraunhofer Institute for Systems and Innovation Research ISI*

OMT: **Decoding Institutional Logics: Unveiling Functioning Mechanisms of Symbolic and Material Elements**

Author: **Peipei Yang**, *The Fraunhofer Institute for Systems and Innovation Research ISI*
Author: **Yimei Hu**, *AAUBS, Aalborg U.*

The perspective of institutional logics has undergone a gradual change since the 2000s, and become an attractive topic currently. Symbolic systems and material practices constitute pivotal elements in institutional orders. However, our understanding of the causal orders and functioning mechanisms between them remains limited. To unveil the underlying mechanisms and decode institutional logics, we conduct a thorough review of 88 academic articles published in relevant top journals. Four main themes in three phases are identified. The relationships and roles of symbolic and material elements exhibit variation under different themes, and some also differ under one theme across various phases. Despite valuable insights provided by extant studies, some significant and intriguing questions remain unexplored. Therefore, we propose several potential avenues for future research, hoping to contribute to the development of the institutional logics perspective.

OMT: **Sacred Crossroad: Unraveling Organizational Decline in the Interplay of Religion and Community Logic** 

Author: **Abiodun Ige**, *U. of Detroit Mercy, CBA*
Author: **Diego Arias Padilla**, *U. of Detroit Mercy, CBA*








This study addresses a significant gap in the organizational theory literature by exploring the role of compatible logics, specifically religion and community logics, in organizational decline. Utilizing a longitudinal archival qualitative study focused on Scarboro Foreign Missions (SFM), a Catholic congregation from Canada, we examine the interplay between religion and community logics over a century, leading to SFM's organizational decline in 2018. The findings reveal that organizational decline occurs when one logic becomes dominant without being part of the original identity (community logic), while the other weakens (religion logic) but remains integral to the identity. The study sheds light on the counterintuitive yet neglected phenomenon of compatible logics contributing to decline and its relationship with organizational identity.

OMT: **The Cultural Constructs Contribution to Institutional Logic Construction** 

Author: **Arnaldo Luiz Ryngeblum**, *U. Paulista - UNIP*
Author: **Victor Silva Corrêa**, *U. Paulista - UNIP*

The literature on institutional logics acknowledges the importance of cultural constructs that, concomitantly with material practices, constitute the logics in a context. However, the literature has approached the cultural constructs without discriminating between them in the process of logic instantiation. Furthermore, studies mention these concepts without explicating their part in logic construction and confirmation. Thus, the influence of cultural constructs in the constitution of logics should be further explored. The combined participation of the concepts, their relation with practices, and how they relate to logic building are some of the questions that can be raised. We reviewed the institutional logics literature to identify possible inferences about the subject. Using theory building propositions and specific empirical examples from these works, we explore a process model that proposes a research agenda to deepen the knowledge about the subject. This exploration of the theme indicates that actors use constructs initially, such as understanding, assumption, awareness, interpretation, belief, or value, to evaluate a context when proposing or implementing a practice, which is often supported by a justification construct. In addition to their objective character, these practices are also expressed through tangible cultural manifestations that use symbols, declarations, theories, and others.

KEY TO SYMBOLS

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

Authenticity, Trust and Validity

Session Moderator: **Alan Zhang**, *MIT Sloan School of Management*

OMT: **Authenticity Frictions: Harnessing Risk as a Catalyst for Authenticity in Fine Wine Production**

Author: **Alan Zhang**, *MIT Sloan School of Management*

The market for cultural goods prizes authenticity, valuing those products that seem “true” to what they claim to be. But unstable supply-side conditions can disrupt production activities and put the achievement of authenticity at risk. Drawing on 16 months of ethnographic field work at an internationally-renowned winery (Cal-Cru) in Northern California, I examine how actors contend with instabilities in the production of authentic fine wine. Cal-Cru is widely regarded in the industry as having achieved authenticity. Yet, Cal-Cru’s achievement entails a perennial struggle with volatile production conditions. Multiple kinds of actors (i.e., humans, weather, plants, microbes) are given latitude to participate in the wine-making process, making production conditions highly unstable. Instead of following industry practice to mitigate or suppress these risks, I find that Cal-Cru actively promotes and sustains them, thus harnessing risk for authenticity. By allowing heterogenous actors to contest and destabilize the course of production—fostering what I call authenticity frictions—Cal-Cru cultivates risky conditions as a catalyst in the production of authenticity. This is achieved through a set of trajectory management practices that assimilate ongoing instabilities into the production process. My research explains how Cal-Cru’s consistent achievement of authenticity is accomplished not despite supply-side instabilities, but because of them.

OMT: **Dynamics of Institution-Based Trust Mobilization in Early Stages of Digital Peer-to-Peer Platforms**

Author: **Clarissa E. Weber**, *Queen Mary U. of London*

Author: **Mark Okraku**, *U. of Goettingen*

Author: **Indre Maurer**, *U. of Goettingen*

Digital peer-to-peer service platform organizations need to mobilize users’ trust in order to attract and retain users. While prior research has provided a rich picture of the use and effectiveness of platform-inherent institutional mechanisms to build trust, we know little about how institution-based trust is mobilized in the early stages of platform organizations, when those mechanisms are not yet effective. Drawing on in-depth qualitative data from early-stage peer-to-peer service platform organizations in Panama and Mexico, we find that platform entrepreneurs engage in a delicate process of “grounding institution-based trust”—iteratively combining technology- and data-based mechanisms with practices that eliminate high risks, personally familiarize users, and leverage platform communities. The process model we develop shows how these practices depend on one another, how they develop over time and gradually enable institution-based mechanisms to become effective. We contribute to our understanding of trust in the context of digital peer-to-peer platform organizations, of institution-based trust and its production more generally, and of resource mobilization in early-stage organizations.

OMT: **Who Should I Believe? Organizational Members’ Prioritizations of Incoherent Validity Cues**

Author: **Angelo John Deleo**, *USI (Lugano)*

Author: **Paul Gouvard**, *USI (Lugano) / ESSEC Business School (starting September)*

A well-established literature argues that individuals form validity beliefs regarding the legitimacy of certain practices, norms, organizations, etc. based on validity cues received from the environment. This literature typically does not consider how individuals cope with incoherent validity cues - although exposure to incoherent validity cues is becoming more frequent in contemporary society, marked by increased dissensus between multiple groups. To begin to address this limitation, we focus on individual organizational members and distinguish four types of validity cues to which they can be exposed. We then develop a model of how organizational members, in response to incoherences in between-cue types, may prioritize some cues over others to infer what is or is not valid within their environment. Specifically, we argue that organizational members’ prioritization of validity cues is sequential - from the internal level of the organization to the external level of the broader environment and culminating with cross-level comparison of validity cues - and influenced by two main drivers: the fear of formal and informal sanctions and the need for organizational members to claim membership into a distinct group. We then discuss the model’s implications for the legitimacy literature.

OMT: **“Be Authentic and Always Keep Hustling”: Authenticity and Entrepreneurialism in Platform-Based Work**

Author: **Farnaz Ghaedipour**, *Stanford U.*

Author: **Arvind Karunakaran**, *Stanford U.*

Emerging occupations involved in platform-based work face competing demands: they are not only expected to be authentic but also need to embrace entrepreneurialism to survive. The need to be simultaneously authentic and entrepreneurial has some inherent tensions, but prior research is unclear about how and when occupational members navigate such tensions. Through a qualitative study of an emerging occupation (content creators) involved in platform-based work, we examined this question. We identified three types of authenticity work—expressive, deflective, and protective—that content creators enacted, and found that as compared to expressive and deflective authenticity work, protective authenticity work enabled them to navigate the tension between authenticity and entrepreneurialism. Through protective authenticity work, content creators (a) layered the self into a “sacred” core, a marketable exterior, and a desacralized middle that involves vulnerable experiences that are emotionally or temporally distant; (b) blurred the boundaries of market and non-market spheres by bundling commercial exchanges with social exchanges through exposing the desacralized middle layer to the audiences. Together, these mechanisms of layering and bundling facilitated content creators to obfuscate their economic intention while passing as authentic in the eyes of the audiences, thus enabling them to navigate the authenticity-entrepreneurialism tensions in platform-based work.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sustainability Dynamics: From Tourism to Ecosystems and Global Value Chains



Session Moderator: **Nhung T. Hendy**, *Towson U.*

ONE: **Intellectual Humility in Sustainable Tourism Development: A Stakeholder Analysis**

Author: **Nhung T. Hendy**, *Towson U.*

Author: **Nathalie Montargot**, *La Rochelle Business School*

Intellectual humility as an antecedent of tourism development and tourism support was examined in an online survey of 233 adults in the United States. After controlling for common method variance using bifactor confirmatory factor analysis, factor scores were computed and used to run a logistic regression predicting tourism support, operationalized as travel intent post pandemic. Results showed that participants who reported responding from the viewpoints of resident stakeholder group were found to exhibit less pro-social behavioral tendency. The extent of perceived tourism's negative ecological impact was found to predict travel destination such that the stronger the negative impact, the more likely non-U.S. travel destinations were selected. In addition, older and female adults were more likely to report travel plan outside the U.S. while reporting more pro-social behavior. Neither pro-social tendency operationalized as HEXACO Honesty-Humility nor intellectual humility were significant predictors of sustainable tourism support. Practical and policy implications of the findings are discussed.

ONE: **What Constitutes the Blue Economy? Disentangling Placelessness, Development, and Sustainability**

Author: **Carolin Decker-Lange**, *Brunel Business School, Brunel U. London*

Author: **Paul Caussat**, *School of Business and Management, Royal Holloway, U. of London, UK*

Author: **Katharina Bothe**, *German Maritime Museum - Leibniz Institute for Maritime History*

Author: **Knut Lange**, *Department of Management, Royal Holloway*

The Blue Economy concept combines the views of oceans and seas as areas of economic growth, industrialization, and development, on the one hand, and as vulnerable spaces and unique environmental ecosystems that need to be protected and safeguarded, on the other hand. In this exploratory study, narrations are extracted from data collected during four interdisciplinary online workshops, linked to discourses of placelessness, development, and sustainability, and set in contrast. Tensions within and between the SDGs, stakeholders' antagonistic perspectives, and power imbalances are discernible. The findings can be linked to ongoing debates, such as sustainable management practices, inter-organizational collaboration, governance, and business ethics, and inspire future studies integrating ocean-related industries, organizations, and professions into management research.

ONE: **Game of Green Thrones: Interorganizational Tensions and Disempowerment Dynamics in GVC**

Author: **Simone Carmine**, *IESEG School of Management*

Author: **Valentina De Marchi**, *ESADE Business School*

To be addressed effectively social and environmental grand challenges require the coordinated effort of multiple and diverse actors. To understand how it is possible to successfully tackle these challenges in interorganizational systems, we investigate how the leather global value chain navigates the tension - arising among actors - deriving from the need to reduce its ecological impact. We found that the management and the outcome of interorganizational sustainability tensions is affected by power dynamics and by opposite ways to frame the challenge, with the consequence that - despite the best intentions and efforts of all actors engaged in the value chain - overall systemic improvements remain elusive. In particular, we show how the disempowerment of few actors in the chain results in a loss of collective capability to navigate sustainability tensions, thus identifying three mechanisms that explain the failure in improving the environmental sustainability of the leather GVC: misalignment of frames, (forced) alignment of action, and misalignment of outcomes. We contribute to paradox theory by explaining the role of power dynamics in the management of interorganizational tensions, and to the sustainability literature and practice, by showing the unintended effects of collective action in a context of power imbalance.

ONE: **Narratives of Nature: The Work of Social Ecological System Intervention**

Author: **David R. Hannah**, *Beedie School of Business Simon Fraser U.*

Author: **Kirsten Marie-Paule Robertson**, *U. of the Fraser Valley*

Author: **Brett Van Poorten**, *Simon Fraser U.*

There are many workers whose responsibilities include overseeing "social ecological systems" (SES): circumstances where human activity and the natural world are interconnected and reciprocally influential. We aimed to learn about how workers decide to intervene in these systems, decisions that can shape the fate of ecological systems and the species within them, as well as the livelihoods and experiences of the people who interact with them. Based on data gathered from interviews with recreational freshwater fisheries managers in the Canadian province of British Columbia and from archival sources, we analyzed descriptions of 26 SES interventions. We uncovered a narrative structure to those descriptions, comprised of four processes wherein workers considered (1) which aspects of the system were valuable and important (which we termed valorization); (2) whether a problem existed (problematization); (3) what was causing the problem (untangling); and (4) which action to take in response (implementation). The overall narrative provided both a series of steps to guide interventions, and a rhetorical structure to justify them. However, other actors in the social systems sometimes had differing accounts of what was happening, leading to what we termed "narrative disjunctions." We explicate the implications of our findings for the critical work of SES management.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sustainability Orientation and Organizational Practices

Session Moderator: **Emilia Filippi**, *U. of Brescia*

ONE: Unraveling the Complex Interplay of Women Directors, Eco-Innovation, and Situational Contingencies

Author: **Emilia Filippi**, *U. of Brescia*
Author: **Letizia Lo Preiato**, *U. of Brescia*
Author: **Mariasole Bannò**, *U. of Brescia*

This study investigates the effect of women directors on eco-innovation and each type of eco-innovation (i.e., environmental products, noise reduction, product impact minimization, and renewable/clean energy products) considering the moderating role of three situational contingencies: the presence of a CSR committee, the industry's environmental insensitivity, and the level of country's gender inequality in which firms are located. The study adopts social role theory and the contingency theory. We adopted a panel data (with random-effect) approach on an unbalanced panel database of 37,346 firm-year observations regarding 6,677 firms operating in OECD countries and referring to the 2012-2020 period. Our results show that women directors have a positive effect on eco-innovation. The presence of a CSR committee amplifies the positive effect of women directors on eco-innovation, while operating in an environmentally insensitive industry and in a country with high gender inequality reduces the positive effect of women directors on eco-innovation. Some differences emerge when analysing the impact on each type of eco-innovation. This study makes important contributions to previous literature and provides useful managerial and policy implications.

ONE: Organizational Sustainability Orientation and its Outcomes: A Meta-Analysis

Author: **Matheus Tardin**, *FGVEAESP*
Author: **Marcelo Gattermann Perin**, *EAESP - FGV*
Author: **Luiza Braga**, *FGVEAESP*

Amidst growing stakeholder pressure, companies are increasingly integrating ecological and societal goals into their core business strategies, reflecting a deeper commitment to sustainability. This study aims to synthesize the empirical literature on the relationship between Organization Sustainability Orientation (OSO) and firm performance, to merge literature streams and reconcile inconsistencies in previous research. A meta-analysis was conducted, aggregating findings from 117 articles and 326 effect sizes, focusing on the relationship between OSO and various performance metrics. The meta-analysis revealed a consistently positive relationship between OSO and both operational and performance outcomes across firms. This relationship was moderated by firm size, industry type, country-level governance, and cultural dimensions. The study contributes to academic knowledge by providing an integrated view of the impact of OSO on firm performance, highlighting the role of various moderators. Practically, it offers insights for business leaders and policymakers on implementing sustainability practices effectively across different firm sizes and industry sectors. This research bridges theory and practice, underscoring the importance of OSO in contemporary business strategy and operations.

ONE: Sustainability Transformation or Utopia? The Role of Organizational Practices for Resolving Tensions

Author: **Timo Busch**, *U. of Hamburg*
Author: **Carolin Weber**, *U. of Hamburg*
Author: **Theresa Sophie Rötzel**, *U. of Hamburg*

Drawing on a 10-year ethnographic study in a multinational firm, we generate novel insights into how organizational actors address tensions that emerge on the journey towards embedding sustainability at the core of the business. Our findings show how an interplay of top-down and bottom-up practices can explain the resolving and evolving of tensions over time. A distinct feature of the sustainability strategy implementation process is a shift in relevance from top-down to bottom-up practices. The paper thus makes two major contributions to current discussions on tension management and strategy-as-practice literature. First, we further the understanding of the role of tensions within the unfolding processes of sustainability strategy implementation. Second, we propose a process model that demonstrates how new tensions become salient when existing salient tensions are resolved. Moreover, it extends the knowledge of how sustainable business practices experience, over time, a shift in relevance from top-down to bottom-up practices. Our results offer new perspectives for practitioners on how to navigate through the journey of evolving and resolving tensions when successfully implementing a sustainability strategy.

ONE: Towards a Theory of Planned Organizational Behavior

Author: **Waqas Nawaz**, *Smith School of Business, Queen's U.*

The dominant viewpoint in current organizational literature tends to utilize an external perspective in addressing sustainability challenges, ascribing the driving force for sustainability actions to external pressures emanating from stakeholders and regulatory bodies. While this perspective holds value, it tends to leave unnoticed some significant variations in how organizations respond to these external pressures. Specifically, it remains unclear why certain organizations demonstrate more impactful sustainability actions than others, even when equipped with similar resources and knowledge bases. This research asserts that while resources and knowledge serve as necessary prerequisites for action, they are insufficient for explaining the divergent behaviors of organizations. It is essentially the variation in motivation of the executives which creates differences in organizational sustainability behavior. To theoretically explore the impact of executives' motivation on organizational sustainability behavior, this study extends Ajzen's well-established Theory of Planned Behavior (TPB). Recognizing the limitations of TPB within the organizational context, a novel theoretical framework is introduced: the Theory of Planned Organizational Behavior (TPOB). This framework is employed to formulate four key propositions that expound on the interplay between executives' sustainability worldviews, intentions, and attention, and their influence on organizational sustainability behavior. Together, these variables determine the nature of sustainability actions, categorized in this work as substantive, integrative, instrumental, or symbolic.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sustainable Business Innovations and Public-Private Dynamics



Session Moderator: **Wendy Stubbs**, *Monash U.*

ONE: Innovating Systemic Solutions for the UN Sustainable Development Goals

Author: **Amanda Nicole Williams**, *IMD Business School*

Author: **Kathleen Klaniecki**, *Chemonics International*

Author: **Christian Dorninger**, *U. of Natural Resources and Life Sciences*

We conducted a qualitative study of an innovation lab organized to develop solutions for grand challenges. To guide participants, the facilitators enforced a linear process inspired by design thinking. We found that teams that complied with the innovation process proposed an incremental solution whereas teams that minimally complied suggested a systemic solution. We advance the grand challenges literature that focuses on orchestrating novel solutions by demonstrating that team-level processes may influence the systemic nature of the solutions. We make a novel contribution to the innovation process constraints literature, which finds that constraints benefit social interactions for innovating within the firm. In our study, constraints adversely influence the outcome in ad hoc settings since teams struggle to find fluidity with the enforced process and experience time pressure.

ONE: The Role of SMEs' Sustainable Business Model Experimentation in Sustainability Transitions

Author: **Wendy Stubbs**, *Monash U.*

Author: **Megan Farrelly**, *Monash U.*

Author: **Kyra Fabianke**, *Monash U., Australia*

Author: **Minh Nguyen**, *Monash U.*

In the search for more sustainable ways of doing business to address global environmental and social issues, there is growing scholarly and practitioner interest in the role of sustainable business model (SBM) innovation. Experimenting with new SBMs allows organisations to fundamentally change the way they do business to address persistent social and environmental issues and contribute to sustainability transitions. Yet there is limited understanding of how small to medium enterprises (SMEs) experiment with sustainable business models and practices that contribute towards sustainability transitions. This paper examines the inputs, processes, outputs and outcomes of 29 Australian SMEs' sustainability experimentation activities. We found that SMEs' sustainability experiments, and transitions, are multi-dimensional and multi-actor, embracing network-building and/or collaboration processes. This fosters not only the individual firm's experience, but collectively advances sectoral knowledge regarding what is feasible. This suggests collaboration is not only a core competency within the experimentation process, but also a critical outcome of SMEs' activities.

ONE: Public-Private Dynamics in Launching the Direct Air Capture Industry

Author: **Ho-Wei Hsu**, *HEC Paris*

Author: **Wenru Shi**, *HEC Paris*

The interplay between public and private entities in shaping new industries tackling major global challenges, such as climate change, remains largely unexplored. This study delves into the dynamic formation of the Direct Air Capture (DAC) industry, a pivotal player in addressing climate change, through an in-depth, longitudinal case study spanning from 2007 to 2022. Our investigation reveals that while for-profit companies are adept at navigating technological innovations and refining business models, government bodies and non-profit organizations play a crucial role in managing both the benefits and drawbacks that emerge from these developments. These insights not only shed light on the evolving nature of the DAC industry but also offer valuable contributions to understanding public-private partnerships and the evolution of industries. Furthermore, our findings have significant implications for designing business models for commercial organizations aimed at addressing critical global challenges.

ONE: Value Proposition Strategies and Investment Decisions for Green Offerings

Author: **Marcel Aksoy**, *Saarland U.*

Author: **Benedikt Schnellbacher**, *Saarland U.*

Author: **Alex Schöneiseffen**, *Saarland U.*

The environmental transformation of economies and the increasing demand for green technologies should offer opportunities for suppliers of green offerings. Yet, suppliers face challenges in convincing business-to-business customers to invest in environmentally-beneficial technology offerings as decision-makers are often not aware of the environmental and financial benefits of these solutions. To overcome these challenges, technology vendors can use sustainability-oriented value propositions. However, little is known so far on the effects of different value proposition strategies on investment decisions, as most studies use qualitative approaches and investigate value propositions through the lens of the vendors. We therefore conducted a scenario-based experiment, through which we investigated whether the three different value proposition strategies monetization, certification and risk assessment influence investment preferences of buyer firms' decision-makers. Our results provide empirical support for the effectiveness of sustainability-oriented value propositions on buyers' decision-making. Finally, moderation analysis indicates that the certification strategy is more effective for buyers in markets with low uncertainty, while risk assessment is for buyers in high uncertainty markets.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1299** | Submission: **21614** | Sponsor(s): **(PNP)**
Scheduled: **Monday, Aug 12 2024 9:45AM - 11:15AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Royal Room**

The Promise and the Peril: Emergent Governance of Artificial Intelligence

Moderator: **Megan LePere-Schloop**, *Ohio State U.*

Moderator: **Rebecca Tekula**, *Pace U.*

Program Chair: **Erynn Beaton**, *Ohio State U.*

As the 2024 AOM All-Conference Theme highlights, Artificial Intelligence (AI) is rapidly transforming organizational operations and management practice, while public policy and AI governance are still emergent. This plenary brings together a panel of scholars whose research aims to understand and critically examine the use and impact of AI and to inform policy and practice in this rapidly evolving space. This plenary seeks to engage PNP members and the broader AOM membership in informed and critical dialogue about the deployment and governance of AI.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Text as Data: Advancing Research through Topic Modeling and Textual Analytics

Session Moderator: **Mark Learmonth**, *Nottingham Trent U.*

RM: How Corpus-Assisted Discourse Studies can Enrich Qualitative Explorations of Large Textual Datasets

Author: **Mathew Gillings**, *Vienna U. of Economics and Business*
Author: **Gerlinde Mautner**, *WU Vienna U. of Economics and Business*
Author: **Mark Learmonth**, *Nottingham Trent U.*

How might qualitative researchers tackle large data sets consisting of millions or even billions of words? Corpus-assisted discourse studies (CADS) is the approach we explore here. Designed for the analysis of voluminous textual data, it offers a recognised empirical approach for making sense of such data, but it does so within an epistemology that understands language to be central in shaping our understanding of the world around us. In other words, CADS can assist researchers in revealing the social dynamics of the text. Bringing the training of applied linguists and a management scholar, we discuss the background to CADS and its differences from text mining approaches such as topic modelling, which have been more widely used in management studies to date. Focused on the needs of people who are new to the approach, we then offer a worked example to show CADS' potential in exploring a management-related corpus. Our paper concludes with a discussion of the strengths and weaknesses of the approach and its potential for future discursively-orientated management research – especially in the context of the rise of 'big data'.

RM: Developing an Integrated Topic Modeling Approach for Text-Based Knowledge Accumulation

Author: **Maximilian Weinhold**, *WHU Otto Beisheim School of Management*
Author: **Dries Faems**, *WHU Otto Beisheim School of Management*

This paper introduces an integrative topic modeling approach, leveraging recent advancements in natural language processing (NLP) for knowledge accumulation. It addresses the limitations of traditional topic modeling methods (i.e., Latent Dirichlet Allocation), employing novel algorithms such as BERTopic, CorEx, and leveraging large language models like GPT. Using 2567 journal paper abstracts in the research domain of innovation ecosystems, the paper identifies and analyzes 27 distinct topics, enabling a comprehensive bibliographic review. This innovative approach showcases the potential of a combination of various topic modeling techniques for scalable, contextual text analysis in management research.

RM: A Novel Method for Theorising with Big Textual Data: Topic Modeling with Grounded Theory   

Author: **Eyyub Can Odacioglu**, *U. of Manchester*
Author: **Lihong Zhang**, *U. of Manchester, UK*
Author: **Richard Allmendinger**, *Alliance Manchester Business School, U. of Manchester*
Author: **Azar Shahgholian**, *Liverpool John Moores U.*








Recent advancements in artificial intelligence globally changed the perception on machine learning and big data applications. While the era of big data brings opportunities for practice and research, it opens a window to the possibilities to build new theories. This paper demonstrates a new method that embeds a machine learning technique into a traditional qualitative method. This method combines topic modelling with constructivist grounded theory which provides potential for contributing to theory and the knowledge reconstruction process. The study illustrates this method by analysing a corpus generated from the esteemed project management journals of the International Journal of Project Management and the Project Management Journal, identifying studies bearing on complex innovation projects. Employing topic modelling alongside the constructivist grounded theory approach, this study proceeded to analyse real-life case studies from the literature and engaged directly with Project Managers (PMs) within the aerospace industry in Turkey. This demonstration of the integrated approach guided to the establishment of a preliminary framework of Relational Accountability skill set for PMs.

RM: Topic Modeling in Literature Reviews 

Author: **Ivan Zupic**, *Goldsmiths, U. of London*
Author: **Sukrit Vinayavekhin**, *Thammasat Business School*
Author: **Andrea Caputo**, *U. of Trento & U. of Lincoln*

Topic modeling is a family of machine learning methods that can automatically extract thematic information from text. Recently, researchers have started using these methods as a quantitative tool for literature reviews. We have identified and analysed 79 papers in management and organisational research that used topic modeling for literature review. Our analysis covers all aspects of analysis and reporting: from data search & selection, preprocessing, analysis, interpretation, validation and visualization. Based on our analysis we developed the guidelines for implementing the process and reporting of topic modeling literature reviews.

KEY TO SYMBOLS

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

Practical Considerations for Worker Uses of AI in Organizations



Discussant: **Emily D. Campion**, *U. of Iowa*
Organizer: **Tianjun Sun**, *Rice U.*
Organizer: **Ashley Sylvara**, *Kansas State U.*
Presenter: **Samuel Cain**, *Heidrick & Struggles*
Participant: **Kate McLean**, *Heidrick & Struggles*
Participant: **Moana Sargent**, *Kansas State U.*
Participant: **Emily Gregg**, *Kansas State U.*
Presenter: **Lauren Bidwell**, *SAP SuccessFactors*
Participant: **Caitlyn Sendra**, *SAP SuccessFactors*

As Artificial Intelligence (AI) and machine learning become increasingly popular in organizational science and practice, researchers, practitioners and employees to use these innovative tools in the workplace. This symposium presents and integrates three papers that highlight ways applicants and employees may leverage and interact with AI-powered tools in organizational contexts, such as trust and comfort with AI, resume tailoring, and distorting responses on selection assessments.

Assessment of Resume Focus Using Text Embedding

Author: **Samuel Cain**, *Heidrick & Struggles*
Author: **Kate McLean**, *Heidrick & Struggles*

Investigations on Tricking a Conversational AI-powered Personality Assessment for “Better” Scores

Author: **Ashley Sylvara**, *Kansas State U.*
Author: **Moana Sargent**, *Kansas State U.*
Author: **Emily Gregg**, *Kansas State U.*
Author: **Tianjun Sun**, *Rice U.*

Exploring the Impact of Technology on Employee Experience

Author: **Lauren Bidwell**, *SAP SuccessFactors*
Author: **Caitlyn Sendra**, *SAP SuccessFactors*

KEY TO SYMBOLS

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

Entrepreneurial Identity and Strategy Work

Session Moderator: **Ronit Yitshaki**, *Department of Economics and Business Administration, Ariel U.*

SAP: **Making Strategies for the First Time**

Author: **Qian Li**, *Warwick Business School*

Author: **Paula Jarzabkowski**, *U. of Queensland*

Research on the work of strategy-making has largely focused on established organizations with existing strategies to which new strategies must relate. Little is known about the becoming of strategy in new ventures during their founding. Our study explores this question using a unique dataset of internal message exchanges in the very first two years of a venture's journey. We find that strategy emerges as early members attempt to resolve strategic issues core to their survival and growth. Our findings illustrate various actions, interactions, and patterns of strategy-making and identify three types of entangled strategy work of deploying-resources-in-actions, garnering-respect-for-expertise, and anticipating-progress-towards-concrete-outcomes through which strategies are recognized. Our study explains how strategy emerges in the absence of existing strategies, highlights actor's knowledgeable and purposive work in strategy-making, and contributes to a relational understanding of new venture creation within people's actions and interactions.

SAP: **The Dynamics of Strategy-Making in New Ventures: Beyond Dualist Accounts**

Author: **Heiko Marc Schmidt**, *U. EAFIT*

Author: **Sandra Milena Santamaria-Alvarez**, *U. EAFIT*

Entrepreneurial strategy-making has often been described in terms of different reified modes, such as effectuation or causation. Despite widespread agreement that these modes are not exclusively used and change over time, limited research considers them in conjunction and focuses on their interrelation over time. In this article, we employ a constructivist grounded theory approach based on three years of observations, diaries, interviews, and documents to study how causal and effectual strategy-making practices unfold in a new venture. We found strategy-making to be composed of two complementary nexuses of practices that iteratively shape each other over time, one more causal and teleological, the second more effectual. This contributes to theory by recasting the hitherto mostly dualistic accounts of entrepreneurial strategy-making as iterative dualities, complementary and sequenced nexuses of practices that feed into each other.

SAP: **Responding to Opportunity Threats: The Impact of Founders' Identity Work on Opportunity Development**

Author: **Yalan Yang**, *School of Management, Fudan U.*

Author: **Shenghui Ma**, *Fudan U.*

How founders cope with threats to their entrepreneurial opportunity is an important topic in entrepreneurship research. Existing studies suggest that when facing threats, founders often treat the opportunity as part of their self-meanings and try to persist with it. However, scholars also noticed that some founders may actively integrate external feedback and adjust the opportunity. These behavioral differences seem to result from the variations in their identities. As existing research generally treats founder identity as static, we have a rather limited understanding of how founders may engage in identity work when facing threats to their opportunity and how their different identity work approaches affect opportunity persistence or modification. To fill this gap, we conducted a qualitative study drawing on 74 in-depth interviews with 40 founders. We identified two types of founders whose self-meanings were initially attached or unattached to the current opportunity. When facing threats, this difference affected whether and how they maintain, suspend, or enrich their self-meanings, which in turn influenced their persistence or adjustments of the current opportunity, and/or development of new opportunities. Our study contributes to the literature on founder identity work and opportunity development by enhancing the understanding of how founder identity is constructed and evolved in coping with threats to entrepreneurial opportunity, and how identity work influences the development of both current and new opportunities.

SAP: **Performative Narratives in Entrepreneurship: Unveiling Identity Through Ricoeur's Lens**

Author: **Henrika Franck**,

Author: **Paul Savage**, *Aalto U. School of Business*

This study explores the performative approach to entrepreneurial identity and its impact on entrepreneurs' narratives. Traditionally, entrepreneurship studies lean towards positivism, yet there's growing interest in interpretive and performative methods. These approaches, especially in narrative identity studies, challenge the factual interpretation of entrepreneurs' statements, as they often perform speech acts that construct identity rather than describe reality. This paper intertwines empirical data with Paul Ricoeur's philosophy, analyzing interviews from 50 Silicon Valley startup entrepreneurs and 263 newspaper articles. This approach reveals how entrepreneurs construct their narrative identity, a response to life's em-plotment per Ricoeur's mimetic cycle. Four identity narratives emerge: Uniqueness, Resemblance, Continuity, and Permanence, highlighting the balance between identity-as-sameness and identity-as-change. Key findings indicate that performative narrative identity reveals unchanging virtues and a balance between static and dynamic aspects of identity. This suggests that narrative identity is not just a reflection but an active response to the entrepreneurial journey. The study redefines understanding entrepreneurial identity through a performative lens, offering fresh insights into its narrative construction.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1303** | Submission: **13016** | Sponsor(s): **(SAP, OMT, CTO)**
Scheduled: **Monday, Aug 12 2024 9:45AM - 11:15AM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Cuvee Room**

Predict or Create: Discussing the Different Understandings of the Future in the Context of AI

Organizer: **Pauline Charlotte Reinecke**, *Hamburg U. of Technology*

Organizer: **Sarah Stanske**, *Leuphana U. Lüneburg*

Organizer: **Thomas Wrona**, *Hamburg U. of Technology*

Moderator: **Jennifer Whyte**, *U. Of Sydney*

Panelist: **Shahzad Ansari**, *U. of Cambridge*

Panelist: **Alice Comi**, *Tongji U.*

Panelist: **Vern Glaser**, *U. of Alberta*

This symposium explores how different conceptions of the future influence the development and application of artificial intelligence (AI). Based on the theoretical foundation of understanding the future as either predictable or unpredictable, the symposium aims to discuss the impact of AI in creating and/or predicting the future. While AI tools that use machine learning and neural networks to draw inferences from data sets are seen as having great potential to predict futures, there are also conflicting views on the accuracy of algorithmic predictions, with some emphasizing the limitations of past data in predicting the unknown. The symposium aims to move beyond binary perspectives and advocate for a nuanced understanding of the sociomaterial interactions between humans and AI in constructing futures. Examples such as Amazon's predictive shipping, where AI combines predicting and creating future purchases, will be presented as examples of this middle ground. The symposium invites scholars to contribute to a research agenda that explores further examples of human-AI collaboration in creating and predicting the future and promotes a more comprehensive understanding of the role of AI in future shaping processes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Global Perspectives and Lessons from Hybrid Organizations and Non-Governmental Organizations (NGOs)

Session Moderator: **Jason M. Pattit**, *U. of St. Thomas*

SIM: Offenders by Conviction: How a Dual Mission Shapes Power Dynamics in Investor-Investee Relationships

Author: **Niko Gerlach**, *Heinrich Heine U. Düsseldorf*
Author: **Lena Schätzlein**, *Heinrich-Heine U. of Düsseldorf*

Power—endemic for interorganizational collaboration and mostly negatively connotated—can be exerted with different intentions. Impact investors (IIs) and social enterprises (SEs) share the higher goal of creating a societal impact while having a market-based foundation and thus seem to be a perfect match. Research on power exertion in investment relationships with a joint mission ‘for the greater good’ is largely missing. Thus, we conducted 54 interviews with social entrepreneurs and IIs to explore the reasons for power exertion in this mission-driven dyad and its consequences for the relationship. Our findings reveal that (1) preconceived notions about one another affect power utilization practices during the entire relationship. (2) IIs mainly exert power to professionalize SEs, while social entrepreneurs exert power to limit and mitigate the power of IIs. (3) While IIs are the more powerful actors in the dyad and exert considerably more power than social entrepreneurs, their primary focus is on supporting the investee. (4) IIs use power to pressure social entrepreneurs to perform well but do not push for mission drift.

SIM: A Configurational Approach to Financial/Social Trade-Offs in Dual-Purpose Companies

Author: **Changwei Guo**, *School of Business, Renmin U. of China*
Author: **Fengbin Wang**, *School of Business, Renmin U. of China*
Author: **Jianxun Chen**, *U. of International Business and Economics*

Dual-purpose companies (DPCs) encounter numerous financial and social trade-offs in their operations. However, existing research has not fully explored the heterogeneity and antecedents of these trade-offs. To bridge this gap, we first make a distinction between scenarios in which trade-offs are mitigated or intensified, and then categorize the intensification into two directions: social dominance and financial dominance. We hypothesize that unique combinations of governance arrangements and organizational capabilities result in different trade-off scenarios. To test our hypothesis, we conducted a fsQCA of 46 subsidiaries within a Chinese state-owned enterprise group. We identify three patterns that mitigate trade-offs and three patterns that intensify them. The findings highlight the complex interplay between governance mechanisms and organizational capabilities related to different trade-off situations, the diverse pathways toward trade-off mitigation, and the causal asymmetry between patterns of different trade-off scenarios. This study advances our understanding of the heterogeneity of financial/social trade-offs in DPCs.

SIM: Resilience and Adaptation of Third-Sector Organisations (TSOs): Insights from a Developing Economy

Author: **Temitope Fagbemi**, *Robert Gordon U.*
Author: **Oluwatoyin Dosumu**, *Alliance Manchester Business School, U. of Manchester*
Author: **Rasheed Adigun**, *J.P. Morgan Chase & Co*
Author: **Franklin Nakpodia**, *Durham U. Business School*
Author: **Rilwan Sakariyahu**, *U. of Dundee*

Across the globe, third sector organisations (TSOs) have played substantial roles in providing essential community support and facilitating sustainable development. However, their susceptibility and fragility in the face of socio-economic challenges, exemplified by the Covid-19 pandemic, have raised critical questions. This study employs a semi-structured interview-based approach to investigate the resilience and adaptation strategies of TSOs operating in a challenging landscape. Through in-depth interviews, the research explores how TSOs in a Sub-Saharan African economy (i.e., Nigeria) navigate uncertainties within their local contexts. The study uncovers an intricate web of traditional and innovative strategies that TSOs employ to survive as well as thrive during adversity. These findings reveal that TSOs employ strategic capabilities, digital citizenship, cultural dynamics, and community participation to overcome the challenges triggered by the Covid-19 pandemic. By shedding light on the less-explored dimensions of resilience, this study contributes valuable insights to inform TSOs, policymakers, and scholars striving to understand the resilience of non-profit organisations operating in challenging economic and social environments.

SIM: A Configurational Analysis of Civil Society Organizations in Extractive Conflicts

Author: **Lukshmee Saravanapavan**, *U. of Victoria (PhD Student)*
Author: **Matthew Murphy**, *U. of Victoria*
Author: **Juan Francisco Chávez R.**, *Smith School of Business, Queen's U.*
Author: **Ilir Haxhi**, *U. of Amsterdam*
Author: **Miguel Rivera-Santos**, *Babson College*

Civil Society Organization's (CSOs) knowledge and material assets can help communities elevate their environmental justice mobilizations against extractive companies. The strategic value of this assistance is, however, shadowed by the reality of increasing violence against mobilizing activists. These conflicts also threaten the firms involved with costly disruption to operations and a loss of reputation. This paper attempts to develop a deeper understanding of this contentious circumstance by addressing the question: How do the configurations of different types of CSOs present in community mobilizations affect the intensity of community conflicts against extractive firms? We perform a fuzzy-set QCA based configurational analysis of the key stakeholder groups present in 550 environmental justice conflicts against extractive firms, occurring worldwide between the years 1996-2017. Our variables of interest include CSOs (international and/or local), type of firm (foreign firm or not), type of community (rural or not, and variety of mobilizing groups) and Government (assessed in terms of its regulatory quality and level of economic dependence on extractives). Our results contribute to the literature on stakeholder influence strategies (Frooman, 1999) by portraying 10 unique configurations of stakeholders, which lead to high intensity of conflict and 5, which lead to low.








Author: **Yuhao Zhuang**, *EMLYON Business School*

Author: **Marieke Huysentruyt**, *HEC Paris*

Author: **Bertrand V. Quelin**, *HEC Paris*

Substantial development aid is channeled to recipient countries with varying levels of political development and implemented by organizations from both civil society and the private sector. The nonprofit and for-profit intermediaries may differentially respond to an aid delivery opportunity in a country with few political constraints—that is, the nations where the policymakers in political institutions disproportionately accommodate the interest of the privileged few instead of undergoing the pressure to serve the majority. We develop a conceptual framework of the selection of nonprofits and firms into a country with a low level of political constraints, and test our theory using a proprietary dataset of 1,166 bids for international development aid contract initiated by the United Kingdom’s bilateral agency. We show that, holding constant the nature of the project and the economic development of the target country, nonprofits as champions of marginalized populations are more willing to compete for contracts in countries distinguished by few political constraints, compared to for-profit firms. Our findings also suggest that the purely socially-oriented nonprofits, not the hybrid ones, with a neutral agenda distanced from value-driven statements are most willing to address the lack of political constraints and most likely to win these contracts. Further, presence of peer organizations facilitates the engagement of other types of nonprofits with the absence of political constraints: Hybrid nonprofits more likely compete for and secure the contracts targeting countries with low political constraints, when there is already a strong presence of transnational social organizations. Our results underline the critical role of nonprofits with an under-the-radar approach in advancing the most needed public welfare in politically challenging contexts, without incurring unwanted political interventions.

KEY TO SYMBOLS

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

Discussion: Strategy, Stakeholder Engagement, Social Activism, and Governance for Sustainability

Session Moderator: **Michael L. Barnett**, *Rutgers U.*

This discussion-intensive session showcases diverse theoretical perspectives, empirical approaches, and levels of analysis for exploring and advancing social and environmental facets of sustainability globally.

SIM: The Practices of Chief Sustainability Officers in Orchestrating Strategy Formation

Author: **Toke Bjerregaard**, *Nottingham Business School, NTU*
Author: **Mai S. Linneberg**, *AarhusU.*

This paper qualitatively examines how chief sustainability officers (CSOs) engage and combine practices in orchestrating the sustainability strategy formation of large, complex organizations (in this case MNCs). Previous research has demonstrated how distributed emergence tends to occur in such organizations, raising the question of how top HQ managers, then, shapes strategy formation. This study advances insights into the knowledge practices of CSOs in orchestrating sustainability strategy formation in which they are faced with distributed emergence. Findings show and explain how CSOs in a continuous effort iteratively engage knowledge integration practices such as: locating and sourcing knowledge from a diverse set of internal and external stakeholders, contextualising sustainability content (e.g. based on market requirements, socio-cultural peculiarities, and product/process specifications, etc.), while establishing documentation, coordinating with and achieving approval from other top managers and CEO through legitimizing practices. Rather than merely constituting a top-down, linear process, this strategizing work comprises knowledge interactions that are both vertically and laterally versatile, with high demands on the CSO to continually coordinate knowledge dynamics in strategizing.

SIM: The Role of R&D in Enhancing the Impact of Environmental Responsibility on Financial Performance

Author: **Martin Osei**, *Stevens Institute of Technology*
Author: **Josep A. Tribo**, *Stevens Institute of Technology*

This paper examines the impact of corporate environmental responsibility (CER) on corporate financial performance (CFP) and the potential positive moderating role of R&D investment. Drawing on the natural resource-based view theory, we argue that R&D investment positively moderates the CER-CFP relationship, even in periods of financial distress. Using international panel data for firms operating in 77 countries from 2012 to 2021, we find that the joint effect of CER and R&D investment positively impacts CFP. This effect holds in both non-distressed and distressed situations. Remarkably, in situations of financial distress, the effect on performance is even larger when sectors are of low technology intensity. However, this effect only appears in Liberal Market Economies (LMEs) like the US. Our findings highlight the importance of combining CER practices with R&D investments for improving financial performance independently of a firm's financial situation, particularly in institutional/national settings where there is high pressure to generate short-term results (LMEs).

SIM: Why Do Firms Engage in Corporate Sociopolitical Activity? An Empirical Test

Author: **Michael Greiner**, *Oakland U.*
Author: **Jaemin Kim**, *Oakland U.*
Author: **Jennifer Cordon Thor**, *Oakland U.*

Corporate sociopolitical activity (CSA) has been generating much attention both in the popular media and in the scholarly literature. One question that remains open is why firms engage in CSA in the first place. In this article, we rely upon signaling theory to argue that firms tend to engage in CSA for two reasons related to its employees. First, when a firm's employees are progressive, well-educated and lower paid, the firm may engage in CSA to signal to its employees its shared values. However, when employees are conservative, less educated and well paid, we argue that firms may engage in CSA as part of the CEOs' efforts to signal to their peers and even themselves. We further argue that the CEOs' authenticity will positively moderate these relationships. We tested our theory on a unique database constructed from archival sources and found support for our predictions.

SIM: Stakeholder and Institutional Perspectives in Social Activism Research: Systematic Literature Review

Author: **Md Kamrul Hasan**, *Louisiana State U.*

In this paper, I systematically review the burgeoning yet dispersed literature on organizations facing the consequences of social activism stances and subsequent organizational strategies to alienate the effects. I synthesize research findings on social activism within the management literature to understand why social activism stances are increasing, motives of the social activists to target organizations, organizational costs of facing social activism stances, and the strategies taken by organizations to combat the effects. Based on the review, I identify significant research gaps, highlight the major theoretical lenses used to describe the phenomenon, and develop a future research agenda. With this systematic review and future research agenda, I hope to stimulate research questions that would encourage scholarly inquiries by shedding light to solve current puzzles and further the conversation on this phenomenon.

SIM: **Barriers and Enablers Toward Stakeholder Engagement for Net-Zero Neighbourhood Projects**    

Author: **Emily Nichols**, Cardiff Business School, Cardiff U.

Author: **Qian Li**, Cardiff Business School, Cardiff U.

Author: **Alberto Gallotta**, WSP

Author: **Peter Wells**, Cardiff Business School, Cardiff U.

Net-zero neighbourhoods offer a promising avenue for decarbonisation in the construction sector, yet challenges in stakeholder engagement hinder their broader adoption. This paper investigates the current barriers, enabling factors, the significance of barriers between stakeholder groups, in order to provide suggestions for accelerating the transition could be made. We employ a mixed-method design for this study, incorporating both a systematic literature review using the Systematic Review Reporting Standards (ROSES) methodology and primary data analysis derived from semi-structured interviews. Guided by the conceptual framework of social-technical systems theory, this paper offers a distinct perspective on existing barriers and provides insights into effective strategies for overcoming them. We suggest that net-zero neighbourhoods are niche innovations within the broader socio-technical system, currently in the first phase of socio-technical transition. We uncover that while stakeholders have unique challenges to address, ultimately, interconnection of all system-actors is required to overcome them. The findings of this paper will inform the implementation of net-zero neighbourhoods in the South Wales region and beyond, providing a unique insight into the current stakeholder engagement challenges and how they can be overcome to accelerate socio-technical transition.

SIM: **Digital Technologies and Governance: Unpacking Differences by Regime Type for International Business**  

Author: **Anna-Lena Maier**, U. of Hamburg

Author: **John E. Katsos**, Queen's U. Belfast

Author: **Jason Miklian**, U. of Oslo

Digital communication technologies can both promote and constrain public spaces for deliberation and private spaces for individual autonomy. We explore the varied types of digital control to extrapolate the differing impacts on organized immaturity in different political regimes. We do this by applying the insights from existing research on restrictions of the digital sphere with three case studies from each political regime. In autocracies, the form of public and private digital spaces is the focus of restrictions, as citizens ought to remain immature with respect to organizing. In democracies, content within those spaces is the focus of restrictions, rather than the digital space itself. Hybrid democratic regimes restrict both content and form leading to a “worst of both worlds”-problem. Based on our analysis, we derive ethical and practical implications for business organizations seeking to operate in these contexts, particularly in hybrid regimes that are often seen by firms as “almost as good” as democracies but in practice have more in common with their authoritarian counterparts as concerns protection of civilians, digital users, and other stakeholders.

SIM: **What is the Quality for Carbon Disclosure? The Role of Managerial Discretion and Governance**

Author: **Joel Alejandro Cumpean**, Autonomous U. of Tamaulipas

Author: **Arturo Briseno**, Autonomous U. of Tamaulipas

Author: **Bryan W. Husted**, Tecnológico de Monterrey

This research examines the effects of managerial discretion and corporate governance elements on the quality of carbon disclosure in companies participating in the Carbon Disclosure Project and listed on the Mexican stock market (Mexican Stock Exchange and Institutional Stock Exchange). The study is grounded in agency and institutional theories, considering both internal and external dynamics of organizations. We construct a data set containing 71 companies for 2016 – 2022, employing ordinal logistic panel regression using STATA 17 to assess the relationship between managerial discretion and corporate governance on carbon disclosure. Our main findings suggest that board independence and the presence of an environmental committee prove effective for monitoring and improving sustainable reporting. Unexpectedly, network centrality and family ownership negatively impact disclosure quality. These results provide a deeper understanding of the determinants influencing the quality of carbon disclosure in companies, with implications for strategic managerial decision-making and public policy related to sustainability.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

SIM Best Student Paper Finalists

Session Moderator: **Lucas Amaral Lauriano**, *IESEG School of Management, LEM-CNRS 9221*

SIM Best Student Paper Finalists present their work in this showcase session. The SIM Best Student Paper Award recognizes exemplary scholarship in terms of relevance to SIM, contribution to the field, methodological or theoretical rigor, and overall compelling presentation.

SIM: Does CSR Attract the Righteous? Experimental Evidence from an Online Labor Market

Author: **Dana Horvath**, *WHU Otto Beisheim School of Management*
Author: **Rainer Michael Rilke**, *WHU Otto Beisheim School of Management*
Author: **Christina Guenther**, *WHU Otto Beisheim School of Management*

We investigate whether employers who engage in corporate social responsibility (CSR) activities attract more honest workers. Our novel pre-registered field experiment in an online labor market consists of two parts. In the first part, we ask workers to make a decision that requires lying for either selfish or prosocial reasons to elicit their lying behavior. In the second part, we offer them a job providing or withholding information about the employer's CSR activities and observe whether they accept the job. We provide evidence for the self-selection effect among workers in response to an employer's promotion of CSR activities in job advertisements. Our study's second part reveals no significant impact of CSR promotion on the lying intensity among workers choosing jobs with CSR-promoting employers. This holds for selfish black and prosocial white lies.

SIM: (De-) Constructing Gender Power Asymmetry at the Base of the Pyramid - A Relational Approach

Author: **Carina Keller**, *EBS U. für Wirtschaft und Recht*

In attempts to address social inequality and gender-specific barriers, scholars and practitioners have praised female entrepreneurship as a potential solution for fostering female empowerment. In turn, entrepreneurial support organizations rolled out a myriad of female entrepreneurship programs at the base of the pyramid, which, however, oftentimes remain ineffective for women. Therefore, we ask How can entrepreneurial support organizations foster female empowerment over time, and what are the consequences in terms of power asymmetries? To answer these questions, we conducted a 20-month multi-case study of two entrepreneurial support organizations in Uganda, which both offer female entrepreneurship programs following a market- or community-based approach. Our findings reveal how entrepreneurial support organizations may tackle and (de-) construct gender inequalities, including gender power asymmetries, by means of three different relational processes (i.e., fostering contiguous relationality, creating bounded relationality, and co-constructing deep relationality) over time. By departing from the widely held assumption that female entrepreneurship is a panacea for female empowerment, independent from women's social embeddedness, our findings generate some interesting new insights for entrepreneurship and organizational research as we offer a relational view on the empowerment processes of low-power groups.

SIM: Beyond the Hype: Organizational Challenges and Implications of the Purpose Approach

Author: **Nicole Steller**, *Witten/Herdecke U.*
Author: **Guido Moellering**, *Witten/Herdecke U.*








The Purpose concept has rapidly gained prominence in management literature. Purpose is currently considered one of the most influential concepts in the business world, promising to enable the transformative power of businesses. This systematic literature review evaluates 152 studies from 2005 to 2023, identifying a research gap regarding the challenges and potential downsides of the Purpose approach in for-profit businesses. We introduce a framework delineating the complex relationship between applying a Purpose concept and the effects at individual, organizational, and societal levels. Our framework highlights three key challenges influencing the outcome: Purpose Clarity, Purpose Operationalization, and Purpose Credibility. Hence, the study augments the current understanding of Purpose-driven organizing by relating organizational challenges to the ambivalent implications of the Purpose approach. Further, we enrich the academic discourse by postulating the inherent ambiguity in managing the key challenges. Thus, we assist practitioners in navigating potential pitfalls and preventing an unreflected Purpose hype.

SIM: How Compliance Affects Firm Green Innovation? Evidence from Targeted Poverty Alleviation Initiative

Author: **Yuqing Tang**, *School of Business, Renmin U. of China*
Author: **Wenlong He**, *School of Business, Renmin U. of China*
Author: **Zhiyuan Chen**, *School of Business, Renmin U. of China*

Although prior studies have investigated the impacts of external pressures and intra-organizational attributes on firm's green innovation, the question of how and why firm's compliance activities affect its green innovation remains underexplored. The current research aims to fill this important gap by examining firm's ambidexterity in the resource-competing tension between compliance activities and competence-enhancing activities. We propose that compliance can promote firms' green innovation. We take the Targeted Poverty Alleviation (hereinafter abbreviated as TPA) initiative in China as a natural experiment and use the difference-in-differences (DD) research design. We find that participation in the TPA initiative enhances the firm's political legitimacy, thus enabling firms to access more financing from government-backed financial institutes to fund their R&D activities and promote their green innovation. This positive effect is moderated by environmental issue salience at the regional level and also by the focal firm's independence on the institutional pressuring constituents. Our study extends the compliance research into the domain of firm innovation and our findings shed new light on the tension between compliance and competitiveness.

KEY TO SYMBOLS

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

Critical Views and Agenda Setting for Business and Human Rights (BHR) Scholarship and Practice



Session Moderator: **Jennifer Leigh**, *Nazareth U.*

SIM: The Promise of Business and Human Rights for Conceptualizing Business Responsibility

Author: **Judith Schrempf-Stirling**, *GSEM - U. of Geneva*
Author: **Harry J. Van Buren**, *U. of Tennessee, Chattanooga*

Even though business and human rights (BHR) has become one of the major concepts for discussing businesses' responsibilities for their societal impacts, its interdisciplinary character and the dominance of previously developed concepts related to business responsibility have made BHR a blurry academic concept, with unclear boundaries, meanings, and implications. The purpose of the paper is to provide conceptual clarity to differentiate it from existing conceptualizations of business responsibility, show that BHR is able to explain better the prominent phenomena that we observe today in terms of business responsibility – such as the division of responsibility for human rights between states and businesses – and argue how it offers a promising conceptual perspective to capture business responsibility in the 21st century. In so doing, we define BHR as a concept for redefining the roles and responsibilities of business and state for human rights, clarify the fundamental assumptions that BHR is based upon as well as outline what BHR explains and what its implications are for a theory of the firm, business purpose, and capitalism. BHR also provides an analysis of governance gaps as well as the roles and responsibilities of state and business; consequently, it provides robust and stringent normative claims about what the purpose of business should be. We conclude with implications for future research.

SIM: Means-End Decoupling in the Adoption Global Norms: The Case of Prior Consultation in Colombia

Author: **Stephanie Villadiego De La Hoz**, *Neuchâtel U.*
Author: **Emmanuelle Reuter**, *U. of Neuchâtel*

The nascent literature on business and human rights has advocated for a right-centric perspective of indigenous peoples and their relations with firms. Global legal norms play a pivotal role in prompting indigenous rights, acting as institutions defining social practices. However, the adoption of these norms in domestic policy, in particular, the conditions in which and how institutional adoption fails to achieve developers' goals remain poorly understood. We conduct an in-depth case study of the adoption of the global norm of prior consultation in Colombia between 1992 and 2022. Our findings uncover a process of means-ends decoupling in which the implementation of the duty to consult rightsholders in policymaking failed to achieve its intended goal of ensuring indigenous rights and instead resulted in the consolidation of the state-led extractivist paradigm.

SIM: Unmasking Exclusion: A Normative Critique of Human Rights Due Diligence and Its Implications in BHR

Author: **Rim Bitar**, *U. of Geneva*








This paper critically examines Human Rights Due Diligence (HRDD) as a mechanism employed by businesses to fulfill their human rights responsibilities, emphasizing its normative standing within the broader discourse of Business and Human Rights (BHR). Building on existing critiques of HRDD, the paper proposes a normative evaluation grounded in the assertion that HRDD should be perceived as a decision-making process similar to a political process rather than a pure managerial endeavor. Drawing on the insights of Iris Marion Young, the analysis centers on the notion of exclusion and argues that HRDD, in its current form and as currently implemented, entails exclusion and is exclusionary in its implementation which – by force of logical inference based on Young's argumentation – increases the possibility of leading to negative outcomes for rightsholders, also called affected individuals. The paper contends that exclusion within HRDD undermines the normative foundations of BHR. By examining the shortcomings of HRDD through the lens of exclusion, the paper explores the moral deficits associated with an exclusionary approach and emphasizes the consequential negative outcomes for rightsholders. Ultimately, by offering a normative criticism of HRDD through the normative lens of exclusion, the paper advocates for a reevaluation of HRDD to align with the moral foundations and objectives of BHR which begs a further examination regarding the adoption of principles of inclusion.

SIM: When is it Time to Heal? Addressing the Temporal Dimension of Corporate Accountability in TJ Setting

Author: **Jordi Vives Gabriel**, *IESE Business School*
Author: **Hugo Van Der Merwe**, *Center for the Study of Violence and Reconciliation*

Business actors operating in conflict arenas or under repressive regimes may commit or be complicit in human rights violations. Over the last decades, transitional justice initiatives have become the blueprint for states, societies, and groups to achieve accountability and serve justice in the aftermath of periods of violent conflict or repressive rule. While practical guidance and scholarship on this topic have sought to address corporate actions within transitional justice, holding corporate actors accountable for their connections to human rights abuses through transitional justice settings remains a quest fraught with difficulties and frustrations. One reason for this challenge is that business and human rights scholarship has hitherto uncritically relied on temporal assumptions of accountability grounded in a narrow conventional transitional justice theory. We challenge these premises and offer a temporal conceptual framework that better aligns corporate accountability with transitional justice settings. This serves to narrow the gulf between transitional justice and the BHR debates and helps close the corporate impunity gap.

KEY TO SYMBOLS

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

Dear Corporate Social Irresponsibility (CSI), Meet Shareholder Activism

Session Moderator: **Tim Hargrave**, *Central Washington U.*

SIM: Corporate Social Irresponsibility: A Literature Review and Research Agenda

Author: **Ligia Azevedo-Rezende**, *USC Marshall School of Business*
Author: **Thomaz Novais Rocha**, *FGVEAESP Sao Paulo School of Business Administration*
Author: **Jorge M. T. Carneiro**, *FGVEAESP Sao Paulo School of Business Administration*

In this paper, we conduct a major literature review on the topic of Corporate Social Irresponsibility (CSI). By analyzing papers published in the Financial Times journals list (FT50), we synthesize and integrate a body of knowledge that has been developed quite independently in fields such as management, accounting, marketing, and finance. Specifically, we organize the literature into a framework based on the drivers, inhibitors, and outcomes of CSI, as well as firms' mitigation and remediation strategies. Also, we offer five conceptual dimensions of CSI to better understand the different facets of the phenomena. Based on our findings, we provide a research agenda that can serve as a guide for future studies on the topic.

SIM: It's (Not) My Game: Green Realignment's Divergent Impact on Stakeholders in CSiR Firms

Author: **Jia Shen**, *U. of Texas at Dallas - Jindal School of Management*
Author: **Yuxi Cheng**, *U. of Liverpool Management School*








This study examines the complex interplay between corporate social irresponsibility (CSiR) and stakeholder reactions, focusing on the divergent impacts of sustainability transformations. Specifically, we investigate how efforts to mitigate CSiR's adverse effects on shareholder activism through corporate sustainable strategies—green talent and technology realignment initiatives—can yield contrasting responses among shareholders and employees. Applying a multi-stakeholder attribution framework, our primary argument posits that while CSiR is a direct catalyst for shareholder activism, it does not significantly affect employee complaints because they may be attributed to external causes rather than the organization. However, when firms initiate internal green talent and technology realignment initiatives, including green job searching and green innovation activities, this internalization of response strategies might lead employees to reattribute firm misconduct internally. This shift in attribution is expected to heighten employee sensitivity and complaints regarding CSiR. The study seeks to contribute to the fields of corporate social responsibility and organizational behavior by highlighting the critical role of attribution processes in shaping employee responses to internal sustainability efforts. The findings highlight the need for a balanced and holistic approach in addressing the varying expectations and perceptions of diverse stakeholder groups within the corporate sustainability framework.

SIM: Shareholder Activism, Corporate Social Irresponsibility, and Obfuscation

Author: **Ligia Azevedo-Rezende**, *USC Marshall School of Business*

In this paper I investigate the impact of Corporate Social Irresponsibility (CSI) in shareholder activism. Specifically, I posit that companies with higher levels of CSI will be more targeted by activist shareholders. However, linguistic obfuscation in sustainability reports will weaken this relationship. Using data from the S&P 500 firms, I find that as the severity of the CSI events increases, measured by the dollar amount of fines, so do the number of ESG-related shareholder proposals. Notwithstanding, this relationship is attenuated by the level of obfuscation in sustainability reports. The opposite happens for firms that have small but frequent violations, suggesting that shareholders react differently to firms that misbehave “badly” vs. firms that misbehave often (when those violations are small). This paper contributes to the literature on shareholder activism, information disclosure and corporate social irresponsibility.

KEY TO SYMBOLS

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

Session Type: **Showcase Symposium**

Program Session: **1309** | Submission: **10384** | Sponsor(s): **(STR, OMT, SIM)**

Scheduled: **Monday, Aug 12 2024 4:45PM - 6:15PM CT (UTC-5)** at **Sheraton Grand Chicago in Michigan B**

Towards an Integrated Perspective: Synergies and Trade-Offs in the Repertoire of Nonmarket Strategy



Organizer: **Zhao Li**, *New York U.*

Organizer: **Haram Seo**, *Texas A&M U., Mays Business School*

Panelist: **Thomas Peyton Lyon**, *U. of Michigan*

Panelist: **Douglas A. Schuler**, *Rice U.*

Panelist: **Timothy Werner**, *U. of Texas at Austin*

Firms in the contemporary business environment employ diverse nonmarket strategies, including Corporate Political Activities (CPA) and Corporate Social Responsibility (CSR). While extensive research has demonstrated the individual benefits of these strategies, their nuanced interplay remains underexplored. This gap is crucial for firms as they contend with mounting stakeholder scrutiny and demands for improved alignment in these initiatives. However, the existing nonmarket scholarship provides limited insights into firms' strategic responses to achieving this alignment or alternative approaches that firms can employ to mitigate risks stemming from stakeholders' perceptions of misalignment between these activities. The escalating expectations of stakeholders regarding firms' involvement in activism further complicate these dynamics, as they prompt firms to engage in socio-political issues that have been the target of neither CPA nor traditional CSR efforts. These complexities underscore the pressing need for research that adopts an integrated perspective, delving into the relationships between these engagement methods and the considerations firms must weigh to craft an "optimal" portfolio of socio-political engagement. In this symposium, our distinguished panel of scholars will address these questions and offer insights into potential directions for future research in this domain, drawing from their expertise in strategic management, organizational theory, and political economy.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **1310** | Submission: **17759** | Sponsor(s): **(STR, TIM)**

Scheduled: **Monday, Aug 12 2024 3:00PM - 4:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Superior B**

How Intra-Organizational Interdependence Affects Strategy and Innovation



Discussant: **Daniel Levinthal**, *U. of Pennsylvania*

Organizer: **Cha Li**, *U. of Texas at Austin*

Organizer: **Xirong Shen**, *McCombs School of Business, U. of Texas at Austin*

Strategy and organizational theory scholars have long recognized the pivotal role that intra-organizational interdependence plays in guiding organizational design and search. Intra-organizational interdependence manifests as tradeoffs and complementarities between subsystems within complex organizations, thereby both producing challenges for coordination and presenting opportunities for synergy. These processes have deep and broad implications for corporate strategy, technology innovation, and entrepreneurial strategy. While being a central topic in strategy and organizations literature, empirical research on intra-organizational interdependence remains limited, partially due to methodological challenges in collecting data on intra-organizational interdependence and identifying its impact. However, in recent years, new tools, methods, and datasets have become available, providing promising opportunities to advance both the empirical investigation and theoretical insights into intra-organizational interdependence. Therefore, this symposium aims to promote conversations between scholars conducting theoretical and empirical research on intra-organizational interdependence. In particular, we bring together a group of leading scholars who will exchange their insights on key theoretical questions in intra-organizational interdependence that may be informed by empirical research and what novel data/methods can be exploited to make inroads into answering these questions.

Intra-organizational Interdependence and Search: Evidence from the Laboratory

Author: **Stephan Billinger**, *U. of Southern Denmark*

Author: **Stefano Benincasa**, *U. of Vienna*

Growing Tasks and Growing Headcount

Author: **Julien Clement**, *Stanford U.*

Author: **Marlo Raveendran**, *U. of California, Riverside*

Author: **Yankai Wang**, *Stanford U.*

Serendipity and Conflict: How Cross-Departmental Goal Interdependencies Affect Product Innovation

Author: **Xirong Shen**, *McCombs School of Business, U. of Texas at Austin*

Author: **Cha Li**, *U. of Texas at Austin*

Author: **Songcui Hu**, *U. of Arizona*

Author: **Jizhen Li**, *Tsinghua U.*

Complexity and Timing in Novel Ventures

Author: **Andy Wu**, *Harvard Business School*

Author: **Aticus Peterson**, *Harvard Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Advancing Strategic Management Research: Applications of Generative AI



Organizer: **Albert Choi Roh**, *U. of Southern California -Marshall School of Business*

Organizer: **Nan Jia**, *U. of Southern California*

Presenter: **Natalie Carlson**, *The Wharton School, U. of Pennsylvania*

Presenter: **Bart Vanneste**, *UCL School of Management*

Presenter: **Hyo Kang**, *U. of Southern California*

The recent advances in Large Language Models (LLMs) have dramatically transformed the landscape since the launch of OpenAI's ChatGPT in November 2022. These models, known for their deep understanding of language and reasoning, have rapidly become integral in various domains, mirroring human cognition with remarkable fidelity. Major tech firms like Microsoft, Google, and Meta have embraced this innovation, launching products like Bing AI, Bard, and Llama. Concurrently, these firms have also reduced hiring and conducted layoffs in roles that are increasingly automated by this technology. These dual facets of LLMs - their capabilities and organizational impact - are pivotal for management scholars. Firstly, in their role as tools, LLMs demonstrate exceptional ability in processing nuanced interpretations and managing extensive textual datasets. This versatility makes them invaluable across various research stages, from ideation to copy editing, as noted by Korinek (2023). Their applications include complex tasks such as data annotation (Gilardi et al., 2023; Rathje et al., 2023; Tornberg, 2023) and simulating participant responses in experimental studies (Boussioux et al., 2023). Second, as research subjects, LLMs are reshaping methodologies in firm-level strategic decision-making, underscoring their transformative potential in both strategy formation and refinement. Furthermore, at the market level, a growing body of research is exploring their impact on employment dynamics (Brynjolfsson et al., 2023; Dell'Acqua et al., 2023; Eloundou et al., 2023; Noy and Zhang, 2023) and organizational decision-making processes. Despite the increasing number of studies addressing these aspects, our comprehension of LLMs, both as tools and subjects, remains notably limited. Recognizing the substantial impact of LLMs and the need for more in-depth understanding, this symposium has been organized to explore LLMs both as a tool (Paper 1-3) and a subject (Paper 4). It brings together preeminent researchers to present their latest findings on how LLMs are shaping the future of strategic management. Each paper contributes to a deeper understanding of the role of LLMs in strategic management, showcasing their unique applications and implications. The first and second papers introduce innovative ways for management scholars to utilize LLMs. The first paper examines the use of LLMs in data annotation and text classification within strategic management research, focusing on identifying product sustainability in crowdfunding projects. This study reveals that ChatGPT can match or exceed the efficiency of traditional methods with careful prompt refinement. However, the authors also found that minor prompt variations can significantly alter annotation outcomes. These variations have serious implications for the accuracy and robustness of subsequent data analysis. To combat this, the study introduces Prompt Variance Estimation (PVE), a method ensuring analytical robustness for LLM-generated labels, complete with detailed instructions and coding guidelines. The second paper explores the application of LLMs in managing and analyzing unstructured data, such as congressional hearing transcripts. It outlines three key research tasks that LLMs can perform: text summarization, topic extraction, and extraction of related concepts. Applying these tasks to data from the U.S. House Space, Science, and Technology Committee, the paper studies the interaction between government policies and firm technology strategies. It showcases the capability of LLMs to process extensive textual data, overcoming issues like context window limitations. This paper emphasizes the efficiency of LLMs and their complementarity to conventional NLP methods, with insights shared via an interactive dashboard and digital platform. The third paper focuses on the application of LLMs as a decision-making tool for firms. It investigates how generative AI, particularly LLMs, can aid in assessing the value of strategic alternatives, a vital task for irreversible business decisions. The study compares traditional machine learning methods with the generative capabilities of AI, assessing 60 AI-created business models across various industries. It aims to determine the extent to which AI aligns with human judgment in strategic decision-making, employing correlational and Bayesian analyses. This research highlights the potential of generative AI in scenarios with limited or unique data, offering fresh perspectives on AI's role in strategic business decisions. Finally, the fourth paper delves into the role of generative AI, as a subject of study. It examines how LLMs transform research outputs, focusing on the varied impacts on researchers of different language skills and experience levels. The paper suggests that non-native English speakers and less experienced researchers might benefit more from AI tools, thereby potentially reducing the communication gap in academia. Utilizing AI detectors like GPTZero, it evaluates AI usage in submissions to the Academy of Management Annual Meeting, analyzing their linguistic quality. The results demonstrate diverse adoption and benefits of LLMs across varying researcher demographics. This research offers a nuanced perspective on generative AI's impact within the strategic management community, highlighting its potential to address or accentuate disparities in academic communication and representation.

Using LLMs to Annotate Data in Strategy Research

Author: **Natalie Carlson**, *The Wharton School, U. of Pennsylvania*

Generative AI for Enhanced Management Research

Author: **Albert Choi Roh**, *U. of Southern California -Marshall School of Business*

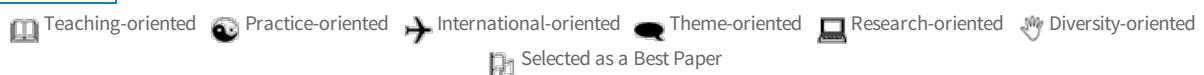
Generative Artificial Intelligence and Evaluating Strategic Decisions

Author: **Bart Vanneste**, *UCL School of Management*

The Differential Impact of Generative AI on Strategy Research and Researchers

Author: **Hyo Kang**, *U. of Southern California*

KEY TO SYMBOLS



Session Type: **Showcase Symposium**

Program Session: **1312** | Submission: **18670** | Sponsor(s): **(STR, TIM, OB)**

Scheduled: **Monday, Aug 12 2024 3:00PM - 4:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Superior A**

Humans and Algorithms in Organizations: Navigating the Intersection of Blockchain and AI

Organizer: **Magnus Van Haaren**, *Rotterdam School of Management, Erasmus U.*

Organizer: **Xule Lin**, *Imperial College Business School*

Organizer: **Carlos Santana**, *Norwegian U. of Science and Technology (NTNU)*

Speaker: **Oliver Baumann**, *U. of Southern Denmark*

Speaker: **Robert Wayne Gregory**, *U. of Miami*

Speaker: **Hanna Halaburda**, *New York U.*

Speaker: **Fang He**, *U. of St. Gallen*

Speaker: **Alex Michael Murray**, *U. of Oregon*

Participant: **Matthias Troebinger**, *ESSEC Business School*

This symposium delves into the integration of blockchain and artificial intelligence (AI) within organizational design and theory, focusing on their impact on decentralized decision-making and governance. It navigates a series of theoretical lenses to dissect this integration. First, it employs bounded rationality to understand the delegation of complex tasks to AI, in the context of human cognitive limitations. Next, transaction costs are used to evaluate the governance implications of blockchain-enabled smart contracts. The role of AI in reshaping organizational structures is also a focal point, particularly through the lens of Decentralized Autonomous Organizations (DAOs). Additionally, the symposium probes into the effects of AI on network effects within digital platforms. Concluding the theoretical exploration, it considers the interplay between machine learning and human judgment for theorizing in organizational research. This comprehensive inquiry aims to advance our understanding of how emerging technologies like blockchain and AI are reshaping the landscape of organizational design and decision-making processes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

AI and Talent

Session Moderator: **Daokang Luo**, *The U. of Hong Kong*

TIM: Artificial Intelligence, Employee Productivity and Human Capital Loss 

Author: **Daokang Luo**, *The U. of Hong Kong*

Author: **Kevin Zheng Zhou**, *U. of Hong Kong*

As companies increasingly embrace artificial intelligence (AI) to enhance employee work, the potential for AI to unintentionally disempower employees remains a question. We develop a nuanced (dis)empowerment perspective to examine AI's dual effects on employee performance. Analyzing panel data from the United States, we find that AI, by enhancing task automation and capability augmentation, increases employee productivity. However, task automation may create perceptions of control, and capability augmentation may lead to skill mismatches, both contributing to the unwanted loss of human capital. Moreover, human resource management (HRM) practices, such as employee involvement, could weaken AI's positive effect on both employee productivity and human capital loss. Employee development practices may also attenuate AI's positive impact on human capital loss. Overall, our research sheds new light on the dual facets of AI in the workplace and highlights the governance roles of HRM practices in AI-employee interaction.

TIM: Me, Myself and AI: How Interacting with LLMs Affects Employees' Expectations of AI at Work   

Author: **Meena Andiappan**, *DeGroot School of Business, McMaster U.*

Author: **Ruo Mo**, *Montpellier Business School*

Author: **Senthujan Senkaiahliyan**, *U. of Toronto*

Author: **Emir Efendic**, *Masstricht U.*

Author: **Gillian Hadfield**, *U. of Toronto*

Author: **Philippe Van Calseyde**, *Eindhoven U. of Technology*

In two online studies (N = 484), we examine how one-on-one interactions with a Large Language Model (Open AI's GPT-3) affect employees' perceptions of AI's abilities, attitudes toward AI, and willingness to work with AI in the future. To investigate this, we assigned employees four different work tasks: developing interview questions, fact checking, creating online content, and writing a recommendation letter, with instructions to rely on GPT-3 for each task. In Study 1, we find that while positive attitudes about AI increase and negative attitudes decrease post-interaction, the latter effect is more pronounced. Interestingly, we also show that people miscalibrate the impact of interacting with AI on their attitude changes. Our second study largely replicates Study 1 findings, and we additionally find that changes to task-specific perceptions (e.g., acceptability, performance, suitability, and willingness to use AI for a certain task) are highly dependent upon task types. Overall, we find that despite some initial qualms, people are more, rather than less, willing to work with a Large Language Model AI after having interacted with it in a work context. We discuss how these findings fit with current theorizing regarding the algorithm aversion-appreciation paradigm, as well as the applied implications.

TIM: The Short-Term Effects of Generative Artificial Intelligence on Employment   

Author: **Oren Reshef**, *Washington U. in St. Louis, Olin Business School*

Author: **Xiang Hui**, *Washington U. in St. Louis, Olin Business School*

Author: **Luofeng Zhou**, *New York U.*

Generative Artificial Intelligence (AI) holds the potential to either complement workers by enhancing their productivity or substitute them entirely. We examine the short-term effects of the recent release of the large language models (LLM), namely ChatGPT and other image-based models, on the employment outcomes of freelancers on a large online platform. We find that freelancers in highly affected occupations suffer from the introduction of generative AI, experiencing reductions in both employment and earnings. We find similar effects studying the release of other image-based, generative AI models. Exploring the heterogeneity by freelancers' employment history, we do not find evidence that high-quality service, measured by their past performance and employment, moderates the adverse effects on employment. In fact, we find suggestive evidence that top freelancers are disproportionately affected by AI. These results suggest that generative AI may transform the role of human capital in the organization by narrowing gaps across workers and reduce overall demand for workers.

TIM: Impact of Artificial Intelligence on Team Creativity: A Dual Stage Perspective 

Author: **Yujia Hu**, *Beihang U.*

Author: **Linna Xu**, *Beihang U.*

As the application of artificial intelligence (AI) in the workplace evolves into a team collaborator, the impact of AI usage on team creativity requires in-depth exploration. This research explored the impact of AI usage on team creativity based on the dual process (i.e., idea generation and idea evaluation) in creativity. We conducted an experiment involving 91 MBA students by manipulating the use of generative AI. We found that teams that used AI in the idea generation stage outperformed teams that used AI in the idea evaluation stage and teams that did not use AI in terms of the technical goodness and usefulness of their ideas. However, regarding to idea novelty, teams that used AI in the idea generation stage performed relatively polarized; teams that used AI in the idea evaluation stage performed better; teams that did not use AI performed moderate and stable. Moreover, we explored the underlying mechanisms. Compared with the other two types of teams, teams that used AI in the idea generation stage have a stronger dependence on AI and show lower team learning behavior, creative self-efficacy, and autonomy. Our study enriches the research on team creativity and AI in organizational behavior and provides implications for organizations to enhance team creativity using AI.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Scoping and Scaling Innovative Business Models

Session Moderator: **Laavanya Ramaul**, *LUT Business School*

TIM: Generative AI as an Enabler of Business Model Innovation: A Multiple-Case Study 

Author: **Laavanya Ramaul**, *LUT Business School*
Author: **Mika Ruokonen**, *LUT Business School*
Author: **Paavo Ritala**, *LUT Business School*
Author: **Thomas Clauss**, *U. of Witten/Herdecke*

Generative AI is transforming industries and business functions at a rapid pace. This paper contributes to the understanding of the transformative role that Generative AI plays in driving business model innovation (BMI). Through a comprehensive multiple-case study approach, this study delves into the drivers, barriers, and opportunities that Generative AI provides in context to the three dimensions of business model innovation – value creation, value proposition, and value capture. Additionally, we investigate the scope and novelty of Generative AI in business model innovation. Via a multiple-case study of eight companies across different industries and various sizes, we demonstrate how firms find it relatively easier to innovate on value creation than with value proposition, and find it hardest to innovate on value capture. We also demonstrate the challenges for incumbent firms in developing truly “architectural business model innovations” in the context of Generative AI that would change both the internal and external activities and structures of existing companies. In addition to providing empirical evidence on the use of Generative AI, this study also aims to bridge the gap between research and practice.

TIM: Business Model Dynamics During the Growth Stages of Technology-Based Start-Ups

Author: **Ghassan Kharbeet**, *ghassan*
Author: **Hanieh Khodaei**, *Delft U. of Technology*
Author: **Victor Egbert Scholten**, *Delft U. of Technology*
Author: **Roland Ortt**, *Delft U. of Technology*

To survive in a constantly changing environment, technology-based start-ups must adapt their business models over time. Both external and internal forces require changes in business models, yet the evolution of business models and the interactions between business model elements over time are poorly understood. This paper explores changes in business models of technology-based start-ups during their growth stages. Drawing from literature on sustainable business model dynamics and company growth stages, we propose a comprehensive framework to visualize and analyse business model dynamics during the growth stages. The framework is applied to Dutch technology-based start-ups, revealing the various changes in their business models and the key factors influencing these changes during the growth stages. The framework helps to navigate technology-based start-ups during their growth stages. The results of our research have significant implications for entrepreneurship, both in theory and practice.

TIM: Gen-AI's Effects on New Value Proposition in Business Model Innovation: Evidence from IT Industry    

Author: **Dequn Teng**, *U. of Cambridge*
Author: **Chen Ye**, *U. of Cambridge*
Author: **Veronica Martinez**, *U. of Cambridge*
Author: **Paula Melfe**, *U. of Cambridge*








Generative AI (Gen-AI) has made substantial achievements, showcasing its evolving natural language understanding and interaction capabilities. While existing research has discussed Gen-AI's impact on computer science and engineering, its adoption significantly influences business models across various industries. This paper focuses on how Gen-AI affects new value proposition within Business Model Innovation (BMI). The qualitative research method is adopted in this research. The data is collected and analyzed through 32 semi-structured interviews and archival sources. The study identifies five approaches—knowledge querying-based cloud solutions, content creation, AI agents, foundation models, and upstream industry chain infrastructure—that Gen-AI affects new value propositions in BMI. This research introduces empirical evidence from the information technology (IT) industry, broadening the contextual boundaries of Gen-AI's new value propositions in BMI. The study advances beyond isolated mechanisms, providing a quadrant view and process map to illustrate the interrelated dynamic effects of Gen-AI's new value propositions in both disruptive and incremental BMI.

TIM: From Novelty to Architectural Innovation: The Evolution and Scalability of Business Models 

Author: **Qinli LU**, *INSEAD*
Author: **Johann Peter Murmann**, *U. of St. Gallen*

Business model innovation is generally thought of as a challenging exercise for organizations. While prior research has highlighted novelty per se as a key driver for high-performing business models, some recent studies further suggest that novelty does not always lead to an effective business model due to complexity. How can business models be developed and scaled based on novelty? We explore this question by investigating the case Freshippo—a novelty-centric business model in online fresh food industry, from its inception to successful scale. Drawing on an activity system lens, our theoretical framework shows how activities are developed based on novelty and the relationship between novelty and business model architecture. Our results highlight a dynamic perspective of interdependency between activities for the effectiveness of the business model and the flexibility of quick trial-and-error. We suggest a systemic view to help achieve an “architectural innovation” in which co-evolutionary activities in a business model can form positive feedback loops of value.

KEY TO SYMBOLS

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

Governing Collaboration for Innovation

Session Moderator: **Anna Moretti**, *Venice School of Management - U. Ca' Foscari of Venice*

TIM: Unboxing Relational Capabilities for Innovation 

Author: **Anna Moretti**, *Venice School of Management - U. Ca' Foscari of Venice*
Author: **Stefano Li Pira**, *Warwick Business School*
Author: **Francesco Zirpoli**, *Venice School of Management - U. Ca' Foscari of Venice*

Research has shown that firms' relational capabilities, a byproduct of experience in managing interorganizational relationships (IORs), positively impact the propensity to innovate. The literature shows that firms benefit from the selective use of governance mechanisms (formal or informal) in the management of their IORs. Hence, there is a tension between replicating, i.e., the leveraging and exploiting of experience and varying the governance to match the idiosyncrasies of specific IORs. As the literature does not provide systematic evidence on such a tension, our understanding of the relational capabilities needed for innovation remains black-boxed. Thus, using a unique survey of Italian automotive suppliers, we create a dataset to test the relationship between the replication of governance mechanisms across IORs – a proxy for relational capabilities – and firms' propensity to innovate. We find that this relationship is contingent on the use (or nonuse) of formal and informal governance such that a broader replication of formal governance mechanisms across a firm's portfolio of IORs reduces its propensity to innovate, and such a replication of informality increases the firm's likelihood of innovating. One noteworthy implication of this result is a more nuanced conception of relational capabilities that goes beyond the mere replication of proven effective governance practices and encompasses the capacity to mix and match them.

TIM: Sustainability Alliances: Cooperative and Coordinative Concerns and Mission-Driven Governance 

Author: **Elizaveta Johansson**, *Luleå U. of Technology*
Author: **Anna Brattstrom**, *Lund U.*
Author: **Johan Frishammar**, *Luleå U. of Technology*

Sustainability alliances are gaining momentum, enabling firms to simultaneously pursue economic profit while also generating value for society. Extant alliance literature fails to sufficiently inform this emerging phenomenon as it primarily comes from a perspective of alliances pursuing unidimensional economic goals. To build theory on governance in sustainability alliances, we conducted an explorative case study of eight sustainability alliances in Sweden. We demonstrate how the joint pursuit of sustainability introduces unique and difficult cooperation and coordination concerns in such alliances. Yet, we also showcase that it enables mission-driven alliance governance – a previously underappreciated governance mechanism, beyond relational and contractual approaches. Based on our findings, we discuss the nature of mission-driven alliance governance and how it helps to improve cooperation and coordination outcomes.

TIM: The Influence of Product Approvals and Recalls on Inter- and Intra-Firm Collaborations 

Author: **Jieun Lee**, *Rochester Institute of Technology*








Drawing upon the behavioral theory of the firm, this study examines the effects of loss-focused and gain-focused aspirations on the formation of new collaborative relationships. While new collaborations could be considered a risk-taking action due to increased search costs and risks, this study suggests that the nature of such risk-taking decisions hinges on the types of aspirations. Utilizing product approval and recall data from the FDA in the U.S. medical device industry, the analysis reveals that falling below loss-focused aspirations, by reporting more product recalls, prompts managers to focus on inventor-level internal knowledge development collaborations while reducing variations. This managerial focus results in a decrease in new collaborations among inventors. Furthermore, this effect of managerial emphasis on risk avoidance is reinforced when the firm faces financial difficulties. In contrast, exceeding gain-focused aspirations, indicated by receiving more product approvals, influences managers to emphasize maximizing gains. They prioritize firm-level external knowledge development collaborations and increase variations in the pursuit of new opportunities. This managerial focus leads to the establishment of new partnerships in firm alliances. Overall, findings show that loss-focused aspirations foster internal, risk-averse choices, while gain-focused aspirations encourage external, risk-taking changes in collaboration contexts. This study provides an important theoretical insight into the significance of distinguishing between two aspiration types in shaping managerial attention to risk avoidance or risk-taking.

TIM: Digitalization and Joint Venture Survival: An Information Processing View and Evidence

Author: **Qing Dai**, *Guizhou Normal U.*
Author: **Liang Wang**, *U. of New Brunswick, Canada*

Digitalization is swiftly and profoundly altering business terrain, raising numerous novel research questions. This study aims to explore digitalization in the alliance context. Developing an information processing view, this study posits that digitalization of a partner can decrease the risk of JV termination by fostering effective and efficient communication and coordination within the partnership. And this termination-preventing effect of partner digitalization is more pronounced when there are richer inputs from prior alliance experience and in JVs that involve complex and ambiguous information. Empirical findings from 256 JVs generally support the hypothesized direct effect of digitalization on JV termination and the contingencies. Our findings position digitalization as a new stabilizer of partnerships and expand the beneficial effects of digitalization.

KEY TO SYMBOLS

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

Dynamics of Value Creation and Capture in Ecosystems

Session Moderator: **Esko Hakanen**, *Aalto U.*

TIM: **Technology and Innovation Management: Overcoming Ecosystem Bottlenecks by Innovation Policy**

Author: **Esko Hakanen**, *Aalto U.*

Author: **Adam Uhrdin**, *KTH, Royal Institute of Technology*

Author: **Thomas Draschbacher**, *Graz U. of Technology*

Author: **Juho Carpén**, *Aalto U.*

Two highly contrasting discourses emphasize collective benefits, high market efficiency, and socio-economic growth related to technology development. On the one hand, research on “ecosystems” highlights the value and role of technological interdependencies and technology-specific investments while, on the other hand, the literature on “innovation policy” advocates for technology-neutral or agnostic approaches. Drawing from qualitative, embedded case studies and several illustrative examples, this paper integrates the largely disconnected discourses on ecosystems and innovation policy. We provide nuanced implications for policymakers looking to balance societal relevance and economic viability. We argue that an effective innovation policy is vital for overcoming different ecosystem bottlenecks. Our study offers implications for policymakers who struggle to balance market-driven dynamics with societal interests in a landscape characterized by rapid technological development and constantly evolving ecosystems.

TIM: **A Learning Perspective on Ecosystem Roles- How Roles and Governance Shape Learning Within Ecosystems**

Author: **Jan-Marco Nepute**, *RWTH Aachen U.*

Author: **Christina Dienhart**, *Institute for Technology and Innovation Management at RWTH Aachen*

Author: **Torsten-Oliver Salge**, *Institute for Technology and Innovation Management at RWTH Aachen*

This paper explores an under-explored area, enhancing the inter-organizational learning literature by introducing an ecosystem perspective. We integrate the ecosystem context into existing learning frameworks through robust quantitative analysis of survey data and strategic documents. The study investigates the influence of a new set of two pivotal factors: the member’s role within the ecosystem, their role clarity on member learning from the ecosystem/ecosystem member learning, and the moderating effect of the ecosystem governance mode. The central finding of this study reveals that, alongside the established factors of (relational and structural) embeddedness and strategic adaptability, these variables significantly impact member learning from the ecosystem. By incorporating an actor’s role and role clarity, this study enhances the learning literature and offers actionable guidance for practitioners in designing. Contrary to popular belief, member-driven governance does not increase actor learning. We suspect this occurs because of the extensive resources directed towards governance and management could be better spent on interaction and learning within the ecosystem. This research has implications beyond academia, providing invaluable insights for ecosystem members in operational and strategic decision-making. Thus, this paper helps to bridge academia and practice, contributing to our understanding of inter-organizational learning mechanisms and the development of sustainable ecosystems.

TIM: **Loss and Gain: Impact of Ecosystem Strategy on Value Capture and Value Expectation**

Author: **Ke Rong**, *Tsinghua U.*

Author: **Tianxi Yang**, *Tsinghua U.*

Author: **Tao Zhang**, *Institute of Economics, Tsinghua U.*

Does a firm benefit from orchestrating an ecosystem? What kind of firm is capable of being the orchestrator? Using data from listed firms in China's stock market during 2006–2019, this paper reveals the loss and gain of ecosystem strategy: a decrease in immediate value capture but an increase in value expectation (future value creation). We find that a firm’s ecosystem strategy can generate high-value expectations by fostering innovation and partner diversity and that this impact varies among firms. Only those with a larger scale reap the advantages of orchestrating an ecosystem. By revealing the pace of value capture and value creation for focal firms, this paper contributes to ecosystem theories and guides firms in adopting ecosystem strategy.

TIM: **From Matchmakers to Innovation Machines: A Study of Market Generativity in the Bubble.io Ecosystem**

Author: **Mahdieh Sarbazvatan**, *PhD student at Haskayne School of Business*

Author: **Mohammad Keyhani**, *U. of Calgary*

Many of the world’s most valuable companies (e.g. Google, Amazon, Apple, Alibaba), earn much of their income through marketplaces. Yet our understanding of marketplaces as intentionally designed products is hindered by the dominance of the matchmaking analogy, which implies that the main function of markets is allocation. We contend that marketplaces are often better viewed as distributed innovation machines, which is in line with definitions of generativity (Zittrain, 2006). In this abductive case study on the Bubble.io marketplace and its ecosystem, we investigate the process of intentionally leveraging generativity as a market design strategy and a source of advantage. We challenge the commonplace conceptions of generativity as an unintentional characteristic of technology, and markets as purely resource allocation systems. Our study introduces a novel framework for intentionally crafting a marketplace that is generative. Importantly our framework emphasizes that in order to succeed in generativity and benefit from it, the marketplace must also have good allocation and appropriation mechanisms.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Who Engages in Green Innovation?

Session Moderator: **Ho-Wei Hsu**, *HEC Paris*

TIM: Innovating Against the Tide: How Polluters Drive the Evolution of the Carbon Capture Technologies

Author: **Ho-Wei Hsu**, *HEC Paris*

This paper investigates the role of polluters as innovators in the Carbon Capture and Storage (CCS) industry. Employing an abductive, phenomenon-driven approach, I explore how firms, especially polluters, contribute to innovation in this nascent industry and shape the associated value chains. Utilizing a dataset of over 290 CCS projects from 1972 to 2018, I find that firms with limited prior experience in gas separation technologies, which have been repurposed for carbon capture, are more inclined to engage in innovative activities. Furthermore, experienced polluters are more likely to follow established commercial value chains, whereas their inexperienced counterparts are more likely to pursue environmental ones. Additionally, the findings suggest a reluctance to pursue further innovation in carbon capture technologies beyond a certain performance level among polluters, especially those with prior experience. The actor-centric view adopted in this paper provides new insights into the dynamics of green innovation, emphasizing how various actor-specific characteristics influence their approaches to solving common challenges.

TIM: Evaluating Pro-Environmental Activity Premium at Different Levels of Innovation Propensity

Author: **Fankun Meng**, *Cardiff Business School, Cardiff U.*
Author: **Qian Li**, *Cardiff Business School, Cardiff U.*

In the contemporary business landscape, successful innovation is increasingly defined not just by the development and synthesis of novel knowledge, but also by a steadfast commitment to environmental stewardship. This study aims to bridge the gap between environmental responsibility and corporate innovation by quantifying the returns of pro-environmental activities on new product sales and internal R&D investments. Utilising matched firm-level data from the Community Innovation Survey (CIS) and the Business Survey Database (BSD) spanning 2002 to 2020 in the United Kingdom, our research offers an empirical evaluation of the impact of environmental orientation on corporate innovation. Our findings reveal a significant positive correlation between eco-conscious practices and the sales of environmentally friendly products, corroborated across both large and small businesses. Additionally, a notable increase in internal R&D investment is observed in innovators prioritising reduced environmental impact. These findings extend the discourse in innovation theories, suggesting a synergistic relationship between environmental responsibility and innovation performance. The study not only advances theoretical models in this realm but also offers pragmatic insights for businesses striving to harmonise innovation with environmental sustainability.

TIM: Breaking the Ceiling: Unraveling the Tension between CEO Gender and Green Innovation Strategies

Author: **Marika Platz**, *Leibniz U. Hannover*
Author: **Marie Gabel**, *WWU Münster*
Author: **J. Nils Foegel**, *Leibniz U. Hannover*








As the global climate crisis intensifies, firms face mounting pressure to make their strategies and processes more sustainable. One way to tackle this challenge lies in pursuing a strategy that strengthens green innovation. Upper echelon theory suggests that the characteristics of the Chief Executive Officer (CEO) are critical factors that shape firm strategy and ultimately its performance. As for innovation strategy and outcomes, existing literature suggests that the gender of the CEO is a crucial factor, with male CEOs often displaying a stronger inclination toward pursuing innovation. While we acknowledge these insights, we also argue that this relationship is much more complex when it comes to green innovation, i.e., innovations that reduce firms' impact on the environment and its use of natural resources. In fact, we identify a tension: male CEOs tend to be more involved in innovation activities, while female CEOs demonstrate a distinctive environmental awareness. The relationship between CEO gender and green innovation is therefore less clear. Our analysis of 13,784 firm-year observations of US-listed firms over 23 years aligns with previous research, showing that having a male CEO is associated with increased innovation. However, we also uncover empirical evidence indicating that female CEOs are more actively involved in green innovation. Significantly, we discover that the association between female CEOs and green innovation is context-sensitive, with slack resources attenuating the positive link. This study contributes to the literature about green innovation by uncovering the role of CEO gender for sustainability.

TIM: The Emergence of Data-Driven Business Models in the European Energy Industry

Author: **Claudia Marante**, *Catolica Lisbon School of Business and Economics*

Sustainability, liberalization, and digital technologies are changing the energy industry. Consequently, data-driven business models are expected to proliferate. However, that is not the case. This study examines the role of the technological capabilities of firms, regulations, and market design in the adoption of data-driven business models. Based on secondary data and complemented by four interviews with energy experts, this qualitative research aims to explore how firms in the European energy industry are capitalizing on data in their business models, in the context of their technological capabilities, shift regulations, and diverse market designs. Our findings reveal that regulations (GDPR) play a relevant role in instilling trust in consumer privacy. Yet, compliance with these regulations poses challenges to firms in monetizing data. Moreover, differences among markets influence the compatibility and transferability of data-driven business models. By shedding light on the interplay between technological capabilities, data protection regulations, and market design, this research provides insights for scholars, policymakers, regulators, and energy firms seeking to navigate the evolving landscape of data-driven business models in the European energy industry.

KEY TO SYMBOLS

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

Navigating Digitalization from Diverse Starting Points

Session Moderator: **Celina(Xinyue) ZHANG**, Zhejiang U.

TIM: Navigating Distinctiveness in Digital Landscapes: Born-Digital Firms Versus Non-Born-Digital Firms

Author: **Celina(Xinyue) ZHANG**, Zhejiang U.

Author: **Huajie Shen**, Zhejiang U.

Author: **Xiaobo Wu**, Zhejiang U.

The optimal distinctiveness literature emphasizes that firms are supposed to navigate the opposing pressures of competition and legitimacy to enhance their performance. Recent research have highlighted the importance of audience predispositions and their implications on the distinctiveness-performance relationship. Our study enriches this literature by exploring how investors' risk-averse predispositions vary across two types of digital firms (born-digital firms versus non-born-digital firms), thereby different criteria of legitimacy assessments and variances on the distinctiveness-performance relationship. Specifically, born-digital firms (versus non-born-digital firms) face lower (versus higher) uncertainty in digital practices, thus appealing to strongly (versus weakly) risk-averse investors. When adopting distinctive digital practices, born-digital firms encounter substantial legitimacy penalties from strongly risk-averse investors, yielding a U-shaped distinctiveness-firm performance relationship. In contrast, non-born-digital firms can sustain legitimacy from weakly risk-averse investors when pursuing differentiating digital practices, leading to an inverse U-shaped distinctiveness-firm performance relationship. A sample of Chinese listed firms from 2007 to 2022 supported our arguments. These findings provide important theoretical and practical implications.

TIM: Big Data Analytics Capabilities: Antecedents and Implications for SMEs' International Performance

Author: **Amin Bernadine N Dri**, U. Laval

Author: **Zhan SU**, U. Laval

For exporting small and medium-sized enterprises (SMEs) to survive in the face of competition and cope with the fierce pressures of fast-changing environments, they need to develop new capabilities known as Big data analytics capabilities (BDAC). This study draws on the theories of resource-based view (RBV) and dynamic capabilities to investigate the antecedents of BDAC and their impacts on the international performance of exporting SMEs. Partial least squares structural equation model was used to empirically validate this model, using survey data from a sample of 178 exporting SMEs in the manufacturing industry. The results show that entrepreneurial orientation and market orientation are important contributors to the development of BDAC. However, as the market becomes increasingly volatile, entrepreneurial orientation has a stronger effect on BDAC, while market orientation has a weaker effect on same. The results also show that digital marketing capabilities as well as network capabilities partially mediate the positive effect of BDAC on SMEs' international performance.

TIM: An Inclusive Future: Role of Digital Business Ecosystems in Sustainable Socio-Economic Growth

Author: **Samrat BAGCHI**, Indian Institute of Management, Indore

Author: **Kamal Sharma**, Indian Institute of Management, Indore

Calls for exploring the holistic impact of digital technologies towards an inclusive future have never been stronger. Our study investigates whether digital business ecosystems can better address some of the sustainable developmental goals, that of economic growth and innovation, industry, and infrastructure in the context of emerging and developing economies in Asia. This multiple case study explores ecosystems as a unit of analysis and illustrates the dual value creation process in terms of economic and social value creation. The study uses the institutional context to investigate the phenomenon of ecosystem emergence and contributes to the nascent literature on DBE orchestration in the context of emerging markets. It also responds to earlier calls by scholars to explore how interconnectedness provided by novel digital technologies can address sustainable developmental goals by for-profit organizations. The study finds evidence of DBE's potential to address better the need for economic growth and innovation in industry. It posits that orchestrating an organization's top management team's orientation to a higher-order goal influences the relationship. The study has implications for scholars and management thinkers and guides policymakers to facilitate novel organizational forms and digital technologies to build an inclusive future.

TIM: Internal Strategic Resource Market and Diversification in the Digital Age

Author: **Ga-Young Jang**, SusFin Research

Author: **Hyung Goo Kang**, Hanyang U.

Extant studies demonstrate that failures and imperfections in external capital markets compel firms to establish internal capital markets and business groups. Following a similar rationale, we posit that the inadequacies and incompleteness of the external data market drive platform companies to create internal data markets and pursue apparently unrelated diversification. This theoretical paper illustrates that the internal data market will eventually evolve into an internal artificial intelligence market and an internal strategic resource market, becoming more sophisticated in nature. The discussion extends to Internal Data Markets and Internal Artificial Intelligence Markets, strategically addressing imperfections in external data and AI markets. The Internal Strategic Resource Market framework extends the Resource-Based View to internal markets, providing a structured platform for critical resource allocation within corporate groups. This paper offers insights into designing strategic resources for data-driven and AI-enabled firms. It also delves into regulatory discourse, proposing interventions to foster innovation, ensure market competition, and safeguard consumer interests.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Safe Transfer: Knowledge Diffusion by Teams, Scientists, Technicians

Session Moderator: **Christian Schröder**, *U. of Siegen*

TIM: Same Same but Different: An Analysis of Knowledge Transfer Activities in Biotech and Health Sciences 

Author: **Christian Schröder**, *U. of Siegen*

Author: **Ann-Christin Groezinger**, *U. of Siegen*

Author: **Petra M. Moog**, *ZHAW School of Management and Law*

Author: **Arndt Werner**, *U. of Siegen*

Knowledge transfer to the private sector as well as to society and the ways researchers contribute to the public good are a growing concern for researchers and university policymakers alike. In this regard, two disciplines offer great potential to learn about patterns and mechanisms, namely the biotechnology and health sciences. Both research disciplines play a critical role in helping to advance research, develop new treatments and therapies, and improve public health. To date, little is known about how health scientists leverage their expertise and resources to address the needs of the wider community, and how they foster collaboration and partnerships that can help drive social and economic change, compared to biotechnology scientists being in the spotlight of research for a longer time. To gain more insights about the different knowledge transfer processes in both fields, we analyze 30 qualitative interviews with university and science institute researchers, as well as knowledge transfer intermediaries. We apply an ecosystem perspective and systematically analyze the interaction of framework conditions as well as systemic conditions in both fields. While biotechnology knowledge transfer is primarily hindered by intra-layer conflicts within the framework conditions, we find that health scientists face significant inter-layer encounters between framework and systemic conditions. This results in different knowledge transfer forms as an outcome of each ecosystem. Biotechnology researchers engage more in a market-oriented approach whilst health scientists seem to prefer an integrated knowledge transfer model. Our findings can both help researchers to boost their knowledge transfer efforts and university policymakers to develop more effective policy measures. With this, our results show how to foster knowledge transfer in different fields.

TIM: Sharing Solutions Without Spilling Secrets: How Technicians Diffuse Knowledge Among Innovators  

Author: **Danielle Elaine Bovenberg**, *Yale School of Management*

The diffusion of knowledge among innovators is vital to progress at technologically complex innovation frontiers. Yet competitive incentives between innovators may prevent them from sharing useful advancements with each other. In this multi-year ethnographic study of three shared R&D facilities in the field of semiconductor research, I examine how concrete solutions to shared technical problems can nonetheless be safely diffused among innovators through the “safe diffusion strategies” of the technicians that oversee the tools that innovators have in common. These technicians were unaffiliated with any one innovator but instead with the shared equipment that all innovators had to use. I detail how technicians used their role in the division of labor to elicit greater disclosure of effective solutions from innovators, assess the risks of sharing these solutions, and recognize unique avenues for safely sharing solutions across innovation projects. In particular, technicians leveraged their command over tools, materials and techniques to contain the technical scope of the solutions they diffused and to distill generalized guidance from the solutions they withheld. By extending our understanding of selective knowledge diffusion in competitive settings to other members of innovation ecosystems that are often overlooked but nonetheless essential to conducting technologically complex work, this paper documents a previously unrecognized avenue by which valuable knowledge can diffuse at competitive innovation frontiers. In so doing, it extends the role theoretically accorded to supporting, technical occupations in the advancement of these frontiers.

TIM: The Effect of Inventor Collaboration on Mobility: The Role of Technology Complexity and Obsolescence

Author: **LI Liu**, *U. Carlos III de Madrid (UC3M)*

Author: **Neus Palomeras**, *U. Carlos III de Madrid*

Author: **Eduardo Melero**, *U. Carlos III de Madrid*

This study aims to examine how team collaboration affects the inter-firm mobility of inventors. Since knowledge accumulated through team collaboration can be complementary or substitute to the teammates, teamwork can affect the relative value of the inventor’s knowledge inside the firm versus the outside value in opposing ways. In this paper, we explore to what extent and in which circumstances teamwork leads to more or less inter-firm mobility. Leveraging on the premature death of collaborators as an exogenous shock to teamwork, we find that inventors who lose a collaborator are more likely to leave their current firm (than otherwise similar inventors). This average negative effect between collaboration and mobility, however, is driven by a particularly intense relationship in technological areas of high complexity and quick obsolescence rate, suggesting that it is in these areas where collaboration complementarities play a key role in the generation of knowledge.

TIM: Network Variance of Scientific Team and Knowledge Creation: A Network Embeddedness Perspective 

Author: **Shanwu Tian**, *School of Business, Qingdao U.*

Author: **Xiurui Xu**, *School of Politics and Public Administration, Qingdao U.*

Previous network research has focused on studying scientists’ network embeddedness and knowledge creation at the individual level, but ignored the impact of network embeddedness variance among scientists within a team. In this study, we examine how network variance of scientific team contributes to knowledge creation from a network embeddedness perspective. Specifically, we explore how team relational embeddedness variance and team structural embeddedness variance influence team knowledge creation. Furthermore, team average relational embeddedness and team average structural embeddedness serve as moderators. We conduct empirical tests, using a negative binomial regression model and several robustness tests, on bibliographic data from scientific articles in the field of new energy vehicles. The data was provided by Web of Science Core Collection and covered the period from 2008 to 2020. We find that both team relational embeddedness variance and team structural embeddedness variance have inverted U-shaped impacts on team knowledge creation. The results also provide original evidence on an overlooked phenomenon: team average relational embeddedness and team average structural embeddedness moderate the effect of team relational embeddedness variance and team structural embeddedness variance on knowledge creation, respectively. Overall, these findings suggest important implications for understanding the relationship between network variance of scientific team and knowledge creation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1320** | Submission: **17494** | Sponsor(s): **(TIM, STR)**
Scheduled: **Monday, Aug 12 2024 9:45AM - 11:15AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Colorado**

The Frontier Research in Commercialization and Diffusion of Science



Organizer: **Saqib Mumtaz**, *Haas School of Business, UC Berkeley*
Organizer: **Yotam Sofer**, *Copenhagen Business School - Department of Strategy and Innovation*
Discussant: **Ashish Arora**, *Duke U.*
Discussant: **Keld Laursen**, *Copenhagen Business School - Department of Strategy and Innovation*
Presenter: **Jino Lu**, *Washington U. in St. Louis, Olin Business School*
Presenter: **Sukhun Kang**, *UC Santa Barbara*
Presenter: **Roger Masclans Armengol**, *Fuqua School of Business, Duke U.*

The symposium on the diffusion and commercialization of science delves into the critical role of scientific knowledge in driving innovation and economic growth. It addresses the challenges and strategies involved in using publicly available scientific knowledge for commercial applications. The symposium brings together researchers studying the commercialization and diffusion processes, focusing on how firms access and utilize scientific knowledge, the role of universities and scientists in the diffusion of scientific knowledge, and the impact of successful commercialization on science itself. These papers range from the development of novel measures to examine the commercial potential of scientific research to exploring the impact of media and social media in disseminating scientific knowledge and investigating the interplay between corporate and academic research in the development of enabling technologies like quantum computing. Given the decline in corporate science over the last few decades, the challenge for firms is effectively leveraging scientific discoveries from universities and research institutions. The papers in the symposium offer important implications for businesses and research institutions striving to bridge the gap between scientific research and commercial application.

Commercial Potential of Science and its Realization: Evidence from a Measure Using a LLM

Author: **Roger Masclans Armengol**, *Fuqua School of Business, Duke U.*
Author: **Sharique Hasan**, *Fuqua School of Business, Duke U.*
Author: **Wesley Cohen**, *Duke U.*

The Folding Effect: Dimensional Shifts and Reorientation in Organizational Search

Author: **Sukhun Kang**, *UC Santa Barbara*

Escaping the Ivory Tower: Media Coverage and the Commercial Diffusion of Science

Author: **Saqib Mumtaz**, *Haas School of Business, UC Berkeley*

Exploring the Role of Social Media in the Diffusion of Research

Author: **Yotam Sofer**, *Copenhagen Business School - Department of Strategy and Innovation*

Overcoming the Division of Labor in Scientific Research for Complementary Innovation

Author: **Avi Goldfarb**, *U. of Toronto, Rotman School of Management*
Author: **Jino Lu**, *Washington U. in St. Louis, Olin Business School*
Author: **Florenta Teodoridis**, *California Southern U.*

KEY TO SYMBOLS

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








Session Type: **Symposium**
Program Session: **1321** | Submission: **12118** | Sponsor(s): **(TIM, STR, ENT)**
Scheduled: **Monday, Aug 12 2024 9:45AM - 11:15AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Bucktown**

The Role of AI in Multi-Sided Platforms

Moderator: **Ted Ladd**, *Hult International Business School*
Participant: **Elizabeth J. Altman**, *U. of Massachusetts Lowell*
Participant: **Annabelle Gawer**, *U. of Surrey*
Participant: **Grace Gu**, *U. of Southern California - Marshall School of Business*
Participant: **Andrei Hagiu**, *Boston U.*
Participant: **Daniel Trabucchi**, *Politecnico di Milano School of Management*
Participant: **Marshall Van Alstyne**, *Boston U.*

Multi-sided platform marketplaces connect at least two groups of customers together, enabling complex value creation and capture systems. They have dominated entire industries over the last decade, attracting billions of users and dollars of capital. The largest of these platforms have plowed their data, labor, and capital investments into artificial intelligence (AI) engines. As yet, these platforms have yet to merge these two ideas together to create new products or marketplaces. When they do, will this reinforce the existing theories on multi-sided platform strategy, or will it require new theories at the intersection of platforms and AI? This Symposium assembles the world's experts on platforms to describe their predictions for how AI will impact the practice and theory of multi-sided platforms. The session will conclude with a discussion among the panelists and audience for a research agenda to guide future efforts in this evolving field.

KEY TO SYMBOLS

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

Session Type: **Plenary Session**
Program Session: **1322** | Submission: **21624** | Sponsor(s): **(OSCM)**
Scheduled: **Monday, Aug 12 2024 10:00AM - 11:30AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Acapulco**

OSCM Division Plenary Speakers - Innovation in Operations & Supply Chain Management

To be finalized

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1323** | Submission: **21765** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 12 2024 10:00AM - 11:00AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Addams**

Conversations with the Editors: ANNALS

Presenter: **Matthew A. Cronin**, *George Mason U.*

Presenter: **Elizabeth George**, *Cambridge Judge Business School*

Meet the editors of ANNALS and the team of associate editors to learn their vision for the journal and tips on how to write a successful paper. All are welcome!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**

Program Session: **1324** | Submission: **21763** | Sponsor(s): **(PUBS)**

Scheduled: **Monday, Aug 12 2024 10:00AM - 11:00AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Gold Coast**

Recognizing AMR Bridge Reviewers

Presenter: **Kris Byron**, *Georgia State U.*

By Invitation Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1325** | Submission: **21764** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 12 2024 10:00AM - 11:00AM CT (UTC-5)** at **Hyatt Regency Chicago in Water Tower**

Publishing Impactful Research in AMJ

Presenter: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*

All scholars set out to publish high-quality and important research. The attributes of high quality research have been discussed at length in past commentaries (e.g., the “Publishing in AMJ” series of FTEs). What does it mean, though, for research to be important? One factor in evaluating importance is making a significant theoretical contribution—enriching, extending, and elaborating upon previous theoretical understandings of a phenomenon. A significant theoretical contribution is necessary for a high-quality paper. Indeed, we note psychologist Lewin’s (1952) adage that “there is nothing so practical as a good theory.” However, the consensus may be shifting away from a sole focus on theoretical contributions such that research is also viewed as important when it yields insights that have the potential to significantly change management practice in ways that better organizations and society (Tihanyi, 2020). Attend this session to meet with the award winners from the papers that have received AMJ’s Impact Award.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1326** | Submission: **23031** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 12 2024 10:30AM - 12:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Crystal C**

Daniel Kahneman: The Scholar and His Impact on Management and the Social Sciences

Moderator: **Timothy Michael Devinney**, *Alliance Manchester Business School, U. of Manchester*

Participant: **Max H. Bazerman**, *Harvard U.*

Participant: **Denise M. Rousseau**, *Carnegie Mellon U.*

Participant: **John List**, -

Participant: **Julia Dhar**, -

Daniel Kahneman had a tremendous impact on the social sciences, including management and related disciplines. This session provides a retrospective look at this impact from the perspective of scholars in management, psychology, behavioral economics and business practice. The session will include both professional and personal remembrances of his legacy.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1327** | Submission: **21706** | Sponsor(s): **(GOV)**
Scheduled: **Monday, Aug 12 2024 10:30AM - 12:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Tennessee**

AOM Ethics Committee Meeting

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Organizer: **Michael McShane**, *Academy of Management*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Social Event**
Program Session: **1328** | Submission: **16782** | Sponsor(s): **(MED)**
Scheduled: **Monday, Aug 12 2024 10:30AM - 11:30AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Soldier Field**

MED Division Annual Members Meeting

Participant: **Christine Rivers**, *U. of Surrey*
Participant: **Arran Caza**, *UNC Greensboro*
Participant: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Participant: **Margaret E. Heffernan**, *RMIT U. + MED PDW Chair-elect*
Participant: **Gerard Beenen**, *California State U., Fullerton*

At the annual members meeting for MED Division we share information about the division, last years' achievements, news and invite new members to join the division. We also thank and say good bye to the current division chair and welcome our new division chair for the year ahead. If you want to learn more about MED then this is a great way to connect.

KEY TO SYMBOLS

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








Session Type: **PDW Workshop**
Program Session: **1329** | Submission: **21768** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 12 2024 11:00AM - 12:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **McCormick**

AMP Reviewer Workshop

Presenter: **Michael L. Barnett**, *Rutgers U.*

This session is for both ad hoc/potential reviewers, and for ERB members. We'll get more into the details about how to review for AMP. All are welcome to attend.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **1330** | Submission: **21767** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 12 2024 11:00AM - 12:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **San Francisco**

AMJ Radio Live

Presenter: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*

AMJ Radio live is a digital initiative that allows scholars to get weekly live content and engage in live discussions with AMJ editors and authors (each Wednesday at 11am ET on X). Learn more about this innovative initiative, meet the people behind it, and find out how you can contribute to AMJ Radio live.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Meeting**
Program Session: **1331** | Submission: **13729** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 12 2024 11:00AM - 12:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Arkansas**

TIM Emerging Scholar Award

Organizer: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Award Recipient: **Callen Anthony**, *New York U.*

This session highlights the accomplishments of the 2024 TIM Emerging Scholar Award winner, which goes to an exceptional scholar whose work has already had notable influence. Please join us in celebrating this achievement and listening to this year's celebrated emerging scholar: Callen Anthony, Assistant Professor at Stern, NYU, share a bit about her intellectual journey and discoveries.

KEY TO SYMBOLS

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

How Person-Environment Dynamics Shape Careers



Session Moderator: **Qi Wei**, *Kingston U.*

CAR: **Person-Career Fit: An Exploration of Self-Employed Freelancers**

Author: **Qi Wei**, *Kingston U.*
Author: **Lilith Whiley**, *Sussex U.*
Author: **Caroline Boyd**, *Self-employed*

Research exploring how self-employed freelance workers self-manage their careers is an important emerging field. In this study, we applied the theoretical lens of career self-management (CSM) to explore how self-employed freelance workers navigate the complexities of self-managing their careers and negotiating person-career fit. We conducted 30 semi-structured interviews with self-employed freelance coaches. Specifically, we paid close attention to freelancers' enactment strategies, thus offering richer insights into the processes and mechanisms associated with their person-career fit. Our findings suggest that freelancers re(negotiate) person-career fit at three critical junctions: upon entering the ecosystem, while negotiating gig work, and sustaining career success. To harmonise (evolving) person-career fit, tensions between precarity and autonomy, competition and marketability, and paid and unpaid work, needed to be reconciled as matters of usual practice. Person-career fit was a constant negotiation. Our findings thus contribute to the emerging literature on freelance workers in the gig economy by extending our understanding of how freelance workers self-manage their careers and (re)negotiate person-career fit.

CAR: **Personality-Occupation Relationships in Careers**

Author: **Claudia Rossetti**, *U. of Mannheim*
Author: **Torsten Biemann**, *U. of Mannheim*
Author: **Katja Dlouhy**, *U. of Mannheim*

Complementing existing research that has investigated the reciprocal effects between individuals' personality traits and occupational choices, we move from a variable-centered to a person-centered approach and examine the interplay between combinations of personality traits and individuals' occupations. Leveraging German panel data tracing individuals' career trajectories from 2005 to 2017, we utilize a distance-based methodological approach from the spatial sciences to measure and relate similarities in individuals' overall personality traits and similarities in their occupations. We find that individuals with similar Big Five personality traits enter similar occupations and that individuals with occupation-specific personalities are more likely to stay in the occupation. Moreover, we show that working in similar occupations contributes to the convergence of personalities over time. This research enhances our understanding of the intricate interplay between personality and occupations, providing a comprehensive and innovative test of attraction and selection, attrition, as well as socialization effects between more similar individuals and occupations.

CAR: **Can Obsession for an Occupation Continue to Shadow Further Career Outcomes?**

Author: **Sweta Sinha**, *IIM Rohtak*
Author: **Koustab Ghosh**, *Associate Professor Indian Institute of Management Rohtak*
Author: **Dheeraj Sharma**, *Indian Institute of Management, Rohtak*

In the last few decades, we have witnessed careers evolve from being linear within a single occupation to non-linear involving multiple occupations, which may not be related. Extant research has conceptualized work passion along two streams- harmonious and obsessive, which can have positive or negative impact on career outcomes. We postulate that while the employees develop a passion for their first occupation, it continues to impact their engagement with further occupations after transition. Hence, it is important to examine the impact of sustained work passion on the work outcomes of present employment. This paper attempts to fill the gap in the literature by explicitly examining the impact of harmonious work passion for current occupation (HWP_Occ2) on the two outcome variables viz subjective career success and career distress. Additionally, we examine the moderating role of obsessive work passion towards a previous occupation (OWP_Occ1). The study's results showed a significant moderating impact of OWP_Occ1 towards having a career distress, while it was not significant towards subjective career success. The study offers several theoretical insights and managerial implications.

CAR: **Why Me? Protege Role Behavior and Mentor-Protege Exchange in Mentor and Protege Outcomes**

Author: **Stacy Lyn Astrove**, *U. of Delaware*
Author: **Maria Kraimer**, *U. at Buffalo*

Integrating the relational mentoring perspective (Ragins, 2012) with leader-member exchange theory (Graen & Uhl-Bien, 1995; Liden & Maslyn, 1998) we constructed a model investigating why some protégés experience more effective mentoring than others. We hypothesized that mentor-protégé exchange quality mediated the relations between protégé role behaviors and career and psychosocial mentoring support provided to protégés. Using an academic sample consisting of professor mentors and their PhD student protégés, we found that protégé positive role behavior correlated with mentor-protégé exchange quality regardless of whether quality of mentor-protégé exchange is rated by the mentor or the protégé. Conversely, we found a negative relationship between protégé negative role behavior and mentor-protégé exchange quality, but only when evaluated by the mentor. Notably, mentor-rated mentor-protégé exchange was positively related to psychosocial support provided to protégés, whereas protégé-rated mentor-protégé exchange quality related to both career and psychosocial support provided. In terms of indirect effects, we found that mentor-protégé exchange quality mediated the relationships between protégé positive and negative role behaviors and psychosocial support provided to protégés when mentor-protégé exchange was rated by the mentor. Finally, we found that mentor-protégé exchange quality mediated the relationship between protégé positive role behavior and both career and psychosocial support provided to protégés when mentor-protégé exchange was rated by the protégé. These findings contribute to theoretical insights into the mentoring process and offer practical implications for mentoring practices.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Decoding Teamwork: The Computational Science of Collaboration

Organizer: **Burint Bevis**, *Imperial College Business School*
Organizer: **Xinlan Emily Hu**, *Wharton*
Presenter: **Gus Cooney**, *The Wharton School, U. of Pennsylvania*
Presenter: **Burint Bevis**, *Imperial College Business School*
Presenter: **Xinlan Emily Hu**, *Wharton*
Presenter: **Mohammed Alsobay**, *MIT Sloan School of Management*
Discussant: **Laurie R. Weingart**, *Carnegie Mellon U.*
Discussant: **Randall S Peterson**, *London Business School*
Participant: **Juliana Schroeder**, *U. of California, Berkeley*
Participant: **Abdullah Almaatouq**, *Massachusetts Institute of Technology*
Participant: **Mark Whiting**, *U. of Pennsylvania*
Participant: **Duncan J. Watts**, *U. of Pennsylvania*

The goal of this symposium is to connect theorists, methodologists, and technologists at the interdisciplinary frontier of team collaboration and conflict management studies. Specifically, this symposium weaves together technology's dual implications on both teams and the science of teamwork. Across four original research papers, we will demonstrate that studying teams in a digital setting is more than simply a recreation of in-person interactions, but rather a rich setting for methodological innovation. These innovations, in turn, push the boundaries of our knowledge about teamwork, particularly in a world in which collaboration increasingly occurs via technology. We call this bidirectional interplay between methods and theory a "computational science of collaboration." Paper 1 introduces a model designed to capture the dynamics of naturalistic turn-taking, showing how fine-grained data can help to bridge the gap between micro-level turn dynamics and broader macro-level outcomes. Paper 2 further expands on micro-level dynamics to explore how conflict dynamics differ across communication media, with implications for facilitating constructive disagreements in a digitized yet polarized world. Paper 3 presents the results of an online experiment that systematically varies five facets of teamwork (Team Composition, Team Size, Task Attributes, Task Complexity, and Communication Process). Its findings show that, all else equal, team outcomes are highly dependent on the task at hand. Lastly, Paper 4 demonstrates how researchers can take advantage of the latest advances in Large Language Models to build interactive agents for behavioral experiments. Following the four presentations, discussants Laurie Weingart and Randall Peterson will lead a conversation integrating the papers' theoretical and methodological contributions. In what ways do these novel tools extend prior theories of teamwork, perhaps with greater precision or resolution, and in what ways do they highlight novel forms of collaboration — whether across different modalities, different tasks, or different types of "teammates" (AI-powered versus human)? How might this "computational science" influence our field's research agenda in the years to come?

Interloper: A Model to Segment Transcripts into Naturalistic Conversational Turns

Author: **Gus Cooney**, *The Wharton School, U. of Pennsylvania*

Speaking of Receptiveness: How Spoken Conversations Facilitate Constructive Disagreement

Author: **Juliana Schroeder**, *U. of California, Berkeley*
Author: **Burint Bevis**, *Imperial College Business School*

Recipe for Success: Quantifying the Relative Influence of Teamwork Facets on Performance

Author: **Xinlan Emily Hu**, *Wharton*
Author: **Abdullah Almaatouq**, *Massachusetts Institute of Technology*
Author: **Mark Whiting**, *U. of Pennsylvania*
Author: **Duncan J. Watts**, *U. of Pennsylvania*

Generative Agents and Confederates: Promise, Peril, and Application to Online Experiments

Author: **Mohammed Alsobay**, *MIT Sloan School of Management*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Conflict Management, Decision-Making, Engagement, & Innovation in Sustainability and Field Contexts



Session Moderator: **Hardo Firmana Given Grace Manik**, *U. of Queensland Business School*

CM: **A Theoretical Model of Indigenous Conflict Management Strategies in the Sustainability Context**

Author: **Hardo Firmana Given Grace Manik**, *U. of Queensland Business School*

Author: **Ali Intezari**, *U. of Queensland*

Author: **Justin Peter Brienza**, *U. of Queensland Business School*

Managing sustainability-related conflicts among stakeholders is critical to ensure the achievement of sustainable development goals in response to global environmental exigencies. As Indigenous peoples consistently demonstrate strong pro-environmental behaviors by stewarding lands, forests, and oceans, their perspectives matter in these conflicts. While there are several systematic literature reviews mapping the causes of such conflicts and their mitigation strategies, these studies do not address the role of Indigenous Peoples in managing such conflicts. This study conducts a systematic literature review to develop a theoretical model that explains the antecedents and consequences of conflict management strategies in the Indigenous context. This paper proposes that wise reasoning can strengthen cooperative conflict management strategies (i.e., integrating and compromising). We also postulate the mediating role of trust in stakeholders, inclusivity in decision-making, environmental justice, and community support on the relationship between cooperative management strategies and pro-environmental behaviors of Indigenous Peoples. Drawing upon wisdom approaches and Indigenous aspirations, we contribute theoretically by providing sociocultural nuances to conflict management theory in the sustainability context.

CM: **Fostering Sustainable Innovation and Hybrid Performance in Family Firms**

Author: **Mahdi Vesal**, *U. of Technology Sydney Business School*

Family firms are known for emphasizing profitability, growth, and market share. However, the rising environmental concerns pose a unique challenge as prioritizing environmental sustainability may impact profitability. This study, based on the resource-based view, explores data from Australian family firms' CEOs and senior managers through separate surveys. Our analysis shows that participative decision-making in family firms positively influences the adoption of sustainable innovation practices, leading to high levels of both financial and environmental performance, termed hybrid financial-environmental performance. Notably, this relationship depends on TMT heterogeneity and family member involvement in the TMT. These findings contribute to the literature on sustainability in family firms and offer valuable insights to those seeking to balance financial success and environmental responsibility.

CM: **Can Experience Extinguish Worker Decision Biases? A Natural Field Experiment at a Major Organization**

Author: **Polly Kang**, *INSEAD*

Author: **David P. Daniels**, *NUS Business School*








A vast literature has documented systematic decision-making biases in both field and laboratory settings, often with profound implications for conflict management in organizational contexts. However, it remains controversial whether experience is likely to extinguish decision-making biases in natural field settings such as real-world organizations. Prior findings seem contradictory. Some prior studies suggest that experience will reliably extinguish biases, but other prior studies suggest the opposite – that biases can persist even among highly experienced individuals. We resolve this apparent contradiction by using a large-scale five-year natural field experiment at a major nonprofit organization to test whether and how quickly experience extinguishes biases in volunteer workers' labor supply decisions. We show that although workers' decision-making biases can eventually be extinguished by experience, this learning process is extremely slow. Each hour of experience shrinks workers' biases by just ~0.07%. As a result, it takes over 1,200 hours of experience to completely extinguish workers' biases – but unfortunately, less than 1% of workers ever attain that much experience. Therefore, while experience can gradually shrink and eventually extinguish workers' decision-making biases, this learning process happens so slowly that over 99% of workers never acquire the immense amount of experience that would be necessary to extinguish their biases.

CM: **Firm's Online Controversial Events: How User-Generated Content Affects Consumer Engagement**

Author: **Tingting Fan**, *Chongqing U.*

Social media have increased the frequency and intensity of firm's online controversial events, which differs conceptually from negative events. Despite this, there exists a dearth of research on the attributes of these events and how firms can effectively manage them. We present a theoretical framework that identifies two characteristics – namely, the information redundancy and asymmetry problem and the community norm problem within consumer groups- and introduce two expected user-generated content (UGC) strategies - the informativeness strategy and the norm contradiction strategy- that firms can employ. This paper presents an analysis of user-generated posts from online brand communities (OBCs) on two distinct Chinese social media platforms. It aims to provide the first empirical evidence to understand how and whether UGC strategies can help firms broaden favorable voice and its corresponding impact on consumer engagement. The analysis is based on a sample of 10,480 data points collected from Weibo and Zhihu. These findings indicate that firm-expected UGC strategies have a significant impact on consumer engagement. We also examine the moderating effect of platform context and time-related factors. Our work advances the knowledge on firms' online controversial events and UGC and provides practical implications for firms to effectively manage online controversial events.

KEY TO SYMBOLS

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

Identity, Identification, and Loyalty in Trust, Conflict, and (Un)Ethical Behavior



Session Moderator: **Christopher Williams**, *ESSCA School of Management*

CM: **Understanding Organizational-Professional Conflict From a Control Perspective**

Author: **Christopher Williams**, *ESSCA School of Management*
Author: **Sander Van Triest**, *Amsterdam Business School, U. of Amsterdam*
Author: **Helena Kloosterman**, *Amsterdam Business School, U. of Amsterdam*

Organizational-professional conflict (OPC) occurs when professionals such as doctors, accountants and lawyers are asked to behave in ways that are not consistent with their professional norms. This may lead to unethical behavior, while it also has negative consequences such as reduced job satisfaction, job stress, and turnover intentions. We take a novel approach for understanding OPC by examining the role played by formal and informal controls within the organization in which the professional is working, as well as the strength of the broader professional field of which the professional is a member. Using a sample of 449 qualified professional employees from a wide range of organizations and industries we find that (1) formal behavior control does not influence OPC, (2) formal output control is positively linked to OPC, (3) informal social control reduces OPC, and (4) professional field strength provides boundary conditions to the effects of output and social controls. The results extend recent insights into OPC while guiding professional organizations in terms of how their control systems may reduce the negative consequences of OPC amongst key employees.

CM: **Mitigating Interpersonal Deviance Through Authentic Leadership: Do Social Identification and Trust**

Author: **Kiho Jun**, *Beijing Normal U.-Hong Kong Baptist U. United International College*
Author: **Joonghak Lee**, *Gachon U.*
Author: **Kwangtae Kim**, *Yonsei U.*

Although authentic leadership might reduce followers' bad behaviors, scholars have rarely included followers' workplace deviance as an outcome in their research models. Drawing from authentic leadership and social identity theory, we investigate how authentic leadership decreases followers' interpersonal deviance. First, we test the mediating role of followers' social identification in the relationship between authentic leadership and followers' interpersonal deviance. Second, we consider followers' perceptions of trust toward their coworkers as one situational factor that influences the relationship between social identification and followers' interpersonal deviance. Using data from 242 respondents in several business organizations located in Korea, we found that followers' social identification mediates the relationship between authentic leadership and followers' interpersonal deviance. Furthermore, followers' trust toward coworkers (i.e., trust in group) moderates the relationship between social identification and followers' interpersonal deviance. The theoretical implications, managerial implications and future research directions are discussed.

CM: **Devaluation by Omission: Limited Identity Options Elicit Anger and Increase Identification**

Author: **Sean Barrett Fath**, *ILR at Cornell*
Author: **Devon Proudfoot**, *Cornell U.*

From completing the census to filling out an employee engagement survey, people are often asked to provide demographic information about themselves, such as their gender, by selecting their identity from a list of options. However, the options provided in such situations are seldom unlimited—they typically reflect only a subset of possible identities. In the present research, we explored social identity threat caused by subtle acts of omission, specifically, situations in which social identity information is requested but one's identity is not among the options provided. We predicted that being unable to identify with one's group—e.g., in the demographics section of a job application form—may signal social identity devaluation, eliciting negative affect (e.g., anger), reducing anticipated organizational belonging, and increasing the importance of the omitted identity to group members' sense of self. Six pre-registered experiments (N = 2,964 adults) sampling members of two minority identity groups (i.e., gender minorities and members of a minority political party) support these predictions. Our findings document the existence of a subtle but likely pervasive form of social identity threat. We discuss implications for organizations concerned with reducing social identity threat for employees.

CM: **Loyalty Increases Perceptions of Harm**

Author: **Simone Tang**, *Cornell U.*
Author: **Ji Sok Choi**, *Cornell SC Johnson College of Business*

People who are loyal (vs. not loyal) to their ingroup perceive negative actions by an outgroup against their group as more harmful. Four studies provided support for this hypothesis. Students loyal to their university's basketball team perceived greater harm from its rival basketball team than those who were not (Studies 1-2). The effect held controlling for related group constructs, such as group identification (Studies 1-2), and related moral constructs, such as disgust and belief in a just world (Study 1). Rather than differences in memory recall or general negative perceptions of the outgroup, this effect appeared to be due to loyalists exaggerating the perceived harm inflicted (Study 2). Loyalty can backfire, however. Not only are people more willing to lie for their object of loyalty, like a close friend, but they are also more likely to withhold information from the friend because they believe it will hurt the friend (Studies 3a-3b).

KEY TO SYMBOLS

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

Session Type: **Plenary Session**
Program Session: **1336** | Submission: **21676** | Sponsor(s): **(CMS)**
Scheduled: **Monday, Aug 12 2024 11:30AM - 1:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Regent Room**

CMS Plenary: CMS for Beginners

Organizer: **Mariana Paludi**, *U. Tecnica Federico Santa Maria*
Organizer: **Penelope Muzanhamo**, *U. College Dublin, Smurfit*
Organizer: **Alexandra Bristow**, *The Open U. Business School*
Organizer: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Organizer: **Richard Longman**, *The Open U., United Kingdom*
Organizer: **Caroline Clarke**, *CMS*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Organizer: **Marcus Vinícius Peinado Gomes**, *Cardiff Business School, Cardiff U.*
Organizer: **Arturo E. Osorio**, *Rutgers U.*
Organizer: **Vijayta Doshi**, *Indian Institute of Management, Udaipur*
Organizer: **Liela A. Jamjoom**, *U. of Business and Technology*
Organizer: **Elina Riivari**, *U. of Jyväskylä*
Organizer: **Kristin Samantha Williams**, *Acadia U.*
Organizer: **Fabio Prado Saldanha**, *U. de l'Ontario français*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*

This session introduces Critical Management Studies (CMS) to those new to its concepts. We aim to demystify CMS, highlighting its focus on power, equity, and social justice in organizations. We will explore how CMS differs from traditional approaches to management, promoting inclusive, diverse, and equitable practices. Through structured discussions with experienced academics, we'll explore CMS's role in challenging the status quo and nourishing alternatives. This session serves as a gateway for beginners, inspiring them to incorporate CMS perspectives into their thinking, fostering transformative organizational change.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Is AI Helping or Hurting Creators?

Session Moderator: **Shagun Tripathi**, ASSISTANT PROFESSOR IE

CTO: **Demystifying GenAI for Creative Workers: A Mixed-Method Investigation of Firsthand Experience**   

Author: **Yukun Liu**, Zhejiang U., China
Author: **Siyu Chen**, Zhejiang U., China
Author: **Xiaoyun Xie**, Zhejiang U.

The emergence of text-to-image generative artificial intelligence (GenAI) is revolutionizing the creative industry by providing the capability to produce visually appealing artwork using natural language prompts. This study examines the impact of GenAI on creative professionals, using firsthand data to scrutinize their responses and strategies for mitigating perceived threats that obstruct the integration of GenAI into their professional practices. Our extensive investigation, which includes an exploratory interview study (n=79), an experimental study (n=197), and a two-wave longitudinal survey (n=119), reveals that firsthand experience with GenAI significantly enhances creative workers' understanding of its technical features, including aesthetic appeal and functionality. This enhanced understanding, in turn, motivates them to adaptively incorporate GenAI into their creative workflows, thereby reducing the perception of GenAI as a threat. By adopting a mixed-methods approach, the study not only highlights the challenges posed by perceived threats to the effective utilization of GenAI but also emphasizes the effectiveness of firsthand experience as a strategy to overcome these barriers.

CTO: **How Do Human Creators Compete with Artificial Intelligence? An Empirical Analysis**  

Author: **Ohchan Kwon**, Hong Kong U. of Science and Technology
Author: **Yue Zhang**, Hong Kong U. of Science and Technology

Recent artificial intelligence (AI) technologies can perform highly cognitive and creative tasks once exclusively performed by humans. This development not only lowers barriers to entry in creative fields but also intensifies competition, raising questions about how humans respond to this new AI-driven competitive landscape. In this study, we examine how human creators in an online art community respond to heightened competition from the advent of generative AI tools. We analyze human responses in terms of both the quantity and creative direction of artistic output and employ a difference-in-differences approach that leverages AI's differential impact across genres. Our results show significant heterogeneity in responses based on creators' skill levels and motivations. While AI leads to a reduction in overall human output quantity, creators with high skill levels and commercial orientation exhibit only marginal declines. Affected creators also change their creative direction by increasingly focusing on niche and original content, especially those with high skill levels and commercial orientation. These findings are consistent with the theory that competition affects individuals differently based their abilities and motivations. Our study contributes to the growing literature on how AI can substitute or complement individuals across a spectrum of skills and motivations and provides valuable insights for organizations aiming to leverage AI for enhanced value creation.

CTO: **Collaboration with Artificial Intelligence Negatively Impacts Creator Reputation**    

Author: **Jack McGuire**, Northeastern U., D'Amore-McKim School of Business
Author: **Ke Michael Mai**, China Europe Int'l Business School (CEIBS)
Author: **David De Cremer**, Northeastern U., D'Amore-McKim School of Business








As creators increasingly make use of AI systems to aid with the production of creative work, it is important to understand whether such works and the creators involved are judged differently for doing so. Across three experimental studies, we found that while no reliable differences were revealed for evaluations of creative work produced by human-AI dyads (vs. human-human dyads), the creators involved were consistently judged more negatively. Creators that collaborate with AI (vs. another human creator) were perceived to invest less effort in their work but only when producing highly creative (vs. uncreative) work (Study 1). In turn, due to lower perceptions of invested effort, these creators were viewed to be less competent and warm and this pattern of findings was replicated when obtaining evaluations from investors (Study 2) and laypeople (Study 3) across a diverse range of creative contexts. Data collection is presently underway to further test our findings in a sample of professional AI developers (Study 4). Finally, as important behavioral consequences of being viewed less competent and warm, we found that creators who collaborate with AI were trusted less and viewed as possessing less leadership potential.

CTO: **Assessing Public Sentiment on AI-Generated Art Across the United States Using Deep Learning**  

Author: **Lan Sang**, U. of Colorado - Boulder
Author: **David Dobolyi**, U. of Colorado, Boulder
Author: **Kai R. Larsen**, U. of Colorado, Boulder

Art is crucial in conveying the rich tapestry of human feelings and societal values. However, the recent development of high-quality AI-generated art has created controversy in terms of how this new form of art should be perceived and valued. Understanding the public's attitudes towards AI-generated art can help AI companies improve products and guide the government's policy regarding the generative AI industry. This study uses social media data (i.e., Twitter/X) to analyze sentiment toward AI-generated artwork across the United States. Analyses of these data show a generally negative attitude towards AI art in most states. The findings also indicate that AI and art market maturity and urbanization rate positively impact public sentiment on AI-generated art, whereas median household income is negatively correlated with attitudes toward AI-generated artwork. Collectively, these findings highlight the importance of building mature AI and art markets.

KEY TO SYMBOLS

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

Organizations and AI: Data Collection, Preparation, and Value

Session Moderator: **Elizabeth Davidson**, *Shidler College of Business, the U. of Hawaii at Manoa*

CTO: **Time to Reassess Data Value: The Many Faces of Data in Organizations**

Author: **Daisy Xu**, *The U. of Queensland*
Author: **Marta Indulska**, *U. of Queensland*
Author: **Ida Someh**, *The U. of Queensland*
Author: **Graeme Shanks**, *The U. of Queensland*

Despite the substantial body of evidence detailing the multifaceted applications of data within organizations, the conceptualization of data and their value propositions remain disjoint and require updating. Scholars have come to realize that the traditional ways of conceiving data now appear inadequate in framing this ever-evolving data-driven phenomenon. In this context, we argue for a reassessment of the fundamental assumptions about data in the Information Systems field. This paper offers a comprehensive literature review, through which we conceptualize the role of data into four distinguishable types: data as a tool, as a commodity, as a practice, and as algorithmic intelligence. Each type possesses a set of identifiable characteristics, usage, and value propositions. Together these elements form a typology, which provides an explanation for the unique nature of data use in organizations and the diverse sources of their value. By extensively drawing evidence from various domains, this research endeavors to introduce a fresh perspective on how we define and perceive data value in organizational contexts.

CTO: **Beyond Data Collection: Examining Artificial Intelligence Data Creation in Organizations**

Author: **Jodie Koh**, *Northwestern Kellogg School of Management*








Current management literature conceptualizes “data collection” — or the organizational process of gathering inputs to train and validate transformational technologies — as a bounded process involving technical work, limited interaction between stakeholders, and finite time. In our 16-month ethnographic study of a healthcare organization developing artificial intelligence (AI) systems, the project team initially approached data collection for AI as literature predicts. We found, however, the project team engaging in a process of data creation involving expansive interactions across different occupations, spanning many organizational practices, and involving diverse stakeholders. Our findings uncovered four consequential, but overlooked, components of the expansive data creation process: what is the phenomenon for which an AI model should be built, what is considered data about the phenomenon, which data can be collected, and which data are ultimately recorded. As a result, this paper’s central insight is that rather than conceptualizing data for AI in organizations as a raw, independent, objective resource which is collected through a bounded process, our study highlights how data is contextual, subjective, and dependent, and is actively created through an expansive, iterative approach within organizations. We discuss the theoretical and empirical implications of our results for organizations pursuit of transformational technologies.

CTO: **The Materiality of Data: Practices of Coping with Imperfect Data for Machine Learning Development**

Author: **Tomislav Karacic**, *KIN Center for Digital Innovation, Vrije U. Amsterdam*
Author: **Wendy Günther**, *Vrije U. Amsterdam*
Author: **Anastasia Sergeeva**, *Vrije U. Amsterdam*

We study how the materiality of data shapes the practices of data work. Empirically, we look at the development of machine learning models for predicting complex agricultural phenomena. We find that representing phenomena by data involves an iterative process of data workers redefining phenomena to make them representable by data, and reconstructing data modulated by the material aspects of data’s recording. In particular, we find four practices data workers enact as they cope with these challenges of representing complex phenomena: transforming data, resourcing new data, redefining phenomena, and proxy making. The paper contributes to the literature on data work by showing the consequential role of materiality in data work which enables us to develop a taxonomy for systematic analysis of data work practices and introduce a novel practice of data work - proxy making.

KEY TO SYMBOLS

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

Risk, Fairness, and Trust in AI Management and Sharing Platforms

Session Moderator: **Steven Lawrence Johnson**, *U. of Virginia*

CTO: **From Counterfactual Fairness to Algorithmic Fairness: Building Principle of Equity in AI Management**    

Author: **Maggie Minghui Cheng**, *JMSB, Concordia U.*

The issue of fairness associated with the use of algorithms in human resource management has only recently gained significant scholarly attention. This paper contributes to this field in several ways. First, potential sources of unfairness are identified, with emphasis on legal considerations. Second, the concept of counterfactual fairness, commonly used as a criterion for fairness in computer science, is critically compared with alternative principles rooted in equity theory and justice theory from management and psychology. Third, this paper presents a case for using causal modeling to fully evaluate the fairness of HR algorithms. Fourth, and relatedly, it illustrates how causal modeling can usefully be applied to evaluate several aspects of legal compliance. Fifth, in line with the call for HR practitioners to build a deeper insight concerning the construct, this paper contends that fairness is a multifaceted, dynamic concept, entailing the consideration of moral issues, beyond legal compliance per se. Potential ways to enhance perceptions of justice concerning the application of algorithms for human resource decision-making by employers are suggested. Finally, in concert with offering a broadened definition of algorithmic fairness, a five-step model is proposed to help ensure its integration into the use of HR algorithms.

CTO: **What's the Damage? Meta-Analysis of Risk and Trust Dynamics in the Sharing Economy** 

Author: **Daria Soloveva**, *U. of Jyväskylä*

Author: **Reza Yamini**, *U. of Jyvaskyla*

This meta-analysis uses 210 studies to understand the relations between risk perceptions, trust, and consumer behavior in the sharing economy. First, we examine how market safety and platform characteristics, represented by consumer involvement and the necessity of in-person interactions with strangers, influence the relations between risk, trust, and behavioral intention using meta-analytical regression analysis (MARA). Second, we test the mediating role of trust in risk perceptions and consumer behavioral outcomes in a conceptual model by applying meta-analytical structural equation modeling (MASEM). MARA analysis shows that safety and consumer involvement moderate the relations between risk-intention and risk-trust while having no effect on the trust-intention relation. In-person interaction moderates the risk-intention and trust-intention relations. MASEM results indicate that the negative relation between risk perception and behavioral intention is partially due to damaged trust in platform and provider, while the negative effect of risk on satisfaction and loyalty occurs only through trust damage.

CTO: **No Simple Fix: How AI Harms Reflect Power and Jurisdiction in the Workplace (WITHDRAWN)** 

Author: **Nataliya Nedzhvetskaya**, *Dept. of Sociology U. of California Berkeley, Ca. 94720 U.S.A*

Author: **JS Tan**, *Massachusetts Institute of Technology*

The introduction of AI into working processes has resulted in workers increasingly being subject to AI-related harms. By analyzing incidents of worker-related AI harms between 2008 and 2023 in the AI Incident Database, we find that harms get addressed under considerably restricted scenarios. Results from a Qualitative Comparative Analysis (QCA) show that workers with more power resources, either in the form of expertise or labor market power, have a greater likelihood of seeing harms fixed, all else equal. By contrast, workers lacking expertise or labor market power, have lower success rates and must resort to legal or regulatory mechanisms to get fixes through. These findings suggest that the workplace is another arena in which AI has the potential to reproduce existing inequalities among workers and that stronger legal frameworks and regulations can empower more vulnerable worker populations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Online Communities: Rhetoric, Dialog, and Generative AI

Session Moderator: **Thomas Grisold**, *HSG U. of St. Gallen*

CTO: **Managing Platform Legitimacy During Change: Material-Rhetorical Practices in Digital Spaces** 

Author: **Yaomin Zhang**, *Queen's Management School, Queen's U. Belfast*

Author: **Jonatan Pinkse**, *King's College London*

Author: **Andrew McMeekin**, *U. of Manchester*

How can digital platforms sustain and evolve their legitimacy in the eyes of users when they modify exchange rules and algorithms that form the foundation of their activities and relationships with users? This study investigates a peer-to-peer exchange platform which implemented a virtual currency for scaling and the practices it performed to maintain legitimacy throughout this change process. The empirical analysis shows how the change contradicted existing legitimacy standards, aroused controversy among old users, and attracted new users unfamiliar with existing norms, and led to diverging user evaluations and behaviours which threatened the platform's legitimacy. In response, the platform performed three practices to (re)configure the meanings and system designs which govern the relationships with and between users: experimenting with rhetoric and system designs, representing community experiences and norms, and silencing uncompromising user evaluations. We propose the concept of material-rhetorical practices to capture platform doings that enhance a perceived alignment between their evolved digital systems and community legitimacy standards. We explain how configuring and evolving rhetoric and digital materiality constitute a platform's legitimation process when undergoing change and are consequential to how it governs relationships.

CTO: **Talking Through Turf Wars: How Co-Producers Use Dialogue to Rebuild Consensus and Resolve Disputes**

Author: **Leo Pick Allen**, *HEC Paris*

Author: **Sri Kudaravalli**, *HEC Paris*

This study investigates how online communities manage resource tension and create knowledge by exploring how participants on Wikipedia use dialogue to self-resolve content disputes. It posits that disputing interlocutors primarily rely on two types of dialogue to resolve disputes, knowledge staking and knowledge integration, and finds that both influence the likelihood of dispute self-resolution. Knowledge staking, dialogue that articulates and justifies an interlocutor's personal perspective, is conducive to dispute self-resolution when shared information is well-substantiated, relevant, and does not attempt to restrict the discussion. However, disputes are more likely to self-resolve when they consist of a relatively higher proportion of knowledge integration, dialogue that interlocutors use to develop perspectives that are ostensibly intersubjectively acceptable. The study also reveals that disputes are less likely to escalate when participants stake out their personal perspectives before attempting to integrate shared knowledge into a workable consensus, and suggests that self-resolution is characterized by implicit rather than explicit alignment around common ground. The findings contribute to our understanding of how online co-production communities autonomously resolve disputes, and offer empirical insights that refine our understanding of dialogical knowledge creation.

CTO: **Not All Doom and Gloom: ChatGPT, Knowledge Diversity, and Style Similarity in Online Communities**   

Author: **Chan Gyu Lee**, *Seoul National U.*

Author: **Jeongsik Lee**, *Drexel U.*

Author: **Hyunwoo Park**, *Seoul National U.*

Understanding the dynamics of user behavior in online collaborative communities (OCCs) is essential to leverage and maximize the potential of these communities. While OCCs heavily depend on users' voluntary involvement, concerns have been raised regarding potential declines in user engagement following the introduction of ChatGPT, an advanced large language model. This study examines the disruptive impact of ChatGPT on user behavior within Stack Overflow—an OCC that is highly prominent and arguably most severely impacted by the technology shock—focusing on knowledge coverage and community cohesion. For the investigation, we use the entropy measure and linguistic-style match (LSM) methods to measure content diversity and linguistic style similarity, respectively, within the community. We then apply a difference-in-differences analysis to assess the causal effect of ChatGPT on these measures. Despite an overall decrease in the volume of user-generated posts following the introduction of ChatGPT, our empirical findings reveal a positive impact on knowledge coverage, indicating that ChatGPT helps enhance content diversity within the community. Additionally, the results indicate a trend of linguistic style homogenization, suggesting a more cohesive community environment potentially enabled by ChatGPT. Our study provides some early empirical evidence that, contrary to initial concerns about the introduction of ChatGPT threatening the role of OCCs, ChatGPT may have instead enriched and diversified community knowledge, fostering a more cohesive and collaborative environment for these communities.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gender Dynamics and Ideology

Session Moderator: **Shen-Yang Lin**, *Aston Business School*

DEI: Mothers' WFC and Fathers' Gender Role Ideology Shape Offspring's Job Satisfaction Across 19 Years

Author: **Shen-Yang Lin**, *Aston Business School*

Author: **Lynda Song**, *Leeds U. Business School*

Taking a COR and signaling perspective, this study examines how fathers' expectations that mothers will stay at home (fathers' good-stay-at-home- mother ideology; the ideology about 'being a good stay-at-home mother') intensify the negative influence of resource loss from mothers' work interference with family (WIF), signal to their offspring that the workplace is a distressful and hopeless place, and, in turn, ultimately decrease the global job satisfaction of their offspring. Multiwave data from 366 mother-father-offspring triad data drawn from the Household, Income and Labor Dynamics in Australia (HILDA) survey conducted in Australia over a 19-year period support our full model.

DEI: When Women Ask, Do We Tell? Gendered Responses to Questions

Author: **Asher Lawson**, *INSEAD*

Author: **Natalia Karelaia**, *INSEAD*

Asking questions is a primary way by which people gather information that serves as an input to decision making. As a result, the ability to effectively ask questions and receive informative answers plays a key role in decision making processes. This is a key element of leadership, and so people's responses to one's questions may affect the question asker's ability to effectively lead. Yet it could be the case that the benefits of asking questions are not open to all. In the present research, we test how people's responses to questions – both in their content and tone – vary as a function of the gender of the question asker. Using a large archival dataset of containing 367,749 questions asked in the U.K.'s House of Commons between 1988 and 2015 (1,560 unique speakers, 17.5% women), we analyse whether men and women give equally lengthy, relevant, and polite responses to women as they do to men. To quantify the relevance of responses to questions, we use word embeddings. We also investigate how linguistic characteristics of questions affect responses women and men receive to their questions. Specifically, we test whether women and men receive equally lengthy, relevant, and polite responses to their questions when these contain a higher proportion of words associated with threat and dominance. We find that women might face less favorable outcomes when engaging in behaviors that are not only necessary for fulfilling their professional roles, but also, on the surface, might appear coherent with gender role stereotypes.

DEI: Shifting Grounds: Unveiling Female Employees' Response to Gender Regime Dynamics in Organizations

Author: **Pia Carstensen**, *Bielefeld U.*

Author: **Jana Boevers**, *Bielefeld U.*

Anchored in the theoretical foundation of gender as an institution, this paper is concerned with the complexity and embedded nature of gender inequality within organizations within the dimensions of gender order, gender regime, and gender practices. We draw upon the concept of institutional work to focus on female employees reacting to changes in gender regimes (i.e., initiatives to reduce inequality). Building on a single case study based on interviews and qualitative diary data, we explore how these female employees experience a new gender regime in their daily gender practices through cognitive and emotional processes and how this affects their investment or disinvestment into the new regime. We provide a framework that explains how the investment in the new gender regime and the engagement in maintaining or disrupting the gender regime depends on whether or not individuals on a gender practice level hold on to their fantastic frame and justify the changed regime by adopting the emotional and cognitive habitus. We contribute by demonstrating the complex dynamics of changing gender regimes and the central role of female employees in navigating through and potentially transforming gender regime and practices.

DEI: Are Women's Labor Market Outcomes Affected by Their Spouse's Gender Ideology








Author: **Pooja Mishra**, *Indian School of Business*

Author: **Hirakjyoti Basak**, *Indian School of Business*

Author: **Subhasree Basak**, *Indian School of Business*

Based on four studies with married men across developed and developing countries of the world, we found that married men's gender role attitudes have important implications for the labor market outcomes of their wives. Specifically, women married to men with higher sexist beliefs have a lower probability of working full-time, having ever worked a year long compared to women married to men with lesser sexist beliefs. Moreover, this negative effect is found not only during the entry into the labor market but also on other economic outcomes such as income and occupational prestige. Across four studies (Studies 1: N=11,308; Study 2: N=30,378; Study 3: 23,048; Study 4: N=29,102), we show with cross-sectional, cross-national, and longitudinal data that women married to men with higher sexist beliefs tend to have lower prospects of entering the labor market in general and working full-time in particular. Moreover, using two-stage least squares instrumental variable regression we find that this result is robust to self-selection whereby women married to men with higher sexist beliefs are in general more compromising towards their career. In Studies 1, 2, and 4 we find that even if women are working, those who are married to men with higher sexist beliefs tend to earn less and are in lower occupational prestige jobs compared to women married to men with less sexist beliefs. The results hold true for the US, as well as various European, Asian, African, and Oceanian countries. Our findings present evidence of an important non-organizational factor that affects the organizational outcomes of married men.

KEY TO SYMBOLS

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

Workforce Diversity and Productivity

Session Moderator: **Xiaoxiao Shi**, *School of Economics and Management, Beihang U.*

DEI: **Expertise Diversity in Online Crowdsourcing Contests: Impacts of Creative Stars on Team Performance**  

Author: **Xiaoxiao Shi**, *School of Economics and Management, Beihang U.*

Author: **Richard Evans**, *Dalhousie U.*

Author: **Wei Shan**, *Beihang U.*

Author: **Tailai Xu**, *Beihang U.*

Author: **Huakang Liang**, *Beijing Jiaotong U.*

Online contests, organized by idea-seeking firms through crowdsourcing platforms, harness the collective intelligence of self-organizing teams. Drawing upon research on status hierarchies and motivated information processing in group theory, this study examines the impact of expertise diversity within crowdsourcing teams on team performance, addressing a critical gap in existing literature. After analysis of 5,323 crowdsourcing teams, involving 10,660 contestants on Kaggle.com, the study argues that the effect of expertise variety on crowdsourcing team performance depends on expertise disparity and the relational capital of the 'creative star', characterized by centrality and external connectivity. Specifically, it is suggested that the influence of expertise variety on crowdsourcing team performance is positive when expertise disparity is high but negative when expertise disparity is low. Furthermore, this positive (negative) effect under high (low) expertise disparity weakens when the creative star holds a more central position within the crowdsourcing team. Conversely, the positive (negative) effect under high (low) expertise disparity strengthens when the creative star has more external connections during the crowdsourcing contest. This research extends the current understanding of the dynamics of online crowdsourcing contests and the pivotal role of team diversity in achieving team success.

DEI: **Political Ideology Diversity and its Effects on Team Performance**  

Author: **Jake Telkamp**, *Augusta U.*

Author: **Phoebe Haemin Pahng**, *California State U. Sacramento*

Author: **Sung Mo Kang**, *Cornell College*

Author: **Sang Jib Kwon**, *Hansung U.*

Political ideologies and their implications have been receiving increased attention in organizational scholarship, and findings suggest these political preferences affect a host of employee and top manager outcomes. Despite this research, it remains unclear how these political ideologies affect team dynamics when political liberals and conservatives work together in teams. Compared with other forms of diversity, research indicates that people with differing political ideologies often dislike each other quite strongly, perhaps indicating that political ideology diversity's effect on team functioning may be even more pronounced. Drawing from the political affiliation model and categorization-elaboration model, we argue that political diversity on teams will lead to more relationship conflict and thus hinder team effectiveness. Importantly, we propose that having a diversity climate is a boundary condition for these negative effects. In a field study of 70 teams in South Korea, we find general support for our hypotheses, and conclude with theoretical implications and future directions of our work.

DEI: **Diversity Climate, Workplace Discrimination, and Voice Behavior: The Moderating role of SDO** 

Author: **Pegah Sajadi**, *HEC Montreal*

Author: **Christian Vandenberghe**, *HEC Montreal*

The present study aims at expanding research on the antecedents, consequences, and boundary conditions associated with perceived racial/ethnic discrimination in workplaces. We suggest that psychological climate for diversity relates to reduced perceptions of racial/ethnic discrimination, which in turn would relate to increased employee prosocial voice behavior. However, we theorize that these relationships would be moderated by employee social dominance orientation (SDO), an individual difference variable reflecting the degree to which individuals accept unequal distribution of power among social groups. Drawing upon two-wave survey data collected among 826 employees in Canada, psychological climate for diversity was found to negatively relate to the perception of racial/ethnic workplace discrimination. This relation was stronger among low-SDO employees. Moreover, the relation between perceived racial/ethnic workplace discrimination and prosocial voice behavior was moderated by employee SDO such that this relation was significantly positive among low-SDO employees but significantly negative among high-SDO employees. Further, the indirect effect of climate for diversity on prosocial voice was positive for high-SDO employees but negative for low-SDO employees. We discuss these findings in the context of a contingent view of the effects of diversity and discrimination perceptions in organizations, where employee SDO is a crucial boundary condition.

Author: **Egena Ode**, *Huddersfield Business School, U. of Huddersfield, UK*

Author: **Ruth Brooks**, *U. of Huddersfield*

Author: **Gemma Bend**, *Huddersfield Business School, U. of Huddersfield, UK*

Author: **Jill Johnes**, *U. of Huddersfield*

Author: **Dinuka Herath**, *U. of Huddersfield*

Author: **Jun Li**, *Huddersfield Business School, U. of Huddersfield, UK*

Author: **Alper Kara**, *Brunel U. London*

Workforce diversity provides a firm with access to a wider pool of talent and resources, which can enhance innovation, improve problem solving and increase elaboration. Specifically, the study examined the relationship between workforce diversity attributes of gender, age, ethnicity, and education and how boundary conditions influence the diversity-productivity relationship. This study follows the meta-analysis technique proposed by Grewal, Puccinelli and Monroe, (2018) to analyse a sample of 50 primary studies published between 2003 and 2023 across multiple countries. The procedure used in this study followed two steps. First, the study assessed the main effect of workforce diversity attributes on firm productivity and tested the heterogeneity of the effect sizes across the primary studies used in this research. The second step explored the boundary conditions that explain the source of the heterogeneity in the workforce diversity-productivity relationship. The findings show that workforce diversity attributes - age, gender, education, and ethnicity significantly influence firm productivity, with education diversity having the highest impact. The results also revealed statistically significant moderating effects whereby the relationships between age, education, ethnic diversity, and productivity were contingent on differences in country, industry, and other moderators. However, the impact of gender diversity on organizational productivity did not significantly differ across the various boundary conditions. The results for interaction terms pointed towards a direct, non-contingent relationship between gender diversity and productivity, irrespective of boundary conditions such as country, sector, economic factors, or period. This paper examines the causal patterns of workplace diversity attributes influencing firm productivity and systematically assesses the contextual factors that moderate the relationship and thus, explain the heterogeneity in the diversity-productivity relationship. The findings show that gender gaps are less dependent on external comparative influences than other diversity dynamics relating to age, ethnicity, and other functional attributes. The finding that education diversity has the strongest positive relationship with productivity aligns with CEM tenets regarding cognitive resource diversity and the development of task-relevant perspectives.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

When Gender Does (and Doesn't) Matter in Intersectional Contexts



Discussant: **Ashleigh Shelby Rosette**, *Duke U.*
Organizer: **Angela Shakeri**, *NYU Stern School of Business*
Organizer: **Michael S. North**, *New York U.*
Presenter: **Ashley E. Martin**, *Stanford Graduate School of Business*
Presenter: **Sa-kiera Hudson**, *Haas School of Business, UC Berkeley*
Presenter: **Christopher Petsko**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Participant: **Shilaan Alzahawi**, *Stanford Graduate School of Business*
Participant: **Asma Ghani**, *Harvard U.*

This symposium tackles timely research questions on the subject of gender intersectionality, shedding light on the unexpected instances in which gender does (and does not) matter in intersectional contexts. Specifically, the current set of papers explores (1) the primacy of gender in social cognition among LGBTQ individuals; (2) whether gender normative stereotypes are equally attributed to men and women of different identities, including race and sexual orientation; (3) whether the “motherhood penalty” afflicts different racial groups equally; and (4) how age moderates gender attitudes, and vice-versa. We believe that this collection of papers helps push the gender research envelope into more robust, theoretical territory. In so doing, we hope to inspire a new era of gender research and theory, as well as intersectionality research more broadly.

Gender (Diverse) Cognition: The Importance of Gender for LGBTQ Individuals

Author: **Ashley E. Martin**, *Stanford Graduate School of Business*
Author: **Shilaan Alzahawi**, *Stanford Graduate School of Business*

Sexual Orientation and Race Reduce the Perceived Gendered Nature of Normative Stereotypes

Author: **Sa-kiera Hudson**, *Haas School of Business, UC Berkeley*
Author: **Asma Ghani**, *Harvard U.*

Evidence of a Race-Based (but Surprisingly, Not Gender-Based) Parenthood Boost at Work

Author: **Christopher Petsko**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Ashleigh Shelby Rosette**, *Duke U.*

Gender Convergence in Older Age: A Meta-Analysis Comparing Attitudes Toward Age-Gender Groups

Author: **Angela Shakeri**, *NYU Stern School of Business*
Author: **Michael S. North**, *New York U.*

KEY TO SYMBOLS

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

Let's Talk About The Future Workforce: Immigrants

Presenter: **Diana Annabell Lee**, *PhD Candidate, Drexel U.*

Presenter: **Min Wan**, *Texas State U.*

Presenter: **Mila Borislavova Lazarova**, *Simon Fraser U.*

Presenter: **Snehal Hora**, *Drexel U.*

Presenter: **Joy Obioma Ibedionu**, *The U. of Texas at Arlington*

Discussant: **Margaret A. Shaffer**, *U. of Oklahoma*

Participant: **Stacey Fitzsimmons**, *U. of Victoria*

Participant: **Sima Sajjadiani**, *Sauder School of Business, U. of British Columbia*

Participant: **Cagdas Kilic**, *Simon Fraser U.*

Participant: **Mitsu Fang**, *Beedie School of Business Simon Fraser U.*

Participant: **G. James Lemoine**, *U. at Buffalo, The State U. of New York*

The growing interdependence between nations and cultures in the modern world has resulted in a notable increase in immigration. The United Nations has reported that the number of international migrants – “people residing in a country other than their birth country” - has gone up from 173 million in the year 2000 to 281 million in 2020. As the number of immigrants worldwide increases, the social and political conversations around immigrants’ place in society become more and more polarized. Although policy and law can sometimes make it difficult for immigrants to integrate into the workforce, corporations have been noted to be largely supportive of immigration because they see the unique values and perspectives that immigrants bring to the workplace. Despite the recognition from corporate executives, immigrant employees have received little attention from management scholars. The scant management literature on immigrant workers has focused on the organizational challenges they face, such as work attainment, discrimination, and language and cultural barriers. Very little research has looked at the distinctive contributions of immigrants to the workplace. This symposium aims to motivate future research by providing a glimpse into the unique skills and perspectives that immigrants offer in shaping the future of organizations and work at large, against the backdrop of relentless challenges faced by immigrant employees.

Integrative Conceptual Review of the Immigrant Work Experiences

Author: **Diana Annabell Lee**, *PhD Candidate, Drexel U.*

Author: **Snehal Hora**, *Drexel U.*

Author: **Sima Sajjadiani**, *Sauder School of Business, U. of British Columbia*

Investigating Immigrant Employees’ Acculturation Strategies and Embeddedness

Author: **Min Wan**, *Texas State U.*

Author: **Margaret A. Shaffer**, *U. of Oklahoma*

Hiding in plain sight: Why do highly qualified immigrant employees remain (mostly) invisible

Author: **Mila Borislavova Lazarova**, *Simon Fraser U.*

Author: **Mitsu Fang**, *Beedie School of Business Simon Fraser U.*

Author: **Stacey Fitzsimmons**, *U. of Victoria*

Author: **Cagdas Kilic**, *Simon Fraser U.*

Immigrants: The Unsung Creative Heroes-An Examination of Immigrants’ Creative Process

Author: **Snehal Hora**, *Drexel U.*

Author: **G. James Lemoine**, *U. at Buffalo, The State U. of New York*

Status Incongruence and Masculinity Threat: The Moderating Role of Supervisors’ Gender

Author: **Joy Obioma Ibedionu**, *The U. of Texas at Arlington*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **1345** | Submission: **12587** | Sponsor(s): **(DEI, OMT, ODC)**

Scheduled: **Monday, Aug 12 2024 11:30AM - 1:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall G**

Bringing Institutions and Inclusion Together: A Multi-Level Theoretical Integration



Moderator: **Chloe R. Cameron**, *Ivey Business School*

Panelist: **Frank D. Golom**, *Loyola U. Maryland*

Panelist: **Wesley Helms**, *Brock U.*

Panelist: **Linda Jakob Sadeh**, *Ruppin Academic Center*

Panelist: **Christopher W. J. Steele**, *U. of Alberta*

Academic siloes are inhibiting progress on both diversity, equity, and inclusion (DEI) and institutional literatures. DEI theorizing has progressed at certain levels, particularly at the individual level, but lacks depth as it relates to societal inputs, indicating opportunities for institutional frameworks. Likewise, institutional theories have progressed to identify various types of institutional work, conditions that enable institutional change, and actor perceptions of institutions that are clearly affected by diverse actors, but have notably avoided contemporary diversity-related empirical contexts that could address paradoxical gaps in theorizing. The purpose of this panel symposium is to formally begin a conversation to explore how the two literatures can be meaningfully integrated so that each may benefit from the knowledge that has been established in the other and future research agendas can draw on integrated theoretical frameworks. We bring together panelists with different perspectives to discuss the most promising opportunities for theoretical integration at different levels of analysis in both the institutions-to-DEI and the DEI-to-institutions directions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Entrepreneurship and Teams 2

Session Moderator: **Joelle Hofer**, *U. of Bern*

ENT: **Don't Judge a Book by Its Cover: The Effects of Personality Faultlines in New Venture Teams**

Author: **Joelle Hofer**, *U. of Bern*

Author: **Artur Baldauf**, *U. of Bern*

While it is generally known that the personality of an entrepreneur affects the performance and development of a new venture, there has been very few research on personalities and personality diversity within a new venture team. This is surprising since teams, not individuals, are commonly assumed to be critical for new ventures' success. Additionally, it is known that identity- and knowledge-based diversity (e.g., age, gender, education, tenure) can affect new venture teams and their outcomes. Therefore, we hypothesize that personality diversity, specifically personality faultlines, in new venture teams also affect the performance of a new venture. The faultline concept is applied to consider various personality traits simultaneously, as it has been called for by previous researchers. Based on a sample of new ventures in Switzerland we test our hypotheses and find that, personality faultlines negatively affect the performance of a new venture. This effect is mediated by conflict. Additionally, we compare our results on personality faultlines to the more often studied identity- and knowledge-based faultlines. Based on our findings, implications for theory and practice are discussed.

ENT: **New Venture Team Initiation of Lead Founders: An Exchange Theory Perspective**

Author: **Yannick Nicolai Amend**, *Justus-Liebig U. Giessen*

Author: **Petrit Ademi**, *U. of St. Gallen (HSG)*

Author: **Monika Schuhmacher**, *Justus-Liebig U. Giessen*

We combine exchange theory with rule-based reasoning to theorize upon new venture team initiation decisions. Methodologically, we employ a conjoint analysis that captures 4,848 decisions by 202 entrepreneurs assessing potential co-founders. Our results demonstrate that entrepreneurs not only follow resource-seeking and interpersonal attraction strategies, but also consider their interaction. Additionally, our findings show that entrepreneurs' dark triad impacts mental simulations of prospective exchanges with co-founder candidates, which ultimately influences selection decisions. We extend exchange theory through a rule-based judgment view and show that mental simulations regarding prospective (i.e., affective, and instrumental) exchanges serve as important rule contents in relationship formation decisions.

ENT: **I am a Newcomer: Exploring the Micro-Process of Nascent Entrepreneurs Forming Entrepreneurial Teams**

Author: **Mohammad Moustafa Hawily**, *U. of Bologna*

Author: **Paola Giuri**, *Bologna U.*

Author: **Leonardo Corbo**, *U. of Bologna*

Author: **Marco Corsino**, *U. of Milan - Bicocca*

This research paper delves into inexperienced entrepreneurs' nuanced process of forming entrepreneurial teams (ETs), mainly focusing on nascent entrepreneurs taking the early steps in translating their ideas into a bigger picture. Despite the increasing population of nascent entrepreneurs, limited attention has been devoted to understanding the intricacies of those entrepreneurs initiating their first entrepreneurial teams, as most studies have focused on examining ET in established ventures. To address this research gap, we adopt an inductive approach by relying on the social network perspective to examine nascent entrepreneurs' actions in forming nine ETs. We discovered significant findings regarding nascent entrepreneurs' team formation. First, we identify distinct stages in their actions, with the phases varying based on the network context. Second, we show that skills and interpersonal relations are interlinked, and their consideration is influenced by the phase of ET formation and the network setting. Third, we unveil that nascent entrepreneurs employ either a systematic approach or a spontaneous, unplanned method when forming their entrepreneurial teams.

ENT: **Unveiling Team Dynamics: The Effect of the Four Horsemen in Co-Founder Conflicts on Team Satisfaction**

Author: **Jennifer Ettner**, *TUM School of Management, Technical U. of Munich*

Author: **Theresa Treffers**, *TUM School of Management, Technical U. of Munich*

Author: **Isabell Melanie Welp**, *Technical U. of Munich*

Understanding conflict behavior in new venture teams (NVTs) is crucial for identifying promising teams before objective measures of success become available. Despite its relevance, we lack empirical knowledge about conflict behavior in new venture teams and its effects on team satisfaction, a crucial antecedent of NVT exit. To address this research gap, we draw on insights from marriage research and examine the role of the "Four Horsemen" (criticism, contempt, defensiveness, and stonewalling) in NVT satisfaction. We tested our hypotheses in a quasi-experimental lab study involving 45 startups, measuring conflict behavior between co-founders in a lab setting and predicting team satisfaction through questionnaires. Our results reveal that criticism and contempt have a small negative impact on team satisfaction. The present study introduces a new perspective on conflict behavior in NVTs and helps identify promising teams based on their conflict behavior early in the entrepreneurial life cycle.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Novel Perspectives

Session Moderator: **Shijian Wei**, *U. of Alabama*

ENT: **Innovative Education Methods to Enhance Entrepreneurial Self-Efficacy: A Phenomenological Analysis**      

Author: **Leng U Tseng**, *Curtin U.*
Author: **Paul Christopher Weber**, -
Author: **Louis Geneste**, *Curtin U.*
Author: **Pi-Shen Seet**, *Edith Cowan U.*

Extant literature establishes that entrepreneurship education develops entrepreneurial self-efficacy (ESE), the necessary and persistent self-belief that initiates new venture creation. However, current and innovative teaching methods in entrepreneurship courses that can develop ESE have not been fully explored and it is unclear which specific learning actions and pedagogy best develop ESE. This original research explores contemporary ESE-enhancing teaching methods based on in-depth, semi-structured interviews from 26 countries. A framework of research foci was used to create an interpretative (thematic) description of entrepreneurship education designs that develop ESE. The findings of this research improve our knowledge of how ESE is developed in tertiary students, illuminating which entrepreneurship education methods are more innovative and effective in enhancing ESE and therefore more likely to help develop graduate entrepreneurs. Practice-based implications of these findings include opening more opportunities for enhancing entrepreneurship education design. Whilst offering guidance on entrepreneurship training designed to increase ESE, the study also outlines future research directions to further understand and validate these discoveries in other settings and contexts.

ENT: **Design-Oriented Research in Entrepreneurship: A Methodological Review**   

Author: **Konstantin Remke**, *ESCP Business School*
Author: **Christoph Seckler**, *ESCP Business School*
Author: **Florian Lüdeke-Freund**, *ESCP Business School*

Entrepreneurship scholars increasingly leverage design-oriented research to combine real-world relevance with academic rigor in their work. Design-oriented research aims at developing scientifically sound solutions to how-to problems (i.e., design problems). Although design-oriented research has traction in the entrepreneurship domain, conducting and reviewing design-oriented work remains challenging as there are few established best practices. The present article provides a review of design-oriented research from published design-oriented entrepreneurship articles. The paper contributes by mapping the entrepreneurship field regarding design-oriented research, by showcasing best practices, and by outlining future research directions.

ENT: **Artificial Intelligence-based Business Model Innovation and the Creation and Capture of Firm Value** 

Author: **Shayan Rashidi**, *Lancaster U. Management School*
Author: **Olufunmilola Dada**, *Lancaster U. Management School*








In recent years, innovation based on artificial intelligence has attracted significant attention. One of the areas that can be innovated by artificial intelligence is the businesses model, which is a construct that indicates how firms create and capture value. In this regard, business model innovation based on artificial intelligence seems promising, as any innovation in this construct can directly affect value creation and value capture mechanisms. Different empirical studies have employed a variety of theoretical lenses to study how artificial intelligence-based businesses model innovation can help firms create and capture value. However, there has been no comprehensive efforts to synthesise the findings from extant literature. This study aims to conduct a systematic review of the empirical findings to understand how artificial intelligence-based businesses model innovation can help create and capture value in firms. Evidence from the review was utilised to develop a conceptual model which provides insights into different mechanisms of value creation and value capture enabled by artificial intelligence-based businesses model innovation and the strong connections between these mechanisms.

ENT: **Measuring Lean Startup: Instrument Development and Validation** 

Author: **Vanesa Barrales-Molina**, *Department of Management, School of Business, U. of Granada*
Author: **Marta Riquelme-Medina**, *School of Economics and Business, U. of Granada*
Author: **Sa'ad Sahili**, *Sa'ad Sahili*

Despite the widespread adoption of the Lean Startup Method among practitioners, the scientific literature lacks empirical validation of this methodology, primarily due to the absence of suitable measurement instruments for assessing its implementation. This study aims to fill this gap by developing and validating a measurement scale specifically designed for the lean startup method. Data collected from 114 European startups provide preliminary insights into the validation of this instrument. The results indicate that the 11-item instrument exhibits excellent psychometric properties, proving to be a reliable and valid measure for the lean startup method. The development of this instrument contributes to the existing literature, providing a robust foundation for further exploration of the methodology's dimensions and impact. Moreover, it facilitates the integration of practical applications into academic discourse. The study's findings also demonstrate that the application of the lean startup method in startups indeed leads to better outcomes, particularly in terms of new product implementation. Ultimately, the validated instrument serves as a valuable tool for future research, allowing for more in-depth investigations and providing an essential means for conducting quantitative empirical studies to systematically evaluate the overall effectiveness of the lean startup method.

KEY TO SYMBOLS

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

International Entrepreneurship I

Session Moderator: **Lolita Emanuelle Walker**, -

ENT: **The Effects of Digital Transformation on Family SMEs Internationalization**

Author: **Christian Keen**, *U. Laval*
Author: **Mikel Alayo**, *U. of the Basque Country UPV/EHU*
Author: **Valeriano Sanchez-Famoso**, *U. of the Basque Country UPV/EHU*
Author: **Giovanna Campopiano**, *U. degli Studi di Bergamo*

Internationalization drives the growth of small and medium-sized (SMME) family firms and contributes to their long-term goals. However, these businesses face several liabilities in their internationalization efforts, and we claim that digital transformation can address those liabilities. Following transaction cost theory, this study aims to elucidate how digital transformation affects the internationalization process undertaken by small and medium-sized family firms. Digital transformation not only offers these firms increased opportunities in terms of information gathering, connectivity, and diminishing costs in foreign markets but also mitigates their risks. Our analysis centers on a sample of Spanish family SMEs and tests the hypothesized relationships using structural equation modeling. Our results suggest that digital transformation exerts a positive effect on family SMEs' internationalization, and that this relationship is positively moderated by multigenerational involvement and negatively by family involvement in managerial positions. This research offers several contributions to family firm theory and practice.

ENT: **Born Global or International New Ventures: Bridging the Gap Between Developed and Emerging Economies**

Author: **Marleth Judith Morales Marengo**, *U. of Alabama, Tuscaloosa*

Born Global [BG] phenomenon refers to firms that internationalize rapidly from inception, often prioritizing global markets over domestic ones. Critical indicators of BGs encompass the speed of international engagement, significance of global initiatives, and breadth of operations across geographies. Despite the rising influence of emerging economies in the global arena, BG research predominantly centers on developed economies, leaving a research void. We offer an in-depth review of this scholarship, with a comprehensive analysis of 149 BG studies over three decades, revealing an underrepresentation in premier journals, geographical biases, and a need for thematic unity. The European context dominates the research, primarily anchored in the International New Venture Framework, followed by Internationalization Theory, with a conspicuous absence of insights from emerging economies. This paper addresses this breach, emphasizing the unique challenges BGs encounter in developing nations, such as limited information, expertise, regulatory barriers, and financial constraints. The study illuminates the pressing need for a more inclusive and multidisciplinary approach to BG research, particularly in the context of emerging markets. By cataloging and critically evaluating extant literature, we aim to refine the BG research narrative, offering a foundation for future scholarly endeavors in entrepreneurship, international business, and related disciplines.

ENT: **Trust Formation in New Ventures' Cross-Border Stakeholder Relationships - Evidence from South Africa**

Author: **Sönke Mestwerdt**, *ESCP Business School*
Author: **Nathalie Burkert**, *ESCP Business School*
Author: **Alisa Sydow**, *ESCP Business School*
Author: **Matthias Mrozewski**, *ESCP Business School*

Entrepreneurship scholars have recently recognized that stakeholder and entrepreneurship theory have developed in complete isolation from each other, which has led to the field of entrepreneurship research being too inward-looking. Therefore, our study aims to contribute to the integration of both domains by investigating one of the most important but least researched concepts in stakeholder and entrepreneurship theory – trust. By choosing a dual-sided approach – through the inclusion of the entrepreneur's and stakeholders perspective – our qualitative study analyzes the role of trust in initiating new cross-border stakeholder relationships. Our findings show that new ventures and their potential new stakeholders face unique challenges compared to established companies. Interestingly, contrary to previous assumptions, the key challenges identified are rather context-related than interpersonal. More specifically, we find that interpersonal trust is needed to substitute for institutional trust. In addition, we were able to isolate three practices that can be applied to overcome these challenges in forming trusting relationships. Finally, our study highlights the significant weight of intentionality in trust formation in stakeholder relationships of new ventures.

ENT: **International Entrepreneurship: A Bibliometric Review and Research Agenda**

Author: **Lantao Cao**, *Stevens Institute of Technology*
Author: **Sibel Ozgen**, *Stevens Institute of Technology*

This study uses bibliometric analyses to review and integrate the literature on international entrepreneurship (IE) over the past three decades. Drawing on 536 publications from 1989 to 2023 and incorporating bibliometric data from three distinct databases, findings outline the temporal changes in research hotspots within the IE field. Findings illustrate the developmental trajectory of the field by analyzing the annual number of publications and providing growth dynamics over time. And also showcases the collaborative relationships among different countries constructing a network of countries. Additionally, the study illustrates the social structure of the IE field through detailed analyses of co-authorship, offering insights into the collaborative trends of different scholars. The most important part of this research delves into the thematic analysis of keywords. Combined with the firm life cycle theory, we have identified strategy and performance evaluation as two key themes in IE, and conducted a systematic summary of the entire development process. Additionally, the potential crisis stages were briefly discussed based on existing criticisms of IE. Overall, this study offers valuable perspectives on the historical development of the field of IE and provides meaningful implications for domain evolution, setting a foundation for future scholarly endeavors in this dynamic field.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Corporate Venture Capital

Session Moderator: **Michael Klitzka**, *Technische U., Darmstadt*

ENT: **Do CVCs Add Value to IPO Ventures? Evidence from the High-Tech Manufacturing Industry**

Author: **Michael Klitzka**, *Technische U., Darmstadt*
Author: **Dirk Schiereck**, *Technische U. Darmstadt*

In this study, we show that corporate venture capital (CVC) investors add value to their portfolio ventures despite potential adverse selection concerns during the Initial Public Offering (IPO). We examine value creation by analyzing the effect of CVC-backing on IPO valuation and underpricing. Based on our data sample of 2,391 IPOs of ventures from the high-tech manufacturing industry between 2010 and 2020, we find empirical evidence that CVC-backed ventures receive higher valuations than traditional VC (TV) -backed or non-VC-backed ventures. However, we find no evidence for differences in underpricing. Further, post-hoc analyses reveal that CVC-backed ventures hire more prestigious underwriters at more favorable conditions during IPOs.

ENT: **Corporate Venture Capital Programs: A Strategic Response to Industry Tournaments**

Author: **Othman Alolah**, *Al Imam Mohammad Ibn Saud Islamic U. (IMSU)*
Author: **Fatima Shuwaikh**, *Leonard de Vinci Business School*

This paper examines the complex interaction between competitive dynamics among industry executives and firms' strategic choices to develop Corporate Venture Capital (CVC) programs. Specifically, we examine the impact of industry tournament incentives (ITIs) on firms' decisions to participate in CVC projects, taking into account the wider context of innovation and growth. The findings suggest a positive correlation between ITIs and the likelihood of firms making investments through CVC programs. The relationship is particularly pronounced for young CEOs and firms in industries that prioritize innovation. We corroborate our findings using an instrumental variable approach and by examining the impact of the staggered rejection of the Inevitable Disclosure Doctrine (IDD) on CVC investments. Our work provides insight into how CEO motivations and corporate innovation strategies interact.

ENT: **Ventures' Technological Redeployability and Corporate Venture Capital Syndication Decisions**

Author: **Petrit Ademi**, *U. of St. Gallen (HSG)*
Author: **Monika Schuhmacher**, *Justus-Liebig U. Giessen*
Author: **Andrew Zacharakis**, *Babson College*








We propose a conceptual model of technological redeployability as a source of inter-firm partnering, which we test in the context of corporate venture capital (CVC) manager evaluations of ventures for syndication decisions. Drawing upon a decision-making experiment, we find that CVC managers are more willing to syndicate with other CVC investors when ventures possess technology that is readily redeployable, and that this effect is mediated by venture investment attractiveness. Additionally, we examine differences in syndication decisions based on the position and prior job experiences of CVC managers. We advance theory on resource redeployment and inter-firm partnering, while providing unique insights into information processing and CVC syndication behavior through real-time experimental data.

ENT: **Boundary Work in CVC: How Boundary Work Enables the Strategic Use of CVC to Create and Unlock Value**

Author: **Ezra Carlson**, *U. of Hertfordshire*
Author: **Mehdi Safavi**, *Cranfield School of Management*

In this article, we build on and contribute to the literature on Corporate Venture Capital (CVC) through the lens of Boundary Work Theory. Analyzing interview data from several successful CVCs, we uncover boundary works (micro-strategies) taking place at and through organizational boundaries that enable collaboration amongst CVC stakeholders and balance competitive and collaborative forces within and across the organizational boundaries. CVCs are more complex than traditional institutional venture capitals (VCs) as they seek to maximize both strategic and financial returns. While extant research has shown that the strategic use of CVC creates value for the parent firm, none have explored how successful CVCs do this at and through the boundaries amongst different parties involved. We identify two overarching mechanisms, one at the boundaries that enable collaboration and the other through the boundaries that simultaneously bring certain CVC activities together whilst keeping others apart to enable collective action. Our findings portray a process model comprised of eleven micro-strategies that successful CVCs use to create and unlock value.

KEY TO SYMBOLS

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

Regulations

Session Moderator: **Ahmad Raza Bilal**, *U. of Sargodha Pakistan*

ENT: **Building Resilient Entrepreneurs! An Action-Driven Experimental Insight into IEO Training**  

Author: **Ahmad Raza Bilal**, *U. of Sargodha Pakistan*

Author: **Tehreem Fatima**, *Lahore Business School The U. of Lahore Sargodha Campus Pakistan*

Author: **Muhammad Kashif Imran**, *The Islamia U. of Bahawalpur, Pakistan*

Author: **Ambreen Sarwar**, *Virtual U. of Pakistan*

Author: **Sobia Shabeer**, *U. of Gujrat, Pakistan*

Author: **Sobia Nasir**, *Superior U. Lahore, Pakistan*

The focus of entrepreneurial psychology is on the intricate interplay between actions and processes. Concerning psychological training for entrepreneurs, there is always a keen interest in knowing how these training programs yield outcomes. This study sheds light on the individual entrepreneurial orientation (IEO) training program and how it improves the career resilience of small business owners. The tenet of Action Regulation Theory (ART) was used to explain the sequential mediating role of IEO behaviour and career adaptability. A randomized controlled experiment was carried out in four waves (training group=265, control group=281) in which 546 small business owners were recruited from Punjab, Pakistan. The data analysis was done via ANCOVAs and serial mediation was tested through PROCESS Model 6. The findings unraveled that IEO training enhances entrepreneurial career resilience enhancing behavior and career adaptability. Thus, we highlighted the career-related outcomes of IEO training based on action action-driven perspective.

ENT: **Better Shot?: Impact of Gender Quota on Female Entrepreneurship, Evidence From Germany**  

Author: **Kyung Eun Park**, *U. of Mannheim*

Author: **Baris Istipliler**, *U. of Mannheim, Business School*

In response to increasing discussions about gender inequality in corporate boardrooms, often cited as a potential root cause for disparities at other levels, many countries are now actively considering or implementing mandatory gender quotas in boardrooms. This has sparked research into the effects of such policies, primarily focusing on their impact within organizations. Our paper, however, explores the broader societal implications, specifically examining how gender quotas influence women's career choices, particularly their decision to pursue entrepreneurship. Incorporating the mobility perspective of entrepreneurship, we hypothesize that gender quotas may shift women's perceptions of career advancement opportunities within organizations, particularly for highly qualified women, and this could potentially discourage them from venturing into entrepreneurship. By analyzing data from Germany, our findings indicate that women with higher education, especially those with STEM backgrounds, are less likely to start their own businesses following the implementation of gender quotas.

ENT: **Building MVPs in a Highly Regulated Environment: Choices and Trade-offs** 

Author: **Suho Han**, *Syracuse U.*

The Lean Startup method advises new ventures to prioritize early customers as they build their first products. However, it remains less clear how this approach works in highly regulated environments, where multiple actors, beyond early customers, have significant influence determining acceptable product attributes and business models. To explore how new ventures build their first products in a highly regulated environment, we use a comparative case study of two fintech ventures entering the Australian banking industry. We find that instead of closely following the Lean Startup, the ventures chose paths that exhibited variation in overlap with only its "lean" resource ethos. One venture started close to a "lean" ethos by renting their assets, yet surprisingly, this led to limited learning and constraints that foreclosed strategic options. In contrast, a second venture began more distant to a "lean" ethos by building their assets. Despite high costs and early constraints, this path provided growth opportunities and greater strategic flexibility. Our study contributes to research on Lean Startup by demonstrating the alternative ways that a "lean" approach emerges in multi-actor environments, and to research on entrepreneurship in regulated environments, by highlighting the role of regulators in influencing new ventures' early product decisions.

ENT: **Beyond Naming Patterns of Entrepreneurs in the US Biotechnology: The Effect of Industry Life Cycle** 

Author: **Irina Stoyneva**, *Thomas Jefferson U.*

In this paper, I explore patterns of name choices of entrepreneurial firms in the field of biotechnology over a period of 20 years. Drawing on the population ecology and rational selection perspectives I propose a model that explores the impact of industry life cycle on the name choice of entrepreneurial firms. I test the model on 4205 start-ups in the field of biotechnology from 1999 till 2018.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Pathways

Session Moderator: **Rebecca Arwine**, *U. of Tennessee*

ENT: **Phoenix Rising: The Owner's Journey of Family Business Sale and Revival Through Ownership Competence**

Author: **Domenico Appio**, *Politecnico di Milano*
Author: **Josip Kotlar**, *Politecnico di Milano School of Management*
Author: **Luca Manelli**, *Politecnico di Milano*
Author: **Francesco Paolo Appio**, *Paris School of Business*

This study delves into the nuanced interplay between the ownership competencies of family business owners and the multifaceted dynamics surrounding the sale of their business. It challenges the existing literature by focusing on the less-explored post-sale phase, a period critical for former owners, their families, and stakeholders. The research utilizes a multiple-case study design, examining seven multi-generational business families in Italy and Denmark, to understand how family businesses navigate the complexities of sale events. The study builds upon the ownership competence theory, examining how these competencies—matching, governance, and timing—are applied during and after the sale of a family business. It investigates the evolution of family business owners' roles, from operational to strategic, through the lenses of psychological disengagement and strategic decision-making during critical transitions. The findings reveal a nuanced characterization of ownership competencies in family businesses and demonstrate how these competencies are strategically employed during significant events like the sale of the business. This research contributes to the understanding of family business dynamics, particularly in managing transition events, and offers insights into the strategic application of ownership competencies in navigating these complex scenarios.

ENT: **Place and Pace: Civic Wealth Creation and Degradation in Tourism Towns**

Author: **Rebecca Arwine**, *U. of Tennessee*
Author: **G. T. Lumpkin**, *U. of Tennessee, Knoxville*

Drawing on a comparative case focused on two communities stationed at entrances to the Great Smoky Mountains National Park, the most visited national park in the US, we empirically test and extend theory on civic wealth creation (CWC), which involves the collaboration of multiple independent stakeholder groups to generate not only economic but also social and communal benefits for communities. Specifically, we trace the historical development of Gatlinburg, perhaps the most famous gateway community in the US, as compared to its unsung neighbor to better understand how interactions between the three independent stakeholder groups considered in CWC (enterprises, regimes of support, and community members), produce such stark differences in development over time, and with what effect on the types and amount of wealth created. We find that the alignment of stakeholder goals and the distribution of power across stakeholders accounts for differences in how civic wealth is created, sustained, or diminished over time. As such, this study offers an empirical advancement of civic wealth creation by identifying important mechanisms that drive the creation of different types of wealth for communities. In doing so, we examine how diverse stakeholders leverage purpose, policy, and entrepreneurship to create and distribute value for communities.

ENT: **Problematising Research on Social Entrepreneurial Crowdfunding: Toward a Processual Perspective**

Author: **Maria Riniker**, *Bern U. of Applied Sciences*








This review problematizes current research on social entrepreneurial crowdfunding based on its underlying assumptions and potential blind spots. By introducing the Communicative Constitution of Organizations (CCO) theory as an alternative approach, directions for prospective research are suggested. Specifically, based on a critical analysis of the research literature on social entrepreneurial crowdfunding, four areas of concern are discussed: 1) an exaggerated belief in the potential of crowdfunding for social entrepreneurs, 2) blind spots created by the use of publicly available data, 3) an individualistic focus, and 4) a variable-centric perspective that neglects the relational nature of the phenomenon. Drawing upon CCO theory, this problematization offers an alternative perspective to bring into view what is typically cast in the shadow in prior research, notably the processual nature of crowdfunding campaigns, the constitutive role of communicative events, the role of non-human agency, and the becoming nature of social enterprises and social entrepreneurs as processual entities. The review contributes to extant research by stimulating a holistic reevaluation of social entrepreneurial crowdfunding scholarship, urging scholars to apply theoretical perspectives and methodologies capable of capturing the underlying dynamics of the phenomenon.

ENT: **Pivoting vs Perseverance: A Conceptual Study Explaining the Cognitive and Emotional Foundations**

Author: **Sukanya Roy**, *Indian Institute of Management, Bangalore*

In this research, we construct a conceptual framework that integrates the influence of dispositional affect and entrepreneurial cognition, with a particular emphasis on entrepreneurial alertness, in the context of entrepreneurial pivoting. Furthermore, our investigation delves into the effects of entrepreneurial overconfidence, self-serving bias, entrepreneurial grit, and impulsiveness on the process of pivoting. We present an empirically testable model that contributes to the understanding of emotions and cognition within the emerging concept of pivoting in entrepreneurship.

KEY TO SYMBOLS

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

Promoting Patient Engagement: Management & Input

Session Moderator: **Mengzhen Guo**, *Nankai U., China*

HCM: Will Patient Gratitude Expression Promote Voice Behavior of Healthcare Workers?

Author: **Mengzhen Guo**, *Nankai U., China*

Author: **Mingxuan Xin**, *Nankai U., China*

Author: **Yu Tang**, *Nankai U., China*

Author: **Changyi Yi**, *Nankai U., China*

Author: **Quan Li**, *Nankai U., China*

Based on the emotions as social information (EASI) theory and self-determination theory, we examined the impact of patient gratitude expression on healthcare workers' voice behavior and tried to explore the mechanisms and boundary conditions underlying it. The results from a multi-wave and multi-source questionnaire survey showed that, patient gratitude expression had a positive impact on healthcare workers' voice behavior, and psychological need fulfillment mediated such a relationship. Moreover, gender moderated the relationship between patient gratitude expression and healthcare workers' psychological need fulfillment, such that a stronger effect was observed among female healthcare workers. We expanded the current literature by revealing how patient gratitude expression, as an external organizational factor, influences healthcare workers' voice behavior. Meanwhile, we also provide practical insights for healthcare system managers by emphasizing the importance of patient gratitude expression and enhancing healthcare workers' voice behavior.

HCM: Mo-dalities, Mo Problems: Impacts of Provider Modality Switching in Hybrid Outpatient Clinics

Author: **Mitchell Tang**, *Harvard Business School*

Author: **A Jay Holmgren**, *U. of California, San Francisco*

Author: **Robert S. Huckman**, *Harvard Business School*

Author: **Maximilian Julius Pany**, *Harvard Business School*

Author: **J. Michael McWilliams**, *Harvard Medical School*

Hybrid outpatient clinics offering both in-person and telemedicine visits were rare prior to the COVID-19 pandemic. Today, they are the norm. Yet, despite their ubiquity, there is still uncertainty regarding the right way of organizing care under this new paradigm. The need for providers to juggle two distinct care modalities in the same clinic day produces frictions unique to hybrid practices. In particular, transitions from one visit type immediately into another can hamper provider and patient experience. In addition to provider task switching costs, there may be additional operational incompatibilities between the two care modes. Notably, in-person visits often run long, while telemedicine visits are expected to start on time; thus, switches from in-person to telemedicine visits in particular may result in delayed starts and mismatched patient expectations. We investigate the impacts of modality switching for primary care practices at a large US academic health system where nearly 10% of visits from 2021-2023 were modality switches. We observe large impacts specifically for in-person to telemedicine switches. Telemedicine visits occurring immediately after in-person visits have 2.7-5.3 percentage point higher patient no-show rates (25-44% increase) and lower patient-reported provider ratings, consistent with our hypotheses of delayed visit starts and mismatched patient expectations.

HCM: How Patients and their Relatives Coordinate (Inter-) Professional Work in Home Care

Author: **Marilena Diel**, *U. of Goettingen*

Author: **Indre Maurer**, *U. of Goettingen*

Author: **Clarissa E. Weber**, *Queen Mary U. of London*

Home care is typically characterized by a high need for coordinating the interdependent work of various healthcare professionals. However, there are often significant barriers for coordination among professionals, for instance, due to limited communication as a consequence of time constraints, spatially separated actors, and non-integrated information- and communication systems. Our study draws on the literature on patient involvement and coordination in healthcare to explore how patients and their relatives actively coordinate professional work in home care. We examine this question inductively based on multiple best-practice cases in the context of home care in Germany. Our findings reveal two distinct, yet equifinal, approaches that patients and their relatives apply when successfully coordinating home care: management by initial configuration and management by continuous synchronization. Both approaches comprise efforts to (1) supervise professionals' work, (2) manage information and professionals' information exchange, and (3) claim and exercise decision-making rights—yet these efforts differ considerably across the two approaches. We contribute to the understanding of patient involvement and coordination of healthcare in home care by unpacking the nature and dynamics of patients' active self-involvement in the coordination of professional work.

Author: **Larry R. Hearld**, *U. of Alabama, Birmingham*

Author: **Kristine Ria Hearld**, *U. of Alabama at Birmingham*

Author: **J'Aime Jennings**, *U. of Alabama at Birmingham*

Author: **Seung-Yup Joshua Lee**, *U. of Alabama, Birmingham*

The purpose of this study was to examine whether and under what conditions the presence of patient and family advisory boards (PFAB) among acute care community hospitals are associated with screening for and programs to address patient social needs. The study used a secondary data set derived from the American Hospital Association's 2020 and 2021 Annual Surveys. Our primary analysis used one multinomial regression model and two negative binomial regression models to assess the relationship between the presence/absence of a PFAB and the likelihood of offering and the number of areas addressed by social needs screening programs (e.g., housing, transportation). Secondary analysis included interaction terms between PFAB and community characteristics indicative of greater health (county-level health status) and social need (county-level social vulnerability). More than half (55.9%) of all responding hospitals reported having a PFAB in 2020 (55.9%) and 2021 (52.7%). Nearly 90% of the study hospitals reported doing some type of social needs screening (46.1% for all patients, 40.4% for some patients). The presence of a PFAB among hospitals was not significantly associated with patient social needs screening; however, hospitals with a PFAB were associated with more programs to address social needs (IRR = 1.05, 95% CI = 1.01, 1.10) and more types of partners to address these needs (IRR = 1.06, 95% CI = 1.03, 1.09). Hospitals with a PFAB that were located in geographic areas with higher social vulnerability also reported more programs to address social needs (IRR = 1.23, 95% CI = 1.04, 1.46). Community hospitals with a PFAB have more robust programs and partnerships to address patient social needs, particularly in high social need areas; however, additional approaches may be needed to identify patients who may benefit from these programs and partnerships.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Stress, Burnout, and Coping: Addressing Modern Work Challenges

Session Moderator: **Chidiebere Ogbonnaya**, *King's College London*

HR: **Engagement and Burnout as Psychological Determinants of Perceived HRM Practices**

Author: **Chidiebere Ogbonnaya**, *King's College London*
Author: **Jake Messersmith**, *U. of Nebraska, Lincoln*

The field of strategic human resource management (HRM) is shifting away from relying solely on managerial perspectives and towards taking employee perceptions of HRM practices into account. In this approach, employees are not passive recipients of HRM policies, but rather active interpreters whose perceptions are critical for creating high-performing workplaces. However, there are still unresolved issues regarding the psychological factors that influence how employees assess the effectiveness of HRM practices. Building on the affect infusion model, we examine the impact of employee engagement and burnout on perceived HRM practices. In two separate studies based on a vignette experiment and three-wave data, we show that engagement increases attentional focusing (i.e., the cognitive ability to focus one's attention on desired tasks and outcomes, while ignoring other distractions), leading to positive perceptions of HRM effectiveness. However, burnout has the opposite effect. Furthermore, we show that employee intention to stay serves as a buffer against the negative effects of burnout. We discuss the theoretical and practical implications of these findings.

HR: **What Can Recipients Do? Learning and Mindfulness as Feedback-Receiving Strategies**

Author: **Meng Zhong**, *Xi'an Jiaotong U.*
Author: **Avraham N. Kluger**, *Hebrew U. of Jerusalem*

While existing feedback research mainly focuses on how to give feedback effectively, there are limited implications for feedback recipients regarding what they can do to benefit from others' feedback, especially negative feedback. Drawing upon the literature of personal resources and feedback intervention theory, we identified learning something new and acquiring mindfulness states as two actionable strategies that can generate different types of resources, thus having divergent roles in facilitating recipients to work harder and work smarter. Two event-contingent studies were conducted. Study 1 of 201 academics' review feedback-receiving events found that mindfulness negatively affects academics' post-feedback procrastination, and negative review feedback amplifies the positive impact of mindfulness on creativity. Interestingly, negative feedback weakens the negative impact of learning activities on procrastination. Study 2 of 557 performance review events found that learning activities can activate both task and meta processes of employees, whereas mindfulness only activates task processes while inhibiting meta processes. Thus, learning and mindfulness have different impacts on procrastination and creativity. Negative feedback amplifies the indirect effects of learning activities on two outcomes via both task and meta processes. This research contributes to the feedback literature by identifying the actionable feedback-receiving strategies and revealing the divergent mechanisms underlying different strategies.

HR: **A Continuous Performance Management Approach: Effects of Daily Performance Management Behaviors**

Author: **Xiyang Zhang**, *College of Management and Economics, Tianjin U.*
Author: **Jing Qian**, *Beijing Normal U.*
Author: **Hui Liu**, *Macau University of Science and Technology*
Author: **Xin Wang**, *College of Management and Economics, Tianjin U.*

Building on the trend of performance management (PM) moving towards more frequent and the research gap for the effectiveness of the modern form of PM, we adopt an experience sampling method to study daily PM behaviors continuously for two weeks. Our theoretical model was tested using 906 observations from 97 full-time employees, providing initial evidence for daily PM's effectiveness in increasing employee next-day job attitudes and job performance. Moreover, we also revealed the relationship-based mechanism underlying the effects of daily PM. Specifically, our findings suggest that daily PM behaviors increase employee next-day job satisfaction, job engagement, and job performance because PM behaviors make employees perceive a higher leader-member exchange relationship. Importantly, we found the boundary conditions for PM behaviors in increasing this exchange relationship quality. The relationship was weaker when work stressors (i.e., workload and cognitive stressors) were high rather than low. It supports our view of daily PM as a social interaction process that would increase strain for employees rather than provide resources for relieving the stress. We discuss theoretical and practical implications, limitations, and future research directions.

HR: **Shame and Hostility as Mediators Between Financial Insecurity and Work Outcomes**

Author: **Imke Dirkx**, *Vrije U. Brussel (VUB)*
Author: **Serge P. Da Motta Veiga**, *NEOMA Business School*
Author: **Bert Schreurs**, *Vrije U. Brussel*

Financial insecurity forms a big part of employees' life. Even though its origin can often be found in the private environment, employees take their financial insecurity with them to work, where it affects the organizational outcomes. Financial insecurity instigates strong emotional responses, which in turn lead to specific behavioral reactions. Drawing on Lazarus' appraisal theory of emotion, the current study attempts to investigate the emotional mechanisms that underlie the consequences of financial insecurity at the moment it occurs. Shame and hostility were included as mediators, due to their clear theoretical distinctions, with shame internalizing blame and hostility externalizing it. We adopted a within-person design to examine how shame and hostility mediated the effects of financial insecurity on work effort and counterproductive work behavior. Bi-weekly diary data was collected over three time points from 427 employees ($N_{within} = 1111$). We analyzed the data using multilevel path analysis and multilevel mediation analysis in Mplus 8.7. As predicted, we found that shame would mediate the effects on work effort, and we found limited evidence that hostility mediated the effects of financial insecurity on counterproductive work behavior. We discuss implications for theory, research, and practice.

Author: **Yongjia Duan**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Hui-hua Liu**, *Shanghai Jiao Tong U.*

Organizations benefit much from elder worker's knowledge transfer to the younger generations. However, elder workers hesitantly share their knowledge to younger coworkers in practice. Drawing on Conservative of Resource theory and a stereotype threat framework, this research investigated the detrimental effects of age-based stereotype threat in organizational knowledge management. We built a moderated mediation model in which age-based stereotype threat may generate elder employee's knowledge hiding behavior through increased job insecurity, while leader-member exchange could mitigate these effects. Results of a time-lagged study conducted in China with 219 elder workers supported our hypotheses. We highlighted the negative impact of age-based stereotype threat on organizational knowledge transfer and suggested organizations take actions to create an age-inclusive environment for elder worker's intergenerational knowledge transfer.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Ethics and Effectiveness: Navigating HR's Role in Modern Corporations



Session Moderator: **Sitong Liu**, *Shandong U.*

HR: **When Ethics Matters: Impact of Socially Responsible Human Resource Management on Unethical Behavior**

Author: **Sitong Liu**, *Shandong U.*

Author: **Li Cheng**, *Shandong U.*

Author: **Mingyu Yan**, *School of Management, Shandong U.*

Author: **Sidi Sui**, *School of Management, Shandong U.*

Drawing on moral self-regulation theory, we argue that socially responsible human resource management negatively impacts employees' unethical behavior through the decrease of moral disengagement. We additionally contend that the impact becomes stronger as leaders exhibit a higher level of ethical leadership because both ethical leaders and socially responsible human resource management could create an organizational context that emphasizes being accountable for immoral conduct. A survey consisted of 231 employees supports the proposed model and hypotheses. Our research contributes to the theoretical and practical implications for socially responsible human resource management and unethical behavior literature, and we also discuss the limitations and future research directions.

HR: **Sustainable Human Resource Management Practices: Scale Development and Validation**

Author: **Shuo Yuan**, *U. of Shandong*

Author: **Junyun Jia**, *Shandong U.*

Author: **Guiyao Tang**, *Shandong U.*

Although calls for sustainable human resource management (HRM) are growing, it remains unclear which factors comprise the practices of sustainable HRM and how sustainable HRM advances individual sustainable career success. This study aims to propose and validate an instrument to measure sustainable HRM. In Study 1, we create and validate a sustainable HRM scale that captures three dimensions: environmental rationality, social rationality, and economic rationality, as well as offer a theoretical advancement to the sustainable HRM literature. Using data across four phases ($n = 618$), we establish factorial, convergent, and predictive validities of the sustainable HRM measurement. In Study 2 ($n = 162$), we test a theoretical model of how sustainable HRM influences individual career sustainability. Specifically, sustainable HRM correlates positively with perceived career success. Job crafting mediates the relationship between sustainable HRM and individual career success, and individual career adaptability moderates the mediating role of job crafting. Implications and future research are discussed.

HR: **A Longitudinal and Quasi-Experimental Investigation of Green Human Resource Effects**

Author: **Carlos Gabriel Colin Flores**, *EGADE Business School, Tecnológico de Monterrey*

Author: **Juan I. Sanchez**, *FIU-EGADE Tec Monterrey*

A preponderance of prior studies documenting the empirical association between Green Human Resource Management (GHRM) and Employee Green Behavior (EGB) suffers from limitations on their research design, which question the internal validity of this presumed cause-and-effect linkage. First, virtually all studies rely on perceptual measures of EGB, which are potentially biased particularly when self-reported by the employees themselves. Second, although it is often argued that GHRM effects are transmitted through changes in employees' internal motivation, cross-sectional designs fail to assess the direction and the evolution of this process. We hypothesized that, in emerging markets with high rates of unemployment and precarious employment, GHRM effects stem at least partly from the external motivation to comply with new job obligations and not only from the internal motivation triggered by new values. A total of 160 workers of a logistics company in an emerging market participated in a four-wave quasi-experiment. Half of them located in the south distribution center were assigned to the control group, whereas the half in the north center was assigned to the treatment group. We gathered perceptual and non-perceptual measures of EGB (e.g., CO2 emissions) over a period of 12 months with a separation of four months between waves. A mixed (i.e., measurement waves nested in participants) linear model demonstrated statistically significant GHRM effects on EGB measures. However, GHRM effects were not fully mediated by employee perceptions, but had direct effects on EGB, particularly among older workers who possibly perceived few employment alternatives.

HR: **The Bright Side of Having Pregnant Women in the Workplace**

Author: **Puchu Zhao**, *School of Business, Sun Yat-sen U.*

Author: **Xin Qin**, *Sun Yat-sen Business School, Sun Yat-sen U.*

In the modern workplace, pregnant women are often discriminated against by their employers due to their lower performance compared to non-pregnant employees. While the prevailing notion assumes that pregnant women make less performance contribution to organizations, this research challenges this notion by suggesting that pregnant women can make unique contributions to enhance organization ethics. Specifically, drawing upon social cognition theory, we posit that pregnant women serve as "moral beacons" in the workplace, such that their presence constitutes a guiding and illuminating force, resulting in employees who work with them exhibiting higher moral awareness and in turn engage in less unethical behavior. Four studies conducted across the U.S. and China supported our hypotheses. In sum, this research supports an inspiring notion that retaining pregnant women in the workplace goes beyond merely achieving gender equality goal and offers substantial benefits for enhancing organizational ethics as well.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Migration and International Entrepreneurship

Session Moderator: **Veselina Petrova Stoyanova**, *U. of Birmingham*

IM: Tech-Driven Inclusivity: AI Strategies for Migrant Entrepreneurs' Embeddedness in the Host Country

Author: **Veselina Petrova Stoyanova**, *U. of Birmingham*

Author: **Stoyan Stoyanov**, *Heriot Watt U.*

This research explores how Generative Pretrained Transformer (GPT) Artificial Intelligence (AI) technology is leveraged by migrant entrepreneurs to establish virtual embeddedness, consequently reducing liabilities of foreignness in the host country. Drawing upon a qualitative interpretivist approach, semi-structured interviews were conducted with 20 migrant entrepreneurs actively using GPT AI in the United Kingdom. Thematic analysis of the collected data revealed that GPT AI technology serves as a critical tool for overcoming language and cultural barriers, understanding business norms, and engaging with local networks. The use of this technology significantly enhanced the participants' abilities to connect and collaborate with diverse business stakeholders, thereby reducing their liabilities of foreignness. This study makes a significant contribution to the theoretical understanding of the role of AI in migrant entrepreneurship and offers practical implications for policymakers and practitioners in developing supportive programs and strategies for migrant entrepreneurs. It underscores the potential of AI as a tool of empowerment for marginalized business communities and illuminates new avenues for organizational inclusivity and diversity.

IM: How and When do Forced Migrant Business Owners Perform Well in Their Host Countries in the Long Run?

Author: **Eren Akkan**, *Kedge Business School*

Author: **Burcin Hatipoglu**, *U. of New South Wales*

Author: **Kerem Gurses**, *La Salle, U. Ramon Llull*

While forced migrants' (FM) businesses can have a substantial impact on their host countries, we know little about how FMs surmount their precarious states and succeed in their businesses in the long run. Adopting a self-anchoring perspective, we suggest that two prominent experiential factors, the experience of discrimination and local language mastery, influence FMs' venture performance via host country identity. Conceptualizing promptness of formal protection as an immediate holding environment, we suggest that having acquired formal protection at the time of entry into a host country (as opposed to later in time) alleviates the adverse impacts of such experiential factors on venture performance. Using quantitative data from Syrian FMs in Turkey, we find evidence towards most of our hypotheses. Our study contributes to migrant entrepreneurship and international management literatures by providing a more comprehensive perspective of how FM businesses perform well in a host country.

IM: Overcoming Barriers of SME Internationalization – The Role of Migrant Employees Informal Networks

Author: **Fadi Alsarhan**, *ISC Paris Business School*

Author: **Sabine Bacouel-Jentjens**, *ISC Paris Business School*

Author: **Sven Horak**, *St. John's U.*

Author: **Lena Zander**, *Uppsala U.*

The role migrant employees can play for internationalization of Small and Medium-sized Enterprises (SMEs) remains largely unrecognized due to a lack of understanding of emerging market institutions and related competencies required. Drawing on a series of interviews with Middle East and North African (MENA) region migrant employees working for French SMEs, we explore the distinct characteristics of informal networks, and the pivotal role they play for French SMEs venturing into the MENA region. Utilizing a conceptual frame connecting insights from informal network theory and the liability of foreignness discourse we find that migrant employee's tacit knowledge on informal network management in their country of origin can serve as an accelerator, facilitator, and sustainer of SME internationalization activities. Migrant employees can in contrast to expatriate managers integrate into local informal networks and act as boundary spanners, due to their understanding of informal institutions, informal practices, knowledge on relationship management and language skills. This research advances knowledge on SME internationalization and informal networking and suggests propositions, instrumental and directional for generating deeper knowledge. From a practical viewpoint, it creates awareness on how to utilize the largely neglected but distinct skillset and competencies migrant employees can contribute to SME internationalization.

IM: Immigrant CEOs' Cultural Distances and Firms' Corporate Social (Ir) Responsibility

Author: **Xuefei Yu**, *U. of Hong Kong*

Author: **Yi Tang**, *U. of Hong Kong*

Anchored by social identity theory, we investigate the impact of immigrant CEOs' cultural distance on firms' corporate social responsibility (CSR) and corporate social irresponsibility (CSI). We postulate that an immigrant CEO will perceive the liabilities of outsidership resulting from the cultural distance between his or her country of origin and the country he or she currently resides. To strengthen this social identity, the immigrant CEO from a culturally remote country will show more CSR while avoid CSI than another immigrant CEO from a culturally proximate country. We furthermore examine two contingencies that may alter this effect, including CEO racial minority status and firm reputation. Results based on a sample of U.S. firms led by immigrant CEOs support our hypotheses.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

IM Division Best Paper in International Corporate Governance Award

Session Moderator: **Jaeyong Song**, *Seoul National U.*

Award Winners will be announced at the IM Division Awards and Recognition session.

IM: **Board Gender Diversity Reform and Corporate Carbon Emissions**

Author: **Raul Barroso**, *IESEG School of Management*
Author: **Tinghua Duan**, *IESEG School of Management (LEM-CNRS 9221)*
Author: **Siyue Guo**, *IESEG School of Management*
Author: **Oskar Kowalewski**, *IESEG School of Management (LEM-CNRS 9221)*

We examine the impact of board gender diversity on corporate carbon emissions using data from 50 countries. Employing a difference-in-differences-in-differences (DiDiD) methodology based on national reforms related to board gender diversity, we find that firms with more female directors reduce their corporate carbon emissions following gender diversity reforms. This reduction is more pronounced when the reform is legislative. Culture also plays a role as emissions are further reduced when legislative reforms are implemented in countries with a collectivistic culture. Finally, we illustrate the combined benefits of aligning climate legislation with enhanced board representation, which leads to a greater reduction in carbon emissions following the Paris Agreement.

IM: **Boosting Domestic and International Joint Ventures' Growth Through Ultimate Owners' Goal Congruence (WITHDRAWN)**

Author: **Maria Cristina Sestu**, *U. of Groningen, Faculty of Economics and Business*

Joint ventures (JV) perform poorly or fail for a number of reasons, an important one being the lack of goal congruence between JV partners. We explore this from the perspective of the ultimate owners of joint ventures by integrating two well-established streams of literature: the role of goal congruence and the influence of ultimate owners type. We hypothesize that partners' ultimate owners of the same type will have similar goals and visions and that goal congruence stimulates JV growth. We further hypothesize that positive relationship is stronger if the ultimate owners come from the countries in the same cultural cluster. We test these hypotheses using a sample of 496 JVs (domestic and international) and 819 ultimate owners, and find that JVs formed between partners controlled by the same type of ultimate owner (i.e. family-family, state-state, institutional-institutional) do grow faster than JVs between partners controlled by ultimate owners not of the same type, and that the effect is stronger if same-type ultimate owners come from countries in the same cultural cluster.

IM: **The Role of Corporate Governance in Empowering MNE Subsidiaries in Weak Institutional Environments**

Author: **Franklin Nakpodia**, *Durham U. Business School*
Author: **Folajimi Yesir Ashiru**, *Coventry Business School*
Author: **Emmanuel Afolabi Adegbite**, *U. of Nottingham*
Author: **Nikolina Koporcic**, *Laurea U. of Applied Sciences*








The international business (IB) literature offers valuable insights into the significance of institutional environments for multinational enterprises (MNEs) operating in different markets. However, less is known about the practical institutional challenges confronting mature MNE subsidiaries in weak institutional contexts, such as those in Africa, and how corporate governance mechanisms are deployed to address these challenges. Relying on institutional theorising and qualitative evidence from 34 interviews with executives of mature MNE subsidiaries in Nigeria, this paper documents three less-researched institutional challenges encountered by MNEs, i.e., the organisational identity conundrum ('us vs them'), limited attention to social capital, and 'word vs action' contradictions. The study also frames three corporate governance-related themes that MNEs can use to manage institutional difficulties in Nigeria: enhanced local stakeholder engagement, accountability drivers, and use of innovation and technology. The study advances the IB literature as it sheds theoretical as well as practical insights into how mature MNE subsidiaries operating in a weak institutional context can overcome institutional challenges.

IM: **Multisectoral Governance for Sustainability in Global Supply Chains**

Author: **Cristina Leone**, *U. of Palermo*
Author: **Pasquale Massimo Picone**, *U. of Palermo*
Author: **Arabella Mocciano Li Destri**, *U. of Palermo*

Sustainability poses a challenging goal for multinational enterprises that encompasses their activities within global supply chains. By exerting their bargaining power, multinational enterprises may require their suppliers to conform to their private codes of conduct. Additionally, multinational enterprises and their suppliers may be engaged in standard-setting partnerships with social actors. At the same time, their supply operations are scattered across institutional contexts strongly influenced by public policy and cultural factors. In describing the multifaceted sources of power and authority along the global supply chains, extant studies usually focus on a single sector of governance – i.e., public, social, or private – or, at most, the combination of two sectors of governance (for example, private and social). Sometimes, such studies separately analyze specific governance mechanisms, formal or informal. In this paper, we summarize previous literature and develop a framework that: (a) simultaneously considers public, social, and private governance sectors; (b) unveils the interplay between formal and informal governance mechanisms for each governance sector, and; (c) illustrates the multiple interactions among the public, social, and private governance sectors. After discussing the implications for theory and future research stemming from our framework, we identify practical insights for managers and policymakers.

KEY TO SYMBOLS

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

How do the US-China Political Tensions Affect Global Strategies?

Session Moderator: **Michael A. Witt**, *King's Business School*

IM: How MNEs Reconfigure Their Resources Amid the US-China Rivalry  

Author: **Injae Jeon**, *Korea U. Business School*

Author: **Min Jung Kim**, *U. of Illinois at Urbana-Champaign*

This study investigates the impact of the evolving international order, influenced by US-China rivalry, on the geographical resource reconfiguration of MNEs. Addressing a gap in the existing literature, which predominantly relies on anecdotal evidence, this research integrates theoretical concepts with robust empirical evidence. Employing a difference-in-differences approach, we examine how US MNEs adapt their resources through FDI in response to shifts in the rule-based international system, especially amid escalating US-China geopolitical tensions since 2018. A particular emphasis is placed on the high-tech sectors to evaluate industry-specific responses to national security concerns. The findings demonstrate a strategic adjustment in the resource commitments of US MNEs, by decreasing investments in China and augmenting them in G7 and EU member states. These shifts are more pronounced in high-tech industries, especially in terms of reduced engagements in China. The results indicate that MNEs are realigning their corporate value chains towards nations that are strategically aligned with their home country, with an increased focus on domestic operations for firms critical to national security. Our findings anticipate major transformations in international business practices and emphasize the role of dynamic capabilities in navigating a highly uncertain environment during the reshaping of the international order.

IM: Strategic Flexibility and Dual Ecosystem: How High-Tech MNEs Face Techno-Geopolitical Uncertainty  

Author: **Jinyun Sun**, *Fudan U.*

Author: **Qing Shu**, *Fudan U., School of Management*

This conceptual work employs real options theory to delineate the dual-ecosystem strategy adopted by emerging market high-tech firms in navigating techno-geopolitical uncertainty. The high-tech industries have long operated within ecosystem dynamics, fostering innovation interdependencies. However, techno-geopolitical uncertainty introduces risks and vulnerabilities to these interdependencies. Emerging market high-tech firms, historically reliant on international and advanced ecosystems for growth and operations, are now pivoting to establish alternative, secure technology ecosystems. These new ecosystems often involve collaborations with domestic suppliers and complementors, offering a hedge against international risks. Concurrently, these firms refrain from exclusive commitment, effectively treating their strategy as a real option. This deliberate non-commitment imbues their approach with flexibility—a key tenet of real options theory. This study delves into the impact of diverse ecosystem specifications on the value of this option and explores strategies for optimizing the conditions to cultivate this option for maximal benefits. Propositions are also developed to guide future empirical testing.

IM: “Cross-Cultural Strategies”: Unveiling China-Australia Decision-Making Nexus in Iron Ore Industry

Author: **Dr Renée Ralph**, *Curtin U.*

Author: **Prateek Kumar Dirghangi**, *IIM Ranchi*

Australia and China have committed to leverage their comparative advantages by increasing bilateral trade and investment. This has manifested in increased investment in Australia's natural resources sector, like iron ore and coal, by Chinese corporations in the form of joint ventures. In this paper, we present a "Culture-Bound Decision Quality Model" framework for improving collaborative and joint decision-making between Australian and Chinese iron ore corporations. Using a qualitative research methodology, we conducted 31 semi-structured interviews at the senior executive and management level working in 11 Western Australia iron ore companies. Our study highlights the need to integrate aspects of cultural intelligence and cross-cultural communication with traditional decision-making processes. The findings from this study showcase a model focusing on ideology, governance, economic policies, and organizational structures to facilitate mutually beneficial quality decision outcomes. Keywords- Decision-making framework, Cross-Culture Communication, Cultural Intelligence

IM: Exploring Diversification Among US-China Ally Countries and MNE Performance in a Bifurcated World 

Author: **Jongmin Lee**, *Yonsei U. School of Business*

Author: **Jiahui Xiao**, *Yonsei U. School of Business*

The US-China dispute has multifaceted effects on international business, necessitating scholarly exploration through the lens of geopolitical tension. We introduce the concept of “inter-US-China-ally diversification” to characterize the extent of international activities of multinational enterprises (MNE) spread across US-ally and China-ally countries. Leveraging insights from corporate diplomacy and real options theory, this study investigates the impact of inter-US-China-ally diversification on the performance of Chinese MNEs. Our findings reveal a positive relationship between inter-US-China-ally diversification and Chinese MNEs' performance amid escalating tensions between the US and China. Additionally, we discover that the foreign experience of the top management team negatively moderates this positive relationship, highlighting the nuanced dynamics in the context of a divided global economy. These findings carry significant implications for both theoretical understanding and practical applications in a bifurcated world.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Managing Alliances Between Businesses, and Between Scholars

Session Moderator: **Nikolaos Papageorgiadis**, *U. of Liverpool*

IM: **Making IB Research Impactful: An Analysis of UK Research Excellence Framework Impact Case Studies**

Author: **Nikolaos Papageorgiadis**, *U. of Liverpool*
Author: **Frank McDonald**, *Professor of International Business, U. of Leeds Business School*
Author: **Malika Ben Kahla**, *U. of Liverpool Management School*
Author: **Yingqi Wei**, *U. of Leeds*

The International Business (IB) discipline has the potential to make societal impact and help tackle grand challenges by providing and applying pertinent knowledge. This has sparked ongoing debates concerning the future research agenda in IB and the calls for closer coupling between IB research and practice. This paper aims to improve our understanding of the extent to which IB research has made a high-quality impact on IB practice. We present a comprehensive evaluation of Impact Case Studies (ICS) with an IB focus submitted to the UK Research Excellence Framework (REF) in 2014 (REF2014) and 2021 (REF2021), offering a unique avenue to evaluate the key characteristics and evolution of how submitting UK universities have presented their 'best' cases of high-quality impact connected to IB research. This evaluation enables the development of novel insights into key characteristics of high-quality impact from IB research that have policy implications for universities leaders aiming to understand and boost impact related work in their institutions, policymakers related to University-industry collaboration and future ICS authors.

IM: **Research Globalization: The Shifting Origins of Organizational Research Findings**

Author: **Chris Alwine**, *Virginia Commonwealth U.*
Author: **Imran Kadolkar**, *Virginia Commonwealth U.*
Author: **Frank A. Bosco**, *Virginia Commonwealth U.*

We use a large research database of 14,038 articles from 69 countries published in 28 prominent organizational journals from 1980-2017 to find that the proportion of findings from the U.S. has declined over the years and, as of 2010, less than half of findings were collected in the U.S. We change the conversation regarding the generalizability crisis; due to insufficient samples from individual countries, the cumulative research findings may not generalize to any one country. Chris Alwine and Imran Kadolkar contributed equally and are listed alphabetically.

IM: **Deadlock and Joint Ventures**

Author: **Andres Velez-Calle**, *U. EAFIT*
Author: **Peter Jack Gallo**, *Creighton U.*
Author: **Hermilson Velasquez**, *U. EAFIT*
Author: **Santiago Sosa**, *U. EAFIT*








Deadlock can be fatal to business relations, as it leads to a halt in operations and even termination of ventures. Therefore, the anticipation of deadlock situations is a crucial element of contract negotiation. Despite this, current scholarship focuses on how parties deal with deadlock rather than how they prepare for the possibility. We explore the inclusion of deadlock clauses in joint venture contracts. Using insights from transaction costs economics, information asymmetry and international relations, we argue that symmetry between the partners, as well as other exit provisions, are positively related to the likelihood of deadlock clause inclusion in joint venture contracts. Moreover, we also study the impact of contextual factors, such as cultural differences and corruption, in contract design. We analyze a sample of joint venture contracts obtained from the US Securities and Exchange Commission using logistic regressions. This study contributes to the strategy and alliance literatures by further exploring how JV partners design ex-ante governance mechanisms for their future relationship. Deadlock clauses, in particular, have not previously been studied to this extent in the strategy literature, appearing mostly in legal scholarship to this date.

IM: **Managing University-IJV Partnership for Low-Carbon Innovation: The Role of Networking Capabilities**

Author: **Linlan Huang**, *Birmingham City U.*
Author: **Huan Zou**, *SOAS U. of London*

As global emphasis on sustainable development intensifies, the synergy between academic research and industry expertise becomes vital for advancing low-carbon technologies. Nevertheless, the prior literature mainly focuses on the multinational enterprises (MNEs) capabilities in collaborating with local universities to promote sustainable development goals, underestimating the critical role of International Joint Ventures (IJVs) in leveraging university-industry partnerships. This paper investigates the IJV's networking capabilities in managing university-industry partnerships to facilitate low-carbon innovation over time. The study delves into how IJVs, as unique collaborative entities between MNEs and local firms, leverage their networking capabilities to link universities' theoretical knowledge and parents' practical, market-driven focus to promote low-carbon innovation. Adopting a longitudinal multiple case study, we conducted data collection in three rounds from 2017 to 2023, featuring 60 semi-structured interviews with 22 informants, six on-site observations and a document review of 1218 pages. Our findings highlight the networking capabilities of IJVs comprising different functionalities for relationship initiation, development and establishment/termination over time. IJVs with reactive networking capabilities participate in joint research and development (R&D) projects with parents and universities in parent networks to share research outputs addressing common technical problems. In contrast, proactive networking capabilities enable IJVs to actively search, select, extend and deepen IJV-university partnerships from parent networks and independent channels, becoming a crucial source of competitive advantages in the existing and prospective low-carbon technology sector.

KEY TO SYMBOLS

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

What Enables Expatriates to Succeed?

Session Moderator: **Riki Takeuchi**, *U. of Texas at Dallas*

IM: Expatriates' Contextualized Domain Learning

Author: **Xiao Jun Xu**, *Fudan U.*

This paper conceptualized contextualized domain learning to play a key mediating role in explaining the curvilinear effects of cultural knowledge and distance on expatriates' task performance and job creativity. Data from 366 expatriate-supervisor dyads working in 51 Chinese multinational companies provided strong support for such mediation effects. Moreover, we found U-shape relationship between cultural knowledge and contextualized domain learning and inverted U-shape relationship between cultural distance and contextualized domain learning in particular, cultural metacognition enhanced the negative effect of half-cultural knowledge on contextualized domain learning. The negative half-knowledge effect and the positive moderate cultural distance effect influence expatriate performance and job creativity via contextualized domain learning. These findings significantly enrich the organizational learning, CQ theory and cultural distance literatures and provide new insights on expatriate management.

IM: Cultural Orientations and Expatriate Performance: A Dyadic Perspective

Author: **Alexei Koveshnikov**, *Aalto U.*

Author: **Mark Van Der Giessen**, *Aalto U. School of Business*

In this paper, we build on social categorization theory and introduce a novel dyadic perspective to examine how corporate expatriates' and their host country supervisors' cultural orientations, measured as cosmopolitanism and ethnocentrism, respectively, determine the mutual perceptions of the counterparty in the dyadic relationship and, through that, influence the assessment of expatriates' performance as rated by supervisors. Empirically, we analyze 250 expatriate-supervisor dyads from organizations in Russia. We find supervisors' ethnocentrism to inflate perceived national differences between them and their expatriate subordinates. At the same time, we also find expatriates' cosmopolitanism to act as a counterforce to this effect decreasing perceived national differences as viewed by supervisors and influencing positively expatriates' performance evaluations as rated by supervisors.

IM: Optimizing Expatriate Adjustment Through Linear/Nonlinear Thinking Style Balance and Versatility

Author: **Francisco De Borja Martín-Garrido**, *U. Loyola Andalucía*

Author: **Emilio Morales-Fernandez**, *U. Loyola Andalucía*

Author: **Charles M Vance**, *Loyola Marymount U.*

Author: **Marian Van Bakel**, *U. of Southern Denmark*

Author: **Kevin S. Groves**, *Pepperdine U.*

The adaptation to diverse cultural contexts is one of the most essential elements of the international management of expatriates given the substantial impact on their professional and personal lives. One critical aspect of expatriate adjustment that has received scant research attention is the relationship between thinking styles and their professional and personal adjustment to the country of destination. We address this research gap with an empirical study of international expatriates that examines a range of thinking styles and their impact on multiple forms of adjustment to diverse cultural contexts. On the basis of thinking style theory and research, which examines multiple information-processing and decision-making processes, we hypothesize that some thinking styles are associated with higher levels of expatriate adjustment while other styles are more likely to attenuate adjustment. Thinking styles are shaped by numerous factors, including education, culture, social groups, experiences, and other sociological and psychological factors, which collectively influence the adaptive capacity of expatriates. Utilizing a multivariate statistical methodology to classify international expatriates according to their thinking style, this survey study of 188 expatriates assessed the relationships between eight thinking styles (one linear and seven nonlinear) from the Thinking Styles Profile (Groves & Vance, 2014) and multiple elements of expatriate adjustment to the professional and personal contexts associated with their international experiences (psychological adjustment, sociocultural adaptation, and expatriate adjustment). Our analyses also examined the degree of thinking style balance and versatility across linear and nonlinear thinking by classifying expatriates as nonlinear thinkers, linear thinkers, or balanced and versatile thinkers. The results illustrate that the balanced and versatile thinking style profile, which consists of high linear and high nonlinear thinking, was strongly associated with all three types of optimal international adjustment. Our results highlight the existence of significant differences across thinking style profiles regarding their impact on fostering professional and personal adjustment of international expatriates. We conclude by discussing suggestions for future research and the primary practical implications for optimizing expatriate international adjustment.

IM: Venturing into the Unknown: How do Expatriates Perceive Uncertainty

Author: **Anoop Adhur Kutty**, *Aalto U. School of Business*

Plenty of studies have emerged, in the last three decades, around the different contextual and individual factors affecting expatriate adjustment. Most of these theories seem to assume that uncertainties associated with expatriation play a critical role in their adjustment and that expatriates adjust better with less uncertainty. This assumption has made it into the literature on expatriation as the earlier studies and theory building have been on the backdrop of predominantly US-based, white, top management executives relocating from headquarters to subsidiaries. Through this qualitative research, which draws upon uncertainty regulation theories, I find that even when expatriates perceive uncertainty, they do not necessarily find it as aversive. These findings are based on interviews with 31 expatriates including assigned expatriated and self-initiated expatriates. I find three co-existing psychological states that expatriates might find themselves in while facing uncertainty. These are expatriate circumspection - when they find uncertainty as highly aversive; expatriate courage - when they are comfortable with the unknown, and expatriate myopia - when they don't even perceive uncertainty.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

How do MNEs Engage With Host Country Institutions?

Session Moderator: **Vikas Kumar**, *U. of Sydney Business School*

IM: **Global Cities, Cosmopolitanism, and Organizational Culture**

Author: **Torben Pedersen**, *Copenhagen Business School*

Author: **Christian Geisler Asmussen**, *Copenhagen Business School*

Author: **Anthony Goerzen**, *Queen's U.*

A common implicit assumption in research on global acculturation towards cosmopolitanism is that it occurs uniformly across geographic space. Our contention, in contrast, is that it occurs in primarily within and among global cities, and that this has implications for the interaction between location and organizational culture in MNEs. Examining 11,176 MNE employees across nine countries, we enhance our understanding of the nature of global cities and the ways in which cosmopolitanism is a sub- and supra-national phenomenon. Our findings suggest that global cities are pulled towards a cosmopolitan global culture that is different from their national compatriots and similar across global cities.

IM: **To Enter or Not to Enter? Navigating MNCs' Internal Sourcing in Foreign Investment Locations**

Author: **Der-Ting Huang**, *U. of Illinois at Urbana-Champaign*

This study investigates the role of multinationality in shaping multinational corporations' (MNCs) investment decisions regarding whether to enter industry agglomerations upon entry into a host country. Existing research highlights the benefits of entering local agglomerations for specialized knowledge and resources, but often overlooks the role of firms' internal sourcing as an alternative approach to access these resources. This study introduces multinationality as a form of internal sourcing networks, theorizing that it potentially substitutes the need to join industry agglomerations by leveraging resources across countries available within MNC subsidiary networks. That said, the cross-border transferability of resources determines the extent to which MNCs can internally leverage the resources provided by their own multinationality. Hence, this study also assesses how the ease of transferring different in-network resources (i.e., knowledge/technology, intermediate inputs, and service skills) across countries influences the potential for multinationality to substitute for local agglomerations. Accordingly, I hypothesize that the degree of an MNC's overall multinationality reduces the likelihood of the MNC to choose agglomerations when operating in a host country. Moreover, due to varying degrees of geographic fungibility among in-network resources, I maintain that an MNC's R&D multinationality exhibits the strongest substitutability, followed by its service multinationality, and finally its manufacturing multinationality. Using data on MNCs' foreign investments in the United States from 2004 to 2020, the findings corroborate the hypotheses.

IM: **Policy-Sensitive Location Advantages and Their Impact on MNEs' Subsequent Investment Decisions**

Author: **Shiqi Xu**, *Ivey Business School*

Subsequent investment (SI) is the additional capital injected by MNEs already established in a host country. Drawing on the MNE growth and the location (L) advantages literatures, we explore two research questions: 1) which L-factors yield greater influence on experienced investors, and 2) how the identified L-factors lead to SI, thereby fostering to MNEs' growth in host countries? To address these questions, we conducted a qualitative content analysis of 669 news announcements, of which 528 on SI and 141 on initial investments). Our study identified three institution-related L-factors – investment promotion agencies (IPAs), investment incentives, and public procurement contracts (PPCs). Because these three L-factors are closely related to government policies that can be adjusted in the short run, we refer to these as policy-sensitive L-factors. Our findings reveal a stronger association of policy-sensitive L-factors with SI, depending on the design of these institutions. Particularly, SI is more effectively driven by 1) fiscal incentives, 2) IPAs with government funding, and 3) PPCs with incentive packages and supported by the strong political credibility of host government.

IM: **Why Stop Now? The Institutional Deterrence Effect and FDI into Tax Havens**

Author: **Chris Michael Jones**, *Aston U.*

Author: **Stephen Brammer**, *U. of Bath*

Author: **Giulio Nardella**, *ESCP Business School*

Author: **Yama Temouri**, *Khalifa U., Abu Dhabi, UAE*

Author: **Johan Rewilak**, *Aston U.*

It is expected that firms will be deterred from engaging with tax havens by formal and informal institutions. However, our understanding of how tax haven investment decisions are influenced by shifting institutional deterrents and varying organizational contexts remains limited. Combining the institutional complexity perspective with behavioral theory, this study explores the extent to which formal and informal institutions deter firm investment into tax havens. We theorize and explain how variance in the organizational context, such as the firm's degree of managerial discretion and influence, act to sensitize or de-sensitize organizational decision makers to institutional deterrents. Drawing on a comprehensive and granular dataset of tax haven subsidiaries by 2,857 firms between 2009 and 2017, this study contributes to the advancement of theory, policy, and practice on the global strategic management of tax havens.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Engaging with Critical Stakeholders Locally

Session Moderator: **Ronny Manos**, *College of Management, Israel*

IM: **Reducing Poverty via Cultural Linguistics: The Microfinance Case**

Author: **Ronny Manos**, *College of Management, Israel*
Author: **Amir Shoham**, *Fox School of Business, Temple U.*
Author: **Riikka Sarala**, *UNC Greensboro*
Author: **Shlomo Yedidia Tarba**, *U. of Birmingham, UK*
Author: **Agnieszka Chidlow**, -

In this paper we present a theoretical and empirical examination of cultural linguistics as a way of reducing poverty via microfinance. In doing so, we utilize a large sample of Microfinance Organizations (MFOs) from thirty-three countries over nineteen years to empirically examine if and how linguistic structures impact the prevalence of poverty reduction action using depth of outreach measured as the percentage of female, rural borrowers as well as by loan size. We find that MFOs located in societies where the dominant language allows pronoun dropping or which includes grammatical politeness have a higher prevalence of poverty-reducing actions. The results also indicate that the interaction between pronoun dropping, and grammatical politeness increases MFOs depth of outreach. The study grounds its theoretical development in the grand challenges, microfinance, culture, and linguistic literature. To mitigate endogeneity concerns, we subjected our results to a battery of empirical robustness tests, including casualty analysis.

IM: **Foreignness Under Fire: Market Evaluation to Foreign-Sounding Restaurants in Buycott and Boycott**

Author: **Fangwen Lin**, *National U. of Singapore*

This study examines the influence of foreign-sounding brand names on audience evaluations within an environment advocating for civil liberties and democracy. Firms in emerging market increasingly adopt foreign brand names, aiming to project higher quality and social status to attract audiences. However, the perceived foreignness also engenders heightened expectations regarding a firm's commitment to defending civil liberties and democracy. When foreign-branded firms position themselves against a pro-democratic movement, they failed to meet these expectations and thus faced more negative evaluations compared to their nonforeign-branded counterparts. Conversely, when supporting a pro-democratic movement, foreign-branded firms received fewer positive evaluations because the presumption was that these firms should align with their foreign identities. Drawing on empirical setting of the 2019 pro-democratic protests in Hong Kong, we find evidence of foreign branding in changing restaurant ratings. This research aims to contribute to the intersection of international business and social movement literature within emerging markets.

IM: **The Impact of Foreign Direct Investment on Organized and Petty Crime**

Author: **Yannick Wiessner**, *Erasmus U. Rotterdam*








Attracting foreign direct investment (FDI) has long been considered a path to prosperity and societal progress, especially for developing countries. However, the fact that FDI can substantially alter local governance and incentive structures for various types of activities, such as crime, deserves more attention. We theorize (1) abatement, (2) aggravation, and (3) displacement effects of FDI on crime. More specifically, we argue that FDI affects the incentive structures to commit more or less organized types of crime—petty crimes against persons or property versus organized forms of drug trafficking—in different ways. Moreover, we expect the societal trickle-down effects of FDI to differ between the recipient region of FDI and non-recipient regions that are close to the recipient region. Testing these conjectures with bilateral state-level FDI data in Mexico, we find support for the hypothesized effects. While Mexico might seem to be an extreme case, it in fact shares its properties of being an emerging economy with weak institutions with many other FDI-recipient nations. This study thus contributes to our understanding of a so far rarely considered externality of FDI by unraveling its complex relationship with crime types and especially the geography of crime in recipient nations.

IM: **When in Rome, Do as the Romans Do**

Author: **Ali Ahmad Bodla**, *Nijmegen School of Management, Radboud U. Nijmegen*
Author: **Muhammad Sarwar**, *U. of the Punjab*
Author: **Rana Umair Ashraf**, *U. of Warsaw*
Author: **Tahir Islam**, *Leeds Trinity U. Business School, Leeds Trinity U., Leeds, UK*

Social network structures significantly impact business opportunity recognition, but existing evidence reveals that not all social network structures work in favor. This study examines the effects of international entrepreneurs' network centrality and constraints on opportunity recognition in a host country. Also, it analyzes the contextual mechanism of the home country's cultural tightness and looseness on the relationships between network structures and opportunity recognition. This study employs a quantitative research approach and used survey data of 220 international entrepreneurs from China. The data was analyzed using multiple regression analysis. This research finds that international entrepreneurs' network centrality (not the network constraints) in the host country positively contributes to opportunity recognition. Furthermore, we suggest that international entrepreneurs' home country cultural tightness negatively moderates the relationship between network centrality and opportunity recognition. This study illuminates the literature on international entrepreneurship and social networks by offering a novel understanding of international entrepreneurs' social networks and opportunity recognition in China. It has research and practice implications for international entrepreneurship.

KEY TO SYMBOLS

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

Session Type: **Showcase Symposium**

Program Session: **1362** | Submission: **15730** | Sponsor(s): **(IM, OMT, SIM)**

Scheduled: **Monday, Aug 12 2024 11:30AM - 1:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Columbian**

How to Align Purpose in Practice? Implications for Corporate Social Responsibility Within MNEs



Organizer: **Marloes Korendijk**, *Macquarie Business School, Macquarie U.*

Organizer: **Bjoern C. Mitzinneck**, *Groningen U. (RuG)*

Panelist: **Jonathan P. Doh**, *Villanova U.*

Panelist: **Matthew Kraatz**, *U. of Illinois*

Panelist: **Marya Besharov**, *Oxford U., Saïd Business School*

Panelist: **Rui Torres de Oliveira**, *Queensland U. of Technology*

In this symposium, panelists (and the audience) will discuss how corporate purpose may be thoroughly embedded within MNEs and what the implications of a turn to purpose in MNEs may be for their CSR efforts. In particular, we seek to elucidate whether corporate purpose can indeed aid with implementation of other practices, especially CSR, or whether purpose is subject to the same cross-country tensions and challenges that CSR is facing. To this end the symposium will engage a group of panelists in a formal, moderated and interactive discussion on the role of corporate purpose in CSR implementation within organizations. The panel will synthesize the current status of the field and discuss opportunities to push research forward. Specifically, panelists will share their interpretation of (1) implementation of CSR strategy within MNEs, (2) the role of purpose within organizations (3) the role of purpose in CSR strategy formulation and implementation, and (4) CSR and purpose measurement opportunities.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Empowering Innovation: Collaborating with Employee Empowerment

Session Moderator: **Vanessa Susan Hills**, *Western Michigan U.*

This session highlights the importance of empowering employees in driving innovation. Topics include research avenues on employee engagement, talent development in remote work settings, and strategies for involving employees at all levels in innovation processes.

MC: **Leave Me Alone Unless I Need You: An IPA of Remote Employees' Relationships with Their Supervisors**     

Author: **Vanessa Susan Hills**, *Western Michigan U.*

Using interpretative phenomenological analysis, this study examines employee perceptions of leader-member exchange quality in remote and hybrid work environments, focusing on the unique challenges and dynamics that emerge when employees and supervisors interact virtually. Data collected through semi-structured interviews with remote employees were analyzed, providing insights into effective relationship practices for remote teams, the implications for employees, and the transferability of previous research on Leader-Member Exchange (LMX) Theory. Findings highlight the role of autonomy, information, and personal connection on employee perceptions of leader-member relationship quality. Additionally, they uncover a dialectical tension between the remote employees' desired autonomy and their need for information, which can lessen anxiety about their role and the impacts of organizational change.

MC: **Talent Development in Remote Work**

Author: **Amandine Savall**, *ISEOR*

Author: **María Angeles Rastrollo-Horrillo**, *U. of Málaga*

This paper explores the effects of remote working on talent development in a context where companies are promoting "virtual proximity" through the use of information and communication technologies. Drawing on 12 years of intervention-research, the authors identify challenges and present best practices in talent development, highlighting six specific needs and the importance of a balance between physical and virtual proximity. In conclusion, the longitudinal analysis of the three case studies demonstrates that this hybrid proximity optimizes talent development and organizational performance, underlining the usefulness of intervention research in the study of remote working and talent development.

MC: **Why So Silent? Proposing Research Avenues on Employee Silence in Professional Service Firms** 

Author: **Henrik Maria Bienstein**, *WFI - Ingolstadt School of Management*

Author: **Björn Schäfer**, *Free U. of Bozen-Bolzano*

Author: **Vinzenz Ulrich Krause**, *Catholic U. Eichstätt-Ingolstadt*

The phenomenon of employee silence is gaining increasing attention in organizational research. While recent silence studies addressed the importance of context, employee silence has never really reached the field of professional service firms (PSFs) like management consultancies or law firms. This gap is surprising, as various organizational characteristics of PSFs seem to be unique drivers for withholding information, problems, or concerns. We identify a framework containing seven distinctive features of PSFs conducive to employee silence: elitism & career model, autonomy & informality, organizational structure, reputation, mission drift, leadership style, and client & project demands. We explain how these PSF characteristics foster employee silence by deducing ten theory-based research propositions. Our paper builds a starting point for further studying employee silence in the specific context of PSFs. We encourage scholars to build on our propositions by empirically investigating the phenomenon of silence.








MC: **Innovate by Involving Low Skilled Employees, Case of a Care Service Company**   

Author: **Melissa Sanchez**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Author: **Maite Rateau**, *ISEOR*

The crisis, the need for economic results and heightened competition affect all sectors, including the care services sector. Professionals in this sector offer services to help maintain the autonomy and social ties of dependent persons. While it is true that the care services sector is no stranger to the economic challenges of our time, research has highlighted the lack of commercial involvement of the players, even though this is a lever for economic performance. Several obstacles explain this delay in commercial development, such as the physical and psychological hardship of this profession, the precariousness of low-skilled jobs, high staff turnover and chronic absenteeism. We believe that managers play a key role in mobilizing teams to develop socio-economic performance. We also believe that employees, including low-skilled ones, have a business potential that only needs to be stimulated by participative methods. This paper presents the results of a intervention-research within a small private company providing personal services in France. The transformative phase focused on the formalization and implementation of a business strategy co-constructed and implemented by the employees. This research shows the role of the researcher in training a manager to reveal the human potential of his team.

KEY TO SYMBOLS

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

Leading Innovation: Developing Leadership Skills for Effective Management

Session Moderator: **Oluseyi Ajayi**, *Weatherhead School of Management, Case Western Reserve U.*

Focusing on leadership development, this session covers topics such as the impact of authentic leadership on organizational reporting, the role of shared leadership in project success, and the importance of dynamic leadership in influencing project outcomes.

MC: **Hybrid Professionals: A Systematic Literature Review and Proposal for Future Research**      

Author: **Urszula Pajdzik**, *Trinity Business School, Trinity College Dublin*
Author: **Na Fu**, *Trinity Business School, Trinity College Dublin*

Over the last three decades, the traditional professional logic valuing autonomy and commitment to public good has gradually come under the pressure from the managerial logic that focuses on efficiency and profits. In response, traditional professional practice of accounting, engineering, healthcare, and law became dominated by large, knowledge-intensive organizations. These developments led to the emergence of hybrid professional roles, including audit managers, nurse managers, or clinical directors whose goal is to balance and reconcile the competing logics of professionalism and managerialism. To provide a coherent overview of the current knowledge about professional hybrids and their work, we conducted the systematic review of 61 papers published across 33 academic journals, between 1998 and 2022. Based on thematic analysis of these papers, the review identified a broad spectrum of behaviours displayed by professionals in response to the challenges of hybrid work and reasons underpinning these behaviours. The findings reveal a complex web of multiple factors impacting professional hybridization, including institutional environment, organizational structures, and individual characteristics. An agenda is also offered for the future research.

 MC: **The Direct Effects of Authentic and Ethical Leadership Approaches on Perceptions of ESG Reporting**  

Author: **Oluseyi Ajayi**, *Weatherhead School of Management, Case Western Reserve U.*
Author: **Timothy Fogarty**, *Weatherhead School of Management, Case Western Reserve U.*
Author: **Philip A. Cola**, *Weatherhead School of Management, Case Western Reserve U.*
Author: **Yunmei Wang**, *Case Western Reserve U.*

In response to mounting pressure on organizations to integrate environmental, social, and governance (ESG) considerations into their operations, this study explores the direct effects of Authentic and Ethical Leadership approaches on the perceptions of ESG among 302 managers and executives. While existing research suggests a link between leadership and sustainable performance, the specific mechanisms shaping perceptions of ESG among internal stakeholders are underexplored. This study addresses this gap by examining the impact of ethical and authentic leadership approaches on the three components of ESG. Results indicate that authentic leadership is associated with the perception on Environmental elements of ESG, whereas, both ethical and authentic leadership have significant direct effects on the perception on Social elements of ESG. Lastly, the study found that authentic leadership has significant direct effects on the perception on Governance elements of ESG. These findings have crucial implications for leadership development and their role in fostering organizational sustainability and responsible practices. It provides valuable insights for the consulting community while deepening the understanding of their clients as they operationalize the lessons learned from implementing ESG principles in their organizations. Keywords: Ethical leadership, authentic leadership, perceptions of environmental, social, and governance (ESG).

MC: **Revealing the Impact of Shared Leadership on Project Performance: A Serial Mediation Model**

Author: **Qiwei Zhou**, *Ocean U. of china*
Author: **Yuyuan Sun**, *Management College of China Ocean U.*
Author: **Qiong Wu**, *Macau U. of Science and Technology*
Author: **Jing Ning**, *Ocean U. of china*

Shared leadership as a valuable mechanism has received increasing empirical and theoretical attention in the field of project management. However, there is a dearth of studies revealing how shared leadership promotes project performance. On this premise, the purpose of the current research is to examine a serial mediation model investigating the relationship between shared leadership and project performance through team failure learning and team resilience. We conducted a field study that surveyed 79 project teams across various industries (comprising 380 project team members and 79 project managers) with a multi-source, time-lagged survey design. The results show that shared leadership has a positive impact on project performance. More importantly, we found that team failure learning and team resilience play mediating roles sequentially in the process of shared leadership influencing project performance. Our findings offer new ways for project managers to be equipped with practical techniques to manage project performance effectively. Specifically, we suggest that project managers should recognize the benefits of shared leadership. To utilize shared leadership approach, project professionals should facilitate team failure learning and improve team resilience which serves to boost the performance of projects. Drawing on the conservation of resources theory, this study provides a novel perspective regarding how shared leadership influences project performance. To the best of our knowledge, we are among the first to explore the serial mediating effect of team failure learning and team resilience on the shared leadership - project performance relationship.

MC: **The Importance of Dynamic Project Leadership in Influencing Project Success** 

Author: **Robert Calder Cooney**, *UNC Charlotte*

Research on project success factors has shown that one key success factor is the presence of a strong project leader (Fortune and White, 2006). But what constitutes a strong project leader? Traditionally, the focus was on technical competence. Recent research, however, has shown that leadership capability and other “soft skills” are as important or more important than technical skills. Building on this research, this paper theorizes the concept of dynamic project leadership and suggests that dynamic project leadership on the part of the project champion positively impacts project success and that this influence will be more impactful in organizations with a higher level of intrapreneurial orientation.

Author: **Mukhtar Abubakar Yusuf**, *John Carroll U.*

This study examines the impact of exchange rate fluctuations on Foreign Direct Investment (FDI) inflows to Nigeria, employing Linear Regression and Random Forest models to analyze historical data and predict future trends. Key findings reveal that exchange rate variability significantly influences FDI, with Linear Regression showing a direct relationship and Random Forest uncovering more complex patterns. Despite historical fluctuations, with a notable peak in 2010, projections suggest a stabilization of FDI inflows beyond 2020. These insights offer valuable guidance for investors and policymakers in Nigeria, indicating a move towards consistent FDI trends. The research highlights the importance of considering exchange rate trends in strategic economic planning, providing a foundation for informed decision-making in Nigeria's dynamic financial landscape.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**

Program Session: **1365** | Submission: **16789** | Sponsor(s): **(MED)**

Scheduled: **Monday, Aug 12 2024 11:30AM - 1:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall H**

MED Division Executive Committee Meeting

Participant: **Arran Caza**, *UNC Greensboro*

Participant: **Christine Rivers**, *U. of Surrey*

Participant: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*

Participant: **Margaret E. Heffernan**, *RMIT U. + MED PDW Chair-elect*

Participant: **Gerard Beenen**, *California State U., Fullerton*

MED Division Executive Committee Meeting is by invitation only of MED volunteers and executive team. The new MED chair outlines future plans and ideas and we appoint new members to the division to support its work.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Creativity and Innovation in Management Education I

Session Moderator: **Lorin Busaan**, *U. of Victoria*

MED: **The Potential of Deliberative Pedagogy in Cultivating Phronesis in Management Education**

Author: **Lorin Busaan**, *U. of Victoria*

Author: **Simon Pek**, *U. of Victoria*

Aristotle's notion of phronesis has garnered increased attention in recent years because of its potential to improve the quality of managers' judgement, reasoning, and decision-making. These skills are even more relevant considering heightened expectations of managers and businesses to tackle pressing social and environmental issues. However, efforts to cultivate phronesis in business schools are relatively rare and face a host of theoretical and practical challenges. In this paper, we draw on the growing body of research on deliberative pedagogy, which has yet to be explored by scholars of management learning and education, to develop theory about how it could help cultivate phronesis. We argue that deliberative pedagogy has absorbed three important elements from its two main intellectual foundations—deliberative democracy and engaged pedagogy—that are especially relevant for the cultivation of phronesis: recognition of the transformative benefits of group deliberation; an emphasis on choice and action; and careful attention to power dynamics in social relations. Our arguments offer novel insights into research on individual and collective phronesis, civic skill and capacity development, and boundary spanning in the context of business schools.

MED: **Heartbeats and Deep Breaths: The Rhythms of Organizing Responsible Management Education**

Author: **Valtteri Aaltonen**, *U. of Helsinki*

Author: **Marjo Elisa Silttaoja**, *U. of Jyväskylä*

We argue that rhythm is central to understanding the organization of responsible management education (RME) and its possible outcomes. Drawing on qualitative case study materials, including interviews with faculty members, and analyzing curricula materials, we investigate how rhythms shape the organizing of RME and the emergence of (alternative) outcomes. Our findings from Finnish business schools reveal that linear rhythms driven by accreditation and publication pressures and hierarchical academic notions often conflict with the RME agenda. However, linear rhythms coexist with cyclical rhythms that foster alternative outcomes aligned with RME. This study emphasizes the importance of understanding and leveraging rhythms in organizing for responsible management education, highlighting the agency embedded in the tempo of organizing and the significance of direction and sequences for organizing alternatives. Moreover, it has practical implications for business schools and organizations seeking resilient and dynamic solutions to sustainability challenges.

MED: **"Synergistic Mindsets Wanted" Are Business Schools Meeting the Demand in Times of VUCA?**

Author: **Dina Abdelzaher**, *U. of Houston, Clear Lake*

Author: **Muna Onumonu**, *U. of Houston Clear Lake*

Abstract The COVID-19 pandemic was an eye-opening experience that put to the test our crisis management competencies across many institutions, including those offered by institutions of higher education. In this article, we review the literature on international business (IB) risks and international business education (IBE) to question whether business graduates are equipped to make decisions in today's volatile, uncertain, complex, and ambiguous (VUCA) marketplace. While the IB literature has discussed the importance of various sources of risks on global business operations, IBE did not effectively adopt an integrative approach to building the needed risk management competencies related to those risks into our pedagogy. We argue that this integrative approach to teaching IB is critically needed to prepare future global managers for addressing crises, like that of the pandemic and others. Specifically, we propose that this integrated risk management competency can be developed through the building of "synergistic mindsets". We present a conceptual framework for the components of the synergistic mindset, with intelligence that directly links to present IB risks. These components are cultural intelligence (CQ), emotional intelligence (EQ), public policy intelligence (PPQ), digital intelligence (DQ), and orchestration intelligence (OQ). Insights related to IBE to ensure its effectiveness in addressing today's VUCA market demands are discussed.

MED: **Business Decision-Making Game Facilitates Training Effectiveness: A Three-Level Meta-Analysis**

Author: **Yingni Cai**, *The Chinese U. of Hong Kong, Shenzhen*

Author: **Zheng Liu**, *The Chinese U. of Hongkong (Shenzhen)*

Author: **Mengzhen Hu**, *Nanjing Normal U.*

Author: **Tianxing Pang**, *The U. of Virginia*

Author: **Wenjing LUO**, -

Author: **Juanxi Cheng**, *Chinese U. of Hong Kong, Shenzhen*

Author: **Yutong WEI**, *The Chinese U. of Hongkong, Shenzhen*

Business decision-making games are designed to replicate real-world business scenarios, challenging trainees to make strategic decisions in management, finance, marketing, and strategic planning. Despite their widespread use, a comprehensive evaluation of the training effectiveness of these games in business educational settings is lacking. To address this gap, we conducted a three-level meta-analysis to estimate the effectiveness of business decision-making games and identified the conditions under which these games are most effective. We focused on four dimensions of training effectiveness: reactions, learning process, learning performance, and motivation. We identified a total of 41 primary studies utilizing a between-subjects experimental design (N = 8376), yielding 94 effect sizes. The results demonstrated that business decision-making games effectively enhance management training effectiveness ($g = .53$, 95% CI [.35, .71]), resulting in improvements across reactions ($g = .44$), learning process ($g = .66$), learning performance ($g = .45$), and motivations ($g = .85$). This positive effect remained consistent and robust across a wide variety of conditions, including participant characteristics, game features, implementation methods, and research designs. Practical and theoretical implications for business education are discussed.

Author: **Anjali Bansal**, *Indian Institute of Management, Lucknow*

Using ambidexterity and learned industriousness theories, this research employs two opposing but complementary supervisory styles, i.e., directive, and supportive styles to gauge teachers' ambidexterity towards learning students' creativity. While the directive supervisory style of teachers is associated with their authoritative pursuit in directing the steps to solve problems in the class, the supportive supervisory style enables them to hand-hold students, motivate them, and provide feedback for further improvement. The current research thus investigates how this ambidextrous supervisory style of teachers adds to the students' exploration behavior which when combined with the assessment of the climate of rewards for creativity enhances students' creative performance. By using dyads of teachers and students (teachers=181; students=487) from 16 elite business schools in India, the present study established a positive moderated mediated relationship between teacher ambidexterity and student creative performance. The current study has important implications for education researchers and education institutions in carefully investing their efforts in building and nurturing creativity across sectors.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**

Program Session: **1367** | Submission: **13063** | Sponsor(s): **(MED, SIM)**

Scheduled: **Monday, Aug 12 2024 11:30AM - 1:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Michigan 2**

Creating Impact: Incorporating the UN Sustainable Development Goals Into the Management Curriculum



Panelist: **D'Lisa McKee**, *Quinnipiac U.*

Panelist: **Amy C. Lewis**, *Texas A&M U., San Antonio*

Panelist: **Poonam Arora**, *Quinnipiac U. School of Business*

Panelist: **Margaret Goralski**, *Quinnipiac U.*

Panelist: **Robert F. Scherer**, *Trinity U.*

Public scrutiny of business has grown over the past decades in the wake of financial, environmental, ethical, and social crises, placing increasing responsibility on business schools to increase focus on societal concerns. Accrediting bodies have also responded with calls to action, such as AACSB Standard 9, requiring business schools to document how their actions align with the social impact and engagement standard. Many business schools have struggled with implementing social impact into their research and curriculum, and AACSB has suggested the United Nations Sustainable Development Goals (SDGs) as a framework (2023). The panelists will discuss how they have incorporated the SDGs in their courses or schools, followed by a moderated discussion and question and answer session with the audience. This session will discuss best practices, obstacles, and tips for increasing social impact and engagement and documenting these efforts. In addition to aligning with AACSB Standard 9, these initiatives will also help prepare students for the business environment of their future careers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Political Ideologies and Management Amidst Historical Turmoil

Session Moderator: **Andrew D A Smith**, *Birmingham Business School, U. of Birmingham, UK*

This thought-provoking session explores the intersection of political ideologies and management amidst significant historical upheavals. Delve into the complexities of management thought during times of turmoil, where societal, political, and economic forces shape organizational practices and political ideologies.

MH: Responding to Serfdom and Slavery: Management Thought in Russia and the USA, 1861-1917 

Author: **Vadim Ivanovich Marshev**, *Head of the Laboratory of Historical and Management Studies, Faculty of Economic*

Author: **Ivan Dvoluchanskii**, *Lomonosov Moscow State U., Faculty of Economics*

Author: **Bradley Gerald Bowden**, *Journal of Management History*

The purpose of this paper is that of studying the ways in which the legacies of unfree labor shaped the development of management thought in the United States of America (USA) and Imperial Russia between 1861 and 1917. In doing so, it brings together the hitherto separate streams of management history scholarship that have stemmed from the USA and the Management History Division (MHD) on the one side and, on the other, the conferences on the History of Management Thought and Business (HMT&B) held at Lomonosov Moscow State University (MSU) since 1996.

MH: Freedom's Frictions: Entrepreneurial Imaginaries as Political Theory 

Author: **Hannah Knox Tucker**, *Copenhagen Business School - Denmark*

Author: **Daniel Wadhvani**, *U. of Southern California*

While shifts in entrepreneurial venturing have often been seen as the work of visionaries or uncontrollable market forces, we propose that these changes stem in part from an evolving political theory of legitimate venturing. Building on the political philosophy of Isaiah Berlin and Charles Taylor, we introduce the construct of "entrepreneurial imaginaries" as collective moral judgments of forms of entrepreneurial organization that are considered threats or aids to mutual freedom. We theorize that forms of entrepreneurial organization that were once understood as expressions of freedom are reinterpreted as threats to freedom as they grow dominant. The result is a dialectical political theory of entrepreneurial capitalism. Using evidence from the past 250 years, we identify three periods of American entrepreneurial organizing around conflictual business models that produced frictions in the exercise of freedom. We then show how these freedoms' frictions produced contestation that a new entrepreneurial form resolved for a time before frictions emerged anew. Finally, we draw out the implications for interpretations of entrepreneurial capitalism today.

MH: Endogamy Leading to Schism and Reunification: The 1842-1857 Indiana Anti-Slavery Yearly Meeting

Author: **Jay J. Janney**, *U. of Dayton*

Author: **Della Stanley-Green**, *U. of Dayton*

Author: **Terry Lee Amburgey**, *U. of Toronto*

Pre civil war there existed sharp division within the anti-slavery movement on how best to proceed. We contend this conflict shifted from organizational to personal, due to extensive familial connections via marriage, which we label as an endogamous organization. We contend when organizations with high levels of endogamy face conflict, the conflict can turn more deeply personal. We examine the Indiana Yearly Meeting schism (1842-1857), and how endogamy helped exacerbate the conflict, as well as lead to its eventual resolution via reunification. We note that while the group which left laid down its organization, the remaining yearly meeting shifted closer to their views.

MH: Japanese Postwar Success: The Impact of Moral Re-Armament and the Quality Movement  

Author: **Eric B. Dent**, *Florida Gulf Coast U.*

Author: **Stephanie L. Torrico**, *Florida Gulf Coast U.*

Author: **Craig Randall**, *Florida Gulf Coast U.*

Japan's morale and economy were devastated by World War II and postwar they had to start nearly from scratch to rebuild them. Two of the more impactful factors that helped them to grow from GDP \$102 billion in 1945 to \$420 billion by 1961 were the work of Moral Re-Armament (MRA) and the manufacturing quality movement led by the Japanese Union of Scientists and Engineers (JUSE) with the assistance of W. Edwards Deming, Joseph Juran, and Kaoru Ishikawa. The latter roles are well known and memorialized in several ways such as the Deming Award, one of the most prestigious honors in Japan. MRA's influence was arguably more significant, but its abundant activities have largely been lost to history. MRA developed support at all levels from Prime Ministers to union employees through international meetings, person-to-person conversations, and staging plays. JUSE extensively promoted major training efforts by Deming and Juran, in particular, to rally Japan's manufacturing to unprecedented levels. This article looks at both these efforts as they emerged and their substantial impact on Japan's recovery as an international economic power.

MH: **How Social Context Influences CPA Tactics: Insights from the Business History of the British Empire**

Author: **Andrew D A Smith**, *Birmingham Business School, U. of Birmingham, UK*

Author: **Ruomei Yang**, *U. of Liverpool Management School*

Author: **Mehdi Boussebaa**, *U. of Glasgow*

Author: **Maki Umemura**, *Cardiff U.*

Author: **Aparajith Ramnath**, *Ahmedabad U.*

While Corporate Political Activity (CPA) is an increasingly important area of management research, there is growing awareness of the limitations of the theoretical tools used to understand CPA and firms decisions about which CPA tactics to use. This history-to-theory paper discusses the range of CPA tactics used by British MNEs during the British Empire, documenting that the tactics selected varied along the directness and formality dimensions. We document that as Britain's domestic political system democratized, those British MNEs who participated the imperial project adopted increasingly indirect CPA tactics. We also find that changing moral economy of the political marketplace changes which CPA tactics are used by MNEs. Our findings also suggest that MNEs may have more political power than is generally assumed in the management literature on CPA, particularly in non-democratic countries. Our paper contributes to the wider project of developing a Political Marketplace 2.0 theoretical lens by illustrating the relevance of the historian Thompson's concept of moral economy. We discuss the implications of our research for teleological or Whig views of history and for thinking about how future institutional change could change the CPA tactics used by MNEs headquartered in emerging markets.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1369** | Submission: **12511** | Sponsor(s): **(MOC)**
Scheduled: **Monday, Aug 12 2024 11:30AM - 1:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Chicago Ballroom VIII**

Easier Said Than Done? Examining Social Complexities Of Emotions At Work



Session Chair: **Emily Hsu**, *Washington U. in St. Louis, Olin Business School*

Session Chair: **Olivia Jurkiewicz**, *U. of California, San Diego*

Discussant: **Gerben Alexander Van Kleef**, *U. of Amsterdam*

Presenter: **Olivia Amanda O'Neill**, *George Mason U.*

Presenter: **Anusuya Banerjee**, *U. of Washington*

Participant: **Michael Johnson**, *U. of Washington*

Participant: **Christopher Oveis**, *U. of California, San Diego*

Participant: **Hooria Jazaieri**, *Santa Clara U.*

Emotions have enchanted scholars for decades, yet scholarship has not always reflected emotions' social functions at work despite their frequent occurrence within interpersonal contexts. Organizational scholars have only scratched the surface in understanding the social effects of emotions, leaving significant gaps in identifying the different mechanisms and boundary conditions in which emotion expression impacts others' reactions and behaviors. To address the social complexity of emotions at work, we utilize the emotions as social information (EASI) model to frame this symposium. We present a diverse body of scholarship that explores the interpersonal consequences of emotions and offer novel methodological and theoretical directions that serve as a catalyst for new areas of inquiry. Together, the papers in this symposium employ a multitude of theoretical perspectives (e.g., temporal dynamics, discrete emotions, emotion regulation, emotional intelligence, and creativity) and methodological approaches (e.g., physiological stress measurements, qualitative interviews, and group experiments) to advance our understanding of the social effects of emotions at work.

Up, down, and all around: Effects of emotional whiplash on interpersonal trust and relationships

Author: **Emily Hsu**, *Washington U. in St. Louis, Olin Business School*

Helping you helps me: Benefits of regulating others' emotions on physiological stress

Author: **Olivia Jurkiewicz**, *U. of California, San Diego*

Author: **Christopher Oveis**, *U. of California, San Diego*

Thanks in advance: Examining the social function of gratitude expressions to employees in distress

Author: **Hooria Jazaieri**, *Santa Clara U.*

Author: **Olivia Amanda O'Neill**, *George Mason U.*

Rewarding team creative performance: The moderating role of emotional intelligence

Author: **Anusuya Banerjee**, *U. of Washington*

Author: **Michael Johnson**, *U. of Washington*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1370** | Submission: **14346** | Sponsor(s): **(MOC, CAR)**
Scheduled: **Monday, Aug 12 2024 11:30AM - 1:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Fountainview Room**

Navigating the Challenges of Vulnerable Workers: Theoretical and Empirical Advancements



Session Chair: **Patricia Tabarani**, *U. of Illinois at Urbana-Champaign*
Session Chair: **Megan N. Bergman**, *U. of Illinois at Urbana-Champaign*
Session Chair: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*
Discussant: **Sally Maitlis**, *U. of Oxford*
Presenter: **Luke Fletcher**, *School of Management, U. of Bath*
Participant: **Rosanna Marvell**, *U. of Portsmouth*
Presenter: **Megan N. Bergman**, *U. of Illinois at Urbana-Champaign*
Participant: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*
Presenter: **Dunja Palic**, *Sprott School of Business, Carleton U.*
Participant: **Luciara Nardon**, *Carleton U.*
Presenter: **Yaqing He**, *U. of Illinois at Urbana-Champaign*
Participant: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*
Participant: **Anne M. O'Leary-Kelly**, *U. of Arkansas*
Presenter: **Katina Sawyer**, *U. of Arizona*
Participant: **Brent John Lyons**, *Schulich School of Business, York U.*
Participant: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*
Participant: **Christian Noble Thoroughgood**, *Georgia State U., J. Mack Robinson College of Business*

Our symposium is aligned with the 2024 Academy of Management theme, "Innovating for the Future: Policy, Purpose, and Organizations." We emphasize the pivotal role of research and practice in crafting fresh strategies to combat inequality and cultivate responsible, purpose-driven business practices. Management scholars and practitioners have a unique opportunity to collaborate on solutions to pressing issues, capable of catalyzing enduring, positive change within organizations and society. This symposium responds to this clarion call by centering its focus on vulnerable populations, including (im)migrants, survivors of human trafficking and violence, LGBTQ+ individuals, and trauma survivors. Through theory-driven research, our overarching goal is to offer both scholarly and practical insights that reshape our perspective on the future of organizations while actively addressing the reduction of work and employment inequalities experienced by vulnerable individuals. We showcase five scholarly papers that shed light on the challenges confronted by vulnerable workers. These papers yield substantial contributions by using diverse theoretical perspectives to advocate for an inclusive approach, encompassing understudied communities within the vulnerable workforce. Employing a spectrum of methodological approaches, including qualitative and quantitative methods, our symposium serves as an academic platform fostering rigorous examination, meaningful discourse, and innovative exploration to catalyze the development of effective strategies for a more equitable future.

A Reflexive Analysis on Transgender and Non-Binary Workplace Inclusion

Author: **Luke Fletcher**, *School of Management, U. of Bath*
Author: **Rosanna Marvell**, *U. of Portsmouth*

Guardians of the Internet: Understanding the Traumatic Work Experiences of Online Content Moderators

Author: **Megan N. Bergman**, *U. of Illinois at Urbana-Champaign*
Author: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*

Rebuilding a Career: Barriers and Supports Facing Skilled Immigrants in Canada

Author: **Dunja Palic**, *Sprott School of Business, Carleton U.*
Author: **Luciara Nardon**, *Carleton U.*

Consequences of Work-Related Intimate Partner Aggression: A Self-Determination Perspective

Author: **Yaqing He**, *U. of Illinois at Urbana-Champaign*
Author: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*
Author: **Anne M. O'Leary-Kelly**, *U. of Arkansas*

Job Search as a Cumulative Source of Disadvantage

Author: **Katina Sawyer**, *U. of Arizona*
Author: **Brent John Lyons**, *Schulich School of Business, York U.*
Author: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*
Author: **Christian Noble Thoroughgood**, *Georgia State U., J. Mack Robinson College of Business*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1371** | Submission: **12613** | Sponsor(s): **(MSR)**
Scheduled: **Monday, Aug 12 2024 11:30AM - 1:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Indiana**

Why Are We Here and Where Are We Going? MSR Flamekeepers Reflections

Moderator: **Gerald Biberan**, *U. of Scranton*

Panelist: **Orneita Burton**, *Abilene Christian U.*

Panelist: **Louis W. Fry**, *Texas A&M U. Central Texas*

Panelist: **Judith A. Neal**, *Edgewalkers International*

Panelist: **Kathryn Pavlovich**, *U. of Waikato Management School*

Panelist: **Richard Peregoy**, *Emeritus Associate Professor*

Panelist: **Lee Robbins**, *Golden Gate U.*

The purpose of the MSR Flamekeepers is to serve as a spiritual support group for MSR, keep alive the vision of MSR, to support a space for discernment, and to provide opportunities for deep relational connection among MSR members. The granting of division status of MSR within AOM provides a great opportunity for its members to reflect on why we became involved in MSR and where we would like to go in the coming years. In this panel symposium members of the Flamekeepers will share how and why their spiritual and religious experiences, practices and/or beliefs led them to become involved with MSR, and how each of them sees their role as a Flamekeeper in furthering the vision of MSR. The session will provide an opportunity for MSR members, after hearing the experiences and aspirations of the Flamekeepers, to reflect on how their spiritual experiences, beliefs and practices have influenced their teaching and research, how they can do so even more in the future, and how this could influence their participation in MSR in the future.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1372** | Submission: **22595** | Sponsor(s): **(MSR)**
Scheduled: **Monday, Aug 12 2024 11:30AM - 1:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Lincolnshire 2**

Exploring Authentic, Spiritual, and Humble Leadership Approaches



Session Moderator: **Kiho Jun**, *Beijing Normal U.-Hong Kong Baptist U. United International College*

This session delves into various leadership approaches and their effects on employee outcomes, focusing on authentic, spiritual, and humble leadership styles. It provides insights into effective leadership approaches' mechanisms and boundary conditions, ultimately contributing to a deeper understanding of how leaders can foster positive employee outcomes and create more supportive and engaging work environments.

MSR: **Supreme Leadership Under Crises: Effects of Deity-Like Leadership**   

Author: **Jingyang Gu**, Hong Kong Chu Hai College

Author: **Ye Li**, Nanjing U. School of business

Author: **Zhan Wang**, St Cloud State U.

Author: **Ning Hou**, St. Cloud State U.

Author: **James Tan**, St. Cloud State U.

Implicit leadership theories are the basis for this examination of effects of supreme deity-like leader characteristics under unprecedented and uncertain organizational crises. Both qualitative and quantitative studies are used to identify predictiveness and ethicality as leader characteristics that are embodied in ecumenical perceptions of divine characteristics. The hypotheses predict that when leaders show characteristics that are congruent with the characteristics of iconic ecumenical perceptions of supreme beings, employees show increased trust, diminished perceived crisis threat, and subsequently reduced stress, enhanced affective commitment, and better performance in times of crisis. A multi-wave survey confirms the hypotheses. Theoretical and practical implications are addressed, along with suggestions for future crisis management research.

MSR: **Authentic Leadership and Its Ripple Effects on Employee Outcomes at Work: Support and Trust as Key**   

Author: **Kiho Jun**, Beijing Normal U.-Hong Kong Baptist U. United International College

Author: **Joonghak Lee**, Gachon U.

Author: **Yan Qiuling**, U. of Manchester

Author: **Yi Sun**, BNU-HKBU United International College

Drawing on organizational support theory, we examine the effects of authentic leadership behavior on employee outcomes at work. This study mainly focuses on the mediating roles of perceived supervisor support (PSS) and perceived organizational support (POS) and the moderating role of trust in leader. Using data from 384 respondents in several business organizations in Korea, this study tests a mediation mechanism in the relationship between authentic leadership and followers' turnover intention and organizational citizenship behavior (OCB). First, the analysis shows that authentic leadership has a positive relationship with employees' OCB and a negative relationship with their turnover intention. Secondly, this study finds that PSS and POS mediate the relationship between authentic leadership and employee work outcomes. Specifically, supervisors' authentic leadership influences employee performance by increasing their PSS and POS. Lastly, the analysis finds that followers' trust in leader moderates the relationship between authentic leadership and PSS. Managerial implications and future research directions are discussed.

MSR: **Spiritual Leadership and its Positive Outcomes: A Moderating and Mediation Model**  

Author: **Tasneem Fatima**, International Islamic U., Islamabad, Pakistan

Author: **Imran Yousaf**, International Islamic U. Islamabad Pakistan

The study highlights the importance of spiritual leadership in the work context and tries to fill important gaps in the extant literature in this domain by proposing a few underlying mechanisms between spiritual leadership and positive work outcomes. The study aims to examine serial mediating mechanisms in terms of moral attentiveness and moral potency between spiritual leadership and employees' positive work outcomes, particularly self-contentment and helping behavior. It also proposes a moderating role of the moral self between spiritual leadership and moral attentiveness. The social learning theory has been used as an overarching theory to explain all the links suggested in the proposed model. It is argued that subordinates learn from their spiritual leaders' behaviors, which are based on altruistic love, faith, vision, calling, and membership. Through a cognitive and internalizing process, they try to replicate learned behaviors in the form of self-contentment and helping behavior. Following quantitative research, the study is based on a time-lagged design to undertake the survey. Data has been collected using a time-lagged design from employees of public and private sector universities. Relying on the convenient sampling technique, 303 responses were taken using self-administered questionnaires. Results provided good support for the proposed model. Future research directions have also been provided, mentioning a few limitations of the study.

MSR: **When and How Does Leader Humility Lead to Followers' Passive and Proactive Behavior?** 

Author: **Somayehsadat Bahmannia**, U. of Canberra

Author: **Darren K. B.**, U. of Northern British Columbia

Author: **Steven Grover**, Macquarie U.

Author: **Kevin B. Lowe**, U. Of Sydney

Author: **Robin Mengxi Yang**, School of Economics and Management, U. of Chinese Academy of Sciences

Leader humility increasingly appears in the literature as a positive leadership style that fosters positive outcomes in followers, yet recent studies suggest that there are potential negative outcomes on the behavior of followers. This study advances this stream of research by exploring how leader humility shapes individual prosocial behavior (i.e., cooperative silence and pro-group unethical behavior) using two-wave, time-lagged data. Drawing on the social identity theory of leadership, we theorize and find that leader humility relates to both the cooperative silence and pro-group unethical behavior of followers. Consistent with the social identity perspective, these effects were mediated by pride in group membership. Furthermore, in line with impression management theories, we find that the concern of individuals regarding reputation maintenance moderated the overall relationship, such that followers with a greater concern for their reputation were more likely to engage in pro-group unethical behavior or cooperative silence because of their pride in group membership. Keywords: Leader humility, pride in group membership, cooperative silence, pro-group unethical behavior, reputation maintenance concern.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Neuroscientific and Physiological Determinants of Organizational Behavior

Session Moderator: **Stacey Robin Kessler**, *Kennesaw State U.*

NEU: **Behavioral and Neural Evidence on Consumer Responses to Trust Repair Strategies for Service Failures**

Author: **Ping Han**, *Xi'an Jiaotong U. School of Management*
Author: **Qiushi Wang**, *School of Management, Xi'an Jiaotong U.*
Author: **Shuwei Hao**, *School of Management, Xi'an Jiaotong U.*
Author: **Zixuan Liu**, *School of Management, Xi'an Jiaotong U.*

This study adopts two experiments to investigate whether consumers' responses to trust repair strategies for e-commerce service failures differ at the subconscious and conscious levels. Consumers' subconscious responses were measured using Event-related potentials (ERPs), combined with conscious measures of self-report preferences using a questionnaire. Stark differences were observed between the results of the subconscious and conscious trust measures. The results of subconscious evaluation revealed that there was an optimal trust repair strategy for each type of e-commerce service failure. By contrast, the results of conscious evaluation demonstrated that financial compensation was most effective in repairing trust violations regardless of service failure types. Based on our behavioral and neural evidence, this study advances a nuanced understanding of the complex nature of consumer decision-making and preferences and highlights the value of using EEG to extend the research on consumer trust repair.

NEU: **Sexual Dimorphism and Women's Resilience to Circadian Disruptions: A Daily Diary Study**

Author: **Stacey Robin Kessler**, *Kennesaw State U.*
Author: **Shani Pindek**, *U. of Haifa*
Author: **Zhiqing Zhou**, *Johns Hopkins Bloomberg School of Public Health*
Author: **Graham Hughes Lowman**, *Kennesaw State U.*
Author: **Patricia Lanier**, *U. of Louisiana at Lafayette*

Even though nightly sleep patterns are fundamentally a biological process, many organizational studies researchers have examined sleep using a social approach. Following recent NEU scholars, we argue that the incorporation of a biological approach into the study of sleep within the organizational studies literature represents an exciting opportunity to understand important workplace phenomena. Doing so is particularly useful when examining biologically based differences between men and women's circadian rhythms (i.e., an example of sexual dimorphism) as prior research indicates that women are more resilient to nocturnal circadian disruptions than men. Grounded in the chronobiological literature, we hypothesize that this sex difference will manifest in the workplace in the form of workplace engagement. Results of a 10-day daily diary study, consisting of a sample of 111 employees, indicated support for this proposition; women maintained high levels of work engagement even after experiencing nocturnal disruptions. In turn, morning workplace engagement was related to two afternoon measures of workplace performance (i.e., task performance and creativity) and a measure of job-based well-being (i.e., job satisfaction). These findings indicate that our focus on contextual effects has inhibited our understanding of individuals' work experiences. This seems particularly true given women's resilience to circadian disruptions, a competitive workplace advantage that has not yet been fully understood.

NEU: **Entrepreneurial Alertness and Opportunities: State-of-the-Art and Future Challenges**

Author: **Giuseppe Bongiorno**, *Ph.D Student*
Author: **Mariacarmela Passarelli**, *Management Department*








In recent years Entrepreneurial Alertness (EA) has become a key construct of interest for entrepreneurship research. EA defined as "the ability to notice without search opportunities that have hitherto been overlooked" (Kirzner, 1979, 48), has been shown as a relevant antecedent for opportunity recognition. Amid this interest, there is still a lack of consensus on what entrepreneurial alertness is, how it can be best measured and what effect it has on entrepreneurship behaviour and activities. In order to contribute to the conversation within this research area, we propose a systematic literature review (SLR) with bibliometric tools to systematize and synthesize the current state-of-the-art knowledge related to the EA. Specifically, we attempt to show the timely opportunity for Organizational Neuroscience (ON) research, to provide substantial inroads to advance the field. As is shown by our findings, knowledge integrating Organizational Neuroscience can offer a more cohesive understanding of this important construct and, as such, develop new empirical testing and theorizing for the benefit of the ON and entrepreneurial scholarly and practical communities alike.

NEU: **Neurological Insights into the Gender Gap in Entrepreneurial Fundraising**

Author: **Sohvi Heaton**, *Baylor U.*
Author: **Peter G. Klein**, *Baylor U.*
Author: **Jin Yun**, *The Wharton School, U. of Pennsylvania*
Author: **Michael Platt**, *Perelman School of Medicine at the U. of Pennsylvania*

The well-acknowledged gender gap in startup funding has prompted previous studies to propose gender diversity in the investment community as a potential solution. However, these studies often lack a comprehensive analysis of the underlying reasons influencing investor decision-making. Drawing on existing empirical evidence regarding the neurological foundations of investor behavior, we theorize that neuro-chemistry among investors plays a crucial role in predicting investor interest in entrepreneurial projects. By exploring these dynamics, our study aims to provide neurological insights that might reconcile the varied empirical results found in previous studies emphasizing gender diversity. Additionally, we provide detailed methodological considerations for future research, including the neuroforecasting approach, which has proven valuable in predicting organizational outcomes, such as consumer choices.

KEY TO SYMBOLS

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

Advances in Leader Effectiveness Research

Session Moderator: **Stefan Razinskas**, *Freie U. Berlin*

OB: Integrating Research on Leadership and Psychological Resilience: A Literature Review

Author: **Stefan Razinskas**, *Freie U. Berlin*

Author: **Silja Hartmann**, *TU Berlin*

Leaders are particularly challenged in times of crisis and adversity, as they are expected to support the ones they lead while also having to cope themselves. Thus, the concept of psychological resilience has become of crucial importance to leadership research. We synthesize 164 empirical studies on leadership and psychological resilience and offer an integrative literature review. Despite increasing interest in the resilience of leaders and followers, theory is still about to switch from relatively well-established intrapersonal perspectives that consider either the leaders or their followers to the required interpersonal leader-follower perspective. To acknowledge this current state of research and point to directions for future research, we build a multi-perspective leader-follower framework. We discuss how leadership as a social process is not only shaped by, but also influences, the resilience of leaders and their followers. Our synthesis of this field of literature is supposed to guide future research toward the contagion of resilience through social interactions and the role that leader-follower (in)congruence in resilience plays in this transmission. Such an elaborate understanding is important to inform organizational practices about the value of psychological resilience, offer insights into how to spread resilience across an organization, and address leaders' responsibilities in this regard.

OB: When Vision Communication Goes Wrong: an Ideological Contract Perspective of Work Meaningfulness

Author: **Courteney Buchanan**, *Wayne State U.*

Author: **Shuxia Zhang**, *Wayne State U.*

Author: **Amanuel G. Tekleab**, *Wayne State U.*

The present paper utilizes the ideological perspective of psychological contracts to describe how and why team leader vision communication can ultimately lead to lower team meaningfulness of work. We explain how leaders who fail to commit to the proposed vision breach the ideological contract by threatening a valued purpose and its coinciding ideological rewards. This relationship is dependent on the trait of leader behavioral integrity, as ascribed by followers, such that it is weakened when leaders are perceived as having high behavioral integrity, and strengthened when leaders are perceived as having low behavioral integrity. Once breach occurs, we suggest teams perceive lower significance in their tasks and form shared perceptions of lower meaningfulness of work. We propose this relationship is also dependent upon contextual factors, namely, team outcome assessments related to the magnitude and the implications associated with the breach. In this case, the relationship will be strengthened when teams perceive high breach magnitude and/or implications and weakened when teams perceive low breach magnitude and/or implications. Together, we describe the conditions that lead to team leader communication resulting in detrimental team effects, contradicting its original purpose.

OB: A Dynamic Framework for Understanding Leader-Follower Dyadic Relationships

Author: **Huanxin Liu**, *Binghamton U.-State U. of New York*

This conceptual paper addresses the gaps in the literature on leader-follower dyadic relationships by proposing a comprehensive framework that integrates followership theory and considers the dynamic nature of these relationships. Despite significant advancements in understanding the complexities of leader-follower interactions, current literature remains predominantly leader-centric, oversimplifies the nature of relationships, and often treats them as static entities. To overcome these limitations, we first review existing theories and models in the field, highlighting their contributions and shortcomings. Next, we introduce followership theory and emphasize its importance in the context of leader-follower dyadic relationships. We further explore the interplay between social and economic exchanges across different stages of dyadic relationships. Finally, we present a holistic framework that captures the dynamic, interactive process of leader-follower dyadic relationships, incorporating followership theory and the intricate balance between social and economic exchanges. This paper aims to offer a more comprehensive understanding of leader-follower relationships and their implications for organizational success, paving the way for future research and practical applications

OB: Do Leaders Age Like a Fine Wine? A Meta-Analysis of Leader Age and Leadership Effectiveness

Author: **Yingge Li**, *Florida State U.*

Author: **Joshua C. Palmer**, *Kennesaw State U.*

Author: **Gang Wang**, *Florida State U.*

Author: **Justin Marcus**, *Koç U.*

Author: **Xin Zheng**, *Florida State U.*

Does first-line and mid-level (FLML) leaders' age matter to their leadership effectiveness? Different and even competing theoretical perspectives were proposed to understand the role of leaders' age. Empirically, disparate findings were reported, and equivocal implications were provided. Surprisingly, with the workforce getting older and increased attention to age in the workplace, we have no synthesized knowledge on whether older FLML leaders are more or less effective than their younger counterparts, let alone why or when older FLML leaders are more or less effective. To fill this critical void, we drew from the leadership literature and meta-analyzed relations of FLML leaders' age with widely studied leader and follower work outcomes given that FLML leaders not only perform their own tasks but also shape followers' work outcomes. Meta-analytic results based on 217 studies reveal that FLML leaders' age had a negative and weak relationship with their own task performance and positive and weak relationships with key follower (e.g., follower task performance) outcomes. Our moderation analysis results suggest these relationships were largely generalizable across various conditions. Moreover, FLML leaders' age consistently showed indirect effects on leader and follower work outcomes via leader traits (e.g., task competence) and behaviors (e.g., contingent reward).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Empowering and Designing Creative Work

Session Moderator: **Tae-Yeol Kim**, *China Europe International Business School (CEIBS)*

OB: Cognitive DA Fit and Employee Creativity: The Moderating Effect of Task Idiosyncratic Deals 

Author: **Tae-Yeol Kim**, *China Europe International Business School (CEIBS)*

Author: **Xue Zheng**, *China Europe International Business School (CEIBS)*

Author: **Zhiqiang Liu**, *Huazhong U. of Science and Technology*

Author: **Jingran (Mia) Zhou**, *Purdue U., West Lafayette*

By integrating the job demands–resources model with the demands-ability fit literature, we proposed that (in)congruence of cognitive demands and abilities and the congruence levels are indirectly related to employee creativity via creative self-efficacy, and task idiosyncratic deals serve as a crucial boundary condition for the relationships. A three-wave multi-source survey conducted among 1026 employees working in high-tech firms revealed that congruence on cognitive demands and abilities and the levels of congruence were positively related to creative self-efficacy, and indirectly related to employee creativity via creative self-efficacy. We also found that task I-deals complemented the effect of (in)congruence such that when task I-deals are higher than lower, employees with lower cognitive abilities than cognitive demands were more likely to enhance creative self-efficacy. Meanwhile, task I-deals supplemented the effect of the levels of congruence on creative self-efficacy and the indirect effect of the levels of congruence on employee creativity via creative self-efficacy, such that these effects were stronger when task I-deals were lower than higher. Our findings provide a holistic perspective to explain how job demands (i.e., cognitive demands), employee abilities (i.e., cognitive abilities), and job resources (i.e., task I-deals) interact to affect employee creativity via creative self-efficacy.

OB: How Does Organizational Design Matter for Creativity? A Study from Attention Allocation Perspective 

Author: **Yunhan Qin**, *Chongqing U.*

Author: **Yong Zhang**, *Chongqing U.*

Author: **Jiahui Feng**, *Chongqing U.*

Employee creativity is crucial for organizational innovation and survival. Although previous studies have examined the impacts of organizational design on enterprise innovation, few studies to date have investigated how organizational design influence employee creativity, which is a core driver of innovation. Based on the theory of attention allocation, this study examined the relationship between organizational design and radical creativity and incremental creativity, dedicating to the possible mediating role of knowledge scanning in the relationship. We conducted a longitudinal research with one month time lagged at three time points. Data were collected from 429 dyads of employees and their immediate supervisors in 36 units. Analysis of the time-lagged data revealed that centralization has a negative indirect effect on radical creativity via external scanning, and a negative indirect effect on incremental creativity via internal scanning. In contrast, connectedness has a positive indirect effect on radical creativity via external scanning, and a positive indirect effect on incremental creativity via internal scanning. Unexpectedly, the indirect effect of formalization on creativity was not contingent. These results extend previous studies by examining the mediating effect of knowledge scanning of employees, and clarify the mechanism through which organizational design influences different types of creativity.

OB: Humble Leadership and Team Creativity: Exploring the Role of Team Voice Quality and Team Demographic

Author: **Mingyan Chen**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Extending the existing dynamic perspective between leaders and team members, we argue how and why leader humility impacts team creativity through interactional processes (team voice quality). The purpose of this study is to examine the mediating effect of team voice quality on the relationship between humble leadership and team creativity. The study also investigates the moderating effect of team demographic diversity on the relationship between humble leadership and team voice quality. Using multisource data collected from 267 subordinates and 55 teams in China, we adopted the path model approach and the bootstrap method to test a moderating mediation model regarding leader humility and team creativity. We found that leader humility is positively related to team voice quality, and team voice quality mediates the relation between humble leadership and team creativity. Moreover, the results showed that team demographic diversity moderates the indirect effect. This study answers the call for paying greater attention to voice quality and empirically examining its development process. Moreover, this study provides a theoretical framework that accounts for constructive social interactions in the relationship between leader humility and team creativity.

OB: Can Self-Sacrificial Leadership Fuel Employee Innovative Behavior?  

Author: **Yanting Zhu**, *North China U. of Technology*

Drawing upon social information processing theory, this study explores the working mechanism of self-sacrificial leadership on employee innovative behavior, and the mediating effect of leader secure-base support as well as the moderating effect of employees' creating cognitive style. By proposing a moderated mediation model, this study answers questions that why and how self-sacrificial leadership can influence employee innovative behavior through leader secure-base support, and when the main effect as well as the mediating effect were stronger in the Chinese context. By adopting multi-source and multi-wave research design and conducting the multilevel modeling analysis of 547 leader-subordinate dyad data, this study has investigated that self-sacrificial leadership can positively predict employee innovative behavior, in which the leader secure-base support exerts a mediating role between this main relationship. Moreover, employees' creating cognitive style is an important boundary condition which can moderate the relationship between leader-secure base support and employee innovative behavior, as well as the mediating effect of leader secure-base support. This study sheds new insights on the effectiveness of self-sacrificial leadership.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Jumping In With Both Feet: Adoption of New Technologies at Work

Session Moderator: **Ruowen Shen**, *Renmin U. of China*

OB: From Comfort to Creative Sparks: Nexus of Well-Being-Oriented Technologies and Personal Resources  

Author: **Ruowen Shen**, *Renmin U. of China*
Author: **Zhuyi Li**, *Renmin U. of China*
Author: **Kai Zhang**, *Renmin U. of China*
Author: **Maw-Der Foo**, *Nanyang Technological U.*

This study explores the relationship between well-being-oriented technologies (WBOT) and creativity in the workplace. Recognizing creativity as a pivotal competency, we investigate how WBOT, technologies designed to enhance human well-being, influence employees' creativity. We conducted a quasi-field natural experiment and a field survey to understand the impact of WBOT on creativity through energy-based personal resources. Our research extends beyond traditional task-oriented technologies, examining how tools aimed at improving well-being contribute to creative outcomes. We found that WBOT enhances creativity by bolstering employees' energy-based personal resource and creative self-efficacy, essential for creative tasks. Furthermore, our study reveals the role of mindfulness in maximizing the benefits of WBOT, suggesting that employees with high mindfulness experience greater personal resource enhancements. This research not only bridges the gap in understanding the role of well-being technologies in fostering workplace creativity but also contributes to the broader discourse on the influence of emerging technologies on work-related outcomes.

OB: Promethean Anxiety from AI Adoption: Employees' Need for Self-Actualization and Turnover Intention 

Author: **Liping Chen**, *Guanghua School of Management, Peking U.*
Author: **Minya Xu**, *Guanghua School of Management, Peking U.*
Author: **Xiaoxuan Li**, *School of Economics and Management, Tsinghua U.*

This study examines the impact of artificial intelligence (AI) adoption on eliciting employees' proactive pursuit of occupational self-actualization and subsequent turnover intention. Drawing on protection motivation theory, we developed a research model to elucidate that AI adoption in the workplace would stimulate employees' need for occupational self-actualization, which, in turn, triggers their turnover intention. A three-wave field survey supported our model. The findings revealed the invigorating, yet previously overlooked role of AI adoption in inspiring employees' enthusiasm for the pursuit of occupational self-worth, although accompanied by potential costs to organizations in the form of increased employee turnover intention. Moreover, our findings suggested that perceived career prospects can mitigate the positive impact of AI-induced need for occupational self-actualization on turnover intention, providing opportunities for organizations to retain talents. In general, this study expands our understanding of the impact of AI on employees' workplace experiences and offers practical insights for workplace management in the digital era.

OB: Institutional Logics of Digitization: The Case of the Motion Picture Industry 

Author: **Ganna Pogrebna**, *AI and Cyber Futures Institute, CSU and U. of Sydney Business School*
Author: **Amon Chizema**, *Loughborough U.*
Author: **Yevgen Bogodistov**, *MCI Management Center Innsbruck*








Drawing upon the lens of institutional logics and leveraging advanced data science and econometric methodologies, this study delves into the issue of digitization within the motion picture industry. By amassing data from 350 prominent motion picture companies that have released 4,482 films from 1925 through 2019, we discerned two predominant institutional logics: a "logic of the profession" that views film as an artistic endeavor, and a "logic of the market" that approaches film from an operational standpoint. Econometric models exploring the financial trajectories of these companies reveal that top-grossing companies harmoniously integrate both logics in their allocation decisions between human and digital processes and teams. Moreover, the high revenue-generating firms in the industry evince accelerated shift towards the "hybrid" logic with the higher reliance on "logic of the market" than on "logic of the profession" components. Financially successful companies are also the ones who increase digitization reliance in their filmmaking operations compared to their less lucrative counterparts.

OB: The Impostor Phenomenon of Workplace Artificial Intelligence Augmentation 

Author: **Puchu Zhao**, *School of Business, Sun Yat-sen U.*
Author: **Guohua He**, *Shenzhen U., College of Management*

Organizations are increasingly augmenting employee tasks with artificial intelligence (AI). Whereas the existing literature predominantly describes AI augmentation as a positive practice that enhances employee capabilities and task performance, we attempt to challenge this consensus by exploring its dark side. Drawing upon the theory of impostor phenomenon, we posit that workplace AI augmentation can evoke workplace impostor thoughts in employees and in turn decrease their knowledge sharing and interpersonal citizenship behavior. Moreover, we suggest that these effects can be more pronounced when employees have a higher level of intrinsic motivation. We tested our hypothetical model with three experiments and a longitudinal survey. This research challenges the consensus in the literature by revealing the dark side of both AI augmentation and intrinsic motivation, and offers important contributions to research on impostor phenomenon.

KEY TO SYMBOLS

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

Proactivity Matters

Session Moderator: **Sen Zhang**, *Graduate School of Commerce, Waseda U.*

OB: **Endorsement of High Performers' Voice: The Role of Voice Tactic and Supervisor's Power Motivation** 

Author: **Sen Zhang**, *Graduate School of Commerce, Waseda U.*

High performers' voice offers numerous advantages to organizations and previous research has demonstrated that supervisors tend to endorse it. However, following social dominance theory, such a voice may be perceived as a threat to the established hierarchy, leading to diminished voice endorsement. Drawing on associative evaluation theory, I argue that the degree to which supervisors endorse a high performer's voice is fundamentally determined by the supervisor's organizational-focused associations that the voice elicits. I contend that there is a three-way interaction effect, involving high performers, coalition voice, and the supervisor's power motivation, on managerial voice endorsement. More specifically, a high performer's coalition voice is less likely to receive managerial endorsement via organizational-focused associations compared to a non-coalition voice, especially from supervisors with high power motivation. Results from a scenario-based experimental study sampling 226 supervisors (Study 1) and an event-contingent survey-based study sampling 181 supervisors (Study 2), both conducted in the United States, supported my hypotheses. I discuss the implications of my findings both theoretically and practically and offer directions for future research.

OB: **The Motivational Mechanisms of Employee Proactive Work Behavior: Evidences from Meta-Analysis**

Author: **Mei Yang**, *School of Labor and Human Resources, Renmin U. of China*

Author: **Hong Li**, *U. of Chinese Academy of Sciences*

Author: **Jianmin Sun**, *School of Labor and Human Resources, Renmin U. of China*

Scholars have conducted numerous studies on the influence of both proxy and distal antecedents and the mechanisms of employees' proactive work behavior. There is still controversy regarding the varying degrees of impact different motivational states have on employee proactivity. This paper tested the motivational mechanisms within Parker's (2010) model of proactive work behavior by meta-analyzing 107 papers in both English and Chinese language. The relative strengths of three motivational states: "can do," "reason to," and "energized to" in influencing employees' proactive work behavior were analyzed with a combined sample size of 34,017. The results indicate that all three motivational states positively contribute to proactive work behavior. Specifically, "reason to" has a stronger impact compared to other motivators, and "can do" exhibits a stronger influence than "energized to," highlighting the significance of having a reason to engage in proactive work behavior. Limitations of the study and future directions are discussed.

OB: **When Do Larks and Owls go the Extra Mile? The Impact of Chronotype on OCB via Time Extension Self-Efficacy** 

Author: **Ji Woon Ryu**, *Portland State U.*

Author: **Cristiano L O Guarana**, *Indiana U. - Kelley School of Business*

Author: **Miguel Caldas**, *U. of Texas at Tyler*

Author: **Jaewook Lee**, *Indiana U. - Kelley School of Business*

In this research, we investigate the effects of chronotype on individuals' perceived ability to extend their available time of day and their engagement in OCB. Drawing upon the self-efficacy theory and the circadian process theory, we theorize that individuals' wake time and bedtime experiences associated with their chronotypes shape different beliefs in their capability to extend their morning and evening by changing their sleep timing (which we call time extension self-efficacy). We suggest that these efficacy beliefs influence individuals' OCB engagement in the morning and evening since perceived time availability plays an important role in individuals' decisions to engage in discretionary extra-role behaviors. We tested these predictions across two studies. In Study 1, we found that individuals with earlier chronotypes (i.e., morning people) showed stronger confidence in extending their morning by advancing their wake time, which led to higher OCB engagement in the morning. In contrast, individuals with later chronotypes (i.e., evening people) showed stronger confidence in extending their evening by delaying their bedtime, leading to higher OCB engagement in the evening. In Study 2, we replicated these findings and found similar patterns for OCB. We conclude by examining the theoretical and practical implications of these discoveries and suggesting potential avenues for

OB: **Configurations for High Employee Engagement: Using the FsQCA Approach**

Author: **Jie Huang**, *Henan U.*

Author: **Yali Li**, *Nanjing U.*

Invoking the "job characteristics – individual differences" framework and job demands-resources model, this study provides a configurational perspective and exposes asymmetric relationships among developmental human resource practices, relational coordination (i.e., communication ties and relationship ties), employability, and career commitment that lead to high or low employee engagement. 2-month time-lagged data are gathered from 735 employees of 26 Chinese enterprises, and the fuzzy set qualitative comparative analysis (fsQCA) is used to examine the configurational paths. Our main findings reveal six equifinal configurations for high employee engagement: either developmental human resource practices or career commitment – or both – are necessary for high employee engagement; Furthermore, the results highlight the importance of communication ties / relationship ties and employability for high employee engagement. Further, the results show two different configurations for low employee engagement. We demonstrate how configurational theory and methods can be employed to analyze the causal complexity of employee engagement, this offers a more complete picture of how enterprises improve employee engagement.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

I've Got a Bad Feeling About This: Emotions and Negative Outcomes

Session Moderator: **Hamid Roodbari**, *Surrey Business School*

OB: **Exposure to Extreme Contexts and Employees' Safety Performance** 

Author: **Hamid Roodbari**, *Surrey Business School*
Author: **Chidiebere Ogbonnaya**, *U. of Kent*
Author: **Hossein Olya**, *Sheffield U.*
Author: **Sanaz Vatankhah**, *U. of Bedfordshire*

Recent years have seen considerable growth in extreme contexts research, with a focus on understanding the nature of management practices in unusual or atypical work environments. While significant attention has been paid to organisational responses in these contexts, the responses of individuals have often been overlooked. Using affective events theory, our research investigates the impact of exposure to extreme events on safety performance in extreme contexts of firefighting and shipping. In Study 1, based on time-lagged data from 302 firefighters, we find that exposure to high extreme events indirectly reduces safety performance through a micro-foundational process. Specifically, exposure to high extreme events heightens negative emotions, which, in turn, diminishes work engagement and, consequently, leads to a decline in safety performance. These findings are replicated in Study 2, using time-lagged data from 316 ship officers. Study 2 also reports the important role of self-emotion appraisal as a boundary condition for hypothesised relationships. We conclude by discussing the theoretical and practical implications of our findings.

OB: **The Bright and Dark Sides of Employee Creativity: The Role of Authentic and Hubristic Pride**

Author: **Mo Chen**, *School of Management, Harbin Institute of Technology*
Author: **Chao Chen**, *Rutgers U.*
Author: **Linnea Van Dyne**, *Broad College of Business, Michigan State*

Although employee creativity can contribute to organizational innovation and effectiveness, research also acknowledges the dark side of employee creativity because creativity also can predict destructive work behaviors. Integrating attribution theory and the cognitive appraisal theory of emotions, we investigate conditions and mechanisms that shed light on when and why employee creativity triggers positive versus negative behaviors directed at coworkers. Specifically, we hypothesize that when creativity is attributed to effort, employees experience authentic pride, and when it is attributed to ability, they experience hubristic pride. Moreover, we hypothesize that the average level of coworker creativity weakens the effect of employee creativity on hubristic pride to a greater extent than on authentic pride. Finally, we hypothesize that authentic pride, in turn, motivates coworker helping and inhibits coworker incivility, whereas hubristic pride motivates coworker incivility and inhibits coworker helping. The results of a multisource and time-lagged field study generally support our hypotheses. We conclude by discussing theoretical and practical implications.

OB: **Work Deadlines: Role of Family Incivility, Emotional Exhaustion and Emotional Intelligence** 

Author: **Asma Shakeel**, *Aix Marseille U.*
Author: **Imran Sharif**, *U. of Lahore*
Author: **Ambreen Jabeen Shah**, *Lahore Business School, The U. of Lahore*
Author: **Muhammad Ali**, *Aix Marseille U.*








This study extends the limited existing research on family incivility and investigates the negative spillover effects of family incivility on employees' ability to meet work deadlines. In addition, we detail that an important reason why employees' exposure to rude family behavior hinders their ability to complete work tasks on time is that they feel emotionally exhausted. However, this harmful process can be curtailed to the extent that employees can draw from their emotional intelligence and regulate their own emotions and those of their family members. To test these predictions, we collect data from 161 employee-supervisor dyads working in various hospitality sector organizations in Pakistan. The findings support our predictions that family incivility negatively affects employees' ability to meet work-related deadlines. Moreover, this relationship is mediated by emotional exhaustion and moderated by emotional intelligence. This study provides pertinent insights to organizations and managers to help their employees in dealing with their family issues.

OB: **The Mixed Blessing of Person-Team Time Urgency Discrepancy: Roles of Team PPGO, Anxiety, and Pride**  

Author: **Jiang Xu**, *Beijing Sport U.*

Drawing upon social comparison theory and social information processing theory (SIP), this study investigates how person-team time urgency discrepancy influence the focal employee's job performance. Specifically, the study proposes that when the focal employee exhibits lower time urgency than their team members, the positive effect of the discrepancy on the employee's anxiety is strengthened by team performance-prove goal orientation (PPGO), which ultimately leads to reduced performance. On the other hand, when the focal employee displays a higher level of time urgency than their team members, team PPGO strengthens the positive effect of the discrepancy on the employee's pride, thereby enhancing their performance. Results from a multi-wave and multi-source field survey provide support for the proposed effects. Implications for theory and practice are discussed.

KEY TO SYMBOLS

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

Come Together Now: Multilevel Teams Research

Session Moderator: **Maolin Wang**, *Yunnan U. of Finance and Economics*

OB: Leaders' Culturally Shaped Mindsets: Explaining the Persistence of Authoritarian Leadership

Author: **Maolin Wang**, *Yunnan U. of Finance and Economics*
Author: **Xinhui Jiang**, *Yunnan U. of Finance and Economics*
Author: **Chao Ma**, *Australian National U.*
Author: **Nannan Chen**, *Yunnan U. of Finance and Economics*

An intriguing paradox in organizational management is that authoritarian leadership continues to prevail, particularly in high power distance contexts, despite recurring adverse research outcomes. To better clarify this puzzle, this study integrated cultural and active leader-choice perspectives and proposed a comprehensive framework to illustrate how power distance shapes leaders' social cognition and motivation toward authoritarian leadership, causing variations in its distribution within and between cultures. Drawing from two distinct studies conducted in China and the USA, the data showcases that leaders' power distance boosts their belief in the effectiveness of discipline-focused authoritarian leadership and need for power, resulting in the manifestation of discipline- or dominance-focused authoritarian leadership, respectively. In addition, as anticipated, Chinese leaders exhibited higher power distance scores and stronger beliefs in the effectiveness of authoritarian leadership than US leaders. Theoretical and practical implications are discussed.

OB: The Dual Effects of AI-Enhanced Task Automation on Team Members' Psychological Ownership

Author: **Kaidi Wang**, *U. of Florida*
Author: **Zhefan Huang**, *U. of Florida*
Author: **Yifan Song**, *Texas A&MU.*
Author: **Junqi Shi**, *Zhejiang U.*

As artificial intelligence (AI) is being increasingly used in the workplace to automate employees' job tasks, organizational scholars have started to investigate how employees react to such AI-enhanced task automation but have generally found contrasting findings. To better understand this issue, we draw upon technology affordances and constraints theory (TACT) and research on psychological ownership to investigate the effect of such task automation on employees' psychological reactions and in-role performance in the team context. Through testing multi-source and multi-wave data collected from 377 work teams, we found that AI-enhanced task automation can have dual effects on team members' job-based psychological ownership feelings and in-role performance through automation adaptation (i.e., the affordance actualization process) and automation intrusion (i.e., the constraining aspect of affordances). We also found that team task reflexivity can strengthen the desirable effect of AI-enhanced task automation. Our contributions to research on employee reactions to AI use, TACT, and psychological ownership are discussed at the end.

OB: Boundaries and Learning Processes Linking Star Employees' Proactive Helping to Peers' Performance 

Author: **Ying-Chun Chou**, *National Sun-Yat Sen U.*
Author: **Nai-Wen Chi**, *National Sun Yat-Sen U.*

To maximize the benefits of star employees on non-star peers' performance, star employees must proactively help their peers. Based on social learning theory, we conducted three studies to investigate whether supervisors' servant leadership promotes star employees' proactive helping and whether non-stars' can benefit from stars' proactive helping. Additionally, we also explore the moderating effect of the group star proportion (GSP) on these potential social learning processes. We tested our hypotheses by collecting data regarding stars and non-star peers from three distinct samples: 97 insurance sales teams, 46 R&D engineer teams, and 65 automobile sales teams. The findings of multilevel path analysis from the three studies revealed that: (1) supervisors' servant leadership positively correlated with star employees' proactive helping; (2) star employees' proactive helping exhibited a positive indirect effect on their peers' performance via peers' job-related self-efficacy and challenge-seeking behavior; and (3) a higher group star proportion intensified these indirect relationships. Findings offer both theoretical and practical insights into how star employees benefit their peers and provide guidance on managing and leveraging the contributions of star employees.

OB: Taking a Fair Share of Availability! The Neglected Role of Justice in Hybrid Teams

Author: **Martina Hartner-Tiefenthaler**, *TU Wien*
Author: **Tarek Benedict Carls**, *U. of St. Gallen*
Author: **Stephan Alexander Boehm**, *U. of St. Gallen*

In hybrid work environments, availability is a major challenge as time-spatial flexibility allows employees to individualize their work time and place based on their personal needs and preferences. While this gives employees more autonomy, it may not be equally applicable to all hybrid team members, as their perceptions of the boundaries for their actions may vary. Some team members may exceed their boundaries while others do not fully utilize them, intensifying their work and constantly being available for work issues at the cost of their own well-being. This study investigates how justice can address the trade-off between performance and well-being. We propose using team charters to clarify availability expectations within teams. Our study based on 1,440 employees across 109 teams in an automotive company (57 teams in the intervention group) employed a randomized controlled trial to assess the impact of team charters on mental health and work performance. We tested our hypotheses using fixed effects differences-in-differences models and a multilevel structural equation model. Our results show that co-created team charters fostered shared mental models. This resulted in higher perceived justice, which in turn reduced employees' emotional exhaustion. Additionally, shared mental models led to less differentiation in justice perceptions within the team, thereby promoting team performance. Thus, the co-creation of a team charter using team reflexivity can serve both employee health and team performance; two goals that are often seen as conflicting in organizations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

I'm Smart Enough, I'm Good Enough, and Dog Gone It, People Like Me!

Session Moderator: **Emily Kleszewski**, *Philipps-U. of Marburg*

OB: The Perfectionism Cycle: Dynamics Between Perfectionism, Psychological Capital, and Goal Attainment  

Author: **Emily Kleszewski**, *Philipps-U. of Marburg*

Author: **Kathleen Otto**, *Philipps-U. Marburg*

Author: **Monique Mohr**, *Chemnitz U. of Technology*

Perfectionism is a common phenomenon among employees that can have its costs and benefits. Despite recent research pointing to the importance of dynamics in perfectionism for employees' work, little is known about how employee perfectionism and experiences at work may interplay. In the present study, we therefore aimed to shed light on the dynamic association between employee perfectionism and goal attainment at work over a four-month period. Using the high performance cycle as a theoretical framework, we propose a self-perpetuating cycle of employee perfectionism. In this cycle, we expect perfectionistic strivings at T1 to relate to goal attainment at work two months later (i.e., T2), which, in turn, relates to increases in perfectionistic strivings four months later (i.e., T3). Perfectionistic concerns at T1, by contrast, should relate to a lack of goal attainment at T2, which should relate to increases in perfectionistic concerns at T3. Furthermore, we assume that psychological capital as a personal resource facilitates perfectionistic employees' goal attainment, and thus acts as a moderator in this perfectionism cycle. We tested our model using a sample of 260 employees who participated in a three-wave survey study. Latent structural equation modeling results were largely consistent with our hypotheses. Perfectionistic concerns at T1 were indirectly positively related to perfectionistic concerns at T3 via a lack of goal attainment at T2, supporting the expected low performance cycle. Moderation analyses revealed that the indirect effects of perfectionistic strivings at T1 on perfectionistic strivings at T3 via goal attainment at T2 were significant only for high levels of hope and low levels of self-efficacy. We discuss the role of goal attainment in the manifestation of employee perfectionism over time and the finite adaptive nature of perfectionistic strivings.

OB: Scale Development and Validation of Self-Moral Actualization

Author: **Mansura Nusrat**, *The U. of Texas at El Paso*

Author: **Richard Posthuma**, *UTEP*

Author: **Prajya Rakshit Vidyarthi**, *U. of Texas at El Paso*

This research introduces the Self-Moral Actualization (SMA) scale, a novel tool designed to measure the integration of personal moral values, ethical decision-making, and self-awareness. The study employs qualitative and quantitative methodologies, including literature reviews and expert interviews, to identify SMA's core aspects: value congruence, moral reflection, and adaptive morality. The scale's construct validity is affirmed through exploratory and confirmatory factor analyses using diverse professional samples. Structural equation modeling reveals a strong correlation between emotional intelligence and SMA and SMA's significant predictive power for ethical decision-making and leadership behaviors. The SMA scale is reliable and valid, providing valuable insights for academic research and practical applications in ethical behavior and leadership development. Implications for academic research and practical organizational and leadership development applications are discussed, highlighting the scale's potential for enhancing ethical behavior and leadership effectiveness.

OB: Employee Playfulness and OCB: The Roles of Friendship with Leader and Team Formalization Climate 

Author: **Yangxin Wang**, *business school of Central South U.*

Playfulness captures individuals' dispositional differences in (re)framing a situation in an amusing, humorous, and entertaining manner. This study examines how and when highly playful employees may exhibit organizational citizenship behaviors directed to organizations (OCBO) and individuals (OCBI) by drawing on the socioanalytic theory of personality and person-situation interaction models. We suggest that playfulness drives employees to pursue both goals of gaining status (labeled as "getting ahead") and gaining social acceptance (labeled as "getting along"), which further prompt them to engage in both OCBO and OCBI that align with these goals. We also propose that the positive effects on OCBO and OCBI are realized through highly playful employees' friendship with their leaders and mitigated by team formalization climate. Multi-source, multi-wave data from 368 employees from 84 teams supported most of our hypotheses. Theoretical and practical implications are discussed.

OB: Whose Voice Will Be Solicited: Relationship of Subordinate Narcissism and Leader Voice Solicitation

Author: **Pang Xingyu**, *School of Economics & Management, Tongji U.*

Author: **Mingyue Liu**, -

Author: **Limei Zhang**, *School of Management, Xi'an Jiaotong U.*

While leader voice solicitation has been found to be a crucial way to encourage subordinates to voice, there is limited research to explore who will become the target for leaders to solicit voice. To help answer this question, drawing on signaling theory, our research investigates the effect of subordinate narcissism on leader's voice solicitation behavior and its potential spillover effects on subordinates' work-related outcomes. We conducted a field study by using a sample of 453 subordinates with their 109 leaders to test our theoretical model. Results indicated a positive relationship between subordinate narcissism and leader's voice solicitation towards them, which was strengthened as the quality of leader-member exchange increased. Leader's voice solicitation was positively related to the subordinate's work engagement, and organizational citizenship behavior and negatively related to intention to leave. We also found support for the mediation and moderated mediation models. Our research provides theoretical and practical implications for the voice solicitation literature.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

This All Stresses Me Out!

Session Moderator: **Hsuan-Che Huang**, *Sauder School of Business, U. of British Columbia*

OB: **Biting off More Than You can Chew at Work: The Cultural Hard and Excessive Work (CHEW) Scale**   

Author: **Hsuan-Che Huang**, *Sauder School of Business, U. of British Columbia*

Author: **Friedrich Goetz**, *U. of Cambridge*

Existing research suggests that differences in working styles (e.g., working diligently, working excessive hours) are primarily due to individual traits, such as workaholism and work ethic. However, cultural-level values and beliefs about work also shape work patterns. This research advances a cultural perspective, arguing that variations in how hard and excessively individuals work can also be explained by the pressure of societal values of work. To capture the work ideals that individuals might feel are imposed on them by their culture, we introduce culturally imposed work ideals, and differentiate between the extent to which individuals perceive that their culture values (a) hard work (i.e., efficiency, quality, and wise use of time) and (b) excessive work (i.e., duration, quantity, and prioritizing work at all times). We develop and validate the Cultural Hard and Excessive Work (CHEW) Scale across six diverse Canadian and American samples (N = 1,902) of full-time employees, business undergraduates, and MBA students as well as alumni. Psychometric results support the reliability and validity of the two dimensions of CHEW. As expected, the cultural ideal of hard work predicts beneficial employee outcomes, such as lower cynicism and higher work engagement, above and beyond existing cultural-, organizational-, and individual-level predictors. Meanwhile, the cultural ideal of excessive work is consistently associated with detrimental consequences, including higher emotional exhaustion, lower job satisfaction and well-being, and impaired physical health. We discuss theoretical and practical implications, emphasizing the fundamental distinction between hard and excessive work ideals that individuals might hold based on their cultural milieu.

OB: **Understanding Why and When Supervisor Bottom-Line Mentality Inhibit Workplace Safety Behavior** 

Author: **Varun Sharma**, *Indian Institute of Management Indore*

Author: **Mayowa Babalola**, *U. of Western Australia*

Author: **Jatin Pandey**, *Indian Institute of Management, Indore*

Workplace safety behavior along with remaining profitable are two essential considerations for business leaders in the competitive world. However, the literature is yet to understand whether leaders focusing solely on achieving financial bottom-line (i.e., those who adopt a bottom-line mentality; supervisor bottom-line mentality; BLM) are effective in enhancing employees' workplace safety behaviors. Therefore, this research draws from social information processing theory to examine the link between supervisor BLM and workplace safety behaviors. We theorize that supervisor BLM reduces employees' perceptions of supervisor support for safety, which then eventuates in reduced employee workplace safety behaviors. We also explore how employee job insecurity exacerbates this mediating process. Using data from a multi-wave study involving employees working in the United States (N=222), we found empirical support for our hypothesized moderated mediation model. Implications of our findings and future research directions are discussed.

 OB: **How and When Work Intensification Leads to Unethical Pro-Organizational Behavior?** 

Author: **Dan Wang**, *Xihua U.*

Author: **Ataullah Kiani**, *Wenzhou-Kean U.*

This study examines why and when employees might respond to work intensification by engaging in unethical pro-organizational behavior (UPB), actions that benefit organizations in the short term but are ethically unsustainable. Drawing on the conservation of resources theory, we propose that work intensification can trigger UPB through the mechanism of job insecurity, and explore how the personal traits (i.e., proactive personality and adaptability) interact with work intensification to predict job insecurity and, consequently, UPB. Our findings reveal that adaptability acts as a protective buffer, mitigating the relationship between work intensification and job insecurity, as well as the indirect effect of work intensification on UPB via job insecurity. In contrast, proactive personality amplifies the relationship between work intensification and job insecurity, as well as its indirect effect on UPB via job insecurity. Interestingly, we found that employees with high proactive personality but low adaptability are more likely to experience job insecurity and engage in UPB when facing work intensification. Conversely, employees with low proactive personalities but high adaptability are less prone to job insecurity and UPB.

OB: **Financial Precarity: An Integrative Review and Future Research Agenda**

Author: **Dayoung Kim**, *Auburn U., Harbert College of Business*

Financial precarity is a significant and widespread issue among the workforce, drawing considerable attention from scholars. In this integrative review paper, I convey the conceptualization of financial precarity and its interdisciplinary findings. In doing so, this paper provides greater understanding of the commonalities, as well as the inconsistencies in terminologies and measurements, found in financial precarity research across different disciplines. The current paper also reviews the antecedents and consequences of financial precarity in an organizational context, highlighting the need for further research in management literature. This paper concludes by proposing future research agendas for advancing our understanding of financial precarity.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Empowering Leadership Research

Session Moderator: **Xinyi Liu**, *Macau U. of Science and Technology*

OB: **Job-Oriented Constructive Deviance: A Cross-Level Moderated Mediation Analysis**  

Author: **Xinyi Liu**, *Macau U. of Science and Technology*
Author: **Li-Yun Sun**, *Macau U. of Science and Technology*

Among tremendous amount of research on workplace deviance, empirical work on constructive deviance, the beneficial and inspiring aspects of employee deviation, is unfortunately insufficient. Drawing on self-determination theory (SDT), we examined the environmental, work, and individual impact on job-oriented constructive deviance (JCD), and the mechanism through which the contextual and individual antecedents influence JCD. Data were collected from 506 employees and their 95 supervisors across 95 groups at three different time points in China. The multilevel path analytical results reveal that (i) environmental dynamism, problem solving demand and creative cognitive style positively relate to employees' change participation, (ii) the effect of change participation on JCD is moderated by empowering leadership, and (iii) the indirect effects of environmental dynamism, problem solving demand, and creative cognitive style on JCD through change participation are moderated by empowering leadership. Specifically, the moderating and moderated indirect effects are stronger when the level of empowering leadership is high rather than low. The study contributes to the literature of employee constructive deviance in the multi-level context.

OB: **Introverted Leaders and Their Teams** 

Author: **Agnes Bäker**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Wim Coreynen**, *School of management, Zhejiang U.*
Author: **Joeri Van Hugten**, *Vrije U. Amsterdam*
Author: **Johanna Vanderstraeten**, *U. of Antwerp*
Author: **Arjen Van Witteloostuijn**, *Vrije U. Amsterdam*

Introverted leaders are seen as less effective and linked to lower team performance. Framing the characteristics of the immediate leadership team as resources buffering job demands arising from leadership tasks, we propose that introverted leaders can be effective leaders after all when embedded in a highly connected leadership team and/or in one with high psychological safety. In a sample of 213 leaders, referring to 192 small and medium-sized enterprises, we show that leader introversion relates positively to firm growth between 2018 and 2022, but negatively to their engagement in empowering leadership. Moreover, team tie connectedness positively moderates the relationship of leader introversion with firm growth and empowering leadership. In contrast, team psychological safety does not provide introverts with additional resources beyond team tie connectedness, but might reduce the perceived need to engage in empowering leadership. We discuss theoretical and practical implications for introverted leaders, emphasizing how leaders' social environment shapes their effectiveness.

OB: **Empowering Leadership and Employee Creativity: A Stress Perspective** 

Author: **Haeseen Park**, *Bowling Green State U.*
Author: **Seohyun Kwon**, *U. of Minnesota*

Recent studies on empowering leadership have challenged the conventional understanding that empowering leadership facilitates positive workplace outcomes and cautioned about the possibility of its negative effects and boundary conditions of its positive effects, suggesting that it can, at times, be burdensome to employees. This study aimed to examine when and how empowering leadership might be perceived as burdensome by employees. We developed our model based on the transactional model of stress (Lazarus & Folkman, 1984) which provides a foundation to understanding how individuals appraise and cope with stress. Specifically, we suggested that the effect of empowering leadership on employee creativity is mediated by two types of stress—challenge and hindrance, and employees' neuroticism moderates the mediating relationships. Two field studies using time-lagged multisource survey data from leader-follower dyads showed that empowering leadership positively influences employee creativity by increasing challenge stress and decreasing hindrance stress particularly for employees with lower neuroticism. However, for those with higher neuroticism, the mediating effects were found to be nonsignificant. These findings help understand when and how empowering leadership can be taxing for employees and suggest a new distinct mechanism through which empowering leadership fosters employee creativity from a stress perspective.

OB: **Effects of Organizational Support and Close Monitoring on Empowering Leadership and Follower Outcomes**

Author: **Yeunkyung Cho**, *Binghamton U.*
Author: **MINJU OH**, *Seoul National U.*
Author: **Seokhwa Yun**, *Seoul National U.*

Empowering leadership is characterized by a decision-making process that entails investing in human capital within the workplace through power-sharing and embracing uncertainty. To better understand the decision-making process of leaders who take risks and foster empowerment among their followers, we draw upon prospect theory and propose that leader perceived organizational support (POS) acts as an antecedent to empowering leadership, subsequently influencing follower outcomes (task performance, Organizational citizenship behavior, and voice). Furthermore, we introduce leaders' supervisor close monitoring as a boundary condition in this proposed mediation model, as it determines leaders' autonomy in their leadership decisions. Our results from a time-lagged investigation on 202 leader-follower dyads indicate that when supervisor close monitoring is low, the relationship between leader POS and empowering leadership and the indirect effects of POS on follower outcomes remain negative. This negativity arises from leaders adopting a risk-taking perspective on decision-making when pursuing empowering leadership. Conversely, when supervisor close monitoring is high, the relationship between leader POS and empowering leadership and its indirect effects on follower outcomes becomes positive. This is because high supervisor close monitoring reinforcing the resource utilization when leaders possess high POS, thereby fostering empowering leadership and follower outcomes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

When Emotions Run High: Emotion Regulation at Work

Session Moderator: **Hannah Kunst**, *U. of Sydney Business School*

OB: Why Do We Try? Goal-Focused Extrinsic Emotion Regulation Influences Co-Worker's Relational Outcomes

Author: **Hannah Kunst**, *U. of Sydney Business School*
Author: **Helena Nguyen**, *U. Of Sydney*
Author: **Anya Madeleine Johnson**, *U. Of Sydney*
Author: **Carolyn MacCann**, *U. Of Sydney*

At work and in everyday life, people regulate each other's emotions (i.e., extrinsic emotion regulation: EER). To date, research in this area has focused on how people try to regulate others' emotions, but less is known about the choice of regulation strategies, and the goals they are trying to achieve. In this paper, we investigate the influence EER goals have on EER strategies that co-workers use to regulate each other's emotions, and how this influences coworker relationship quality (conflict and team member exchange/TMX). Using a co-worker dyadic design (N = 553) we find that employees with pro-hedonic goals are more likely to use the EER strategy of allowing co-workers to talk about their problems (i.e. receptive listening) and this reduces relationship conflict. Employees with the instrumental goal to keep up appearances at work are more likely to ask their co-worker to suppress their emotions which reduces TMX and increases relationship conflict. These results extend theoretical insights into EER and have important practical implications for promoting high quality interactions between colleagues as well as interventions for building positive workplace cultures and emotion regulation norms within organizations.

OB: Highlighting the Power of Sleep: Employees' Daily Sleep Quality and Emotion Regulation at Work 

Author: **Lynn Schmodde**, *Heinrich Heine U. Düsseldorf*

Previous research has primarily focused on sleep quality as an outcome of emotion regulation strategies in the workplace. However, the role of sleep quality as a precursor to these strategies is not well understood. This study investigates the relationship between employees' daily sleep quality and their emotion regulation at work, and examines how sleep quality influences surface acting and deep acting as two distinct emotion regulation strategies. Data were collected with a one-week diary study, encompassing employees' daily sleep quality, emotion regulation ability and strategies, and their perceptions of display rules in their organizations. The findings reveal that better daily sleep quality enhances employees' daily emotion regulation ability at the within-person level. This improvement is associated with reduced daily surface acting, a form of emotion regulation involving the display of inauthentic emotions, known to negatively affect employee well-being and work behaviors. Conversely, sleep quality showed no significant within-person level effects on deep acting, a more authentic form of emotion regulation. Additionally, the study found that perceived display rules moderate the impact of sleep quality on surface acting. This suggests that the influence of sleep quality on emotion regulation varies based on individuals' beliefs about appropriate emotional displays in the workplace.

OB: Exploring the Nonlinear Impact of Emotional Work Demands and Work Passion on Job Satisfaction 

Author: **Antonia Lampaki**, *American College of Greece*
Author: **Ilias Kapoutsis**, *Athens U. of Economics and Business*
Author: **Patricia Kenney**, *Tallahassee Memorial Hospital*
Author: **Marsha Hartline**, *Florida State U.*
Author: **Yufan Deng**, *Southwestern U. of Finance and Economics*








In numerous professions, emotional work demands (EWDs) are a central stressor, and their impact on job satisfaction is key for effectively addressing workforce management challenges. Grounded in activation theory, we hypothesize and empirically establish that the EWDs-job satisfaction relationship is nonlinear across work passion levels. Analyzing data from 267 practicing nurses, collected over three time points using polynomial analysis, we reveal a unique pattern: high-passion workers exhibited the highest job satisfaction when EWDs are moderate-to-high, whereas less passionate workers achieved peak satisfaction with low-to-moderate EWDs. Our results challenge the often-assumed assumption that increased work demands are uniformly detrimental and questions the traditional linear models often used to represent employee behavior, especially when examined in unison with contextual factors. We discuss the study's theoretical implications, practical manifestations, strengths and limitations, and suggest areas for further investigation.

OB: You Have Found a Job! Envy You! How Peers' Progress Influence Envy and Intention 

Author: **Xinglin Liu**, *school of management, USTC*
Author: **Qingxiong Weng**, *U. of Science and Technology of China*
Author: **Xiujuan Wang**, *school of management, USTC*
Author: **Jinke Qu**, *U. of Science and Technology of China*

Although previous research indicated that job seekers might experience job search envy, it has overlooked the differences dual envy (benign envy and malicious envy) for job seekers. Based on social comparison theory and the deservingness theory, we propose that peer's job search progress invokes dual envy which affect job search effort intention and negative gossip intention. We further propose that perceived deservingness moderate the relationship between peer's job search progress and dual envy. The results of a field study (N=352) and an online experiment (N=240) support our hypotheses. Peer's job search progress is associated with dual envy, and benign envy mediates the positive relationship between peer's job search progress and job search effort intention. In contrast, malicious envy mediates the positive relationship between peer's job search progress and negative gossip intention. We have also found that the positive indirect effect of peer's job search progress on job search effort intention via benign envy is stronger when the progress is deserved. In contrast, the indirect effect of peer's job search progress on negative gossip intention via malicious envy is stronger when the progress is perceived as undeserved.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **1384** | Submission: **12145** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 12 2024 11:30AM - 1:00PM CT (UTC-5)** at **Swissotel Chicago in St Gallen 3**

Sharing Through Self-Disclosure: Conceptualizations and Measurement in Organizations



Session Chair: **Ai Ito**, *Renmin U. of China*
Session Chair: **Jennifer A. Harrison**, *EM Normandie Business School, Métis Lab, France*
Distinguished Speaker: **Michelle Bligh**, *Claremont Graduate U.*
Facilitator: **Gabriela Cuconato**, *Case Western Reserve U.*
Presenter: **Marie-Helene Elizabeth Budworth**, *York U.*
Participant: **Sheryl Chummar**, *York U.*
Presenter: **Yaxin Zheng**, *U. of Exeter Business School*
Participant: **Alison Legood**, *U. of Exeter Business School*
Participant: **Hannes Leroy**, *Erasmus Research Institute of Management*
Presenter: **Avery Thomson**, *Epic*
Participant: **Emre Yetgin**, *Rider U.*
Participant: **Quinn Cunningham**, *Rider U.*
Presenter: **Hoda Vaziri**, *U. of North Texas*
Participant: **Zahra Heydarifard**, *Bryant U.*
Participant: **Nikki Drader**, *U. of North Texas*
Presenter: **Sujin Jeong**, *U. of Iowa*
Participant: **Jennifer Nahrgang**, *U. of Iowa*
Participant: **Ji Koung Kim**, *Michigan State U.*
Participant: **Daniel Newton**, *U. of Iowa*

Self-disclosure is sharing personal information with another party, which is recognized in psychology as a behavior that acts as a vehicle promoting well-being. Recently, self-disclosure studies in the organizational context have gained increasing prominence. Yet, a classification of the variety of possible self-disclosure in this setting and the effects of self-disclosure on organizational outcomes at the different levels of analysis (i.e., individual, interpersonal, and group levels) have received relatively little empirical and theoretical attention from management scholars. This symposium explores various types of self-disclosure, including disclosure of multi-racial identity, disclosure of personal weaknesses, disclosure of a miscarriage, and disclosure of holding multiple jobs. The exploration takes place across very different contexts. The symposium presents five papers – one conceptual review/model, one experimental study, one qualitative study, and two survey studies – examining different types of self-disclosure and its effects as well as its role in organizations across levels. Specifically, the first paper discusses new theoretical insights into the role of self-disclosure in fostering fluidity for multiracial individuals. Also, based on the idea of disclosing information perceived as a weakness, the second paper explores the influence of congruence between the level of self-disclosure wanted and received by followers on trust felt by followers. The third paper investigates the role of virtual disclosure of private medical information related to remote work conditions during the pandemic to a group of colleagues. The fourth paper delves into female employee's position to self-disclosure. It identifies the different miscarriage disclosure decision-making paths women experience. The final paper examines the role of multiple jobholder disclosure on employees' psychological well-being (i.e., life satisfaction and job stress) through a sense of authenticity and attention residue or the attention multiple job workers give to these jobs. These papers feature myriad types of self-disclosures in organizations to clarify the conceptualization and measurement of self-disclosure. We believe this symposium is an important step towards encouraging scholars to consider "opening up" conceptualizations and measurement of self-disclosure in organizations, which are representative and inclusive of individual experiences – ultimately important for fostering conditions of individual potential for innovation in the workplace.

Multiracial Identity Fluidity at Work: An Examination Through the Lens of Disclosure

Author: **Marie-Helene Elizabeth Budworth**, *York U.*

Author: **Sheryl Chummar**, *York U.*

Being More or Less Vulnerable? The Role of Follower Expectations for Leader's Self-Disclosure

Author: **Yaxin Zheng**, *U. of Exeter Business School*

Author: **Alison Legood**, *U. of Exeter Business School*

Author: **Hannes Leroy**, *Erasmus Research Institute of Management*

An Exploratory Study on the Impacts of Self-Disclosure Boundedness on In-Group Identification

Author: **Avery Thomson**, *Epic*

Author: **Emre Yetgin**, *Rider U.*

Author: **Quinn Cunningham**, *Rider U.*

Disclosing Miscarriage at Work: Motives, Processes, Outcomes, and Boundary Conditions

Author: **Hoda Vaziri**, *U. of North Texas*

Author: **Zahra Heydarifard**, *Bryant U.*

Author: **Nikki Drader**, *U. of North Texas*

Should I Tell My Boss or Not? Disclosure and Concealment of Multiple Jobholding

Author: **Sujin Jeong**, *U. of Iowa*

Author: **Jennifer Nahrgang**, *U. of Iowa*

Author: **Ji Koung Kim**, *Michigan State U.*

Author: **Daniel Newton**, *U. of Iowa*

KEY TO SYMBOLS

Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Advances in Leadership and Teams Research

Session Moderator: **XiuFeng Li**, *Business School of Shandong Normal U.*

OB: Unpacking the Multilevel Motivating Effects of Shared Leadership on Team and Individual Performance

Author: **XiuFeng Li**, *Business School of Shandong Normal U.*

Author: **Congcong Lin**, *Shandong U.*

Author: **Meiting Liu**, *Shandong Normal U.*

The prevalence of virtual teams in modern organizations poses additional barriers to applications of vertical leadership due to the lack of face-to-face contact. Shared leadership as an emerging distributed leadership from team members shows promise in tackling such barriers when managing virtual teams. However, prior evidence for the relation between shared leadership and virtual team performance remains equivocal and inconsistent. Drawing on input-process-output model and self-determination theory, we propose a multilevel mediation and moderation model to investigate how and when shared leadership conduces to good performance outcomes in virtual work settings. We conducted a field study comprised of 73 virtual teams with 353 members. Results showed that shared leadership had a positive effect on team performance through team cohesion at the team level, and such effect was only significant in smaller virtual teams, rather than in larger ones. Also, shared leadership had a positive effect on individual performance via proactive behavior across levels, furthermore, such effect was only significant under the condition of high communication effectiveness; otherwise, it was nonsignificant. These findings expand the multilevel impact of shared leadership in virtual teams and contribute to resolving the controversy about the relation between shared leadership and performance outcomes.

OB: The Detrimental Effect of Differentiated Transformational Leadership on Employee Turnover

Author: **Sabine Daniel**, *Mainz U. of Applied Sciences*

Author: **Klaus Moser**, *Friedrich-Alexander U. of Erlangen-Nürnberg*

Author: **Susanne Rank**, *Mainz U. of Applied Sciences*

Transformational leadership includes leadership behaviors that are directed towards both the team as a whole and towards individual team members. An important part of transformational leadership is therefore differentiated individual-focused leadership, which is defined as leadership behavior that treats team members in a differentiated way. Previous research has found that this behavior has a detrimental effect on the teams. However, so far little is known about the underlying processes. We hypothesized that differentiated individual-focused transformational leadership is detrimental due to varying levels of commitment to the supervisor within the team, which in turn negatively impacts team commitment. We tested this assumption in a longitudinal study with three measurement points, complemented by objective employee turnover data. The sample consisted of 1,114 employees nested in 168 teams. Structural equation analysis revealed significant but opposite outcomes of team-focused and differentiated individual-focused leadership on turnover, mediated by corresponding commitment foci. Team-focused leadership positively related to team commitment, which in turn negatively related to turnover intention and turnover. More importantly, differentiated individual-focused leadership positively related to a divergence in team members' commitment to the supervisor, which in turn negatively related to team commitment and ultimately turnover, thus impairing positive outcomes of the team-focused component of transformational leadership.

OB: The End in Sight: The Impact of Contract End-Type on Leader Perceptions of Contract Workers

Author: **Kaylee Somerville**, *Smith School of Business, Queen's U.*

Author: **Shani Pupco**, *Smith School of Business, Queen's U.*

This study examines the influence of fixed-term contracts on leaders' perceptions and behaviors towards contract employees. We posit that the end-date inherent in fixed contracts negatively impacts leaders' views of temporary workers' competence and commitment. We conducted two vignette experiments to explore how contract end-types and durations affect leaders' attitudes and behaviors. Results indicate a distinct bias against contract workers, with leaders perceiving them as less committed and less competent compared to their permanent counterparts. This perception affects leaders' willingness to provide resources, support, and high-quality leadership. By introducing a new perspective on the differential treatment of permanent and temporary workers based on the psychology of anticipated endings, this research contributes to the broader discourse on employment practices and leadership. The insights gained underscore the importance of addressing these biases in organizational settings to promote a more equitable and supportive work environment for all employees.

OB: Is Visionary Leadership a Valid Leadership? A Meta-Analysis

Author: **Yuting Mu**, *Sun Yat-Sen U.*

Author: **Xin Li**, *Jinan U. Management School*

Visionary leadership receives widely attention in recent years. However, its effects on employees at the individual level is scatted and difficult to form consistent conclusions. Moreover, despite the calling for treating visionary leadership as a concept distinct of charismatic-transformational leadership, there is a lack of quantitative evidence. In order to ascertain the validity of visionary leadership, a comprehensive meta-analysis was conducted to investigate its effects on employees' behavioral, attitudinal, and relational perception outcomes. Additionally, incremental variance analyses were performed to determine the incremental efficacy of visionary leadership as compared to charismatic-transformational leadership. Further, relative weights analyses were conducted to further assess the respective contributions of visionary leadership and charismatic-transformational leadership. The findings suggest that employees' vision-oriented proactive activity, positive attitude towards vision, and change for self-concept are unique outcome variables associated with visionary leadership. However, in most outcome variables, visionary leadership demonstrates relatively small incremental variance and relative weight. This paper further explores the reasons for non-significant results and provides suggestions for future research directions. It also offers practical guidance for organizations on how to cultivate visionary leaders.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Antecedents and Outcomes of Leader Behaviors

Session Moderator: **Mahbubul Alam**, *Algoma U.*

OB: **Does Managers' Emotion Regulation in Leading Employees Help or Hurt?**

Author: **Mahbubul Alam**, *Algoma U.*

Author: **Parbudyal Singh**, *York U.*

Author: **Marie-Helene Elizabeth Budworth**, *York U.*

Author: **Mark Podolsky**, *York U.*

The more than two decades of scholarly research on emotional labor has been skewed towards service workers with the dominant view that engagement in emotional regulation impairs service workers' well-being outcomes. Despite the potential knowledge gain of examining the role managerial emotion regulation plays in leadership of employees, the call for further study of its effect in managerial and leadership contexts has largely been unattended. Based on the findings of two studies, this research reports the interpersonal benefits of leader deep acting on employee outcomes without adversely affecting leaders' within-person well-being. Using self-reported survey data ($n = 175$) collected from the employees of a mid-sized, reputable financial company, the findings from study 1 suggest that employee perception of leader deep acting was favorably related to employee job satisfaction and perceived leadership effectiveness; these relationships were mediated by employee perception of leader authenticity. In study 2, using managers of the same financial company as a sample ($n = 81$), diary data (experience sampling from 5 consecutive days) showed a significant positive relationship between leader surface acting and emotional exhaustion, with the relationship being mediated by daily emotional dissonance. However, as predicted, daily leader deep acting was not found to be related to leader's daily well-being outcomes of emotional dissonance and emotional exhaustion. Combined, our two studies demonstrate that managers' use of deep acting has the potential to favorably impact employee outcomes without impairing their (managers') well-being.

OB: **Why Leader Leniency Benefits or Costs Employees? An Examination Based on the Cognitive Perspective**

Author: **Xin Liu**, *Renmin U. of China*

Author: **Bo Lv**, *Renmin U. of China*

Author: **Liyuan Li**, *College of Business Administration, Capital U. of Economics and Business*

Author: **Xiaoming Zheng**, *Tsinghua U.*

Author: **Jiawei Zheng**, *Harrisburg U. of Science and Technology*

As the core element of the organization, leaders are often faced with a dilemma as to how to respond to employee misconduct. Previous research has primarily focused on leader punishment as a vital mean in dealing with employee misconduct. However, leader leniency, as an alternative response to misconduct commonly adopted in practice, has been largely overlooked. To complement this aspect and clarify whether leader leniency is effective, we draw on the cognitive perspective to investigate the potential two-sided influence of leader leniency on employee task performance. Specifically, we propose that leader leniency inhibits employee task performance through the mediating role of psychological entitlement, while it also benefits employee task performance through the mediating role of servant leadership perception. Moreover, trait moral disengagement serves as a vital boundary condition, which amplifies the negative influence of leader leniency through psychological entitlement and simultaneously mitigates the positive effect through servant leadership perception. The results of 463 daily data using experience-sampling approach collected from 86 individuals supported the hypotheses. Our work highlights the mixed blessing of leader leniency and clarifies when and how leader leniency rehabilitates wrongdoers or instead propels them to lower performance.

OB: **The Antecedents of Supervisor Bottom-Line Mentality**

Author: **Zhining Wang**, *China U. of Mining and Technology*

Author: **Shuang Ren**, *Queen's U. Belfast*

Author: **Yuanmei Qu**, *Rowan U.*

Author: **Xin Guo**, *China U. of Mining and Technology*

Author: **Shaohan Cai**, *Sprott School of Business, Carleton U.*

While prior research has extensively investigated the outcomes of supervisor bottom-line mentality (BLM), there has been relatively limited exploration of its antecedents and the underlying pathways. To address this gap, our study draws on threat rigidity theory to propose that negative performance feedback from top managers triggers supervisors' perception of job insecurity, subsequently leading them to adopt a BLM approach in their work. Additionally, we hypothesize that a competitive work climate intensifies this mediating process. To test our hypotheses, we collected data from a sample of 161 supervisors and 590 coworkers, and our findings provided support for the proposed hypothesized model. Theoretical and practical implications stemming from our research findings are thoroughly discussed.

OB: **Family Paths Towards Abusive or Benevolent Supervision: Parental Influence to Leader Behaviors**

Author: **Xue Zheng**, *China Europe International Business School (CEIBS)*

Author: **Jiing-Lih Farh**, *China Europe International Business School (CEIBS)*

Author: **Sebastian C. Schuh**, *China Europe International Business School (CEIBS)*

Author: **Katherine Xin**, *China Europe International Business School (CEIBS)*

It is widely recognized that leaders differ in their styles. For example, some leaders treat their subordinates with benevolence whereas others show a cold or even abusive style. However, the origin of these differences in leadership style is still not fully understood. To address this limitation, our research takes the social cognitive perspective as a novel theoretical framework and examines a dual paths model by linking leaders' early life experience of parenting styles with leaders' abusive and benevolent behaviors via the mediating role of goal orientations. Across two multi-wave, multi-source studies conducted among leaders and their subordinates, we found that leaders raised by authoritarian parents were likely to exhibit abusive supervision and that this link was mediated by leaders' performance prove-goal orientation. In contrast, leaders raised by authoritative parents were likely to exhibit benevolent behaviors. This link was mediated by leaders' learning goal orientation. Our research thus critically extends leadership literature by tracing the root causes of leaders' abusive and benevolent behaviors. Importantly, our research provides goal orientation as a novel cognitive mechanism that illuminates the parental influence on leader behaviors.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Using of Agent-Based Modeling Across Management Research



Organizer: **Sophia Rose Thomas**, *Texas Tech U.*
Presenter: **Mai P. Trinh**, *UTRGV*
Presenter: **Bill Rand**, *North Carolina State U.*
Presenter: **Gabriela Cuconato**, *Case Western Reserve U.*
Presenter: **Bryan Acton**, *Binghamton U.-State U. of New York*
Presenter: **Gretchen Renee Vogelgesang**, *San Jose State U.*
Participant: **Jon Atwell**, *Stanford Graduate School of Business*

In this symposium, participants will be introduced to a variety of important management questions and will experience how current agent-based modeling experts are using these methods to explore those questions. In bringing agent-based modeling techniques into the spotlight, we hope to spark greater interest in the research methods community in learning more about this method and bringing more acceptance for these types of exploration to the field. The presenters in this symposium each used agent-based modeling to explore important micro- and macro-management topics in dynamic, systems-focused ways. The general topics covered in this session range from inequality in career advancement, organization accountability, honest and dishonest behaviors, identity and interpersonal teamwork behaviors, employee-focused investments, and decision-making systems in organizations. Each of these topics explores how decision-making has complex outcomes over time, which can affect others in many ways depending on the specific decisions made.

How Gender-Based Micro-Inequities Lead to Macro-Inequalities

Author: **Mai P. Trinh**, *UTRGV*
Author: **Chantal Van Esch**, *Cal Poly Pomona*
Author: **Elizabeth A. Castillo**, *California State U., San Bernardino*
Author: **Robert Chico**, *U. of Washington*

Why Firms Should Want Algorithmic Accountability

Author: **Kalinda Ukanwa**, *U. of Southern California*
Author: **Bill Rand**, *North Carolina State U.*
Author: **Peter Pal Zubcsek**, *Tel Aviv U.*

A Dynamic Theory of Honest and Dishonest Behaviors

Author: **Gabriela Cuconato**, *Case Western Reserve U.*

The Dark Side of Expressing Self-Reflective Job Titles

Author: **Bryan Acton**, *Binghamton U.-State U. of New York*
Author: **Tyree David Mitchell**, *Louisiana State U.*
Author: **Patrick Coyle**, *La Salle U.*

A Management Systems Perspective Versus Investor Capitalism

Author: **Gretchen Renee Vogelgesang**, *San Jose State U.*
Author: **Mai P. Trinh**, *UTRGV*
Author: **Katalin T. Haynes**, *U. of Delaware*

Organizations as Systems of Distributed Attention

Author: **Jon Atwell**, *Stanford Graduate School of Business*

KEY TO SYMBOLS

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

Organizational Consequences of Misperceptions about Sensitive Topics



Participant: **Zhiying Ren**, *The Wharton School, U. of Pennsylvania*
Presenter: **Einav Hart**, *George Mason U.*
Participant: **Julia Bear**, *Stony Brook U.-State U. of New York*
Presenter: **Trevor Spelman**, *Northwestern Kellogg School of Management*
Participant: **Abdo Elnakouri**, *Northwestern U.*
Participant: **Nour Kteily**, *Northwestern Kellogg School of Management*
Participant: **Eli Finkel**, *Kellogg School of Management, Northwestern U.*
Presenter: **Jennifer Abel**, *Harvard Business School*
Participant: **Julian Jake Zlatev**, *Harvard Business School*
Presenter: **Lauren Eskreis-Winkler**, *Northwestern Kellogg School of Management*
Participant: **Luiza Peres**, *Kellogg School of Management, Northwestern U.*
Participant: **Ayelet Fishbach**, *professor*
Presenter: **Nelly Arbel Groissman**, *Technion - Israel Institute of Technology*
Participant: **Eran Dorfman**, *Technion - Israel Institute of Technology*
Participant: **Paul Feigin**, *Technion - Israel Institute of Technology*
Participant: **Anat Rafaeli**, *Technion Israel Institute of Technology*
Participant: **Elad Yom Tov**, *Bar Ilan U.*
Organizer: **Einav Hart**, *George Mason U.*
Organizer: **Zhiying Ren**, *The Wharton School, U. of Pennsylvania*

Conversations addressing conflicts, disagreements, and sensitive topics are instrumental for both individual and team decision-making in organizational settings. Nevertheless, discussions of difficult or sensitive topics are often avoided due to a common misconception that such dialogues diminish decision-making efficiency, exacerbate conflicts, and strain relationships. In this symposium, we present novel research on organizational and interpersonal contexts where people fail to talk about and effectively manage sensitive topics. These topics are often controversial, including the request to initiate a negotiation, changing one's political views, and engaging with large-scale societal problems through reporting or helping. In particular, the papers presented will show that people (1) overestimate how likely negotiation counterparts are to withdraw a deal if one attempts to negotiate, and as a result, avoid negotiating; (2) overestimate how likely ingroup members are to penalize one for changing one's mind about controversial political topics, which leads to self-censorship; (3) have conflicting perceptions of victims' motivations in reporting about similar events, which affects trust and perceptions of accuracy; (4) underestimate the sensitivity and impact of big problems, leading to lower helping; (5) may overestimate the mere effect of apologies on reducing medical lawsuits. Moreover, this set of papers shows the detrimental consequences of such misperceptions, particularly for missed opportunities for disclosure and for economic and relational benefits. Taken together, this symposium highlights the fraught nature of sensitive topics, and points to avenues for improving the effective flow of information within organizations.

Negotiators' Inflated Perception of Their Likelihood of Jeopardizing a Deal

Author: **Einav Hart**, *George Mason U.*
Author: **Julia Bear**, *Stony Brook U.-State U. of New York*
Author: **Zhiying Ren**, *The Wharton School, U. of Pennsylvania*

Intragroup Illusions: Overestimating the Social Costs of Political Belief Change

Author: **Trevor Spelman**, *Northwestern Kellogg School of Management*
Author: **Abdo Elnakouri**, *Northwestern U.*
Author: **Nour Kteily**, *Northwestern Kellogg School of Management*
Author: **Eli Finkel**, *Kellogg School of Management, Northwestern U.*

Motivated to Uncover the Truth: When Past Experiences of Victimization Boost Trust

Author: **Jennifer Abel**, *Harvard Business School*
Author: **Julian Jake Zlatev**, *Harvard Business School*

The Bigger the Problem the Littler

Author: **Lauren Eskreis-Winkler**, *Northwestern Kellogg School of Management*
Author: **Luiza Peres**, *Kellogg School of Management, Northwestern U.*
Author: **Ayelet Fishbach**, *professor*

Apologies: Is Their Effect in Reducing Lawsuits for Medical Malpractice a Misperception?

Author: **Nelly Arbel Groissman**, *Technion - Israel Institute of Technology*
Author: **Eran Dorfman**, *Technion - Israel Institute of Technology*
Author: **Elad Yom Tov**, *Bar Ilan U.*
Author: **Paul Feigin**, *Technion - Israel Institute of Technology*
Author: **Anat Rafaeli**, *Technion Israel Institute of Technology*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Humans + AI: Organizational Behavior Research on Human-Machine Interactions



Organizer: **Mehran Bahmani**, *Schulich School of Business, York U.*
Organizer: **Lily Morse**, *U. of Denver*
Discussant: **Peter Carnevale**, *U. of Southern California*
Presenter: **Mahak Nagpal**, *U. of St. Thomas*
Participant: **David De Cremer**, *Northeastern U., D'Amore-McKim School of Business*
Participant: **Alain Van Hiel**, *Ghent U.*
Participant: **Shane Schweitzer**, *Northeastern U., D'Amore-McKim School of Business*
Presenter: **Amanda Plummer Weirup**, *Babson College*
Participant: **Lily Morse**, *U. of Denver*
Participant: **McKenzie Rees**, *Brigham Young U.*
Presenter: **David Fang**, *Stanford U.*
Participant: **Mohammed Alsobay**, *MIT Sloan School of Management*
Participant: **Abdullah Almaatouq**, *Massachusetts Institute of Technology*
Participant: **Jared R. Curhan**, *MIT Sloan School of Management*
Presenter: **Mehran Bahmani**, *Schulich School of Business, York U.*
Participant: **Laura Rees**, *Oregon State U.*
Presenter: **Allen Brown**, *Carnegie Mellon U. - Tepper School of Business*
Participant: **Christopher Dishop**, *Carnegie Mellon U. - Tepper School of Business*
Participant: **Andrew Kuznetsov**, *Carnegie Mellon U.*
Participant: **Ping-Ya Chao**, *Carnegie Mellon U.*
Participant: **Anita Williams Woolley**, *Carnegie Mellon U.*

The new era of industry 4.0 has empowered organizations to revolutionize the workplace through artificial intelligence (AI). As AI becomes more ubiquitous and ingrained in both organizational and daily life, new questions arise about the dynamics of human-AI interactions and its implications for management and society. The current symposium seeks to shed light on critical aspects of these AI-driven changes, taking a focused perspective on research at the intersection of technology and organizational behavior. The five papers featured in this symposium delve into the multifaceted and complex nature of human-AI interactions, collectively exploring how people navigate and develop relationships with AI systems. The papers investigate influential topics such as ethical beliefs and considerations toward AI, the impact of AI on individual attitudes and behaviors, and the evolution of human-AI partnerships within organizations. Together, the papers contribute to the growing body of knowledge on AI and human behavior, offering new insights into the challenges and opportunities that arise as people work in an increasingly artificial workplace.

Is AI Capable of Autonomous Ethical Decision-Making? It Depends on Whether You Think Like an Engine

Author: **Mahak Nagpal**, *U. of St. Thomas*
Author: **David De Cremer**, *Northeastern U., D'Amore-McKim School of Business*
Author: **Alain Van Hiel**, *Ghent U.*
Author: **Shane Schweitzer**, *Northeastern U., D'Amore-McKim School of Business*

Artificial Intelligence Promotes Ethical Fading in Negotiation

Author: **Amanda Plummer Weirup**, *Babson College*
Author: **Lily Morse**, *U. of Denver*
Author: **McKenzie Rees**, *Brigham Young U.*

Smooth-Talking Bots: AI Negotiators Make Better Impressions

Author: **David Fang**, *Stanford U.*
Author: **Mohammed Alsobay**, *MIT Sloan School of Management*
Author: **Abdullah Almaatouq**, *Massachusetts Institute of Technology*
Author: **Jared R. Curhan**, *MIT Sloan School of Management*

The Diverging Disparity Effect in Socially Interactive Artificial Intelligence: An Emotional Perspec

Author: **Mehran Bahmani**, *Schulich School of Business, York U.*
Author: **Laura Rees**, *Oregon State U.*

Commitment Issues: Platform and Job Design in Algorithmically Managed Contexts

Author: **Allen Brown**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Christopher Dishop**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Andrew Kuznetsov**, *Carnegie Mellon U.*
Author: **Ping-Ya Chao**, *Carnegie Mellon U.*
Author: **Anita Williams Woolley**, *Carnegie Mellon U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Embracing the Complexity of Terminations: Theoretical and Empirical Advances in Involuntary Turnover



Organizer: **Lyonel Laulié**, *U. of Chile*
Discussant: **Connie Wanberg**, *U. of Minnesota*
Moderator: **Selinay Civit**, *U. of North Texas*

In comparison to voluntary turnover research, which has flourished over the last 100 years (Hom et al., 2018; Rubenstein et al., 2018), involuntary turnover research has received much less attention, despite its significance to individuals, organizations, and the broader economy. In this symposium we draw together and integrate several papers at the forefront of the effort to increase involuntary turnover scholarship.

Toward a Theory of the Employee Termination Decision-Making Process

Author: **Alex L. Rubenstein**, *U. of Central Florida*
Author: **John Kammeyer-Mueller**, *U. of Minnesota*
Author: **Jee Young Seo**, *U. of Minnesota*

The Role of Sociopolitical Workplace Networks in Involuntary Employee Turnover

Author: **Theresa M. Floyd**, *U. of Montana*
Author: **Alexandra Gerbasi**, *U. of Exeter Business School*
Author: **Giuseppe Labianca**, *U. of Massachusetts, Amherst*

Already Gone: Exploring an Event Continuum Preceding and Following Leader Departure

Author: **Jonathan Hendricks**, *U. of Nebraska, Lincoln*
Author: **Caitlin Ray**, *Cornell U.*
Author: **Miguel Caldas**, *U. of Texas at Tyler*
Author: **David Jinwoo Chung**, *ILR at Cornell*
Author: **Julie Irene Hancock**, *U. of North Texas*

Firing Decisions Make Managers More Distant: Effects of Termination Experiences on Leader Behaviors

Author: **Lyonel Laulié**, *U. of Chile*
Author: **Gabriel Ignacio Briceño**, *U. de Chile*
Author: **Yazmin Vargas**, *U. of Chile School of Business and Economics*
Author: **Boram Do**, *Yonsei U.*

KEY TO SYMBOLS

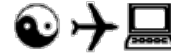
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **1391** | Submission: **14811** | Sponsor(s): **(OB, HR, CAR)**

Scheduled: **Monday, Aug 12 2024 11:30AM - 1:00PM CT (UTC-5)** at **Swissotel Chicago** in **Élevé Lake View**

Advancing Employee Turnover Scholarship to the New World of Work and Beyond



Organizer: **Pingshu Li**, *U. of Texas Rio Grande Valley*

Organizer: **Julie Irene Hancock**, *U. of North Texas*

Panelist: **David G. Allen**, *Texas Christian U.*

Panelist: **Peter Hom**, *Arizona State U.*

Panelist: **Carl P. Maertz**, *U. of Louisville*

Panelist: **Charlie Trevor**, *U. of Wisconsin-Madison*

Despite its rich history over the last century, our understanding of employee turnover phenomena continues to evolve as work environments and organizational norms change. As new phenomena relating to employee turnover emerged during and after the COVID-19 pandemic, it is imperative that scholars continue to assess the employee turnover in a post-pandemic workforce. To encourage scholarly conversations about how we can move forward employee turnover research, this panel symposium brings together prominent turnover researchers. The topics in the panel discussion include but are not limited to 1) influence of technology on turnover, 2) the extensions of unfolding model and job embeddedness on turnover, 3) events-based episodic turnover models, and 4) macro turnover through the lenses of quit rates and layoffs.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Implications of Increasingly Porous Boundaries for Workplace Relationships



Session Chair: **Madison Mucci-Ferris**, *Tippie College of Business, U. of Iowa*
Session Chair: **Amy E. Colbert**, *U. of Iowa*
Presenter: **Madison Mucci-Ferris**, *Tippie College of Business, U. of Iowa*
Participant: **Amy E. Colbert**, *U. of Iowa*
Presenter: **Radostina Krassimirova Purvanova**, *Drake U.*
Participant: **Alanah Mitchell**, *Drake U.*
Presenter: **Catherine Kleshinski**, *Indiana U., Bloomington*
Participant: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*
Presenter: **Liuba Belkin**, *Lehigh U.*
Participant: **Michele Williams**, *U. of Iowa*
Participant: **William J. Becker**, *Virginia Tech*
Participant: **Sarah Tuskey**, *Virginia Tech*
Discussant: **Emily Dunham Heaphy**, *U. of Massachusetts, Amherst*

Workplace relationships promote productivity, growth, and well-being in organizations. However, as the work context changes, the nature of workplace relationships, the processes by which they are formed and maintained, and their functions may change as well. This symposium includes four studies that examine the ways in which workplace and societal shifts impact relational processes and outcomes. All four studies emphasize the increasingly porous boundary between work and life, considering the effects of alternative work arrangements and macrosocietal events such as the COVID-19 pandemic and global wars on workplace relationships and examining how nonwork relationships may fulfill work-related needs. The presentations and planned discussion will shed light on the ways in which relationships may be impacted by changes to work and worker concerns and the ways in which relationships may help employees navigate the changing world of work.

Are All Relational Resources Equal? The Joint Effects of Work and Nonwork Relationships

Author: **Madison Mucci-Ferris**, *Tippie College of Business, U. of Iowa*
Author: **Amy E. Colbert**, *U. of Iowa*

Homers, Officers, and Flexers: How Work Modalities Impact Workplace Relationships

Author: **Radostina Krassimirova Purvanova**, *Drake U.*
Author: **Alanah Mitchell**, *Drake U.*

Coworkers' Cross-Domain Conversations: Energizing and Preoccupying Effects of COVID-19

Author: **Catherine Kleshinski**, *Indiana U., Bloomington*
Author: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*

Transformative Events: The Vicarious Effects of Distant War on Employee Prosocial Behavior

Author: **Liuba Belkin**, *Lehigh U.*
Author: **Michele Williams**, *U. of Iowa*
Author: **William J. Becker**, *Virginia Tech*
Author: **Sarah Tuskey**, *Virginia Tech*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Redefining Perspectives: New Directions on (Mis) Perceptions in Interpersonal Interactions



Organizer: **Elizabeth Nguyen Trinh**, *U. of Michigan, Ross School of Business*

Organizer: **Kendall Smith**, *London Business School*

Discussant: **Nadav Klein**, *INSEAD*

Presenter: **Naomi Fa-Kaji**, *U. of Virginia*

Participant: **N. Derek Brown**, *Columbia Business School*

Participant: **Aastha Mittal**, *Columbia Business School*

Participant: **Daniel M Cable**, *London Business School*

Presenter: **Ovul Sezer**, *Cornell U.*

Participant: **Emily Prinsloo**, *Harvard Business School*

Participant: **Alison Wood Brooks**, *Harvard U.*

Participant: **Michael Norton**, *Harvard U.*

Presenter: **Stav Atir**, *U. of Wisconsin-Madison*

Participant: **Nick Epley**, *U. of Chicago Booth School of business*

In our daily lives, we are constantly presented with opportunities to interact with others, both in professional and personal contexts. Yet, the perceptions and interpretations we hold in these interactions are often clouded by biases and misunderstandings, leading to significant social (mis)perceptions. This symposium brings together five compelling papers that explore different aspects of social (mis)perception in various contexts. The first presentation delves into the misperceptions between majority and minority group members regarding reactions to societal inequity, highlighting the tendency of individuals to misinterpret the emotions and attitudes of outgroups. The second presentation examines how people often overestimate the level of awkwardness in anticipated social situations; this miscalibration can lead to altered behaviors and missed opportunities. The third presentation draws from NYT's "Questions to Fall In Love" in a work setting to investigate the outcomes of such deep, personal conversations among coworkers. The fourth presentation addresses the consequences of backhanded compliments, a common yet poorly understood occurrence in social interactions. The final presentation explores how individuals revise their beliefs about conversations after they occur, particularly correcting their underestimation of positive aspects and overestimation of negative aspects. Together, these papers not only expand our understanding of social (mis)perceptions but also provide critical theoretical and practical insight. The findings and discussions underscore the importance of recognizing and addressing these perceptual disparities, therefore improving communication and enhancing interpersonal and intergroup relations.

How Angry Are You About Societal Inequity? People Underestimate Minority Groups' and Overestimate...

Author: **Naomi Fa-Kaji**, *U. of Virginia*

Author: **N. Derek Brown**, *Columbia Business School*

Author: **Aastha Mittal**, *Columbia Business School*

Expecting the Worst: How We Miscalculate Social Awkwardness

Author: **Elizabeth Nguyen Trinh**, *U. of Michigan, Ross School of Business*

Author: **Nadav Klein**, *INSEAD*

When Compliments Become Comparisons: The Psychology of Backhanded Compliments

Author: **Ovul Sezer**, *Cornell U.*

Author: **Emily Prinsloo**, *Harvard Business School*

Author: **Michael Norton**, *Harvard U.*

Author: **Alison Wood Brooks**, *Harvard U.*

Nothing Personal? Exploring the Impact of Self-Disclosure in Leader-Member Relationships

Author: **Kendall Smith**, *London Business School*

Author: **Daniel M Cable**, *London Business School*

Failing to Generalize Keeps People Overly Pessimistic About Talking to Strangers

Author: **Stav Atir**, *U. of Wisconsin-Madison*

Author: **Nick Epley**, *U. of Chicago Booth School of business*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

AI in Organizations: Navigating the Spectrum of Human Reactions

Organizer: **Chaitali Kapadia**, *Florida International U.*
Organizer: **Andrew Quade**, *Florida International U.*
Presenter: **Federico Magni**, *ETH Zürich*
Participant: **Heather Hee Jin Yang**, *Department of Management and Technology, Bocconi U.*
Participant: **Yaping Gong**, *The Hong Kong U. of Science and Technology*
Presenter: **Jung Min Choi**, *Hong Kong U. of Science and Technology*
Participant: **Melody M. Chao**, *Hong Kong U. of Science and Technology*
Presenter: **Daria Morozova**, *Leiden U., The Netherlands*
Participant: **Jestine Philip**, *U. of New Haven*
Presenter: **Andrew Quade**, *Florida International U.*
Participant: **Chaitali Kapadia**, *Florida International U.*
Participant: **Kisha Shannon Jones**, *Florida International U.*
Presenter: **Lindsay Elizabeth Larson**, *Florida International U.*
Participant: **Alexandra Michelle Harris-Watson**, *U. of Oklahoma*
Discussant: **Ella Glikson**, *Graduate School of Business Administration Bar Ilan U.*

This symposium explores the increasingly integral role of Artificial Intelligence (AI) in modern society and its profound influence on the workplace. While businesses are swiftly adopting AI for a variety of functions, this adoption has been met with mixed reactions, ranging from anticipation to apprehension. By developing theory about this emerging technology and empirically investigating human reactions to the use of AI in both individual and team contexts, the five papers in this symposium examine how individuals regard AI's role in their work-related tasks. Our goal is to illuminate the circumstances under which AI is deemed beneficial or harmful, thereby better equipping employees, managers, and organizations to navigate the introduction and integration of AI technologies in the workplace. Our symposium will conclude with a discussion by Dr. Ella Glikson, who will share her insights and expertise on human reactions to AI.

The Facets and Consequences of Uncertainty in Human-AI Interaction

Author: **Federico Magni**, *ETH Zürich*
Author: **Heather Hee Jin Yang**, *Department of Management and Technology, Bocconi U.*
Author: **Yaping Gong**, *The Hong Kong U. of Science and Technology*

For Me or Against Me?: Reactions to AI (vs. Human) Decisions and the Role of Fairness Perceptions

Author: **Jung Min Choi**, *Hong Kong U. of Science and Technology*
Author: **Melody M. Chao**, *Hong Kong U. of Science and Technology*

AI Spillover, Humanness, and Error Tolerance

Author: **Daria Morozova**, *Leiden U., The Netherlands*
Author: **Jestine Philip**, *U. of New Haven*








Work Smarter, Not Harder, but When?: AI Use and Perceptions of Performance

Author: **Andrew Quade**, *Florida International U.*
Author: **Chaitali Kapadia**, *Florida International U.*
Author: **Kisha Shannon Jones**, *Florida International U.*

What's in a Name? Introducing AI for Successful Human-AI Teaming

Author: **Lindsay Elizabeth Larson**, *Florida International U.*
Author: **Alexandra Michelle Harris-Watson**, *U. of Oklahoma*

KEY TO SYMBOLS

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

Digitizing the Future: Exploring the Impact of Technology on Organizational Change

Session Moderator: **Jingyu Yang**, *School of Business, Renmin U. of China*

ODC: **How Does Digital and Real Economy Convergence Promote the Development of Advanced Manufacturing?**  

Author: **Jingyu Yang**, *School of Business, Renmin U. of China*

In the era of the digital economy, the convergence of digital industries and manufacturing represents the path for the intelligent transformation and upgrade of traditional manufacturing enterprises. As a novel trend in contemporary industrial development, the convergence of digital and real economy gradually emerges as a new driving force for economic growth. However, the current academic discourse lacks a comprehensive exploration of the connotations and effects of this digital-real economy convergence. This research posits that the principal drivers of digital-real economy convergence include the development of digital technologies, the construction of new infrastructure, a user value-oriented approach, and substitutive competitive dynamics. Data fusion is identified as the most prominent characteristic of digital-real economy convergence, while the mechanisms of transformation, sharing, and acceleration constitute the three major operational facets. The ultimate outcome of digital-real economy convergence is deemed to be an open-ended industrial ecosystem. This study undertakes an in-depth analysis of the essence of digital-real economy convergence across four dimensions: drivers, trends, mechanisms, and outcomes. To assess the efficacy of digital-real economy convergence, the research employs input-output analysis and panel data regression to empirically analyze the enhancing impact of the industrial convergence of digital and advanced manufacturing sectors on industrial performance. Against the backdrop of the digital economy, this study provides policy recommendations for the development of digital and real economy convergence, aspiring to offer guidance for industrial transformation and development.

ODC: **Boon or Bane: The Dual Effects of Digital Leadership on Employee Creativity** 

Author: **Jing Jiang**, *Beijing U. of Posts and Telecommunications*
Author: **Yan Rong**, *College of Business, Shanghai U. of Finance and Economics*
Author: **Lyu Yina**, *Beijing International Studies U.*

Based on social information processing theory, this study explores the dual effects of digital leadership on employee creativity and the boundary conditions of different response strategies. Through a survey analysis with multiple sources and time points, the results show that digital leadership enhances employee digital self-efficacy, thereby positively impacting employee creativity. However, digital leadership also induces digital anxiety, which negatively affects employee creativity. Additionally, employee approach-oriented avoidance-oriented job crafting can moderate the effects of digital leadership on digital self-efficacy (digital anxiety), thereby strengthening (weakening) employee creativity. These findings advance our understanding of the mechanisms by which digital leadership impacts employee creativity, and provide important implications for organizational management practices.

ODC: **Exploring new Startups' Formation and Stakeholders' Involvement: The Case of Digital Technologies** 

Author: **Matthew Ayamga**, *Wageningen U. & Research Center*
Author: **Ayalew Kassahun**, *Wageningen U. & Research Center*
Author: **Wilfred Dolfsma**, *Wageningen U. & Research Center*
Author: **Bedir Tekinerdogan**, *Wageningen U. & Research Center*

The entrepreneurial potential of digital technologies for new business startups and the engagement of stakeholders in the implementation of these technologies have garnered increasing interest from scholars and practitioners alike. However, there remains a notable gap in understanding the effects of digital technologies on the inception of new business startups and the dynamic conditions that unfold during their interactions with stakeholders in the business domain. To address this gap, we draw from the realms of digital technologies, entrepreneurship, and ecosystem literature to conceptualize a digital entrepreneurial ecosystem. This framework aims to (1) unravel the 'what' and 'how' factors contributing to the establishment of new business startups, specifically in the context of Agritech firms leveraging digital technologies within the agri-food sector in Ghana, and (2) identify the stakeholders involved in the implementation process of digital technologies. Employing an explorative research approach, our study analyzes 22 interviews from 15 Agritech firms in Ghana, complemented by observational and secondary data. Our findings reveal two key aspects: firstly, four distinct business formation processes guide the establishment of Agritech firms, encompassing (a) spin-off activities, (b) engagement in research projects, (c) capitalizing on agricultural business opportunities through digital technologies, and (d) responding to agritech challenges originating from innovation hubs. Secondly, three sets of stakeholders intricately contribute to the implementation process of digital technologies by Agritech firms, operating at the micro, meso, and macro levels. At the micro-level, stakeholders, comprising farmers and their off-takers, indirectly support Agritech firms through feedback and active involvement in the digital solution development process. Meso-level stakeholders, represented by a network of agritech firms, foster mutual support by sharing experiences and knowledge, thus fostering inter-firm synergies. At the macro level, stakeholders, including innovation hubs, government agencies, universities, and international development agencies, provide direct support through grants, business development training, office space, and linkages to investors. Through these findings, our study seeks to offer a nuanced understanding of the intricate interplay between new business startups and various stakeholders within the dynamic landscape of implementing digital technologies in the agri-food sector.

ODC: **The Impact of AI vs. Human Driven Task Allocation on Employees' Transparency and Security**   

Author: **Ilia Protopapa**, *King's College London*
Author: **Antonis Kazouris**, *Birkbeck, U. of London*

Companies started to adopt artificial intelligence (AI) technology to automate processes of task allocation in the services industry. However, the increasing level of job automation and AI implementation has increased neuroticism in the workplace. Despite the increasing attempts of companies to adopt AI to increase employees' productivity and services' quality through the automation task allocation, there is no evidence on employees' perceptions of security and fairness. In addressing this gap, this paper collects data from 124 consultants, following an experimental survey design, to examine the impact of AI versus human task allocation on employees' perceptions of transparency, fairness, security and satisfaction. Results suggest that human driven task allocation elicit more favourable evaluations with regards to transparency, security and satisfaction. However, scores in the fairness variable are higher for AI rather than human driven task allocation in consultancy firms.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Network Drivers of Organizational Advantage: Its Not What You Know....

Session Moderator: **Manuel David Gomez-Solorzano**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*

OMT: **Network Strategies Within Organizations**

Author: **Manuel David Gomez-Solorzano**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*

Author: **Alessandro Iorio**, *Bocconi U.*

Author: **Giuseppe Soda**, *Bocconi U.*

Assortativity in intraorganizational networks—the level of homophily prevalent in the network—is an important but often overlooked occurrence with implications for organizational outcomes. An egonet composed by contacts with similar knowledge can ease knowledge integration and coordination but it can also create an echo chamber limiting flexibility and innovativeness. We argue that individuals engage in strategic decision-making when considering assortative or disassortative strategies for potential ties to achieve an optimal level of knowledge similarity in their egonet. Furthermore, we posit that a formal status-based mechanism plays a role in determining with whom individuals pursue either strategy. Leveraging a novel research design that allows us to identify wanted ties—ties that actors deem effective for their performance but that do not exist yet—we study the drivers of these network ties in a population of professional staff in a large multinational corporation. This study contributes to our understanding of how individuals actively intend to shape their social networks and has implications for organizations seeking to promote effective network formation and knowledge exchange among employees.

OMT: **Bottleneck or Not? The Ceiling Effect of Network Closure on Individual Innovative Performance**

Author: **Stefan Breet**, *Radboud U. Nijmegen*

Author: **Lotte Glaser**, *Erasmus U. Rotterdam*

Author: **Justin J.P. Jansen**, *Erasmus U. Rotterdam*

Author: **Jan Dul**, *Rotterdam School of Management, Erasmus U.*

This study examines the extent to which employees in closed networks can compensate for the lack of structural access to heterogeneous knowledge and information. We introduce the “performance ceiling” concept to describe the maximum level of innovative performance that individuals can potentially achieve with a given level of network closure. Leveraging insights from the literature on necessary conditions and constraint causal mechanisms, we argue that network closure not only reduces the average individual innovative performance of employees, but also puts a cap on the maximum level of innovative performance they can potentially achieve. Our empirical analysis of a professional service firm indeed shows that closed networks serve as social straitjackets, preventing them from achieving high levels of innovative performance. An important implication of our study is that employees in closed networks cannot fully compensate for the lack of structural access to heterogeneous knowledge and information. We discuss the implications of our findings for the literature on social networks and innovation.

OMT: **Exploring the Relationship Between Deglobalization and Corporate Network Structure**

Author: **Paula Margaretic**, *U. Adolfo Ibañez*

Author: **Erica Helena Salvaj**, *U. del Desarrollo*

Author: **Julian Andres Diaz Tautiva**, *U. del Desarrollo*

This study examines the relationship between deglobalization and the structure of interlocking directorates, considering the historical perspective. Corporate networks are vital for coordination, information flow, and cost reduction. However, existing research on corporate networks and (de)globalization remains fragmented, focusing on specific countries or time periods. By analyzing 15 countries over the twentieth and early twenty-first centuries, we document that deglobalization is a key condition generating dense corporate networks. However, institutional factors from the Capital, Labor, and State domains also play crucial complementary roles (particularly legal systems) in generating dense corporate networks during periods of deglobalization. This challenges the prevailing notion that globalization alone caused the decline in corporate network cohesion since the 1980s. Our study emphasizes the significance of institutions in shaping the impact of deglobalization on corporate networks, highlighting the institutional complementarity, equifinality, and asymmetry as core mechanisms driving the institutional configurations. Overall, this research contributes to comparative management by stressing the importance of considering institutional factors and their interactions when understanding network dynamics during periods of deglobalization. It enhances our understanding of the consequences of deglobalization for corporate networks.

OMT: **Closing a Triad: A Tug of War Between Brokers and Alters**

Author: **Wei Xia**, *U. of Washington*

Author: **Xiaoou Bai**, *Georgia State U., J. Mack Robinson College of Business*

Author: **Eric WK Tsang**, *U. of Texas at Dallas*

Integrating the broker's and the alters' motivations, this paper proposes a novel framework that sheds light on the dynamics of triadic closure. We integrate broker-centric and alter-centric approaches by bringing the insights of social exchange theory into network analysis. We show how status can be a critical factor generating opposite effects on brokers' versus alters' motivations. In a directional network, high-status brokers are less likely to close the triad than low status brokers, but alters are more likely to collapse the structural hole when the brokers are high-status; high-status alters are less likely than low-status alters to be invited by the broker to close the triad, but are more likely than low-status alters to be invited by co-alter to close the triad. Furthermore, we argue that when conflicting motivations arise between brokers and alters, the latter's motivations are more likely to dominate.

Author: **Amit Kumar**, *Warwick Business School*

Author: **Elisa Operti**, *ESSEC Business School*

This paper takes a contextual approach to network dynamics and investigates how regional innovation networks evolve through exogenous crises. We studied how the 2007-08 Financial Crisis influenced the logic driving the formation of collaboration ties between inventors, and thus the regional network structure. Existing research on social capital has identified two perspectives on network formation: an instrumental approach and a community-oriented approach. Based on behavioral research, we propose that while facing a crisis, individuals shift their emphasis from advancing self-interests to pursuing the collective good of their community. Accordingly, we hypothesize that regional innovation networks become more connected and less hierarchical during downturns while less connected and more centralized during economic growth. We tested these hypotheses using data describing the evolution of the co-inventing networks of US Metropolitan Statistical Areas (MSA) between 2002 and 2014, before and after the 2007-8 Financial Crisis.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Organizational Identity: Unleashing the Patronus

Session Moderator: **Asma Zafar**, *Brock U.*

OMT: **What Doesn't Kill Us Makes Us Stronger: How Place Matters for Organizational Identity?**

Author: **Asma Zafar**, *Brock U.*
Author: **Trish Reay**, *U. of Alberta*

Despite surging interest in the role of place in organizational studies, the concept has been largely missing from the study of organizational identity dynamics. We address this gap through a 19-month-long ethnographic study of a social service organization – Better World (a pseudonym), located in the downtown core of a Western Canadian city. We uncover how experiencing a place disruption that changed Better World's neighbourhood and threatened its existence in its building shaped the evolution of organizational identity at Better World. We show that upon experiencing place disruption, members further grounded the organization in its building and location, revealing a strongly emplaced organizational identity. We contribute by theorizing a strong, previously overlooked relationship between place and organizational identity, and showcasing the evolution of organizational identity as a political process with place disruption at the core of the process.

OMT: **Showtime: How Organizational Identity Companies the State in the Media—A Dramaturgy View**

Author: **Mac Nguyen**, *Gustavson School of Business, U. of Victoria*
Author: **Takahiro Endo**, *Hitotsubashi U.*

This study investigates the construction of organizational identity under social pressure—the normative, not coercive, association with the state to achieve performance, focusing on VinaX, a pseudonym for a prominent Vietnamese conglomerate. Through a detailed analysis of various ceremonial events and media representations spanning three decades, we illustrate the alignment of VinaX's identity with that of the Vietnamese government. Drawing on Goffman's dramaturgical metaphor and Burke's dramaturgic pentad, we dissect the symbolic elements and dramaturgic components shaping the organization's identity. Our findings reveal a dynamic interplay of acts, agents, agencies, scenes, and purposes, collectively forging a 'patriotic identity' within VinaX, thereby embedding an institutional value system. This research contributes significantly to the theoretical understanding of organizational identity, offering new insights into how it is perceived and constructed within the socio-political context of a state-influenced corporate environment.

OMT: **Organizational Identity Work in Times of Identity Ambiguity**

Author: **Stéphanie Havet-laurent**, *INSEEC Business School*
Author: **Ruth Rentschler**, *U. of South Australia*
Author: **Caroline Julie Demeyere**, *Copenhagen Business School*








What happens when the identity of an organization is unclear? This study examines organizational identity work in small cultural organizations facing difficulty in making sense of their identity beliefs causing identity ambiguity. In this context, identity beliefs are in doubt, the relevance of practices is questioned and the relations to others are unclear. Using a dynamic approach to organizational identity, we compare two cases experiencing a strong level of identity ambiguity, tracing how identity beliefs and their associated meanings evolve over time, taken from a total of 13 cases, 470 hours of observations and 27 interviews. We then provide an empirical account of organizational identity work process, focusing on interactions and experiences, which is under-theorized. Our research identifies two different outcomes to the identity work process: identity being reinvented or reasserted, stressing the need for new ideas to be experienced before they are adopted (or not) and become (or not) part of organizational identity. We extend theory on organizational identity work, which has been largely overlooked, developing a framework of how small organizations confront identity work in times of identity ambiguity.

OMT: **I Think; Therefore, I am. Crafting the Strategic Identity of a Boundary Organisation**

Author: **Michael Fiifi Nkrumah**, *U. of Leeds*
Author: **Alex Kevill**, *Leeds U. Business School*

The research explores how a university-established boundary organisation operating as a fulcrum in an emerging innovation ecosystem craft its strategic identity from transitioning from one organisational form to the other. It draws on configurational boundary work to outline its distinct practice for orchestrating collaborations between institutions. To achieve the goal, the research conducts an in-depth qualitative case-study of a university boundary organisation created to deepen innovation within an emerging regional innovation ecosystem. In so doing, it seeks to present a novel empirical account of distinct kinds of boundary work that drives regional innovation policy.

KEY TO SYMBOLS

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

Institutional Memory and Maintenance: Being a Goldfish?!

Session Moderator: **Colette Russell**, *Monash Business School*

OMT: **When Institutional Maintenance Fails: Situational Logics in the UK Fire Service**

Author: **Colette Russell**, *Monash Business School*
Author: **Mike Zundel**, *U. of Liverpool Management School*
Author: **Christian Garmann Johnsen**, *Copenhagen Business School*

Although much is known about the types of actions that can create, sustain, and undermine institutions, less is known about the contextual conditions under which different acts of institutional maintenance succeed or fail. We theorize these conditions as 'situational logics'. Situational logics alter in relation to shifting levels of interdependence of institutional actors and changes in the favorability of prevailing contexts for actors' vested interests. As outcomes, situational logics are influenced by multi-level events, including previous actions of institutional actors, and as antecedents they provide contexts for subsequent action. Using the case of the UK Fire Service, we identify four situational logics—protection, compromise, elimination, and opportunism—as well as corresponding acts of institutional maintenance—defensive, concessionary, competitive, and expedient. We find that acts of institutional maintenance are more effective when they correspond with prevailing situational logics. This allows us to show how acts of institutional maintenance that can be effective at one point in time can be ineffective or even detrimental at another. Our research contributes to understanding the multi-level influences on institutional maintenance and change, emphasizing the timing and context of institutional action within a processual framework.

OMT: **History, Memory and Hype: Provenance Work in the Non-Fungible Token (NFT) Market**

Author: **Nkosana Mafico**, *U. of Edinburgh*








Although hype traditionally centers on future projections, our research introduces an alternative viewpoint emphasizing the importance of history and memory. Utilizing grounded theory methods, we delve into the experiences of 20 entrepreneurs and investors within the NFT market who consciously harness historical perspectives. By analyzing in-depth interviews alongside an examination of observational data and archival records, we demonstrate how actors can strategically use the past to classify assets, generate different types of hype, and differentiate themselves in a future oriented market. In contributing to the literature on hype, we formulate an empirically grounded model that captures the focus of managing the past and its interplay with the present and future in hype management theory. In particular, we introduce a novel concept termed provenance work. In this performative strategy, actors enhance or maintain the historical authenticity of assets serving both prosocial and commercial interests in a future-focused market. Our focus on the NFT market also generates a unique perspective on the role of technology in managing hype. Specifically, we highlight how blockchain technology, pivotal in the NFT landscape, can serve as a tamper-proof historical record that mitigates potential negative consequences of hype by preventing the selective recall of past events.

OMT: **A Relational Perspective on Mnemonic Devices and Their Shaping of Mnemonic Communities**

Author: **Jeanette Ostertag**, *EBS U. für Wirtschaft und Recht*

Material objects and artefacts play an important role in the transmission and constitution of organizational and collective memories. Existing organizational memory studies primarily emphasize mnemonic devices' representational and semiotic aspects, overlooking their inherent materiality and relational dimensions within broader ecological contexts (within and between organizations). To shed light on this issue, I ask how the materiality of mnemonic devices shape and impact organizational mnemonic communities. Grounded in a qualitative inductive study of the heritage craft of gun making in Germany and Austria, this work uncovers the layered relational capacities of mnemonic devices—multimodal aesthetic richness, transferability, and cross-generational durability. Ultimately, this study contributes to advancing knowledge on mnemonic practices in a broader web of an organizational field by elucidating the intricate interplay between mnemonic devices and the communities they engender – across time and space.

KEY TO SYMBOLS

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

Mergers, Acquisitions, and Inter-Organizational Collaboration: With A Little Help From My Friends



Session Moderator: **Paul Skilton**, *Washington State U.*

OMT: **Blind Spots in Collaborative Inter-Organizational Networks: An Information Processing Norm View**

Author: **Paul Skilton**, *Washington State U.*

Author: **Tingting Yan**, *Texas Tech U.*

Author: **Zhaohui Wu**, *Oregon State U.*

Author: **Kevin Dooley**, *Arizona State U.*

Author: **Yusoon Kim**, -

Collaborative inter-organizational networks such as supply networks, multi-stakeholder initiatives, and complex development projects address problems that single organizations cannot. The structure and behavior of these networks are shaped by the distribution of power among network members and member diversity. Similar configurations of power and diversity give rise to similar combinations of information processing norms that are manifested as the network curates, governs, and makes sense of potentially relevant information drawn from its embedding field. These norms help maintain network social structure, and in some cases, make problem solving more efficient. Our paper suggests these norms also lead to collective blind spots that can hamper complex problem-solving success. Four archetypal collective blind spots are identified - partial vision, tunnel vision, kaleidoscopic vision, and blurred vision, and examples are provided. Our theory suggests that any collaborative inter-organizational network, regardless of its power distribution or participant diversity, can experience collective blind spots. Blind spots are a type of unintended consequence of what makes information processing norms worthwhile.

OMT: **Temporal Focus Fit in Mergers and Acquisitions**

Author: **Dongge Zhou**, *Lally School of Management, Rensselaer Polytechnic Institute*

Author: **Shyam Kumar**, *Lally School of Management, Rensselaer Polytechnic Institute*

Strategy scholars have long explored why certain M&As are more effective than others. Moving beyond the traditional resource-fit perspective, this study suggests that cognition fit is a more fundamental factor. While it may not be as directly involved in economy of scale or scope as other factors, cognition fit acts as a critical threshold. A certain level of cognition alignment needs to be met to ensure smooth combination and coordination, thereby allowing the positive impacts of other factors on M&A performance to materialize. Drawing from the Time, Interaction and Performance (TIP) Theory, we focus on temporal focus similarity in particular. Using US public M&A cases as the sample and adopting choice model and Necessary Condition Analysis, our study finds: (1) Firms with different temporal focuses are less likely to merge; (2) Acquirers and targets with different temporal focuses require more time to complete their transactions; (3) Having a similar temporal focus between the acquirer and the target is necessary (although not sufficient) for achieving high M&A performance. By introducing a necessity-based perspective to the cognitive fit literature in M&As, our research offers new insights into the intricate interplay between resource fit, cognition fit, and M&A efficiency.

OMT: **The Impact of Speed Variations on Individuals' Emotional Journey During Post-Merger Integration**

Author: **Mark Thomas**, *ICN Business School - CEREFIGE*

Author: **Muriel Durand**, *EM Normandie Business School, Métis Lab, France*

Author: **Sniazhana Ana Sniazhko**, *U. of Vaasa*

Author: **David Kroon**, *Vrije U. Amsterdam*

To investigate the link between speed of integration and organization members' emotional experiences during post-merger integration, we undertook a 30-month, qualitative research project of two merging organizations. Using multiple sources of data, including 53 semi-structured interviews, we were able to identify the periods in which managers chose to accelerate and decelerate speed of integration. Hereby we offer a novel empirical demonstration of the variations in the speed during the integration process. We then describe and analyze the emotional consequences and outcomes of such changes in speed. This analysis resulted in the development of a comprehensive process model elucidating how variations in the speed of PMI affect emotional reactions through sensemaking ('rationalizing' and 'senseseeking') and sensegiving practices ('sensehiding,' 'sense reversal,' and 'sense symbolization').

OMT: **"Strings of Tensions Waiting to be Struck"—Towards a Paradox Perspective on Post-Merger Integration**

Author: **David Kroon**, *Vrije U. Amsterdam*

Author: **Niels G. Noorderhaven**, *Tilburg U.*

Author: **Victor Gilsing**, *Vrije U. Amsterdam*

We introduce a paradox-theoretical framework to parsimoniously categorize and explain inherent tensions during post-merger integration (PMI), their interrelations, and how they can be managed. Specifically, combining the notion of paradoxes as contradictory, self-referential, and persistent tensions with established categorizations of management paradoxes, we develop a typology of four generic paradoxes in PMI: PMI organizing paradox (autonomy versus control); PMI belonging paradox (shared versus separate identities); PMI performing paradox (collaboration versus competition); and PMI learning paradox (capturing short-term versus creating long-term benefits). Moreover, by invoking three established categories of organizational responses to paradoxes—i.e., "Either-Or," "Both-And," and "More-Than"—we outline possible approaches to address the PMI-paradoxes. Finally, we introduce a configurational perspective to managing PMI-paradoxes, including propositions as to how (the approaches to) PMI-paradoxes are related to the level of strategic interdependence of the acquiring and acquired firm, as well as how the different PMI-paradoxes are interrelated. Our key idea is that PMI can be understood as the management of intertwined paradoxes—a notion that enhances the PMI literature, and has implications for research on, and management of, PMI.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Categorization, Paradox and Tensions: Same Same... But Different

Session Moderator: **Jie Yang**, *U. of Manitoba*

OMT: **Distinctiveness and Conformity: Not Two Poles of the Same Dimension**

Author: **Huajie Shen**, *Zhejiang U.*
Author: **Jie Yang**, *U. of Manitoba*
Author: **Stan X. Li**, *City U. of Hong Kong*

The strategy and optimal distinctiveness literature argues that firms confront a fundamental tension between “sameness” and “differentness” in market positioning. Although an eclectic approach to this tension—that firms maintain an intermediate level of distinctiveness—has gained wide support, researchers urge further exploration of the distinctiveness-performance relationship due to contextual contingencies and the conceptual ambiguity of distinctiveness. We propose a renewed, multidimensional framework that incorporates both distinctiveness and conformity as predictors of performance. Distinctiveness measures the absolute difference between a firm and an industry’s central tendencies, while conformity captures directional differences (underconforming, mimicking, or overconforming). We outline the major assumptions in our theorizations, specify scope conditions, and empirically test our propositions in the Canadian property and casualty insurance industry. Monte Carlo simulations also validate our framework.

OMT: **A Theoretical Model for Testing Paradox Theory**

Author: **Arjun Odedra**, *U. of Manitoba*
Author: **Parshotam Dass**, *U. of Manitoba*

In this paper, we propose a theoretical model for testing paradox theory. We propose two paradoxical tensions—cognitive ambivalence and emotional ambivalence and develop hypotheses regarding their relationships with their antecedents and consequences. The antecedents include identity, business model, tight-loose coupling, and environmental characteristics such as munificence and dynamism. We propose that multiple identities, dual business models, tight coupling, environmental scarcity, and environmental dynamism may lead to higher levels of paradoxical tensions, which in turn, are likely to result in negative consequences in terms of performance at various organizational levels. However, employees and managers can use their paradoxical mindsets and paradoxical leadership, respectively, to intervene and moderate the negative effect of paradoxical tensions. Further, these moderation effects may be mediated by other factors such as strategic agility and ambidexterity to improve performance at various levels. We suggest methods to test the model and discuss implications for future research in paradox theory. Our paper responds to a call to innovate and strengthens a recent theory by drawing on ideas across disciplines and fields in an effort to solve modern challenges. Hence, this paper is relevant for the 2024 Annual Meetings of the Academy of Management theme: Innovating for the future.

OMT: **Exploring the Micro-Foundations of Paradox Ontology and Organizational Measurement Apparatuses**

Author: **Marco Berti**, *Nova School of Business and Economics, U. Nova de Lisboa*
Author: **Eric Knight**, *Macquarie Business School, Macquarie U.*








competing demands. We focus on the micro level, that is, on individual decision makers’ experience of organizational paradoxes, to explain why universal tensions that underlie organizing sometimes manifest as decidable choices, and other times as undecidable but generative paradoxes. We contribute to paradox theory by (1) articulating the concept of organizational measurement apparatuses, describing how latent tensions are enacted into salient paradoxes, i.e. undecidable trade-off choices; (2) identifying the factors that determine the undecidability; (3) explaining the persistence of these conditions of undecidability, showing the mechanisms that hinder the detection and correction of organizational conditions producing undecidability.

OMT: **Firms Divided: Corporate Activism, Ideological Homogenization, and Political Polarization**

Author: **Sean Buchanan**, *U. of Manitoba*
Author: **Trish Ruebottom**, *DeGroote School of Business, McMaster U.*

In this article, we offer a theory of firm-driven political polarization that explains how firms intensify societal political polarization through ideological homogenization processes inside firms. Drawing from research on corporate sociopolitical activism and ideologies in and around organizations, we develop a conceptual framework that describes how firms taking public stances on contentious social issues triggers divergent processes in stakeholders connected to the firm: ideology threat and ideology affirmation. These processes engender distinct organizational and individual outcomes in ideologically aligned and misaligned stakeholders that promote ideological homogeneity inside firms. We then theorize how ideological homogeneity works to intensify societal polarization through group polarization and echo chamber effects. We describe the implications of our theorizing for research on corporate sociopolitical activism, ideologies in organizations, and political polarization.

KEY TO SYMBOLS

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

Growth and Degrowth in Nonprofits and Entrepreneurships

Session Moderator: **Christopher Bruno**, *Management Department - The Wharton School, U. of Pennsylvania*

OMT: **Growth to Support Need: Corporations and the Size of the Local Welfare Nonprofit Sector** 

Author: **Christopher Bruno**, *Management Department - The Wharton School, U. of Pennsylvania*

Current research suggests that growth in the number of corporate headquarters (HQs) in a city leads to a growth in local welfare nonprofits, as HQs provide resources to these organizations. This relationship appears positive, however, whether HQ resources are distributed to nonprofits in cities that need them is unexplored. In this paper, I develop an integrated theory of nonprofit growth that considers the relative amount of resources that corporations provide a city (the supply side) matched to the relative need for welfare nonprofit resources in that city (the demand side). I argue that growth in HQs increases resource supply while decreasing the demand for welfare nonprofits, calling into question whether corporate resources are allocated to welfare nonprofits serving those most in need. The results of a series of city-year panel models from 2001 to 2018, including an instrumental variable approach and a quasi-exogenous shock to HQ growth, support these arguments. Forms of community social capital and political ideology are explored as moderators that may reduce the misallocation of resources to nonprofits. Additional city-year panel models, as well as abductive analysis of interviews and corporate foundation giving data help unveil mechanisms underlying the main relationship.

OMT: **Unraveling Institutional Myths: Entrepreneurship Towards Degrowth**

Author: **Niki Khorasani**, *Alberta School of Business*

Author: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*








Institutional myths are taken-for-granted ideals that are widely held and collectively rationalized. In this paper we explore how entrepreneurs challenge one of the most prevalent institutional myths of our time – growth. To do so we conducted a qualitative study of entrepreneurs seeking to implement and design degrowth into their ventures. Drawing on social-symbolic work, institutional work and the effectuation literature, we theorize the multi-level forms of work required to challenge growth as an institutional myth. Our findings reveal that entrepreneurs generated cognitive and embodied reflexivity through awareness work, and then engaged in disruptive self-work to disentangle growth from their sense of self. We also discovered the importance of effectuating work, which we define as the design of opportunities to disengage from an institutional myth and create an alternative imaginary. We unpack these findings and contribute to the literature on institutional work, entrepreneurship, and degrowth.

OMT: **Towards a Racialized Nonprofit Industrial Complex**  

Author: **Gregory Wilson**, *Ohio State U.: John Glenn College of Public Affairs*

Scholars across disciplinary boundaries have examined the intersection of race and racialization. In doing so, they have stopped short of providing a robust theoretical framework within which to understand how, why, and in what ways the nonprofit sector, itself, is racialized. To address the need for such a theory, I propose what I call the racialized nonprofit industrial complex (RNIC) - a racialized social system that places organizations into separate categories on the basis of race. I argue these categories are largely defined by competing schemas that converge around organizational success metrics - areas thought to be race-neutral and central to any organization's success - which produces a racialized outcome that negatively impacts the behaviors, practices, and outcomes of Black-led organizations. I conclude with a discussion of how the RNIC might vary by place and implications for further research.

KEY TO SYMBOLS

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

Institutions and Individuals: Connecting the Micro and Macro

Session Moderator: **David Johnson**, *Durham U. Business School*

OMT: **Institutional Work in Freemasonry: Secrecy and Masonic Ritual**

Author: **David Johnson**, *Durham U. Business School*

Secrecy shapes both behavior and interactions within organizations, emphasizing that secrecy is much more than a static tactic of information concealment but is instead a social process that is at the heart of the microfoundations of organizations. While often associated with negative connotations, secrecy can indeed be a force of good and necessary for effective organizational functioning. The significance of secrecy is amplified through the rituals surrounding it. Unfortunately, our understanding of secrecy, and its relationship with ritual, at the institutional level remains limited. Accordingly, I investigate the characteristics of secrecy and ritual within institutions, exploring their interactions and influence on institutional maintenance. I engaged in a 48-month ethnographic study of The Grand Lodge of Ancient, Free and Accepted Masons of Scotland (GLoS). Data collection consisted of field observations, 8,255 surveys responses, 15 supplementary interviews, and access to GLoS strategic documents. Findings shed light on the role of secretive performances, secretive enhancement, secretive continuity, secretive implications, and boundary spanning secrecy, in maintaining institutions. By revealing how secrecy and ritual interact to maintenance (secretive) institutions, this study contributes to both institutional maintenance and hidden organization scholarship.

OMT: **Institutions and the Self**

Author: **Tobias Bruegger**, *U. of Illinois at Urbana-Champaign*

Author: **William Ocasio**, *U. of Illinois at Urbana-Champaign*

How can corporate managers act in accordance with their sense of who they are? We draw upon research on institutions and the self to conceptualize the core self as an experienced reference point and internal moral compass to perform organizational and institutional roles. Based on a study of the daily conduct of corporate managers, we identify the dynamics at play when the core self becomes a reference point for managers to enact their managerial role. We identify the three dynamics of distancing, anchoring, and engaging which characterize the process of drawing upon the core self for role enactment. We introduce an understanding of anchored role enactment in which people orchestrate the dialectical dynamics of engagement with organizational and institutional roles and distancing from them by anchoring, that is a performative reference to the core self to ground their role enactment in their sense of who they are.

OMT: **Endorsement or Detachment? Examining Individual Responses to Institutional Decoupling**

Author: **Yunsung Lee**, *KAIST College of Business*

Author: **Sangchan Park**, *Korea Advanced Institute of Science and Technology (KAIST)*

Scholars within institutional theory have consistently directed their focus toward the institutional and organizational determinants that explain why certain organizations engage in institutional decoupling. While these studies offer valuable insights, there remains a significant gap in understanding how individual employees respond to institutional decoupling. This study addresses this theoretical gap by examining South Korean organizations ostensibly adopting the 40-hour work policy while discreetly maintaining overtime work to sustain productivity. Through a multi-level analysis involving 6,576 individual employees across 209 organizations, our findings reveal a negative relationship between institutional decoupling, organizational identification, and proactive performance, attributed to the cognitive dissonance arising from the incongruence between external expressions and internal values. We argue that cognitive dissonance can be mitigated through normative attitudes and behaviors associated with social identities, along with individual motivations for self-enhancement. As organizations gain greater appeal in the labor market, employees rationalize institutional decoupling as a means to enhance their identity and status. Additionally, when organizations make efforts to achieve a desirable future image, they interpret institutional decoupling as a transitional phase aimed at reinforcing their social identity. These findings highlight the role of social identity in shaping how individual employees address cognitive dissonance arising from institutional decoupling.

OMT: **Institutional Translation Ad Infinitum: Localizing HIV/AIDS Relief in Lesotho**

Author: **Habofanoe Jeremiah Polaki**, *IESEG School of Management (LEM-CNRS 9221)*

Author: **Wim Van Lent**, *IESEG School of Management (LEM-CNRS 9221)*

Author: **Farah Kodeih**, *IESEG School of Management*

Although existing theory conceptualizes institutional translation as a distributed process involving various actors, scholars mainly focus on the contestation or novelty of an idea or practice, the disparity between origin and receiving context, and the adaptive work of actors. Whilst many ideas and practices are contested and subsequently manipulated to fit a receiving context, the focus on idea or practice adjustment obfuscates the dynamic and complex interactions between actors and contextual factors in the process of institutional translation. We seek to understand how the roles and agency of translating actors evolve within an institutional infrastructure and throughout the translation process when the translated ideas and practices are not contested in principle. To do so, we conducted a case study of the localization of foreign aid amongst local and Indigenous NGOs combating HIV/AIDS in Lesotho. Our study identifies and explains how institutional factors shape and complicate the transfer of practices and agency through a chain of translating actors. Overall, our findings advance knowledge by highlighting contextual factors, such as legacy funding mechanisms, administrative complexity and an established field hierarchy as key determinants of the institutional translation process.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Political Activism in Firms

Session Moderator: **Kwonhee Han**, *U. of Illinois at Urbana-Champaign*

OMT: PAC Contributions, Performance, and Downsizing: Constraining Effect of Corporate Political Activity

Author: **Kwonhee Han**, *U. of Illinois at Urbana-Champaign*

The influence of corporate in politics is growing in the United States after the Citizens United Supreme Court decision. Previous literature on corporate political activities (CPA) has focused on its strategic aspect – how it could shape economic and social conditions in which firms can thrive. However, this paper adopts alternative views on CPA and studies its constraining effect. This study argues that past CPA will shape the generalized understanding of the firms (“organizational character”) and audience’s expectations on their behavior, thereby constraining the firm’s future decisions in politicized domain. More specifically, this paper investigates the effect of the firm’s past CPA on their decision in shareholder-value oriented downsizing. Workforce downsizing as a strategy to remedy market performance decline is a politically contested issue, as it directly harms labor interest while boosting shareholder value. This paper hypothesizes that the negative relationship between market performance and downsizing announcement will be less significant among Democratic-leaning firms, as they will avoid deviating from their established political identity to evade penalization from the audience (e.g., being perceived as opportunistic and untrustworthy). Based on the data of Fortune 500 firms and their downsizing announcements between 2011 and 2017, the empirical analysis of this study supports the hypothesis. This study aims to contribute to the literature on CPA by illustrating how it gets firm embedded in the interdependent network of social evaluation. I expect that the findings of this study will inform how firms navigate through complex political environments.

OMT: Leaving Russia: Evidence from MNEs’ Divestment in the Aftermath of Russia’s Invasion of Ukraine

Author: **Yong Kim**, *Texas A&M U.*

Author: **Kyunghwan Lee**, *Texas A&M U., Mays Business School*

Author: **Steven Boivie**, *Texas A&M U.*

Large firms are known to be hesitant to divest from foreign markets even in challenging circumstances, due to the significant costs and consequences associated with exit. This study examines the response of large firms to Russia’s invasion of Ukraine in 2022, which led many large firms to divest from Russia in response to public pressure to penalize the country. Our analysis of Fortune 500 companies reveals that the Russia divestment was primarily influenced by CEOs who possess a strong internal regard (from their employees) and high external visibility (from the media). Furthermore, we argue and find that an increased presence of institutional investors shapes CEOs to be more attuned to scrutiny and external expectations, enabling them to manage for the long-term prospects of the firm. Conversely, when there is lower presence of institutional investors, both internal regard and external visibility only have a negligible effect, potentially limiting other stakeholders’ ability to influence CEOs’ decision-making processes. Our study highlights the significance of CEOs and the influences of other stakeholders, including investors, that may lead firms to take actions contributing to ending wars and promoting justice.

OMT: From Visions of a Better Future to Practice: How Ideology Evolves when Fields Move Towards Action

Author: **Eleonora Grassi**, *Alma Mater Studiorum U. di Bologna*

Author: **Andrea Carlo Lo Verso**, *U. Ca’ Foscari of Venice - Dept. of Management*

Author: **Grace Augustine**, *School of Management, U. of Bath*

Ideologies have been considered central elements of social movement fields, helping to hold diverse actors together and guide action. What we know less about, however, is how ideologies shift over time in emerging fields. Especially, it is unclear how this may be intertwined with stages of change as social movement fields move from ideas to action and look to concretize their idealized visions. In order to investigate these questions further, we observe how the emerging field ideology evolves in the Platform Cooperativism movement, a movement aimed at challenging the inequalities and power dynamics of traditional platform businesses and envisioning a future of platforms built around the cooperative model and its associated ideals. Through a Structural Topic Modeling analysis of the discursive exchanges in four conferences held by the Platform Cooperativism movement between 2015 and 2021, we have identified three kinds of discourses: ideological, practical, and integrating, the final one aimed at embedding the field’s ideology into new structures and practices. By observing how these discourses unfold over time, we reveal how social movement field ideology evolves in relation to field development and change.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1404** | Submission: **10563** | Sponsor(s): **(ONE)**
Scheduled: **Monday, Aug 12 2024 11:30AM - 1:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Addison**

Imagining a More Just and Sustainable Future

Organizer: **Sara B. Soderstrom**, *U. of Michigan*

Organizer: **Kai N. Hockerts**, *Copenhagen Business School*

Organizer: **Nardia Haigh**, *U. of Massachusetts*

Organizer: **Martina K. Linnenluecke**, *U. of Technology, Sydney*

Organizer: **Sukhbir Kaur Sandhu**, *U. of South Australia*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Healthcare Operations & Supply Chain Management



Session Moderator: **Subhajt Chakraborty**, *Coastal Carolina U.*

OSCM: **How do Patient Care Quality Facets Differ Across North America?**

Author: **Subhajt Chakraborty**, *Coastal Carolina U.*
Author: **Jorge A. Gonzalez**, *U. of Texas Rio Grande Valley*
Author: **Miguel Sahagun**, *High Point U.*
Author: **Cara-Lynn Scheuer**, *Coastal Carolina U.*

It is unclear whether patient care quality (PCQ), which comprises four facets—interpersonal, technical, environmental, and administrative quality—differs across hospitals in the three contiguous countries of North America—the US, Canada and Mexico. To offer a more nuanced understanding of the comprehensive nature of PCQ and the roles of their antecedents, we disaggregated the four PCQ facets. Using a mix of primary and secondary data drawn from hospital quality experts in the three nations we empirically tested a model whereby two country-level factors—national culture and a country's level of infrastructure development—moderate the roles of hospital quality leadership and technology integration on each of the four PCQ facets. The results support a negative moderation by infrastructure on the positive role of a hospital's quality leadership on environmental quality. This study contributes to healthcare operations literature by highlighting the important role of a country's institutional attributes on PCQ delivery, as well as the role of quality leadership in this process. We contribute to medical practice in hospitals as well. Given the increase in globalization, travel and migration among healthcare workers and the general population across North America, our results imply that physician and nursing staff should be sensitized to cultural and institutional differences in healthcare stakeholder definitions of quality care. It would improve hospitals' ability to provide care for all patients thereby globalizing healthcare.

OSCM: **The Impact of Increasing Entry Fee on Emergency Department Demand: A Territory-Wide Study**

Author: **Hyun Seok Lee**, *Korea U. Business School*
Author: **Eric Park**, *Wake Forest U.*
Author: **Timothy Rainer**, *U. of Hong Kong*

Emergency department (ED) overcrowding is a global health problem. In hopes of reducing patient traffic to mitigate ED overcrowding, several countries have heightened the financial burden for access to ED care by increasing ED entry fees. We perform a territory-wide study of the universal public health system of Hong Kong SAR and empirically investigate the impact of the June 2017 ED entry fee increase from HK\$100 (US\$13) to HK\$180 (US\$23) on ED patient visit behavior and the underlying mechanisms. The study data covers all patient visits from 2014 to 2019 at 18 public EDs. Using a difference-in-differences approach, we find that the fee increase persistently reduced overall patient traffic for at least 2.5 years after the intervention. The estimated effect of the 6.3% reduction is larger than the government-reported 4.4%. This is mainly driven by a significant reduction in less-urgent visits, while urgent visits did not decrease. The intervention has been more effective in reducing revisits than initial visits. At the individual patient level, we find a significant reduction in patient ED visit frequency, and this effect is stronger for frequent visitors. We also find that the fee increase has reduced patients who abandoned and did not revisit in the near future. Overall, we provide empirical validation of the financial access hurdle as an effective policy instrument for alleviating healthcare congestion. We also show the policy's effectiveness in limiting inappropriate use of ED services. We highlight the effectiveness and importance of managing external demand in addition to improving internal processes.

OSCM: **Racial/Ethnic Concordance and Participant Engagement in Home Visiting Programs**

Author: **Minjeong Kang**, *U. of Minnesota Carlson School of Management*
Author: **Rachna Shah**, *U. of Minnesota Twin Cities*

This study examines whether racial and ethnic concordance between home care providers and care receivers increases participant length of stay in a state-run Early Childhood Home Visiting Program. Racial and ethnic concordance refers to when the care provider and care recipient belong to the same race and ethnicity. The program offers regular home visits by trained care providers to families with multiple economic and social risk factors, starting from pregnancy up to the first five years of a child's life. We obtain participant-level data from 32,989 home visits conducted between March 2020 and March 2023 and involved 2,956 participants, from the program agency. We measure home care providers and participant race and ethnicity following US Census classification, and participant length of stay in the program as the number of days between the first and last provider visit dates. Using a two-stage residual inclusion (2SRI) with Cox proportional hazards model, we find that racial/ethnic concordance between home care providers and participants is associated with a lower likelihood of Black and Asian participants exiting the program, but not for non-Hispanic White and Hispanic participants. The results indicate that racial/ethnic concordance is critically essential to retain families at higher socio-economic risk. For agencies managing such programs, the results also highlight the need to align provider recruitment with the race/ethnicity of the participants they are targeting to serve if longer retention in the program is the objective.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **1406** | Submission: **16381** | Sponsor(s): **(OSCM, TIM)**
Scheduled: **Monday, Aug 12 2024 11:30AM - 1:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Dusable**








Data as Strategy or Data as an Asset: The Role of Digital Technologies in Operations & Supply Chains



Organizer: **Veronica Martinez**, *U. of Cambridge*
Discussant: **Pavel Albores**, *Aston Business School*
Panelist: **Paula Melfe**, *U. of Cambridge*
Panelist: **Lorenzo Baietta**, *Institute for Manufacturing, Engineering Department, U. of Cambridge*
Panelist: **Francisco Gomez Medina**, *The Alan Turing Institute*
Panelist: **Christian Kober**, *Helmut Schmidt U.*
Panelist: **Neo C. K. Yiu**, *U. of Cambridge*
Panelist: **Fatema El-Wakeel**, *U. of Cambridge*
Panelist: **Stephen Green**, -

Research suggests that numerous industrial organizations and supply chains have been exploring new ways to differentiate themselves by implementing digital technologies such as, AI, digital twins, blockchain among others, and compete on the basis of value delivered rather than on the basis of cost. Other organizations have been implementing some of these digital technologies to follow and level up with the competition. Whatever is the rationale for adoption research shows that discussions are mainly emphasised on the implementation of the digital technologies and less emphasised on role of the digital data generated by these technologies and their implications for future (plans, management and value creation). The objective of this panel symposium is to open up the discussion discuss how successful organisations are currently managing and using their data generated by digital technologies in OSC– data as a strategy or as an asset. The industrial and academic panellists paired by technology expertise will discuss the data phenomenon on three different digital technologies contexts.

KEY TO SYMBOLS

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

Money & Morality: Exploring the Motivational Contours of Public Sector Employment

Session Moderator: **Meghna Sabharwal**, *U. of Texas at Dallas*

This presentation will examine the varied dimensions of motivation in the public sector, from the interplay of public service motivation on creative outcomes, to cultural nuances in India, innovative work behaviors for organizational enhancement, and the influence of monetary attraction on ethical conduct.

PNP: Fostering Innovative Work Behavior to Improve Organizational Performance   

Author: **Seongdeok Oh**, *U. of Texas at Dallas - PhD Public Affairs program*
Author: **Meghna Sabharwal**, *U. of Texas at Dallas*

In the face of rapid changes and heightened public service demands, fostering Innovative Work Behavior (IWB) has emerged as pivotal for public organizations to enhance performance. This study examines the link between IWB and Organizational Performance (OP) in South Korea's public sector. It focuses on how Public Service Motivation (PSM) mediates this link and how Innovative Organizational Culture (IOC) moderates it. Analysis of data from 4,133 public employees in 47 central and 17 local government agencies confirms positive direct IWB-OP correlation. It also highlights PSM's partially mediating role and IOC's moderating effect. This research provides valuable insights for improving both innovative behaviors and organizational performance among public employees.

PNP: Unveiling the Effect of Love of Money on Unethical Behavior: A Moderated Mediation Model

Author: **Muhammad Ali Hussain**, *NingboTech U.*
Author: **Qing Miao**, *Zhejiang U.*

Despite the tremendous increase and significance of frontline employees in the public sector, little is known about civil servants' motivation to analyze whether their self-motives may influence their unethical behaviors. The present study aims to explore when and why a person's attitude toward the love of money causes them to violate their own moral foundations and subsequently engage in unethical behaviors. According to three-wave data from 903 civil servants, love of money was positively related to moral disengagement, and moral disengagement was positively linked with unethical behaviors. Further, moral disengagement mediate the relationship between the love of money and unethical behavior. Besides, the study finds that professional stigma intensifies the indirect relationship between the love of money and unethical behaviors.

PNP: Balancing Act: Synergistic Influence of Public Service Motivation and Centralization on Creativity

Author: **Nishtha Arora**, *Indian Institute of Management, Lucknow*
Author: **Nishant Uppal**, *Indian Institute of Management, Lucknow*
Author: **Manish Saini**, *Indian Institute of Management Lucknow*
Author: **Aashima Gaba**, *Doctoral Student at Indian Institute of Management Lucknow*
Author: **Muskaan Virdi**, *Doctoral Student at Indian Institute of Management Lucknow*








Building on a person-in-situation perspective, we theorize and test conditions under which public service motivation increases creativity. Based on multi-source, multi-organization data from 280 employees, we tested and found that although public service motivation was positively related to creativity, the relationship was moderated by dimensions of centralization, i.e., hierarchy of authority and participation in decision-making. We further found a significant three-way interaction between public service motivation, hierarchy of authority and participation in decision-making in predicting creativity, such that creativity was highest when both participation in decision-making and the hierarchy of authority was high. By examining how contexts in combination can have a synergistic positive impact on creativity, we offer novel theoretical insights regarding the effects of organizational context and public service motivation on creativity.

PNP: Public Service Motivation in India: Assessing, Refining, and Validating a Revised Conceptualization   

Author: **Samvet Kuril**, *Ahmedabad U.*
Author: **Vishal Gupta**, *Indian Institute of Management, Ahmedabad*
Author: **Shiva Kakkar**, *XLRI - Xavier School of Management, Jamshedpur*
Author: **Rajneesh Gupta**, *BIMTECH - Birla Institute of Management Technology*

Globally, the examination of Public Service Motivation (PSM) has been instrumental in understanding how the attitudes and values of public servants shape the outcomes and efficacy of social welfare through public institutions. The construct of PSM offers a lens to assess and enhance the alignment between public servants' motivations and the objectives of public institutions. Yet research on PSM in the Indian context is conspicuously deficient as existing PSM frameworks and instruments, derived from Western-centric studies, do not adequately capture the cultural, economic, and administrative nuances that characterize the Indian public service. Consequently, there is a pressing need to investigate and measure the concept of PSM in India. In four studies, we re-examine the construct of PSM in the local context and develop a valid measure for it, identifying three unique dimensions - job security and growth, power to create change and social respect. The study contributes to the scholarly discourse on Public Service Motivation (PSM), laying groundwork for researchers in the Indian subcontinent to develop and empirically validate more refined theories of public administration.

KEY TO SYMBOLS

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

Paradox & Capacity: Persistent Tensions in Public & Nonprofit Organizations

Session Moderator: **Danbi Seo**, *Arizona State U.*

This presentation will explore the dynamics of organizational tension and paradox, examining how entities manage collaborative strain, the role of absorptive capacity in advocacy, the complex creation of paradoxes during legitimacy crises, and the unique contradictions inherent in public sector leadership.

PNP: **Caught in a Trap: The Co-Creation of Paradoxes in Processes of Legitimacy Repair**

Author: **Iris Seidemann**, *U. of Hamburg*

Author: **Daniel Geiger**, *U. of Hamburg*

The article examines how the co-creation of paradoxes impedes a public agency's attempt to repair its legitimacy. Using press articles, it builds on analyzing the media discourse around the Berlin State Office for Health and Social Affairs (LAGeSo) during the so-called 'refugee crisis'. Our findings show how the media call the agency's legitimacy into question and, when the agency addresses the call to repair its legitimacy, becomes even more vulnerable and fails in the repair attempt. We explain this observation with the emergence of co-created paradoxes the agency finds itself trapped in. The study contributes to the legitimacy discourse in public management by highlighting the role of the media not as passive spectators but as powerful actors in legitimacy processes. Second, we contribute to paradox theory by arguing that paradoxes can be co-created by multiple actors and that addressing them exceeds the capability of a single organization.

PNP: **Leadership Paradoxes in Public Administration: A Qualitative Study**

Author: **Lokesh Malviya**, *Doctoral Scholar, Indian Institute of Management Ahmedabad*

Author: **Vishal Gupta**, *Indian Institute of Management, Ahmedabad*

Public sector organizations face paradoxes on a regular basis. However, the extant literature has not paid adequate attention to formally analyze and draw out nuances of the said paradoxes which occur on an almost day-to-day basis and as research suggests, may have the potential to significantly impact various performance-related measures. Based on thematic analysis of semi-structured interviews of mid-level public administrators in India, the study found evidence of six paradoxes: creativity paradox, political paradox, decision-making paradox, implementation paradox, consideration paradox and identity paradox. The study aims to contribute to theory development on paradoxes and paradoxical leadership by providing a more nuanced view of the same. The study has the potential to inform officers, trainers, and human resource managers of public administration about the paradoxes that are inherent in this job and the leadership capabilities required to manage them at work.

PNP: **Hang in There: Experiencing and Addressing Capacity Tension in Collaboration**

Author: **Danbi Seo**, *Arizona State U.*








Actors join collaboration to complement and strengthen their existing capacity, broadly defined. However, they must first invest their capacity to build collaboration until it is fully developed and produces intended outcomes. This creates a challenge of ongoing work versus deferred gains, which is identified as "capacity tension" in this study. To advance theory and practice on the processes of managing capacity tension and sustaining collaboration, this study examines a nonprofit collaboration that struggled with constant capacity tensions yet persisted for several years with some meaningful achievements. Drawing on a unique longitudinal data from 165 interviews with 27 collaboration participants over 11 rounds of interviews, participant-observations, and archival documents between 2016 and 2020, this study reveals the presence of ongoing capacity tension in collaboration and offers various coping strategies. Based on the analysis, a process model on navigating capacity tension in collaboration is proposed.

PNP: **How Organizational Absorptive Capacity Shapes Advocacy Outcomes**

Author: **Qiaozhen Liu**, *Florida Atlantic U.*

The past several decades have seen a surge of research on nonprofit advocacy and lobbying. Previous studies have predominately focused on direct-service nonprofits, with little attention being paid to nonprofit infrastructure organizations (NIOs) that conduct advocacy on their behalf. Since advocacy and lobbying have become highly "specialized and institutionalized," there is a pressing need to better understand the role of professional advocacy services carried out by NIOs. The present study examines NIOs' advocacy effectiveness through the lens of absorptive capacity that highlights the importance of an organization's capability to acquire, assimilate, transform, and exploit information toward accomplishing organizational missions. Taking advantage of an original online survey of U.S.-based NIOs, this study confirms that an organization's absorptive capacity, including its connectedness, knowledge, and learning mechanism, influences different aspects of advocacy effectiveness.

KEY TO SYMBOLS

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

Catalyzing Change: Scaling & Innovation for Public & Nonprofit Impact

Session Moderator: **Sungdae Lim**, *Sam Houston State U.*

This presentation will explore the landscape of transformational innovation across the public and nonprofit sectors, from the driving force of public values and feedback, through the integration of artificial intelligence, to the narrative strategies behind government reinvention, and the systemic scaling efforts addressing homelessness.

PNP: Public Values as Catalysts for Innovation: How Feedback Sources Shape Nonprofit Innovation

Author: **Byung Min**, *Wayne State U.*

Author: **Sungdae Lim**, *Sam Houston State U.*

Author: **Daniel Fay**, *Florida State U.*

Nonprofit organizations providing social services must innovate to meet the evolving needs and expectations of their beneficiaries, leadership, and society writ large. To accomplish this, organizations must first understand the nature of the needs and expectations of these stakeholders. Using feedback-seeking behavior, internal management, and stakeholder theories this study examines the relationships between diverse feedback sources and organizational innovation, mediated by public and nonprofit value orientations. Our structural equation modeling analysis shows that creating diverse feedback channels that originated from different public values promotes nonprofit innovation. The findings highlight that communication and interaction between diverse stakeholders not only directly impact innovation but also indirectly shape the organization's public value orientation. This underscores the intricate and multifaceted nature of nonprofit innovation, along with the dynamics of internal and external stakeholders of nonprofit organizations.

PNP: Entrepreneurial Storytelling in Political Context: The Logics of "Reinventing Government" in the US

Author: **Chelsea Lei**, *Boston College*

Existing research on how entrepreneurial storytelling is used to legitimate innovation and change has focused primarily on commercial settings. This paper extends analysis of entrepreneurial storytelling to a public institution, the U.S. federal government, and demonstrates how political context affects the stories told by institutional entrepreneurs seeking to legitimate radical change. Using qualitative historical archival methods, I content analyzed the use of and relationship between two co-existing institutional logics – the state logic and the market logic – embedded in 154 official stories in five annual reports (1993-1997) of the Clinton administration's National Performance Review, popularly known as "Reinventing Government." I found that the use of the state logic and the market logic in the administration's stories changed over time and relative to each other. The stories initially emphasized an oppositional relationship between the two logics to justify the replacement of the state logic by the market logic as the dominant framework for guiding federal management. However, changes in the political context (i.e., Republican takeover of Congress in 1994) motivated the administration to construct stories that portrayed a collaborative relationship between the two logics, thus modifying its initial rhetoric of logic replacement by a subsequent rhetoric of logic hybridization. The study demonstrates that entrepreneurial storytelling by government actors constitutes an important rhetorical strategy through which the relationship between the central logics of two societal institutions, the state and the market, is politicized to create the enabling conditions for profound institutional transformation in the public sector.

PNP: Scaling as Organized System Change: The Case of Homelessness (WITHDRAWN)

Author: **Christian Seelos**, *Stanford U.*

Author: **Charlotte Traeger**, *U. of Bern*

Author: **Fenja Nolting**, *Hertie School*

We apply the lens of organized system change (Mair & Seelos, 2021) to understand the scaling of efforts to address the complex societal challenge of homelessness. This lens considers how organized efforts problematize and alter aspects of systems understood as complex social realities. To examine historical data on scaling solutions to homelessness in the United States between 1960 and 2021, we deploy an analytical scaffolding that distinguishes between the causal, situation, and problem realms of social systems. By examining the historical evolution of decisions and actions taken across various sectors and system realms, we develop a set of propositions that shed light on the efficacy, legitimacy, and desirability of scaling efforts. These propositions expand current understandings of scaling social innovation anchored in managerial or transactional perspectives. We contribute to the literature on scaling social innovation by integrating historical and system perspectives to comprehend the intended and unintended consequences of organized efforts to address societal challenges and make progress on social problems. Lastly, we evaluate the usefulness of our analytical scaffolding for empirical research on organized efforts to change social systems.

PNP: Welcome, Innovation! A Meta-Synthesis of Artificial Intelligence Adoption in the Public Sector

Author: **Simona Mormile**, *U. of Salerno*

Author: **Roberta Romano**, *U. of Salerno*

Author: **Gabriella Piscopo**, *U. of Salerno*

Author: **Paola Adinolfi**, *U. of Salerno*

Purpose. The purpose of this paper is to explore the impact of artificial intelligence (AI) adoption in the public sector organizations. The investigation seeks to delve into the multiple facets involved in the adoption of AI technologies by public organizations, discerning the complexities and implications of this transformative journey. Design/methodology/approach. We conducted a meta-synthesis of the qualitative literature on the topic of artificial intelligence in the public sector. Drawing from 15 systematically selected qualitative studies, we explored the various aspects related to how public organizations adopt AI technologies, with reference to the factors and challenges influencing its adoption. Findings. The results identify the main factors influencing the adoption of AI in the public sector, highlighting the involvement of organizational, technological, social, and environmental factors. Despite the presence of multiple barriers, there are just as many challenges and opportunities to effectively adopt AI in the public sector. Originality/value. This study seeks to analyze a significant number of qualitative studies regarding AI adoption within the public sector, highlighting the need for further investigation into this crucial topic.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1410** | Submission: **21766** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 12 2024 11:30AM - 12:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Picasso**

Conversations with the Editors: AMC

Presenter: **Benjamin Martell Galvin**, *BYU*

Presenter: **Elizabeth L. Rose**, *Indian Institute of Management, Udaipur*

Meet the editors of AMC and the team of associate editors to learn their vision for the journal and tips on how to write a successful paper. All are welcome!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Person-Centered Approaches to Diversity And Inclusion Research

Organizer: **Niamh Dawson**, *U. of Queensland*
Presenter: **Arian Kunzelmann**, *Future of Work Institute, Curtin U.*
Presenter: **Jane Chong**, *U. of Western Australia*
Organizer: **Belen Alvarez**, *U. of Queensland*

Despite increasing recognition of the value in using person-centered methods for vocational research, they are underutilized when it comes to modeling diversity and inclusion dynamics at work. This is surprising given the increasing complexity faced by scholars in accurately capturing the expanding conception of workforce diversity, as well as lack of insight into promoting employee inclusivity. In this symposium, we showcase the utility of person-centred approaches for advancing diversity and inclusion scholarship. The four included papers exhibit a range of person-centred techniques as applied to diverse populations, contexts, and theoretical frameworks. We hope that collectively, this research stimulates thought-provoking discussion on the methodological utility of person-centred methods, and inspires their use for future diversity and inclusion research.

Cognitive Health in Later Working Life: A Longitudinal Person-Centered Perspective on Work Design

Author: **Arian Kunzelmann**, *Future of Work Institute, Curtin U.*

Exploring Trajectories of Psychological Distress Among Older Workers in Australia During COVID

Author: **Jane Chong**, *U. of Western Australia*








The Problematic Nature of Conspiracy Beliefs for Inclusion in the Workplace

Author: **Belen Alvarez**, *U. of Queensland*

An Analysis of Employee Workgroup Inclusion Behaviors

Author: **Niamh Dawson**, *U. of Queensland*

KEY TO SYMBOLS

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

New Insights on Causal Inferences: Assessing Mediation and Control Variables

Session Moderator: **Michael Sturman**, *Rutgers U.*

RM: **Mediation Research: Drawing Valid and Complete Inferences**

Author: **Jie Feng**, *Rutgers U.*

Author: **Rakoon Piyanontalee**, *Penn State U.*

Author: **Mevan M. Jayasinghe**, *Michigan State U.*

Author: **Barry Gerhart**, *U. of Wisconsin, Madison*

Mediation research, when combined with strong methods, is uniquely valuable in understanding theoretical pathways and thus in providing a sound basis for policy decisions pertaining to people management. However, our comprehensive review shows that current mediation research in human resources, organizational behavior, and other areas of management has serious deficiencies that frequently result in incomplete, or worse, invalid conclusions and policy recommendations. The most fundamental problem in mediation research is the prevalent exclusive focus on the indirect effect while ignoring the direct and/or total effect (97.8% in our sample of studies). This problem is most serious when mediation is inconsistent (i.e., the sign of the direct effect is opposite to that of the indirect effect), which we find is common (occurring in 26.4% of sampled mediation studies), but almost always ignored. Focusing only on the indirect effect is especially problematic in inconsistent mediation when the direct effect is larger than the indirect effect, resulting in the total effect and indirect effect having opposite signs. Even when mediation is consistent, a sole focus on the indirect effect fails to satisfy a fundamental effect size requirement unique to mediation research: the need to quantify the size of the indirect effect relative to the size of the total effect. We provide a set of recommendations to address these concerns and to improve mediation research going forward. One key recommendation is to report and interpret not only the indirect effect, but also the direct effect and total effect. A second key recommendation is to report PM, as well as a form of PM, Absolute PM, that has been largely overlooked, but which our analyses demonstrate has crucial advantages (smaller sampling variability, robustness to inconsistent mediation) over PM alone.

RM: **From Theory to Practice: An Accessible Guide on Addressing Endogeneity Using Control Functions**

Author: **Jonathan Hoke**, *U. of Münster*

Author: **David Bendig**, *Otto von Guericke U. Magdeburg*

This study addresses the challenge of endogeneity in empirical information systems (IS) research, emphasizing the importance of the control function (CF) approach in analyzing secondary data. As IS research explores complex dynamics, it is crucial to rigorously handle endogeneity to maintain the validity of empirical findings. The paper demonstrates how the CF approach can address biases resulting from omitted variables, simultaneity, and measurement errors. Additionally, we compare its effectiveness with the Heckman two-stage and instrumental variable estimations. This paper aims to make the CF approach more accessible to IS researchers and our contribution is threefold: (1) providing an accessible, step-by-step guide to the CF approach, making it easily understandable, (2) outlining the theoretical underpinnings and relevant applications, and (3) presenting a hypothetical research model, complemented by software tutorials in Stata and R to effectively bridge the gap between complex econometric theories and their application in empirical research.

RM: **The Construct Uncertainty Principle: A Paradox of Control Variables the makes Research Design More Complex**

Author: **Michael Sturman**, *Rutgers U.*

Author: **James A Breagh**, *U. of Missouri, St. Louis*

Although there has been growing recognition of concerns associated with endogeneity and omitted variable bias, the way in which the inclusion of control variables influences the interpretation of statistical findings has not received sufficient attention. In this paper, we discuss what we refer to as the Construct Uncertainty Principle. This principle represents a paradox, where researchers can either know the construct being examined but not fully know the unbiased effect of that construct, or where researchers can have high confidence in the parameter estimate provided in an analysis (e.g., the regression coefficient) but not fully know the construct validity of the residual predictor used in that analysis. Using a simulation based on actual correlation matrices, we show that semi-partialled constructs have an equivalent reliability less than 0.70 roughly 50% of the time, and actually falls below an equivalent reliability of 0.50 roughly 25% of the time. The problem is larger when more control variables are used. Overall, this paper demonstrates that construct validity issues need to be much more carefully considered when using multivariate analysis and the interpretation of analyses merits equivalent attention to that given to endogeneity concerns. Recommendations for helping to address the concerns revealed in this paper are provided.

RM: **Improving Theory Testing with Nonlinear Control Variables**

Author: **Andreas Salmen**, *Brandenburg U. of Technology Cottbus-Senftenberg*

Author: **Diemo Urbig**, *Brandenburg U. of Technology Cottbus-Senftenberg*

Strategic management theories including dynamic capabilities, optimal distinctiveness, agency theories, and knowledge-based views, suggest nonlinear relationships and require nonlinear control variables (NLCs) for accurate theory testing. However, NLCs are rarely used and poorly understood, and, as we illustrate using previous research, neglecting them leads to inaccurate conclusions. We provide analytic proof and a Monte Carlo simulation to illustrate how NLCs result in more accurate theory testing in strategic management research. These analyses improve our understanding of when and why NLCs have positive (i.e., decreased bias and increased efficiency) or negative (i.e., reduced efficiency) effects on theory testing. Also, we offer best practice recommendations for identifying and using NLCs for balancing bias and efficiency.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1413** | Submission: **11782** | Sponsor(s): **(RM, OMT, SAP)**
Scheduled: **Monday, Aug 12 2024 11:30AM - 1:00PM CT (UTC-5)** at **Swissotel Chicago** in **Vevey 1**

Keeping Qualitative Weird: Resisting the Objectification of Qualitative Research



Session Chair: **Hans Hansen**, *Texas Tech U.*
Session Chair: **Anne D. Smith**, *U. of Tennessee, Knoxville*
Panelist: **Benjamin Nathan Baki Alexander**, *California Polytechnic State U.*
Panelist: **Marcos Pereira Fernandes De Barros**, *Grenoble Ecole de Management*
Panelist: **Sara R. S. T. A. Elias**, *U. of Victoria*
Panelist: **Jean M. Bartunek**, *Boston College*
Panelist: **Karen Golden-Biddle**, *Boston U. Questrom School of Business*
Panelist: **Robert P. Gephart**, *U. of Alberta*
Panelist: **Dirk Lindebaum**, *Grenoble Ecole de Management*
Panelist: **Anna Stevenson**, *Lund U., School of Economics and Management*

This panel symposium hopes to offer an insightful discussion about how we can avoid the objectification of qualitative research by “keeping it weird.” After outlining current problems in published qualitative research, we will open a space for dialogue where panelists in editorial roles, as well as the audience, will interactively discuss and explore practical suggestions for resisting objectification in qualitative research in journal publications. We hope to discuss ways we might regain qualitative research’s distinct method of embracing subjectivity and leveraging its differences, which we believe contribute to impactful and interesting research.

KEY TO SYMBOLS

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

Entrepreneuring and Entrepreneurship as Practice

Session Moderator: **Alex Christian**, *TUM School of Management, Technical U. of Munich*

SAP: **Caring and Valorising: How Stuck Entrepreneurial Evaluations are Accomplished in Practice**

Author: **Alex Christian**, *TUM School of Management, Technical U. of Munich*

Author: **Neil Pollock**, *U. of Edinburgh business school*

Author: **Marian Konstantin Gatzweiler**, *U. of Edinburgh*

Author: **Luciana D'Adderio**, *U. of Edinburgh*

Our two-year ethnographic study examines a UK government-initiated innovation competition for digital health and social care to explore how entrepreneurial organisations are evaluated in practice. Evaluations of entrepreneurial organisations are crucial for their economic survival, yet highly complex to conduct in practice since evaluators often have to base their evaluations on future promises and inappropriate levels of information. We draw on observations, interviews, and documentary material to analyse the interactions between evaluators, as well as their interactions with contesting technology ventures within multiple evaluation meetings. By theorising entrepreneurial evaluating as a social practice, we show how complex evaluation processes can get stuck and how such situations of stuckness can be overcome in practice. In particular, we focus on the role of caring and valorising in accomplishing stuck evaluations. Our study contributes to the literature on entrepreneurship, organisation, and valuation.

SAP: **Place and Placing in the Emergence of Start-ups and Start-up Culture: A Dialectical Approach**

Author: **Boukje Cnossen**, *Leuphana U. Lüneburg*

Author: **Sarah Stanske**, *Leuphana U. Lüneburg*

Drawing on the burgeoning literature of place in organizational research, we examine the emergence of a local entrepreneurial region in northern Germany and investigate how actors linguistically construct the new start-up scene. In this sense, we extend existing literature, which has foremost highlighted how actors draw on already established meanings of local places, such as Silicon Valley, by showcasing how places become infused with meaning in the first place. Surprised by the observation that actors described the region as both a suitable place to start ventures, and as an area that is seriously lagging behind in its capacities to support start-ups, we draw on a dialectical approach, and mobilize Bakhtin's notion of the chronotope to better understand this seemingly paradox. Drawing on interviews, observations and documents, we discern four types of 'placing', which are geared towards constructing the emerging entrepreneurial region both symbolically and materially. Common to these types of placing is that they work with scale and distance, shaped by what we believe are two chronotopes; one being that of the international start-up world, and the other that of a rural region. Relying on the chronotope allows us to develop a spatialised or 'sited' way to account for the role of local and translocal discourses in shaping processes of symbolic and material construction. Furthermore, by proposing the notion of 'placing' as tension-ridden process, we extend current literature on place and entrepreneurship and highlight the role of language in the construction of a local start-up ecosystems.

SAP: **Corporate Ventures for Strategic Renewal? Start-Up Identity and Strategizing Under Ambiguity**

Author: **Kathrin Borner**, *Erasmus U. Rotterdam*

Author: **Fleur Deken**, *Vrije U. Amsterdam*

Author: **Frans Feldberg**, *KIN Research, VU Amsterdam*

Many incumbents set up corporate ventures for their strategic renewal. These corporate ventures must enact the incumbent's goals while doing things differently to renew the incumbent's strategy. Often these corporate ventures are confronted with ambiguity caused by multiple goals imposed by the incumbent they are embedded in. To better understand how corporate ventures strategize under ambiguity, we investigate how a corporate venture's identity relates to strategizing under ambiguity arising from multiple goals. We address this question in a longitudinal study of a corporate venture which had to contribute to the incumbent's transformation into a more data-driven, circular and B2C (business-to-consumer) oriented firm. Using a longitudinal, micro-level ethnographic approach allowed us to gain in-depth insights into how corporate ventures strategize under ambiguity. We show how a corporate venture solved ambiguity and engaged in their own strategizing activities instead of following the imposed goals from the incumbent. Driven by their start-up identity which developed over time the corporate venture shifted further and further away from the imposed goals of the incumbent. The corporate venture followed its own strategizing activities and ultimately ended in a strategy drift.

SAP: **Iterative Problem Development Process in Startup Innovation Contests**

Author: **Juliane Moellmann**, *Aarhus BSS, Aarhus U.*

Author: **Michael Zaggl**, *NEOMA Business School*

Corporations use open innovation approaches to solve internal problems by utilizing external knowledge, for example, in the form of crowdsourced innovation contests. However, the issue of formulating an innovation problem for broadcasting is under-researched. We address this issue in the context of startup innovation contests, a new form of crowdsourcing in which corporations crowdsource problems to startups and which is managed by a program. Specifically, this study examines how problem statements are formulated and how they are constructed collaboratively by the participating actors in this setting. Using a case study analysis with a processual microlens, we analyze five companies in the German Housing industry, each crowdsourcing a problem and later collaborating with a startup. Our analysis examined the changes in the problem statement throughout the process. We find that an unequal balance between knowledge seekers and startups during problem formulation results in cancellations or delays during the pilot project implementation. The research highlights the relevance of the problem formulation process in corporate-startup collaboration and provides a fine-grained perspective in the broader understanding of problem construction.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Responsible Corporate Behavior or Greenwashing? Governance, Decoupling, and Stakeholder Views



Session Moderator: **Stelios C. Zyglidopoulos**, *Sprott School of Business, Carleton U.*

SIM: **Corporate Governance and Greenwashing**

Author: **Erifili Chatzopoulou**, *AUEB*

Author: **Maria Fotaki**, *Athens U. of Economics and Business*

Author: **Giorgos Papagiannakis**, *U. of Peloponnese*

Author: **Stelios C. Zyglidopoulos**, *Sprott School of Business, Carleton U.*

Companies worldwide are increasingly adopting environmental sustainability (ES) initiatives to meet stakeholder demands and gain environmental, reputational, and financial benefits. However, concerns are rising about the authenticity of these efforts, given the surge in irresponsible corporate behavior. Researchers are exploring drivers of CSR greenwashing, with past studies focusing only on organizational aspects or external pressures. This paper investigates how corporate governance influences a firm's likelihood to engage in greenwashing. The significance of this inquiry lies in the direct connection between governance mechanisms and how firms decide, manage, oversee, and communicate their ES engagements. Using Asset4 Thomson Reuters ESG data for US manufacturing firms between 2010 -2017, we found that firms that have independent members and a CSR committee on the board of directors are more likely to engage in greenwashing, or environmental championing rather than in greenwashing.

SIM: **Type I and II Greenwashing: Extending the Critique of CSR Communication via Means-Ends Decoupling**

Author: **Aurélien Feix**, *HEC Paris*

Author: **Moritz Gruban**, *Royal Holloway, U. of London*

Author: **Ariel De Fauconberg**, *Cambridge Judge Business School*

Widespread criticism of “greenwashing” practices has prompted business organizations to report on their corporate social responsibility (CSR) activities under more stringent transparency standards. However, in order to steer economic activity towards the meaningful integration of social and environmental sustainability goals, it is not enough for companies to simply report on the degree of “responsibility” with which they conduct their business: what counts as “responsible” corporate behavior must also be conducive to such a state. We argue that the fulfillment of the latter condition is hampered by an under-conceptualized form of greenwashing. “Type II greenwashing,” as we call it, refers to discursive practices by which the means advocated in the name of CSR (i.e., the corporate practices qualified as “responsible”) are decoupled from their stated ends (i.e., the declared broader goal of a corporate “responsibility”, ensuring an economically prosperous society that is also socially and ecologically sustainable). We show how Type II greenwashing differs from the practices that are conventionally subsumed under the term “greenwashing” (i.e., “Type I greenwashing”), and describe three discursive mechanisms through which Type II greenwashing functions: conflation, blurring, and distension of the means-ends link. Finally, we outline an agenda for researching and countering Type II greenwashing and offer useful implications for managerial practice.

SIM: **A Post Pandemic Perspective on Greenwashing Discourse & Manager's Perceptions**

Author: **Ouiam Kaddouri**, *Leonard de Vinci Business School*

Amidst the unprecedented economic backdrops of a global pandemic, the intricate web of greenwashing discourse in times of fake news has woven its threads into the fabric of corporate sustainability, reshaping managers perceptions and challenging their attitudes toward sustainable decision making. Through a two-phases qualitative study, this research explores the impact of greenwashing discourse on manager's perceptions and attitudes toward sustainability post pandemic. The results reveal a disconnection between external greenwashing discourse and the managerial mindset, as claims of greenwashing are often linked to 'fake news.' Furthermore, the study shows that the pandemic has shifted the spotlight to financial concerns, overshadowing sustainability in strategic decision-making, thereby altering the landscape of corporate responsibility. Going beyond the conventional focus on consumers and clients, this study aims to fill a critical gap in greenwashing research by examining the impact on a different category of stakeholders. Through this investigation, we aim to contribute to the research regarding greenwashing discourse by offering a more comprehensive understanding of the complexities and nuances involved in managerial perceptions of greenwashing discourse and sustainability initiatives in an era marked by unprecedent contextual challenges.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Global Insights for Empowered Gender Representation: Roles and Experiences of Women in Governance

Session Moderator: **Johanna Kujala**, *Tampere U.*

SIM: From Their Own Voices: The Lived Experiences of Women on Corporate Boards in Nigeria  

Author: **Aruoriwo Marian Chijoke-Mgbame**, *De Montfort U.*

Author: **Emmanuel Afolabi Adegbite**, *U. of Nottingham*

Author: **Simisola Akintoye**, *De Montfort U.*

Author: **Elewechi Okike**, *International Centre for Training, Research and Audit of Governance, Washington*

Relying on social categorisation and institutional theories, this paper contributes to the corporate governance literature and board gender diversity in weak institutional settings. Through a qualitative methodology, we present insights into the lived experiences of women on corporate boards in Nigeria. In particular, we highlight the barriers that impede women, their challenges while accessing and serving on corporate boards, and how they make sense of these challenges. We offer some solutions in dealing with these challenges as well as firm and policy levels recommendations for increasing the opportunities for female board members to contribute to good corporate governance.

SIM: Women Representation in Top Management Team and Corporate Green Innovation

Author: **Congshan Li**, *Xiamen U.*

Author: **Wei Jiang**, *Xiamen U.*

This study investigates the relationship between women's representation in top management teams (TMTs) and corporate green innovation. While existing literature suggests the potential benefits of diverse leadership for sustainability, the specific impact on green innovation remains under-explored. We analyze the influence of women leaders' psychological traits, considering both their ethical orientation and risk aversion, on their approach to green innovation. Employing a panel dataset of listed Chinese private firms and a two-stage least squares regression model with an instrumental variable, the findings reveal a statistically significant negative impact of women's TMT representation on green innovation. Further examination of contextual moderators identifies specific factors that mitigate or exacerbate this relationship. Notably, severe air pollution, political connections, and higher R&D intensity attenuate the negative effect, while intense industry competition intensifies it. This study advances understanding of women leadership in corporate upper echelons and the antecedents of green innovation, as well as offers insights for companies seeking to promote sustainable practices through diverse leadership.

SIM: Fit or Push? Understanding the Double-edged Sword of Pay-for-Performance for Female Leadership   

Author: **YuTing Guo**, *Northwestern Polytechnical U.*

Author: **Ying Zhang**, *Northwestern Polytechnical U.*

Does pay-for-performance vary with gender-based leadership differences? If so, how, and when? Our study integrates person-environment fit theory with agency theory, we propose a set of competing predictions on the relationship between female CEO presence and pay-for-performance. Based on person-environment fit theory, female CEOs will be associated with low pay-for-performance. But agency theory predicts that female CEOs will result in high pay-for-performance to counterbalance female CEOs' risk aversion tendencies. We further explore the joint effect of female CEO presence and pay-for-performance on a firm's financial outcomes. Our findings indicate that firms will mirror female CEOs' preferences with low pay-for-performance and, indeed, pay-for-performance may backfire if firms are led by female CEOs. Our empirical analyses provide substantive support for our predictions.

SIM: Gender Premium in Social Ventures for Women Founders: Philanthropic Grants   

Author: **Aindrita Chatterjee**, *Institute of Management Technology Hyderabad*

Author: **Seung Hoon Lee**, *Indian School of Business*

Social ventures have been seen as a field with less gender inequality, commonly involving more women founders. However, previous research suggests gender penalty exists for women founders accessing equity and debt capital. This paper attempts to resolve this apparent puzzle by examining an alternative source of financing of social ventures: philanthropic grants. By taking philanthropic grants as an important component of financing of social ventures, this paper addresses the following research question: Is there less of a gender penalty or even a gender premium for women founders of social ventures receiving philanthropic grants? If so, under what conditions can such a gender premium be amplified or attenuated? Based on existing theory and evidence, we first hypothesize that the presence of more women founders in social ventures decreases the probability of receiving equity or debt financing and the absolute amount. Building on social role theory and gender role congruity theory, we then hypothesize that presence of more women founders in social ventures increases the probability of receiving philanthropic grant and its amount. We further predict that this gender premium for women in receiving philanthropic grants is higher for non-profit than for-profit social ventures, and that this premium for non-profit social ventures can be even higher when the venture is in a revenue generation status and when that revenue is higher. These hypotheses are initially tested through a sample of 11872 social ventures using data from the Global Accelerator Learning Initiative (GALI) database. In a second study, we perform an experimental analysis to validate our hypothesis about the gender premium received by ventures having a higher proportion of women founders in the case of philanthropic grants. Our findings generally support our theory and further show that the gender of the donor can moderate this premium.

The unorganized sector holds extreme importance for developing and underdeveloped economies as it is a major source of livelihood for the larger populace. According to the International Labour Organization (ILO, 2002), 50–75 percent of all non-agricultural employment in the developing world exists in the informal sector. Studies suggest that unorganized enterprises are generally low on productivity and constrained to finance due to which they have limited growth opportunities (Rothenberg et al., 2016). Women in developing countries are mostly found engaged in unorganized setups as it helps them to fulfill family obligations due to time use flexibility. Deterrence to entrepreneurial activities exist for both men and women; however, female entrepreneurs are affected mainly due to gender biases arising out of socio-economic conditions or certain legal biases such as unfavorable inheritance laws (Daynard, 2015). Women empowerment in the context of knowledge society advocates building capabilities at individual levels so that women are well informed about their choices, acquire required skills, and exercise control over their decisions. This work identifies significant determinants of credit access for women-owned unorganized enterprises and their dynamics using NSS datasets and IHDS-II. The preliminary emphasis of this paper lies on the demand side factors, particularly empowerment levels of the women entrepreneurs and other owners' characteristics and firm characteristics. A multidimensional Empowerment index has been developed to measure the empowerment levels of women entrepreneurs. Policy implications based on the findings have been suggested.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

SIM Best Business Ethics Paper Finalists

Session Moderator: **Thomas J. Donaldson**, *The Wharton School, U. of Pennsylvania*

SIM Best Business Ethics Paper Finalists present their work in this field advancing session. The SIM Best Business Ethics Paper Award recognizes exemplary business ethics scholarship.

SIM: Business and the Common Good: A Moral View of Corporate Purpose

Author: **Gerard George**, *Georgetown U., McDonough School of Business*

Author: **Thomas John Fewer**, *Rutgers U., Camden*

Author: **Quentin Dupont**, *Georgetown U., McDonough School of Business*

There is a growing expectation that businesses take more active roles in addressing societal problems. Recent scholarship further endorses the idea of corporate purpose, which implicitly assumes a form of moral responsibility towards society. By drawing from the philosophical doctrines of the common good, we offer a moral view of corporate purpose. We conceptualize the common good as a multidimensional construct that draws from three moral perspectives, substantive, procedural, and consequential, where all three are jointly necessary but individually insufficient to explain the moral view of corporate purpose. We explain how the dimensions underlying each of these perspectives of common good could serve as a rubric for decision-making through the process of framing, formalizing, and realizing corporate purpose. We develop a research and practice agenda that provide tests of the common good as applied to a firm's governance, actions, and outcomes.

SIM: An Integrated Systems Model of Ethical Messaging in Organizations

Author: **Maribeth Kuenzi**, *Southern Methodist U.*

Author: **McKenzie Rees**, *Brigham Young U.*

Author: **Marshall J. Schminke**, *U. of Central Florida*

The goal of this paper is to expand understanding of the complex terrain that lies between an ethical message and resulting (un)ethical behavior in organizations. To do this, we integrate research in the ethics literature (i.e., ethical leadership, ethical climate, and moral judgment) with dual processing theory of ethical decision making and systems theory of communication to develop an integrated systems model of ethical messaging in organizations. We identify three components – resonance, activation, and cultivation – which represent how leaders, followers, and the work environment are interconnected. Further, we delineate the processes through which these components can lead to effective messaging about ethics by understanding how followers perceive, understand, and prioritize complex ethical messaging in the workplace. In doing so, we expand on the roles of leaders, the ethical environment, and followers in how to communicate effectively about ethics. Lastly, we provide practical prescriptions for organizations to create more effective messaging and how to create a shared meaning of ethical messaging in organizations to promote consistent, committed ethical behavior in employees.

SIM: Nobody's Perfect: How Recognition of Moral Fallibility Prevents and Promotes Workplace Deviance

Author: **Chase Thiel**, *U. of Wyoming*

Author: **John Bush**, *U. of Central Florida*

Author: **David Welsh**, *Arizona State U.*

Author: **Julena Bonner**, *Utah State U.*

Decades of behavioral ethics research demonstrates that well-intentioned people deviate from their moral standards on a regular basis for a variety of reasons, and that ignoring this reality only increases the chances of misconduct. Indeed, no one is perfect and ignoring this reality can be problematic. However, does believing that oneself is susceptible to deviant behavior lead to more or less actual deviance? By operationalizing the construct of moral fallibility and developing a measure, we unravel the nuanced relationship between moral fallibility and deviant behavior. Drawing upon social cognitive theory, we argue that moral fallibility has countervailing effects on deviant behavior through moral anxiety. On the positive side, moral anxiety caused by moral fallibility promotes proactive moral problem-solving (a “fight” response), which reduces deviant behavior. Conversely, moral anxiety caused by moral fallibility also has the potential to induce moral disengagement (a “flight” response), which leads to an increase in deviant behavior. Further, whereas one's level of motivation to behave ethically is critical to moral self-regulation in social cognitive theory, we also predict that those high in moral identity are less likely to disengage their moral standards in response to moral anxiety. Across three studies, we find converging support for our theoretical model. The theoretical and practical implications are discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Toward Flourishing: The Role of Care, Love, Meaning, Values, and Moral Foundations

Session Moderator: **Christopher Michaelson**, *U. of St. Thomas*

SIM: Exploring the Role of Social Mechanisms in Determining the Reconciliation of Paid Work and Eldercare

Author: **Hedva Vinarski Peretz**, *The Max Stern Yezreel Valley College, Israel*
Author: **Galy Binyamin**, *Ariel U. Department of Economics and Business Administration, Israel*

This study examines a broader social mechanism affecting working informal caregiver's ability to reconcile paid work and eldercare. Drawing on Informal Care Model (ICM), we conducted a qualitative inquiry to examine how three pillars of the social context, family, workplace and community, support or impede primary caregivers' ability to reconcile paid work with eldercare. Semi-structured interviews with employed primary caregivers aged 43-60 form the basis of the study. Thematic analysis indicates that the provision of informal eldercare by working caregivers is positively affected by the workplace social network (colleagues), work arrangement/model (autonomy and flexible work), the availability of public resources in the community and of complementary resources from the primary family circle. Unlike, the provision of informal eldercare is restricted due to lack of a comprehensive support service system for caregivers, where they experience unmet multiplied responsibilities of work and care and unending spillover on the work-family-care axis. Our major theoretical contribution lies in an expansion of the ICM model. Although the ICM provides a behavioral perspective, laying the foundations for investigation of the external conditions that facilitate or restrict the provision of care and frame three major pillars, to date the model does not include exactly which key supportive or restricting factors operate within each pillar. This article therefore responds to this gap by suggesting more insight into the key conditions in the care context that can be integrated into the ICM.

SIM: What's Love Got to Do with It: Love and Organizational Studies

Author: **Michael Andreas Pirson**, *Fordham U.*
Author: **Diego Arias Padilla**, *U. of Detroit Mercy, CBA*
Author: **Abiola Olukemi Ogunyemi**, *Lagos Business School Pan Atlantic U. Nigeria*
Author: **Georgia Diletta Nigri**, *Sophia U. Institute*

Love, with its various forms, is depicted as a dynamic force propelling creativity, care, innovation, progress, and overall well-being. Our analysis delves into the significance of love in business management. The challenge lies in bridging the gap between personal and professional selves, fostering the translation of love from personal to workplace settings, and transforming self-interest into a moral emotion that extends beyond oneself. Based on these premises, we aim to operationalize the concept of love, framing its importance in the organizational context and trying to understand the factors that enhance or detract from its complete application. We highlight various definitions that have been offered in the literature, with a focus on ethics. We then seek to provide an overview of love in the context of organizing, highlighting varying conceptions of love. Finally, we assess the impacts of these conceptions of love on the study and practice of leadership and management. Developing an organizational culture of inclusiveness may enhance the ethic of love. A culture can outlast the individuals who reify it, thus leading to a virtuous cycle capable of self-perpetuation, encouraging close identification with that created value system. We seek to demonstrate that a relational collective environment can foster love at an organizational level and that its various forms can drive human flourishing.

SIM: Going Back to My Roots: Stability Despite Liminality in the Search for Meaningful Work

Author: **Annette Yunus Pendrey**, *Cranfield School of Management*

Meaningful work has typically been explored in stable workspaces. However, modern workplaces have become increasingly changeful, with a blurring of organizational boundaries. We situate our paper at the intersection of meaningful work and liminality and use a Bourdieusian lens to understand how liminal spaces facilitate change in people's meaningful work sensemaking. A 21-month, qualitative analysis at four business schools, as exemplary liminal spaces, first found three distinct meaningful work habitus that had been imparted by people's childhood caregivers. Second, despite the liminal space, we found remarkable stability in most meaningful work accounts. A minority experienced change. The different scenarios resulted from habitus-workplace conditions (mis)fit, which contributed to meaningful work (dis)enactment. We offer a process model that elucidates how meaningful work is (dis)enacted in liminal spaces. Our work contributes to scholarship, first by uncovering an underexplored causal mechanism for meaningful work which we introduce as the meaningful work habitus. Differences in meaningful work habitus that are socially reproduced during childhood explain why people have divergent understandings of meaningful work in adulthood. Second, we identify a core boundary condition in which liminal spaces facilitate change, with implications for career choice, wellbeing, and organizational uses of these spaces.

SIM: Humanity, Impartiality, and Data Preferences: How Values Shape the Quantification of Human Need

Author: **Alex Odium**, *U. of Lausanne, Faculty of Business and Economics (HEC Lausanne)*
Author: **Joerg Dietz**, *U. of Lausanne, Faculty of Business and Economics (HEC Lausanne)*
Author: **Julian N. Marewski**, *U. of Lausanne, Faculty of Business and Economics (HEC Lausanne)*

The business of collecting data is an old one, but propelled by digital technology, ever more aspects of human existence are being quantified. This trend calls for understanding the values and ethical implications of quantification processes, particularly in domains where the resultant numbers impact human well-being. In an experiment, we examined how values influence preferences to immediately use readily available data, instead of spending time to improve data quality. Participants were assigned to one of three between-subject conditions, featuring a humanitarian organisation valuing (i) humanity over impartiality, (ii) impartiality over humanity, or (iii) both equally. Our findings suggest that organisational values emphasising impartiality drive analysts to spend time improving data in terms of its accuracy, security, freedom from bias, or evidence-base, while values emphasising humanity encourage analysts to expedite the use of available data. Thus, our research reveals that although the use of data gives decisions an aura of objectivity, these data themselves can reflect value preferences.

Author: **Jake Telkamp**, *Augusta U.*

Author: **Marc H. Anderson**, *Iowa State U.*

Like all people, researchers have values and morals that serve as guiding principles and are important drivers of their attitudes and behavior. Yet, we know little about what values and morals management researchers hold, and whether they align with the stakeholders they intend to inform—managers in industry. In this empirical study, we take stock of the values and morals of management researchers and compare them with a sample of practicing managers, establishing the phenomenon of a value divergence. We find that managers, compared with management researchers, placed more emphasis on four of the six moral foundations: equality, loyalty, authority, and purity, and on five of the 19 values: hedonism, power (dominance), security (societal), tradition, and humility. Management researchers, on the other hand, placed more emphasis on the six values of achievement, self-direction (thought), self-direction (action), benevolence (dependability), universalism (concern), and universalism (tolerance). We found that managers were slightly less liberal on average than the management researchers, but only for social issues and not economic issues. Managers also placed a higher emphasis on both idealism and relativism than did researchers, and there was no difference between how religious the groups were. We discuss several theoretical and practical implications of these findings and offer suggestions for how future work can address scholarly value “blind spots.”

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Horizons in Stakeholder Activism Research

Session Moderator: **Olga Hawn**, *U. of North Carolina, Chapel Hill*

SIM: How Stakeholders Infiltrate Open Climate Strategies

Author: **Susana Esper**, *IESEG School of Management*
Author: **Gustavo Birollo**, *FSA ULaval (Laval U.)*
Author: **Maria Castillo**, *IESEG School of Management*
Author: **Frank G.A. De Bakker**, *IESEG School of Management*

While the literature on stakeholder engagement and that of open strategy evolved independently from each other, they both inquire over a similar empirical phenomenon: how organizational managers include stakeholders in certain organizational activities. Despite this growing interest in the phenomenon, we still know very little about how stakeholders actually make their way into strategy-making when they are not invited. To fill this research gap, our paper asks: How do stakeholders infiltrate a strategy-making process? Adopting an action-research methodology, this article explores the stakeholder engagement process of a business school that led to the co-construction of the climate strategy. We found that due to the infiltration of diverse group of stakeholders, an initially classic strategy-making process evolved into an OS process, reaching more ambitious climate goals than those initially foreseen. We contribute to the literature on stakeholder engagement, by conceptualizing the role of stakeholders in fostering organizations' engagement activities and shaping the definition of organizational issues, and to the literature on open strategy by showing how stakeholders exercising pressures over the organization for openness in areas not originally planned, lead to more ambitious climate strategies, rather than finishing up as ephemeral events.

SIM: Towards a Theory of Organizational Repression of Stakeholder Collective Action

Author: **Natalie Holzaepfel**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Olga Hawn**, *U. of North Carolina, Chapel Hill*
Author: **Timothy Werner**, *U. of Texas at Austin*

Prior research on organizational responses to normative pressures has cataloged a spectrum of strategies, ranging from accommodation to resistance, but more assertive responses have largely been overlooked. We expand the existing repertoire to include the more aggressive, targeted, and intertemporal response of organizational repression. We define repression as a unique strategy designed to prevent, control, or constrain stakeholder collective action (SCA) that aims to induce organizational change. Repression can target both internal and external stakeholders and can operate both proactively and reactively. Our theorizing focuses first on repression's antecedents and second on how organizations select among myriad repressive tactics. We propose that organizations are more likely to repress SCA when they perceive stakeholders as i) having potential, but less actual power relative to the focal organization, ii) less legitimate, and iii) threatening core business activities. Further, we argue that the selection of repressive tactics will vary across i) internal and external stakeholders and ii) temporal stages of SCA. Our theory builds from and contributes to the neo-institutional, nonmarket strategy, and stakeholder theory literatures. Ultimately, we seek to draw scholarly and practitioner attention to repression, as its use has sweeping consequences for organizations, stakeholders, and society more broadly.

SIM: Activism Beyond Ownership: Advisory Role as a Means of Shareholder Influence

Author: **Prami Sengupta**, *U. of California, Irvine*








The shareholder activism literature has made a strong case supporting private dialogues and the ensuing advisory roles of shareholder activists as ways for the shareholder activists to wield influence. However, the process through which shareholder activists get to positions where corporate managers use them as advisors remains unknown. This study uses ethnographic methodologies to examine how shareholder activists, operating with limited ownership and without elite alliances, emerged as advisors to managers of large multinational corporations. The study identifies three interacting practices- projecting expertise, soliciting expertise, and supplying expertise- that work in tandem to enable and legitimize the advisory status of shareholder activists. It also describes four orientating practices through which the shareholder activists orchestrated different aspects of their meetings with corporate managers, subtly moving the managers into requesting the specific type of input and suggestions that shareholder activists wished to provide. The study contributes to the scholarships of shareholder activism, shareholder engagement, and expertise recognition.

SIM: Corporate Governance Evaluation and Shareholder Activism: An Institutional Gatekeeping Perspective

Author: **You-Xiang Song**, *U. of Texas at Dallas*
Author: **Jun Xia**, *U. of Texas at Dallas*

Integrating research on corporate governance (CG) into institutional theory on gatekeeping, we conceptualize public rating agencies as gatekeepers as having a twofold implication. From the activist-centric perspective, a firm's unfavorable CG rating may attract the attention of shareholder-proposal activists to target the firm. From the firm-centric perspective, an unfavorable CG rating generates institutional pressure on corporate receptivity to activism. However, support from external auditors and interlocked boards may dilute activists' attention to the unfavorable CG rating, thereby reducing its effect on shareholder activism. Moreover, such support may become a pressure-resistant force for firms, weakening the effect of unfavorable CG ratings on their receptivity to shareholder activism. Using a sample of S&P 1500 firms, we find evidence that largely supports our arguments. This study provides insights into the CG literature on the extent to which institutional gatekeepers affect shareholder activism and its receptivity.

KEY TO SYMBOLS

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

Does Gender Make a Difference?

Session Moderator: **Aten Zaandam**, *Duke U.*

STR: **The Impact of CHROs on Corporate Social Performance: Does Gender Make a Difference?** 

Author: **Toru Yoshikawa**, *Waseda U.*

Author: **Ignacio Requejo**, *U. of Salamanca*

Author: **Richard R. Smith**, *Johns Hopkins Carey Business School*

Author: **Daisuke Uchida**, *Keio U.*

This study examines the effects of female Chief Human Resource Officer (CHRO) on corporate social performance, or the “Social” dimensions in ESG. Previous research emphasizes gender differences in values and moral orientation and argues that female leaders are positively associated with corporate social performance. We apply this logic to female non-CEO executives, especially female CHROs, and investigate whether they are indeed effective in enhancing corporate social performance. We further examine the moderating effect of female CHRO’s influence measured by her role tenure, the presence of a female CEO, and the level of board gender diversity. We predict that these factors should enhance female CHROs’ influence, thereby improving corporate social performance. Our empirical analyses support our prediction on the role tenure, but we find the opposite results on the moderating effects of female CEO and female board members. Our empirical evidence, which contradicts our expectations, suggests the presence of substitution effects between female CEOs and female directors, and female CHROs. With these findings, this study contributes to research on TMT diversity and corporate social responsibility.

STR: **Going Along Versus Going Alone? Why do Female CEOs Conform with Rather Than Deviate?**  

Author: **Livia Markoczy**, *U. of Illinois at Chicago*

Author: **Aten Zaandam**, *Duke U.*

Author: **Steve Sauerwald**, *U. of Houston*

We draw on Upper Echelons Theory (UET) to argue that CEOs face gender-specific playing fields in two key CEO role domains—corporate strategy and corporate social responsibility (CSR)—that affect CEOs’ discretion to act on their values and cognition. We attribute differences in these playing fields to incongruity between CEO role domain-based expectations and female gender-based stereotypes in the corporate strategy domain and to congruity in the CSR domain. We theorize that such situational differences pressure female CEOs to conform to industry norms in the corporate strategy domain while the CSR domain frees them to act on their values and cognition. We further test for contingencies, including gender-diverse boards and poor firm performance, that we predict will moderate the relationship between female CEOs and firm-level (non-)conformity actions in corporate versus CSR domains. We tested our predictions using a sample of S&P 1500 firms from 2007 to 2018 and found that they supported our hypotheses.

STR: **Make No Mistake – Performance of Extreme Precision Tasks under Pressure and the Role of Gender**  

Author: **Leo Schmallenbach**, *U. of Mannheim*

This study investigates the relationship between pressure and performance in extreme precision tasks, which are cognitively demanding tasks performed under high levels of physical activation. Contrary to the dominant view that individuals “choke” under pressure, it is suggested that pressure can be beneficial for the performance of these tasks. This is because pressure can potentially help individuals to shift attention towards cognitive processes and consciously adapt their behavior. The study also considers gender as a contingency factor, examining whether performance of extreme precision tasks under pressure differs between men and women. The empirical context of this study is professional biathlon, an Olympic Winter sport that combines cross-country skiing with rifle shooting. Results from a longitudinal study of 391 professional biathlon athletes and over 50,000 shooting rounds support the hypothesis that women perform better under pressure in extreme precision tasks, as they miss fewer shots at the Olympics compared to non-Olympic races, while men do not show this difference.

STR: **Gender, Rejection, and Perseverance in Grant Applications**  

Author: **Jiang Bian**, *HKU Business School, The U. of Hong Kong*

Author: **Toby E Stuart**, *U. of California, Berkeley*

Author: **Yanbo Wang**, *HKU*

Author: **Zhongyu Zhao**, *The U. of Hong Kong*

We examine differences in perseverance between male- and female-led entrepreneurial ventures during resource seeking through grant applications. Exploiting a gender-neutral evaluation setting provided by a premier innovation grant program in China where funding allocation is merit-based and measured by the ranking of firm’s evaluation scores, we find that male-led ventures are significantly more likely to reapply following an initial grant rejection, relative to female-led ventures with comparable attributes. We further examine how female-led ventures respond differently than male-led ventures to noisy evaluative feedback. Notably, male-led ventures tend to be more motivated to reapply by divergent evaluations compared to female-led ventures. Specifically, male-led ventures are influenced more by positive signals while female-led ventures by the aggregate evaluation. We propose a signal interpretation mechanism to explain the observed gender differences in perseverance.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Strategies and Signals in Market Entry: Shaping Success Amid Competition

Session Moderator: **Roberto Vassolo**, *IAE Business School - Austral U., Argentina*

STR: **Competitive Dynamism in Nascent Markets: Trademarks and Superstar Firm Entry in the Metaverse**   

Author: **Wendy Bradley**, *Southern Methodist U.*

Author: **Julian Kolev**, *United States Patent and Trademark Office*

Does entry by a superstar firm change the competitive dynamics of nascent industries? Using USPTO trademark data and a quasi-experimental design, we explore this question by analysing the development of new products and services in the metaverse. We develop a theoretical framework of heterogeneous strategies for market entry under uncertainty, contrasting competition in digital vs. physical industries. Empirically, we show that firm size has a strong positive correlation with metaverse participation among U.S.-based trademarking firms, and that this effect is amplified for born-digital and global, physical-goods firms. However, following Facebook's entry in 2014, we document a 10% decline in metaverse engagement; decomposing this average effect, larger and born-digital firms were minimally impacted, while globalized physical-goods firms experienced the largest declines. These results suggest that physical-goods firms are much more sensitive to superstar entry than digital-goods firms in nascent markets. Our analysis contributes to the understanding of intangible assets as key drivers of firms' competitive advantage in the global, digital economy.

STR: **Competing with Theories: How Entrants use Awareness to Capture Rents from Disrupting an Industry**  

Author: **Timo Ehrig**, *Solvay Brussels School of Economics and Management*

Leveraging unique and valuable resources is often cast as the primary source of economic rents, but current market outcomes cast doubt on this assumption. Three of the six companies with the highest global market capitalization in 2022 (Apple, Tesla, Microsoft) were upstarts in their industries with few resources at their origins and, surprisingly, incumbents (media publishers, Daimler, IBM) actively collaborated with entrants to help assemble the resources they required. We show how entrants compete with their theories to induce incumbents to help them generate resources critical to their own disruption. We combine work in the theory-based view and value capture theory and highlight two distinct sources of economic rents: awareness rents and resource rents. Our central result is that partial revelation of superior awareness of the entrant to the incumbent can lure the latter into a partnership while the entrant can effectively capture most of the economic rents arising from controlling the disruption. Thus, we qualify Barney's idea on economic rents and demonstrate that controlling the awareness of superior theories among stakeholders is a mechanism that may explain the disruption of entire industries by companies like Apple, Tesla, or Microsoft.

STR: **Burn the Boats! Market Entry and Firm Boundary Decisions as Signals of Corporate Purpose Credibility** 

Author: **Adam Clark**, *Chapman U.*

Author: **Steve Kofford**, *Mississippi State U.*

This paper examines how the credibility of a claimed corporate purpose affects stakeholder decision making. We argue that strategic decisions that reduce a firm's flexibility to adapt to future market conditions can credibly signal a commitment to a claimed purpose and, as a result, lead stakeholders to be more willing to transact with that firm. We test our theory by examining the effect of market entry and firm boundary decisions on the preferences of a particular stakeholder group: consumers. Using a series of discrete choice experiments, we test the effect that market entry timing, mode of entry (de alio vs de novo), degree of unrelated diversification, and vertical integration of purpose-related activities have on consumer preferences. We find that decisions that reduce flexibility, and thereby increase strategic commitment to a claimed corporate purpose, significantly increase stakeholder willingness to transact with a firm.

STR: **The Impact of Recessions on Two-Sided Platforms**

Author: **Angel Sevil**, *U. del Desarrollo*

Author: **M. Florencia Gabrielli**, -

Author: **Manuel Willington**, -

Author: **Roberto Vassolo**, *IAE Business School - Austral U., Argentina*

This paper explores how recessions affect industry evolution and competitive dynamics in two-sided markets, breaking through the high entry barriers in place, allowing competitors with a superior price-performance proposition to improve their market performance, and even leapfrog the market leader. It extends traditional perspectives on platform competition that emphasize challenges associated with complementors, ecosystem governance, technology performance, and innovation, including an often forgotten but omnipresent and relevant factor: the macroeconomic context surrounding firms and industries. Our study informs platform literature and management practice in turbulent environments and is supported by empirical evidence on the smartphone operating system industry.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Adaptation and Interorganizational Collaboration

Session Moderator: **Donghong Li**, *School of Economics and Management Tsinghua U.*

STR: **Inter-Organizational Governance and Resilience: Moderating Roles of ICT-Enabled Knowledge Sharing** 

Author: **Tingyu Lu**, *School of management, Northwestern Polytechnical U.*
Author: **Xubing Zhang**, *Faculty of Business, The Hong Kong Polytechnic U.*
Author: **Guijun Zhuang**, *Xi'an Jiaotong U.*

Inter-organizational governance (IOG) is widely used to maintain and enhance supply chain resilience in practice. However, working with exchange partners entails significant challenges because of firms' diverse technical knowledge. Drawing on task-technology fit theory and the knowledge-based view, we examine the associations between IOG and supply chain resilience. Moreover, we investigate the moderating effects of inter-firm knowledge sharing (IKS) enabled by information and communication technology (ICT). We adopt a multi-method approach to test the research model using field survey data on 520 industrial manufacturing firms and secondary data. The results confirm our hypotheses that IKS enabled by inter-organizational information systems and societal ICT improves the effectiveness of contractual governance. Furthermore, social media-enabled IKS enhances the positive effect of relational governance on supply chain resilience. This research adds a vital perspective of ICT and IOG and offers practical suggestions to deploy ICT in supply chain management.

STR: **Orchestrator Bypass: The Emergence of Informal Collaboration in the Danish News Ecosystem** 

Author: **Emil Bakkensen Johansen**, *U. of Southern Denmark*
Author: **Oliver Baumann**, *U. of Southern Denmark*

Collaboration among ecosystem complementors is often formally orchestrated by a central firm. While the role of such orchestrators is well-documented, however, our understanding of how complementors adapt when the central firm may fail to maintain the collaborative structure is limited. This paper proposes that an orchestrator in crisis may lead to "orchestrator bypass": the move towards direct, informal collaboration among complementors that circumvents the central firm. Utilizing a dataset of 5.2 million news articles, the paper provides empirical evidence for orchestrator bypass by tracking citation patterns – the collaborative use of content via referral to other organization's articles – in the Danish news ecosystem from 2005-2021. The crisis endured by the central Danish news agency from 2008-2015 allows documenting how formal collaboration via the news agency was in part replaced by informal collaboration, i.e., a higher reliance on direct citations between complementors, leading to a more decentralized ecosystem structure. The temporary shift toward informal collaboration illuminates complementors' adaptive capacities despite the imminent failure of the ecosystem orchestrator.

STR: **Over Drinks at the Ballroom: Dual Effects of Attracting Collaborators and Diluting Influence** 

Author: **Yuxuan Zhao**, *School of Economics and Management Tsinghua U.*
Author: **Donghong Li**, *School of Economics and Management Tsinghua U.*
Author: **Zhenzhen Xie**, *School of Economics and Management Tsinghua U.*








In emerging innovation ecosystems without a clear leader, field-configuring events (FCEs) jointly participated by multiple stakeholders could serve as a collective ecosystem orchestrator. Although existing research has demonstrated both the collective and private benefits of participating in FCEs such as conferences, few scholars have considered the trade-offs associated with these decisions. Examining the impact of firms' participation in the China EV100 annual conferences held in the emerging new energy automobile sector in China, our empirical findings suggest that it promotes firms' collaboration in innovation while simultaneously decreases their relative domain influence of innovation. These findings aim to make contributions to extant literature on FCEs, ecosystem orchestration and the open-close paradox in open innovation.

STR: **Alliance Network, Knowledge Network, and Exploratory Innovation** 

Author: **He Liu**, *Central U. of Finance and Economics*
Author: **Xiaozhou Jing**, *Central U. of Finance and Economics*
Author: **Chao Zhang**, *Institutes of Science and Development, Chinese Academy of Sciences*

Although recent literature has explored the relationship between strategic alliances and firms' exploratory innovation, the mechanisms of this relationship have rarely been studied empirically. Therefore, in addition to studying the effects of strategic alliances on exploratory innovation, we address the following two questions: how, i.e., through which mediating channels do strategic alliances impact firms' exploratory innovation? And when, i.e., in which situation do strategic alliances have more significant effects on exploratory innovation? Based on the zero inflation poisson (ZIP) model and structural equation model (SEM), we use unbalanced panel data from 36,393 firms in Zhongguancun Science Park (ZSP) during the period 2005-2015 to test our moderated mediation model. Based on the resource-based view, the transaction cost theory and the knowledge-based view, our findings demonstrate both the direct and indirect effects of strategic alliances on exploratory innovation. Specifically, strategic alliance networks promotes exploratory innovation through the mediating effect of knowledge networks. We also analyze the moderating influence of structural embeddedness. We find that structural embeddedness positively moderates the indirect effect of the strategic alliance network on exploratory innovation performance. The study offers a new theoretical perspective for alliance network literature and knowledge network research, and offers evidence-based implications for managers on how to exert the influences of strategic alliances effectively.

KEY TO SYMBOLS

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

People and Structure

Session Moderator: **Tianyu Ricardo Xiang**, *The U. of Queensland*

STR: Structure, Personality and Employee Turnover: How Hierarchies Repel and Retain Different Individuals   

Author: **Kathrin Heiss**, *U. of Vienna*
Author: **Steffen Keck**, *U. of Vienna*
Author: **Markus Reitzig**, *U. of Vienna*

In this paper we explore the effect of organizational structures on firms' ability to attract and retain strategic human capital, and how employees' personalities might moderate this relationship. We created a dataset based on the LinkedIn profiles of 8500 American professionals in the video game industry, spanning over 350 companies and 34 years. This involved coding each individual's employment history across different firms to form a multilevel firm-person dataset. Moreover, adapting methods from prior research, we inferred individuals' personalities by analyzing characteristics of their LinkedIn profiles, and use information on the different job titles of employees within the same firm to estimate the steepness of its corporate hierarchy. Our results show that employees' personalities cannot explain their choice for working in either flatly or steeply organized firm. However, we discovered that post joining a firm, more extroverted individuals and those lower in openness are more likely to leave their firms early, and that all personality types have a higher risk of turnover the steeper the hierarchies of the firms. Most interestingly, the positive effect of a more hierarchical organizational structure on turnover is particularly pronounced for highly conscientious people, but less so for individuals who score low on this trait.

STR: Government Influence and Tie Formation in the Chinese Interlock Network

Author: **Tianyu Ricardo Xiang**, *The U. of Queensland*

Despite the critical implications of board interlocks, little is known about the role of institutions in the mechanism of their formation in emerging economies. Drawing upon the interlock literature as well as institutional and social network theories, this paper goes beyond considerations of market logic to investigate how government influence (including state ownership, political connections, and a network structure characterised by government intervention) affects the potential for tie formation in a network of 843 directors and 175 publicly listed firms in China. Using two-mode exponential random graph models (ERGMs), this research demonstrates that the influence of institutions on the formation of multiple board directorships vis-à-vis board interlocks is nested at the director, firm, and network structural levels. Specifically, this paper finds that politically connected directors tend to establish more board affiliations, thus creating interlocking directorates. Cross-ownership interlocks between state-owned enterprises (SOEs) and non-SOEs are more often observed through overlapping directors. Well-connected directors embedded in the interlock network structure are, however, less likely to form additional ties. These findings advance the theoretical understanding of the antecedents of interlock networks in an under-researched institutional context.

STR: Managing the Intraorganizational Resource to Create Digital Businesses

Author: **Yumeng Wang**, *Beijing U. of Posts and Telecommunications*
Author: **Bin Zhang**, *Beijing U. of Posts and Telecommunications*

The current digital environment forces organizations to creating new businesses by digital technologies so as to consolidate their competitive advantages. Literature on resource management provides a valuable lens for understanding the process of digital transformation. However, extant literature has long assumed the focus firm as a whole, neglecting the extremely complicated coordination and cooperation inside a massive corporate conglomerate. Based on a longitudinal study of China Unicom from 2008 to 2023, we developed a dynamic process model of intraorganizational resource management. Our findings show that there are three interactive relationships among headquarter, subsidiaries, and branches, which are defined as structuring the resource portfolio from bottom to up, bundling resources from top to down, and circularly leveraging capabilities. We conclude these findings together into a resource management dynamic model of intraorganizational relationships for creating digital business. Our study thus contributes to the literature on resource management by considering the interactive process among headquarter, subsidiaries, and branches.

STR: Corporate Proximity, Risk Preferences and Timing of New Product Introductions  

Author: **Punit Sharma**, *U. of California, Irvine*

This study examines the effects of organizational structure and firm risk on the entry timing of new technologies. Using quarterly product-level data on the world's major mobile handset manufacturers for the period 1994–2008, we analyze how a business unit's proximity to the corporate office and firm risk influence technology commercialization decisions regarding entry timing following a pioneering firm. We develop a theory where corporate proximity influences entry timing through information processing and modifies the influence of firm risk preferences on entry decisions. We find that greater firm risk speeds timing decisions, and corporate proximity amplifies these effects. Our results indicate that the interaction between structure and risk is critical for understanding entry timing, and contributes to theories of risk, technology commercialization and organizational design.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**

Program Session: **1424** | Submission: **13855** | Sponsor(s): **(STR)**

Scheduled: **Monday, Aug 12 2024 11:30AM - 1:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Mississippi**

Strategic Patenting, Innovation and Competition in Pharmaceuticals

Organizer: **John McKeon**, *Boston U. Questrom School of Business*

Organizer: **Felix Poege**, *Bocconi U.*

Presenter: **Jennifer Kao**, *UCLA Anderson School of Management*

Presenter: **Josh Feng**, *U. of Utah, David Eccles School of Business*

Presenter: **Lucy Xiaolu Wang**, *Assistant Professor at UMass Amherst*

Discussant: **Stefan Wagner**, *ESMT Berlin*

Discussant: **David Hsu**, *The Wharton School, U. of Pennsylvania*

The pharmaceutical industry is one of the most significant sectors in the economy -- both in terms of economic impact and welfare implications due to health outcomes. Further, unique attributes of the industry and available data allow for robust empirical studies of strategy and innovation questions that are difficult to observe in many settings. This symposium showcases papers that study the implications of pharmaceutical M&A and IPOs on drug pricing and innovation as well as the link between competition and strategic patenting of pharmaceutical firms.

Mergers that Matter: The Impact of M&A Activity in Prescription Drug Markets

Author: **Josh Feng**, *U. of Utah, David Eccles School of Business*

Author: **Thomas Hwang**, *Harvard Medical School*

Author: **Yunjuan Liu**, *U. of North Carolina, Chapel Hill*

Author: **Luca Maini**, *U. of North Carolina, Chapel Hill*

Does going public affect pharmaceutical innovation? Evidence from clinical trials

Author: **Jennifer Kao**, *UCLA Anderson School of Management*

Author: **Charu Gupta**, *UCLA Anderson School of Management*

Marketing Authorization and Strategic Patenting: Evidence from Pharmaceuticals

Author: **Dennis Byrski**, *Max Planck Institute for Innovation and Competition*

Author: **Lucy Xiaolu Wang**, *Assistant Professor at UMass Amherst*

Valuing Pharmaceutical Patent Thickets

Author: **John McKeon**, *Boston U. Questrom School of Business*

Author: **Felix Poege**, *Bocconi U.*

Author: **Tim Simcoe**, *Boston U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Identity and Inclusion in Digital Platforms

Session Moderator: **Oren Reshef**, *Washington U. in St. Louis, Olin Business School*

STR: **The Benefits of Revealing Race: Evidence from Minority-owned Local Businesses**

Author: **Oren Reshef**, *Washington U. in St. Louis, Olin Business School*

Author: **Abhay Aneja**, *U. of California, Berkeley*

Author: **Mike Luca**, -

Is there latent demand to support Black-owned businesses? To explore, we analyze a new feature that made it easier to identify Black-owned restaurants on a large online platform. We find that labeling restaurants as “Black-owned” increased customer engagement and firm performance, as measured by online traffic, calls, orders, and in person visits. These effects are most pronounced in left-leaning areas characterized by lower bias against racial minorities, as measured by regional variation in voting patterns and IAT scores. Restaurants that receive the label also see an increase in the fraction of reviews that are left by White customers.

STR: **Personal Identifiable Information and User Engagement on Digital Platforms: A Field Experiment**

Author: **Huiyi Litan**, *Tsinghua U.*

Author: **Di Zhou**, *School of Economics & Management, Tongji U.*

Digital platforms have increasingly leveraged personal information as a strategic asset. Recent privacy regulations globally, such as General Data Protection Regulation (GDPR), have initiated discussions about the privacy concerns associated with how these platforms use personal information, especially personally identifiable information. Despite burgeoning interest, there is a notable gap in research specifically addressing the regulation of personally identifiable information. This study investigates the impact of disclosing identifiable versus non-identifiable information on user engagement in digital platforms. We conducted a large-scale randomized field experiment on a major Chinese e-commerce platform. Our findings reveal that non-identifiable personal information significantly enhances user engagement, evidenced through increased clicks, product views, and seller views, while mitigating privacy concerns. Interestingly, this effect is more pronounced among users who serve dual roles (as both buyers and sellers) and those with shorter tenure on the platform, indicating heightened sensitivity to privacy risks in these segments. This study not only offers insights into effective management of personal information on digital platforms but also underscores the need for tailored approaches considering diverse user segments and privacy concerns.

STR: **Innovation Strategies for the Inclusion of Disabled Individuals**

Author: **Cyrille Grumbach**, *ETH Zürich, D-MTEC*

Author: **Chan Hyung Park**, *Scientist, ETH ZURICH*

This paper examines strategies to innovate to meet a grand challenge—inclusion of individuals with disabilities. Drawing on innovation and inclusion research, we propose that a synthetic strategy to innovation, reliant on individuals with disabilities sharing their needs and experiences during the innovation process, would lead to greater innovation. We posit that the typical, market-oriented, analytic strategy to innovation that exploits existing knowledge sets, such as medical knowledge on disabilities, would likely lead to incremental improvements rather than significant innovation. We conducted a global field experiment through an online platform, Hackster.io, involving more than 300 problem-solvers to test the benefit of the synthetic strategy in advancing innovation in rehabilitation and assistive technology. We find that the synthetic strategy encourages greater participation from individuals with disabilities and problem-solvers but, surprisingly, that the analytic strategy led to more innovative solutions. Our ongoing post hoc interviews aim to understand this surprising finding.

STR: **How Gender and Expectancy Violations Affect Host Performance on the Airbnb Hospitality Platform**

Author: **Kristin Bain**, *Rochester Institute of Technology*

Author: **Kenan Guler**, *Rochester Institute of Technology*

Author: **Clyde Eirikur Hull**, *Rochester Institute of Technology*

This paper explores the nuanced dynamics of complementor gender and its impact on consumer preferences within the Airbnb hospitality platform. Even though platforms may afford more anonymity than conventional commerce, platform ecosystems such as Airbnb remain susceptible to societal biases. Drawing from role congruity and expectancy violations theories, our research highlights the complex relationship between gender and performance, emphasizing the role of expectation violations in shaping consumer preferences of complementors. Across two studies, an experiment with over 1,400 people and using longitudinal data from almost 3 million Airbnb listings by 218,532 Airbnb hosts over 55 months, we find evidence that gender affects hosts' outcomes. Consistent with role congruity theory, we find that people prefer women hosts over men hosts. However, results suggest that when hosts violate gender-based expectations, consumer preferences can reverse, providing men an economic advantage on Airbnb. This research thus sheds light on the nuanced ways in which gender influences outcomes in platform ecosystems, contributing to our understanding of gender disparities in this context.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Expanding the Behavioral Assumptions and Empirical Approaches in Transaction Cost Economics



Presenter: **Jack A. Nickerson**, *Wash U. and MBS*
Presenter: **Beverly Rich**, *U. of Utah*
Presenter: **Zhe Xing**, *Santa Clara U.*
Organizer: **Jessica Jeesoo Kim**, *U. of California, Irvine*
Presenter: **Akhil Bhardwaj**, *School of Management, U. of Bath, UK*

This symposium embarks on a critical examination of Transaction Cost Economics (TCE) amidst the backdrop of rapid technological changes such as AI advancements. It reconsiders the applicability of TCE in today's digital landscape, acknowledging its significance in the context of increased asset specificity in transactions. The symposium seeks to extend TCE's traditional boundaries, exploring how the inclusion of cognitive and motivational aspects can revitalize its theoretical constructs. Key discussions will revolve around redefining TCE's perspectives on bounded rationality, opportunism, asset specificity, and uncertainty, aiming to align them more closely with the realities of modern organizational dynamics. This symposium also highlights the necessity for methodological innovation in TCE research, advocating for a shift towards empirical methods that capture a wider array of transactional influences. By bridging the gap between theory and contemporary practice, the symposium aspires to contribute to a richer, more adaptable understanding of TCE, enhancing its relevance in the ever-evolving field of organizational studies.

A Strategic Approach to Reducing the Likelihood of Industrial Catastrophes

Author: **Akhil Bhardwaj**, *School of Management, U. of Bath, UK*
Author: **Jack A. Nickerson**, *Wash U. and MBS*

Incentive Vs. Insurance: Relatedness and the Role Of M&A Contracts in Public-Private Acquisitions

Author: **Zhe Xing**, *Santa Clara U.*

Perception of AI Use in Contracting: An Empirical Approach

Author: **Beverly Rich**, *U. of Utah*

Contractual Convergence in Alliance Portfolios: The Role of Social Comparison

Author: **Jessica Jeesoo Kim**, *U. of California, Irvine*

KEY TO SYMBOLS

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

Top Managers and Acquisitions

Session Moderator: **Hakki Dogan Dalay**, *U. of Zurich*

STR: A New Perspective on the Relationship between Female CEOs and Acquisition Intensity  

Author: **Guoguang Wan**, *The Southwestern U. of Finance and Economics (SWUFE)*

Author: **Shili Chen**, *Xi'an Jiaotong-Liverpool U.*

Author: **Mingyun Huai**, *Tongji U.*

Author: **Qian Lu**, *Nanjing U. of Science and Technology*

Author: **Lida Lingling Zhang**, *U. of Macau*

Previous research has shown that female leaders are less likely to engage in acquisitions than male leaders due to their communal characteristics. Yet, many female leaders do pursue acquisitions aggressively. We rely on research about gender stereotypes and counter-stereotypical behaviors to address this puzzle. We propose that female CEOs may feel compelled to participate in the “boy’s game” (e.g., pursue acquisitions aggressively) to demonstrate agentic qualities and competence, thereby fitting into the top leader role. This is especially true when men predominantly occupy the top management teams (TMTs) of their firms or industries. We find support for these arguments in an analysis of data from all private Chinese listed firms between 2000 and 2019. Our results show that the relationship between female CEOs and acquisition intensity is positive in firms or industries with more male-dominated TMTs, while it is negative in those with more gender-balanced TMTs. Our theory and findings highlight the tendency of female CEOs to conform to the agentic norms in the top leader role when making strategic decisions, as well as how increased female representation in TMTs can attenuate this tendency.

STR: Founder Games: A Power Maintenance Perspective On Target CEO Retention In Acquisitions

Author: **Hakki Dogan Dalay**, *U. of Zurich*

Author: **Thomas Keil**, *U. of Zurich*

Author: **Stevó Pavicevic**, *Frankfurt School of Finance & Management gGMBH*

Leveraging insights from social-psychological research on power, we develop a two-sided power-maintenance perspective to explain how founder-CEOs of both the acquirer and the target shape target CEO retention in acquisitions. Our perspective also underscores the significance of target firm performance, initial acquisition premium, and alternative bidders – three critical power levers in acquisition negotiations – as boundary conditions influencing the impact of acquirer and target founder-CEOs on target CEO retention. Through an analysis of 651 acquisitions involving publicly listed firms in the United States, our findings highlight a substantial influence of acquirer and target founder-CEOs on target CEO retention and suggest asymmetric effects of acquisition negotiation factors on the degree to which founder-CEOs impact target CEO retention.

STR: Management of Technology Intensive Acquisitions: The Role of the Chief Innovation Officer 

Author: **Stefan Wuorinen**, *Xavier U.*

Author: **Gerry M. McNamara**, *Michigan State U.*

In this study, we contribute to the innovation and acquisition literatures by investigating the impact of Chief Innovation Officers (CINO) on post-acquisition innovation efforts. We propose that CINOs have distinct benefits for innovation focused organizations, especially those pursuing technology intensive acquisitions. We further investigate the conditions surrounding technology intensive acquisitions, suggesting that the presence of CINOs in the targeted firm and investments into innovation following acquisitions moderate the impact of the acquiring firm having a CINO. Collectively, we find evidence supporting our predictions. Our findings offer theoretical contributions by demonstrating the value of CINOs in the management of technology focused acquisitions. Further, this study offers practical contributions for organizations pursuing acquisitions with the intent of augmenting their existing innovation capabilities by demonstrating the importance of structural or management related fit between merging organizations and post-acquisition management of strategic resources.

STR: Time To Step Down? Strategic Acquisitions and CEO Retirement  

Author: **Guoli Chen**, *INSEAD*

Author: **Danyang Zhu**, *Fudan U. School of Management*

Author: **XuHong Li**, *Fudan U.*

We examine the CEO’s discretionary role in the succession process by considering a critical yet overlooked phenomenon—CEO retirement. We challenge the “quiet life assumption” in career horizon literature and posit that late-career-stage CEOs who are resistant to retirement may take strategic acquisitions to prolong their incumbency. We test our predictions in the setting of Chinese state-owned enterprises (SOEs), where executives must follow the National Statutory Retirement Age rules. An event history analysis on a sample of all Chinese state-controlled publicly listed companies from 2003 to 2019 confirms that acquisitions a focal firm initiated are negatively associated with the subsequent likelihood of the incumbent CEO’s retirement. Furthermore, the negative relationship is strengthened when the acquisitions have greater complexities, such as cross-border acquisitions over domestic acquisitions, or public-listed over private-held targets. By addressing the question of whether and when the normal CEO retirement events do not occur, our study captures the heterogeneity of psychological states of late-career-stage executives, sheds light on the CEO succession, and career horizon literature, and provides a new lens of firm acquisitions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Stakeholder Value Creation and Appropriation Model: A New Tool for Addressing Grand Challenges?



Panelist: **Marvin B Lieberman**, *UCLA Anderson School of Management*
Panelist: **Sophie Catherine Bacq**, *International Institute for Management Development - IMD*
Panelist: **Marco Testoni**, *Miami Herbert Business School*
Panelist: **Philipp Kern**, *Loughborough U.*
Organizer: **Philipp Kern**, *Loughborough U.*
Moderator: **Gerhard Schnyder**, *Loughborough U.*

The stakeholder value creation and appropriation (VCA) model enables analysis of how the economic value created by a firm's activities is shared among its immediate stakeholders—employees, customers, suppliers, government, and capital owners. A series of articles in the Strategic Management Journal has conceptualized and developed the approach as well as demonstrated its application in comparative case study analysis (Garcia-Castro and Aguilera, 2015; Lieberman, Garcia-Castro and Balasubramanian, 2017; Lieberman, Balasubramanian and Garcia-Castro, 2018; Kern and Gospel, 2020). The approach holds potential beyond the Strategy field by offering a way of investigating how firm-level decisions and practices create winners and losers. It enables Management scholars to link micro-level patterns of distribution to macro-level pressures and outcomes, which is of particular importance in a time of heightened inequality and distributional conflict. Inequality in and around organizations is one of the defining societal issues of our time and has been particularly laid bare during the Covid crisis and ensuing period of inflation (Suddaby, Bruton and Walsh, 2018; Amis, Mair and Munir, 2020; Bapuji, Ertug and Shaw, 2020; Munir, 2020). The suggestion of 'greedflation' – corporations driving inflation through excess profits – has brought distributional questions to the fore: are firms prioritizing returns to shareholders while resisting wage increases, thus leaving workers struggling to cope with the rising cost of living (Weber and Wasner, 2023; Inman, 2023)? The stakeholder VCA model is a new tool that helps Management scholars address questions such as this and contribute to solving societal grand challenges. Building on the success of the stakeholder VCA symposium at AOM 2021, this symposium will again bring together scholars who are experts in the approach with those who have an interest in it, take stock of developments in the area of work, and explore new applications and extensions of the model. The debate will place particular emphasis on how it can be used to help us unpack the complex relationship between organizations and wider distributional outcomes, and thus help to address grand challenges.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Strategies for Sustained Growth: Insights from Organizational Focus and Managerial Actions

Session Moderator: **Yassine Lamrani**, *Erasmus U. Rotterdam*

STR: Managerial Actions of Persistent High Growth: A Machine Learning Configurational Perspective  

Author: **Yassine Lamrani**, *Erasmus U. Rotterdam*

Author: **Justin J.P. Jansen**, *Erasmus U. Rotterdam*

Persistent high growth firms have been suggested to be essential for advancing economies and resolving societal challenges. Yet only a small minority of high growth firms persist over time and scholars have debated about whether persistent high growth is just a random process or may emerge from deliberate and skillful management. Our study uses a configurational perspective and combines advanced machine learning with high-end capability computing to explore how growth, restructuring and market actions interact to predict persistent high growth. Our findings suggest that persistent high growth can be predicted very accurately, and as such, our study implies that persistent high growth is not a random walk, but rather emerges from a concerted and interrelated configuration of managerial actions. With that, our study applies algorithmic inductive theorizing that provides important implications for understanding persistent high growth, the role of specific and effective configurations of managerial actions, as well as shows the potential machine learning approaches may provide management scholars to research forward and to predict complex outcomes in general.

STR: Who Performs Better? The Roles of Acquisition and Scaling on Performance of High Growth IPO Firms

Author: **Mahdi Shahriari**, *Erasmus U. Rotterdam*

Author: **Yu Liu**, *Erasmus U. Rotterdam*

Using theoretical logic from expectancy violation theory, we develop a framework to explain how the reputation of IPO firms shapes their long-term performance. We find that a high growth reputation at IPO negatively impacts the long-term performance of newly public firms. Moreover, we show that the aggressiveness of post-IPO strategies in terms of acquisition intensity and scaling mitigates such negative performance effects. In doing so, our study provides important implications for understanding how and why the reputation of IPO firms may have long-lasting effects on their performance, and how such performance effects are contingent upon aggressive strategies to fulfill and potentially exceed expectations among shareholders.

STR: A Growing Concern: Comparing the Influence of Organizational Growth Focus on SMEs

Author: **Hanako Frawley**, *U. of Western Australia*

Author: **Christine Soo**, *U. of Western Australia*

Author: **Mark Edwards**, *Jonkoping International Business School*

Author: **Richard Gruner**, *U. of Western Australia*

Organizational growth has been defined in a variety of ways without careful attention to how different types of growth (what growth means to the firm) might lead to varied organizational outcomes. To address this shortcoming, we examine the learning climate, dynamic capabilities, innovation performance, and financial performance effects of externally-focused growth (i.e., external environment driven) and internally-focused growth (i.e., internal environment driven). A two-wave time-lagged survey on Australian SMEs (n = 236) revealed organizations with internally-focused growth are more positively associated with, and directly influence a firm's learning climate and dynamic capabilities, and indirectly influence a firm's innovation performance and financial performance. These findings indicate that different types of growth can have distinct implications for organizational climates, processes, and outcomes, and shows how what growth means to the firm can have a greater impact on organizations than previously thought.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Optimizing Human Capital: Strategies for Growth, Integration, and Mobility

Session Moderator: **Ulya Tsolmon**, *Washington U. in St. Louis*

STR: The Effects of Human Resources Integration Capacity on Human Resources Slack (Re) Configurations  

Author: **Alexandru Roman**, *CSULA*

In this paper I explore the effects of HR integration capacity on HR slack (re)configurations. I theorize that increased HR integration capacity will be associated with: (1) increases in levels of HR slack, (2) the diversification of human capital in the HR slack and (3) the frequency of HR slack integration. I further theorize that increased HR integration capacity leads to (re)configurations in work contribution such that the integration of HR slack into routine operations comes at the expense of HR outside of the organization's HR strategic core (i.e., optimum HR bundle). To test these expectations, I take advantage of a quasi-natural experiment within the English Premier League, which due to COVID-19, increased the number of allowable substitutes per team per game from three to five. I find robust evidence supporting the hypothesized relationships. These results provide insights into the manner in which the capacity to integrate HR impacts decisions regarding HR slack (re)configurations – which is an unexplored topic in the literature.

STR: Waiting for Opportunities: Variation in Task Opportunity and the Future Productivity of Employees

Author: **Luchi He**, *London Business School*

Author: **Yue Maggie Zhou**, *U. of Michigan*

Author: **Sendil Ethiraj**, *London Business School*

This paper identifies an underexplored managerial practice – the differential allocation of opportunities in task assignment – as a source of productivity heterogeneity among employees. We define opportunities for productivity (simplified as opportunities in this paper) as a set of favorable conditions that can potentially increase the maximum productivity achievable by employees in certain tasks. Despite the widespread existence of opportunity differences across similar tasks, their effect on employee productivity have not been theorised about or empirically studied. Therefore, this paper aims to examine the impact of assigning employees to perform tasks in high-opportunity conditions (vs. low-opportunity conditions) affect their future productivity, as well as the underlying mechanisms. By utilizing server-level transaction data from a restaurant chain, we develop a novel empirical strategy to examine how employees' productivity changes pre- and post- their temporary assignment to work in a high-opportunity condition – specifically, serving tables in a popular section with potential for higher sales and tips. Our findings indicate that even temporarily assigning servers to serve tables in a high-opportunity section leads to an increase in their hourly sales in subsequent periods when they are assigned back to low-opportunity sections. Further empirical analysis and interviews with managers suggest that the productivity boost appears to stem from both skill acquisition and motivation enhancement.

STR: Mobility Restrictions and Entrepreneurial Detours: When Knowledge Access Drives Spinouts   

Author: **Benjamin King**, *Tulane U.*

Author: **Evan Penniman Starr**, *U. of Maryland, College Park*

Author: **Jacob David Valentine**, *U. of Maryland*

A growing body of scholarship in strategic human capital examines the role of mobility frictions in protecting intellectual property (IP) and preventing knowledge expropriation by departing employees. We develop a theoretical framework arguing that mobility frictions may incentivize the employer to provide employees with increased access to valuable knowledge and resources. Such access may facilitate entry into entrepreneurship despite the frictions imposing costs on entrepreneurship. We explore this tension using a unique survey and focus on postemployment restrictive covenants (Mobility restrictions) such as noncompete, nondisclosure and nonsolicitation agreements. We find that employees who are subject to mobility restrictions have access to more valuable knowledge, have more business ideas (particularly unrelated to the parent firm) and are more likely to pivot their ideas when starting a business. This implies that mobility frictions imposed by the employer may facilitate knowledge transfer and entrepreneurial entry into contexts that are less likely to compete with the former employer.

STR: Organizational Barriers to Career Advancements of Women Managers: Role of Internal Structure 

Author: **Tingyu Du**, *UCLA Anderson School of Management*

Author: **Ulya Tsolmon**, *Washington U. in St. Louis*

This study examines how internal organizational structure can influence the promotion rates of women executives to CEO positions. We leverage an organizational design framework that categorizes organizational structure into centralized and decentralized types, each requiring distinct managerial skills and abilities. We hypothesize that women executives in centralized structures are less likely to be promoted than their counterparts in decentralized structures, driven by differences in performance visibility and transferable skills required, such as social relationships and networks. We contend that decentralized structures provide less opportunity for gender bias owing to greater transferrable skills and visibility. We find empirical support for these predictions using the data on over 240,000 managers in 8,686 firms. The results suggest that organizational structures can shape the career trajectories of women managers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

CEO Personality

Session Moderator: **Jooyoung Kim**, *Deakin U.*

STR: **Unravelling CEO Paranoia Process: From Socio-Cognitive Mechanisms to Organizational Outcomes**  

Author: **Mirzokhidjon Abdurakhmonov**, *U. of Nebraska, Lincoln*
Author: **Shavin Malhotra**, *U. of Waterloo*

Our paper explores the paradoxical effects of CEO paranoia on organizational decision-making and stakeholder relations by mapping out a three-phase process that illustrates the progression from a CEO's paranoid tendencies to organizational effects. Initially, we identify heightened vigilance and biased interpretation as primary socio-cognitive outcomes of paranoia at both individual and interpersonal levels. These outcomes precipitate a paradoxical approach to decision-making that is marked by both cautious and proactive behaviors. We further suggest that paranoia influences the manner in which CEOs engage with stakeholders, prompting a drive for unity against challenges while maintaining a strategic distance to preserve autonomy. We further theorize that while moderate levels of CEO paranoia can enhance strategic adaptability and stakeholder value appropriation through early threat detection and balanced stakeholder engagement, excessive paranoia may impede strategic change and deteriorate stakeholder trust. We also discuss personal, situational, and organizational factors that moderate the effect of CEO paranoia on socio-cognitive outcomes. This study highlights the need for theoretical frameworks that accommodate both the constructive and destructive potentials of leader psychology. It also aims to inform organizational leaders and policymakers on the optimal calibration of paranoia within leadership to leverage its potential while avoiding its detrimental excesses.

STR: **Understanding the Role of Perceived CEO Narcissism Through the Agency-Communion Model** 

Author: **Jooyoung Kim**, *Deakin U.*
Author: **He Gao**, *U. of Delaware*
Author: **Russell Eric Johnson**, *Broad College of Business, Michigan State*

Employees' active involvement with the strategy formation process has been thought to be crucial for organizational recovery from the crisis. However, little is known about what shapes employees' perceptions about the crisis and organization, fostering trust in employees and motivating such behaviors. Drawing from the recent stakeholder view of upper echelons, we propose that a characteristic that people readily detect from CEOs—CEO narcissism—can be a key determinant of employees' decision to involve with strategy formation process. Specifically, we examine two different presentation styles of narcissism—communal and agentic narcissism—and reveal their nuanced effects. We predict that employees' perception of communal (agentic) narcissism in their CEOs has positive (negative) relationships with involvement in strategy formation via organizational trust. We also posit that, when employees attribute crisis internally to an organization to a greater degree, these relationships are further amplified. We tested our hypotheses across two studies, involving 258 employees (Study 1; online survey) from US, Canada, and the UK and 77 employees (Study 2; field survey) enrolled in an advanced degree program in a major U.S. university. Results generally supported our hypotheses.

STR: **CEO Regulatory Focus and Corporate Social (Ir) Responsibility Strategy: Broad or Narrow?**

Author: **Rong Ma**, *Rutgers U., Camden*
Author: **Hyun Gon Kim**, *Rutgers U.*








A key debate in corporate social responsibility strategy revolves around the narrow versus the broad approach. Drawing from the regulatory focus, we propose that how firms choose to adopt a broader or narrower strategy regarding both doing good and avoiding harm activities is shaped by CEO regulatory focus orientations. We further explore how uncertainty in stakeholder demands and attributes, stakeholder dynamism and conflicting stakeholder demands, leads CEOs to alter CSR/CSIR diversification strategy to serve their self-regulatory goals of a promotion or prevention focus. The empirical analysis on a sample of S&P 500 firms between 1995 and 2015 showed partial support for our hypotheses. Theoretical and practical implications of our study are also discussed.

STR: **Managing Digital Innovation for the Future: The Role of CEO Narcissism and Management Innovation**  

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

Digital innovation differs from traditional radical innovation in several ways: it has unclear boundaries, tends to continue after its launch, requires a smooth transition, the contribution of heterogeneous individuals, distributed processes and overcoming silo thinking. Following the upper echelon theory, which states that CEOs shape innovation, our study shows that higher levels of education inhibit digital innovation, while greater digital expertise increases digital innovation. We also reveal that CEO narcissism has a negative moderating effect and management innovation has a positive moderating effect. In summary, our results suggest that digital innovation requires CEOs with more digital expertise, low narcissism and high management innovation.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **1432** | Submission: **12494** | Sponsor(s): **(STR, OMT, SIM)**
Scheduled: **Monday, Aug 12 2024 11:30AM - 1:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Superior B**

Firms as Influencers of Policy Discourse: Strategic and Societal Implications



Organizer: **Angela Soomin Ryu**, *Columbia Business School*
Organizer: **Jinkyong Choi**, *Columbia Business School*
Panelist: **Hillary Greene**, *U. of Connecticut, School of Law*
Panelist: **Bruce Kogut**, *Columbia Business School*
Panelist: **Jiao Luo**, *U. of Minnesota*
Panelist: **Luigi Zingales**, *U. Of Chicago*

Over the past decade, firms, alongside policymakers and politicians, have competed to influence the language and narratives of various policies. Although the various strategies firms use to engage in this process have been examined across fields, when such strategies are most beneficial for firms and what implications these strategies have for broader societal outcomes remain a topic of debate. Moreover, advances in machine learning methodologies have also ignited new opportunities for research to trace the impact of businesses' strategic communication of ideas and narratives on improving their competitive positioning. In this panel symposium, we've gathered a panel of respected scholars from diverse disciplines who study and represent diverse actors in policy discourse. Our goal is to bridge these views for a comprehensive examination of how effective these strategies are and what they mean for society, helping to shape more effective and prudent ways for companies to engage in policy discussions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



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Diversity-oriented



Selected as a Best Paper

Decision-Making for Collective Organizing in Community Contexts

Organizer: **Zorica Zagorac-Uremovic**, *ETH Zürich*
Organizer: **Ivan Dario Lobo Romero**, *U. de los Andes*
Presenter: **Dorthe Doejbak Haakonsson**, *Aarhus U.*
Participant: **Alexandra Valencia Zapata**, *Aarhus U., Department of Management*
Participant: **Erik Reimer Larsen**, *Aarhus U.*
Presenter: **Zorica Zagorac-Uremovic**, *ETH Zürich*
Presenter: **Daphne Quintella Coelho Dutra**, *Daphne Coelho*
Presenter: **Stephen Smulowitz**, *Wake Forest U.*
Discussant: **Ozgecan Kocak**, *Emory U., Goizueta Business School*
Discussant: **Roberto Gutiérrez**, *U. de los Andes*

Communities as groups of people and organizations with shared resources and common goals present a microcosm of highly interactive behavioral mechanisms. While communities share intrinsic motivation towards common goals, how different community actors prioritize and pursue those goals varies greatly. For example, individualism and global developments may trump trust and reciprocity, which creates tensions that are rich to study. In this symposium, we present recent works that examine phenomena related to decision-making for collective organizing in different community contexts, whereby we focus on community members and organizations located in geographically bounded territories. Taking a behavioral perspective, we address several questions related to how different community actors, both on individual and organizational levels, make decisions that have an impact on the social and economic life of the communities. For example, how do information infrastructures affect the individual decision-making regarding the usage of resource commons under resource scarcity? How do interventions lead to the emergence of new organizations within communities that spur economic development? How do community actors define and pursue multiple, potentially conflicting, goals? Last, we critically discuss, how the strength of community's worldviews affect the performance of local organizations and the development of the communities.

Collaborating on natural resource commons

Author: **Dorthe Doejbak Haakonsson**, *Aarhus U.*
Author: **Alexandra Valencia Zapata**, *Aarhus U., Department of Management*
Author: **Erik Reimer Larsen**, *Aarhus U.*

Promoting urban development via polycentric governance: the case of Favelas

Author: **Daphne Quintella Coelho Dutra**, *Daphne Coelho*

The community logic as a resource and a constraint: its effects on financial performance

Author: **Stephen Smulowitz**, *Wake Forest U.*

Multiple-goal achievement in fragile ecosystems: how community leaders in the Colombian Pacific

Author: **Zorica Zagorac-Uremovic**, *ETH Zürich*
Author: **Ivan Dario Lobo Romero**, *U. de los Andes*

KEY TO SYMBOLS



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Selected as a Best Paper

To Shape or Adapt? Strategy Making Under Uncertainty in Industry Emergence and Evolution



Organizer: **Mana Heshmati**, *U. of Washington, Seattle*

Organizer: **Hee Yeul (Tom) Kwon**, *U. of Southern California*

Panelist: **J.P. Eggers**, *New York U.*

Panelist: **Kathleen Eisenhardt**, *Stanford U.*

Panelist: **Rahul Kapoor**, *The Wharton School, U. of Pennsylvania*

Panelist: **Suresh B Kotha**, *U. of Washington, Seattle*

Panelist: **Violina Rindova**, *U. of California-Irvine*

Organizational success during industry emergence and evolution is critically reliant on how firms shift strategies in response to uncertainty (Teece, Pisano, & Shuen, 1997; Brown & Eisenhardt, 1997; Rindova & Kotha, 2001). However, firms' strategic actions vary depending on how they perceive uncertainty. On one hand, prevailing strategy research suggests that firms viewing uncertainty as an issue of partial knowledge tend to develop adapting strategies, modifying their internal knowledge to align with the rapidly changing environment (Brown & Eisenhardt, 1997; Furr & Kapoor, 2017; Eggers, 2012). On the other hand, recent studies increasingly highlight that firms may also perceive uncertainty as a source of opportunity, leading them to adopt shaping strategies (Gavetti, Helfat, & Marengo, 2017.; Furr & Eisenhardt, 2021; Rindova & Courtney, 2020; Helfat, 2021). These shaping strategies aim to create new industries or fundamentally transform existing industries by reconfiguring competitive interactions and changing the rules of the game to their advantage. This symposium brings together a group of scholars from diverse theoretical and methodological perspectives for a systematic discussion on how firms formulate adapting and shaping strategies when navigating different dimensions of uncertainty in industry evolution. Specifically, we explore three main themes: (i) the conceptualization of adapting and shaping strategies in relation to different dimensions of uncertainty, (ii) the theoretical and methodological differences in studying the shaping of nascent versus established industries, and (iii) the identification of future research opportunities in this field.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Selected as a Best Paper

Collaborative Networks for Innovation

Session Moderator: **Shanwu Tian**, *School of Business, Qingdao U.*

TIM: Bidirectional Relationship Between Acknowledgement and Collaboration Networks 

Author: **Shanwu Tian**, *School of Business, Qingdao U.*

Author: **Xiurui Xu**, *School of Politics and Public Administration, Qingdao U.*

Innovative scholars not only find themselves deeply connected within social networks of collaborations, but also within acknowledgment networks that rely on the relationship between authors and acknowledgees. This paper studies the bidirectional relationship between acknowledgement and collaboration networks. Based on the bibliographic data collected from the new energy vehicles industry over the period of 2008 to 2020, it tests the reciprocal causation between them. The empirical results confirm that a scholar's position in the acknowledgement network will affect his / her position in the future collaboration network, and vice versa. To sum up, it addresses the research void by investigating the reciprocal correlation between acknowledgement and collaboration networks. In particular, this paper proposes a novel approach for constructing the acknowledgement network using data mining techniques, which is more efficient than existing methods.

TIM: Innovation Collaboration with Start-ups for Organizational Change in Family Firms 

Author: **Laura Doriane Baumgaertner**, *WHU Otto Beisheim School of Management*

Author: **Jonas Soluk**, *Stockholm School of Economics*

Author: **Nadine Kammerlander**, *WHU Otto Beisheim School of Management*

Organizational change is crucial for family firms to survive and prosper in today's complex business environment. However, organizational change is often impeded by the difficult trade-off between change and continuity. By providing insights into new ways of working during innovation collaborations, start-ups can help introduce change in family firms. Despite increasing scholarly attention, previous research has failed to explain the role of start-ups in organizational change in family firms and their interaction with internal actors. Based on data from six cases of family firms collaborating with start-ups (including 40 qualitative interviews), we distill the mechanisms that start-ups developed to interact with internal change agents and owning families to uncover opportunities for change, initiate new practices, and facilitate their implementation and dissemination within the family firm.

TIM: Knowledge Coupling, Collaborative Innovation Network and AI Technological Generality 

Author: **Lingling Qin**, *Guangdong U. of Technology*

Author: **Xiafei Chen**, *U. of Science and Technology of China*

Artificial intelligence (AI) is a crucial part of the intelligent economy and a significant productive force in the digital era. As a general-purpose technology, AI's value lies in its ability to be applied in diverse technologies and scenarios. From a recombinant search perspective, this study explores the effect of knowledge coupling on AI technological generality, and further considers the moderating effects of AI collaborative innovation network centralities on the relationship between coupling and AI technological generality. Based on a total of 10575 AI patents from 1978 to 2016, the results show that there is an inverted U-shaped relationship between knowledge coupling and AI technological generality. While network betweenness centrality strengthens the non-linear relationship, network closeness centrality attenuates it. This research has important theoretical and practical significance for AI technological innovation and innovation collaboration.

TIM: Collaborating by Hiring: The Roles of Local Talent Mobility and Boundary-Spanning Linkages   

Author: **Tianjiao Xia**, *U. of East Anglia*

Author: **Xiaohui Liu**, *Loughborough U.*

This paper examines how and under what conditions increasing presence of highly skilled local employees (HSLEs) within a developed country multinational enterprise (DCMNE)'s subsidiary influences incumbent local inventors' inbound and outbound collaborative innovation activities. We argue that incumbent local inventors' power in the social exchange relationships with DCMNEs influences the patterns of their collaborative innovation. Adopting a power dependent perspective, we propose that incumbent local inventors are more likely to engage in collaborative innovation with external inventors than their colleagues internally in response to the increasing presence of HSLEs. Successful outbound collaborative innovation increases their bargaining power though the control of the external network critical to DCMNEs' innovation with alternative employment opportunities elsewhere. We further contend that the positive relationship between increasing presence of HSLEs and incumbent inventors' collaborative innovation is reinforced by the boundary-spanning characteristics of the management hierarchies such as cross-cultural CEOs and interlocking directors. Our findings from an analysis of DCMNEs operating in China provide support for these predictions. This research offers novel and important insights into the innovation benefits of employing local talents in a collaborative context and the strategic importance of external exploitation of their knowledge and expertise.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Crowdfunding

Session Moderator: **Yu-Shan Su**, *National Taiwan Normal U.*

TIM: Factors Influencing the Success of Crowdfunding Campaigns for Early-Stage Startups in Asia      

Author: **Yu-Shan Su**, *National Taiwan Normal U.*

Author: **Wai Yin Ho**, *National Taiwan Normal U.*

In the ever-evolving landscape of entrepreneurial finance, crowdfunding has emerged as a transformative force, particularly for early-stage startups. This research embarks on a comprehensive exploration of the intricate dynamics that underpin crowdfunding success, with a specific focus on the unique context of Asia. Drawing on the Behavioral Theory of the Firm, Marketing Theories in Crowdfunding, and the Innovation Adoption Theory, our study delves into pivotal factors shaping the outcomes of crowdfunding campaigns. Our research dissects the impact of critical variables, such as funding goals, the experience of campaign creators, and campaign duration. Venturing beyond conventional metrics, we scrutinize the influence of distinctive marketing indicators, notably the coveted 'Staff Pick' and the illuminating 'Spotlight,' on the overall success of campaigns. The study aspires not only to unravel the complex interplay of these factors but also to furnish actionable insights. By aligning our findings with theoretical frameworks and empirical evidence, we aim to offer strategic recommendations for startups, investors, and crowdfunding platforms navigating the distinctive contours of the Asian entrepreneurial ecosystem. This research transcends the confines of academic inquiry, seeking to empower stakeholders with practical guidance for optimizing their crowdfunding strategies in the vibrant and dynamic landscape of Asian entrepreneurship.

TIM: Evaluating Innovation with AI: The Emotional Dimensions of Crowdfunding

Author: **Jonathan Rupp**, *U. of Innsbruck*

Author: **Johann Fueller**, *U. of Innsbruck*

This study explores the role of emotions and crowdfunding innovation on the predictive power of AI-measured spontaneous affect on idea evaluation. Using an affective computing approach, we examine the spontaneous affective reactions of potential customers to Kickstarter pitches and evaluate the impact on cognitive evaluations of ideas. Our research shows a significant relationship between affect (measured as the interaction of valence and arousal) and idea evaluation, particularly in the context of hedonic products. Furthermore, we investigate the influence of emotional expressivity on these dynamics. In a two-phase study with 505 US participants recruited via Prolific, we used facial emotion recognition technology to measure real-time emotional reactions. Our findings show that the emotional expressivity of participants improves the predictive power of idea evaluation and emphasize the nuanced role of emotions in crowdfunding depending on product type. Our research contributes to the understanding of affective reactions in digital crowdfunding innovation. It demonstrates the potential of affective computing for capturing consumer sentiment, offering practical insights for more emotionally intelligent product development.

TIM: The Role of Intellectual Property Protection and Sustainability for Reward-Based Crowdfunding      

Author: **Hanna Jäschke**, *Leibniz U. Hannover*

In reward-based crowdfunding, the sending of signals is essential for campaign owners to overcome information asymmetries and collect sufficient funding to pursue their projects. In this study, we examine the role of intellectual property rights and sustainability as signals in project descriptions for the success of the respective campaign. As an increasingly relevant funding practice for startups, reward-based crowdfunding is gaining importance. Drawing on the experience of campaign owners, we analyze textual data from twenty-six interviews with startups that have launched an IndieGoGo campaign. Our findings indicate that signaling intellectual property protection is associated with campaign success, as it enables campaign owners to persuade backers to participate. Beyond that, our findings suggest that sustainability sends a strong positive signal that is rewarded by backers, while the interplay between intellectual property protection and sustainability is also considered and appears to be critical to the success of campaigns. Furthermore, the study introduces a decision-making framework for campaign owners, providing a comprehensive guide for intellectual property protection in reward-based crowdfunding.








TIM: Green Orientation & Crowdfunding Success of Green Projects: Role of Project Characteristics   

Author: **Rakesh Kumar Pati**, *Deakin U.*

Author: **Niharika Garud**, *U. of Melbourne*

The study investigates the impact of green orientation on crowdfunding success and the moderating role of project characteristics, i.e., project duration, project stage, and project innovativeness, on the green orientation-crowdfunding success relationship. We test our hypothesis using two studies. Our first study uses 151 energy and green technology crowdfunding ventures from the Indigogo platform. For our second study, we designed three experiments with four hypothetical green crowdfunding projects each and collected data from 119 crowdfunders about their likelihood of funding the projects. The results of both studies highlighted the significant positive impact of green orientation on crowdfunding success. Moreover, in line with our expectation, projects with longer duration and high innovativeness leverage the benefit of green orientation significantly higher than projects with shorter duration and low innovativeness, respectively. However, in contrast to our hypothesis, the impact of green orientation on crowdfunding success was much stronger among projects in advanced stages than in early stages. We also discuss the implication of our findings on research and practice.

KEY TO SYMBOLS

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

Technology Enablers of Green Innovation

Session Moderator: **Rocco Pavesi**, *U. of Milan*

TIM: Charting the Green Path: A Bibliometric Exploration of Sustainable Technologies in Business Strategy

Author: **Rocco Pavesi**, *U. of Milan*
Author: **Luigi Orsi**, *U. degli Studi di Milano*

: In an era of urgent climate concerns, this study investigates the critical nexus between green technologies and business strategies. Utilizing a bibliometric analysis on a sample of 824 scholarly articles, this research employs bibliographic coupling, co-citation analysis, and keyword occurrence analysis as methodological tools. The objective is twofold: to map the academic landscape and to discover the practical implications of integrating sustainable technologies into business practices. The data demonstrates that adopting these green technologies is not merely an ethical choice but also a strategic one, offering distinct competitive advantages. This paper aims to contribute significantly to the existing body of academic literature, offering both theoretical and pragmatic insights into the sustainable transformation of business models. It concludes by suggesting directions for future studies, notably in tackling the real-world challenges of management and in shaping valuable policy environments.

TIM: Blockchain's Role in Advancing Environmental and Social Sustainability: A Comprehensive Review

Author: **Matilde Messina**, *Jönköping International Business School*
Author: **Mohammad H. Eslami**, *Jönköping International Business School*
Author: **Joaquin Cestino**, *Jonkoping International Business School*

Despite the recent proliferation of research on blockchain, the existing literature is widely dispersed and lacks a comprehensive understanding of the integration of blockchain in impacting environmental and social sustainability. The purpose of our review is to synthesize previous research on the intersection of blockchain and sustainability. In our systematic review, we integrate and reconcile existing research on blockchain and sustainability by presenting antecedents and outcomes of blockchain integration and how blockchain is leveraged to achieve environmental and social impacts. We also propose a future research agenda to advance our knowledge of blockchain's role in enhancing organizations' sustainability efforts.

TIM: Driving Twin Transition in Green SMEs: The Role of Platform Leadership in Sustainable Practices

Author: **Khalid Mehmood**, *School of Economics and Management Hubei Engineering U.*
Author: **Yaser Iftikhar**, *Armed Forces Post Graduate Medical Institute, National U. of Medical Sciences*
Author: **Aamir Suhail**, *Tecnologico de Monterrey*
Author: **Fauzia Jabeen**, *Abu Dhabi U.*
Author: **Rana Umair Ashraf**, *U. of Warsaw*
Author: **Haseena Bader Alkathheeri**, *Abu Dhabi U.*








The concept of the "twin transition," which integrates eco-friendly practices with digitalization for a sustainable future, is gaining momentum under the guidance of the United Nations Sustainable Development Goals (SDGs). This research delves into the twin transition within high-tech small and medium enterprises (SMEs), aligning with the SDGs' vision. The study's primary aim is to address current gaps in knowledge by examining the indirect impact of information effects and how the flexibility of artificial intelligence (AI) infrastructure modifies the relationship between platform leadership and green sustainable practices. Anchored in the diffusion of innovation paradigm, this investigation draws on data from a three-wave time-lagged field survey involving 437 high-tech SMEs in China. The findings reveal a positive correlation between platform leadership and green sustainable practices, where factors like responsiveness and usability (under information effects) serve as mediating variables. Notably, the research demonstrates the moderating influence of AI infrastructure flexibility on the connection between platform leadership and information effects. This moderation affects how platform leadership indirectly influences green sustainable practices through these information effects. This research makes a substantial contribution to our understanding of the twin transition in high-tech SMEs, highlighting the pivotal roles of platform leadership, information effects, and the adaptability of AI infrastructure in promoting green sustainable practices. The implications of these findings are far-reaching, offering valuable insights for managers, policymakers, and academics focused on sustainability and innovation within the high-tech industry.

TIM: Enhancing Decision-Making with Interconnected Digital Twins: A Car Manufacturer Case Study

Author: **Alexander Schink**, *European Business School, Wiesbaden*
Author: **Tobias Gutmann**, *EBS Business School*
Author: **Sebastian Brenk**, *Nijmegen School of Management, Radboud U. Nijmegen*

This study investigates the use of interconnected digital twins (IDTs) in enhancing sustainable decision-making along a product life cycle, with a focus on a case study of CarCo, a major car manufacturer. The research addresses the complex challenges of information overload and increasing sustainability regulations in product development. By integrating IDTs, CarCo aims to improve transparency and efficiency throughout the product lifecycle. Utilizing a longitudinal case study methodology, the research comprises ethnographic observations, interviews with CarCo's management, and analysis of documentary evidence. Findings indicate that CarCo's use of IDTs aligns with the situation awareness model, effectively addressing perception, comprehension, and projection in sustainable product development. The study suggests modifications to Endsley's Situation Awareness theory, advocating an additional decision-making layer due to the influence of IDTs. This research highlights the strategic role of IDTs in sustainable product development and offers insights into enhancing organizational decision-making processes.

KEY TO SYMBOLS

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

Big Data Analytics for Innovation

Session Moderator: **Minh-Tay Huynh**, *Free U. of Bozen-Bolzano*

TIM: Individual Analytics Mindset and Decision Quality: The Mediating Role of Effort and Persistence

Author: **Minh-Tay Huynh**, *Free U. of Bozen-Bolzano*

Organizations increasingly rely on big data and analytics for strategic decision-making where individuals' analytics mindset (AM) is critical for shaping a data-driven culture and obtaining favorable outcomes. Notwithstanding its importance, there is a lack of empirical evidence on AM constituents and outcomes. Hence, this study employs the mindset theory of action phases and the expectancy-value theory to develop an AM instrument, considering expectancy-related beliefs, values, and perceived costs as AM constituents. Individual effort and persistence are also proposed as mediators for the link between the AM elements and decision quality. Structural equation modeling analysis on a sample of 251 respondents reveals that expectancy-related beliefs positively impact effort, and show insignificant effects on persistence whereas values significantly impact both effort and persistence. Perceived costs negatively affect individuals' persistence and exhibit no effects on effort. Effort and persistence mediate the links between AM factors and decision quality, showing positive impacts on the outcome variable. This study contributes to the mindset domain, offering insights into the cognitive nature of AM and its link to individual outcomes through the mediating role of effort and persistence. Through the AM model, organizations and institutions can track and manipulate such factors to nurture an AM among employees and students to foster analytics and data-driven decision-making practice.

TIM: Finding Diamonds in the Rough: Data-Driven Opportunities and Pharmaceutical Innovation

Author: **Matteo Tranchero**, *Haas School of Business, UC Berkeley*

Big data are increasingly used to make predictions about uncertain investments, thereby helping firms identify innovation opportunities without the need for domain knowledge. This trend has led to questions about which firms will primarily benefit from the availability of these data-driven predictions. Contrary to existing research suggesting that data-driven predictions level the playing field for firms lacking domain knowledge, I argue—using a simple theoretical framework—that these predictions actually reinforce the competitive advantage of firms with domain knowledge. In innovation contexts, where returns are skewed and not all leads can be pursued, domain knowledge helps evaluate predictions and avoid false positives. I test this idea in the context of pharmaceutical innovation, exploiting the features of genome-wide association studies (GWASs) that provide data-driven predictions about new drug targets. The results show that GWASs stimulate corporate investments, but around one-third of these resources are misallocated toward false positive predictions. Companies lacking domain knowledge react more strongly but are disproportionately likely to fall into the trap of false positives. Instead, domain knowledge helps firms make fewer investments that target only the best opportunities. Together, the results show that even if data-driven predictions hold value when searching for innovations, domain knowledge remains the crucial source of competitive advantage in the age of big data.

TIM: Data-Driven Innovation Communities – Community Dynamics and the Role of Data Benchmarks

Author: **Yan Bai**, *ESADE Business School*

Author: **Laia Pujol Pujol Priego**, *ESADE Business School*

Author: **Esteve Almirall**, *ESADE Business School*

As a result of advancements in data processing and storage, organizations are significantly investing in "data assets" to drive innovation. Yet, when technologies necessitate complementary insights, companies can't innovate in isolation. They need to leverage community ecosystems to navigate the challenges associated with creating datasets and benchmarks. This paper uncovers different types of data-driven innovation in communities and investigates how data impacts the balance between competition and collaboration, the creation and dissemination of benchmarks, and ultimately, the innovation outcome. Through a multi-method study of 27 data-driven innovation communities in synthetic biology, we provide a framework for innovation communities that display different levels of resolution in the tension between collaboration and competition when utilizing a range of benchmarks. We demonstrate that the openness not only motivates the development and standardization of data benchmarks, but also accentuates the pivotal role of data benchmarks in influencing the collaboration and competition dynamics. Furthermore, we compare a spectrum of data-driven innovation communities to illustrate which collaboration types are most suitable for specific kinds of data and to offer diverse strategies for incentive management.

TIM: Big Data Effects on Creative Projects-Exploring Instrumental Logics and Control-Creativity Tensions

Author: **Paul Conort**, *CRG Ecole Polytechnique*

Author: **David Massé**, *Telecom ParisTech*

Author: **Nicola Mirc**, *Toulouse School of Management*

The increasing availability and use of big data analytics (BDA) in creative industries engender powerful new opportunities for enhancing consumer-driven innovation. But it also raises significant organizational challenges as it requires the redesigning of creative processes in which analytics-based logics need to be reconciled with legacy creativity-based ones. This paper aims to explore the ways in which BDA lead to redesigning creative processes, as well as organizational tensions they may induce. Building on a case study of video game development projects, our findings show that while big data analytics can contribute to the exploration of new ideas, be a tool to support decisions, and provide negotiation power, it also induces several organizational tensions. We uncover eight of these tensions, which we group into three themes: coordination, decision making, and control. The paper contributes to research on organizational transformation through big data and on creative industries and offers practical implications for the management of creative projects in the age of big data.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Temporal Dynamics of Innovation Success

Session Moderator: **Yanting Guo**, *School of Management, Xiamen U.*

TIM: Spatiotemporal Dynamics of Innovative Search in Response to Complexity of Environmental Change

Author: **Yanting Guo**, *School of Management, Xiamen U.*
Author: **Xiang Zhou**, *School of Management, Xiamen U.*

Academics and managers are increasingly interested in understanding the temporal patterns of strategic activities to maintain a competitive advantage in a constantly evolving business environment. This study aims to investigate how the dynamic interdependencies among search behaviors influence the innovativeness of firms engaged in integration efforts. To address this question, we employ the NK model approach to simulate the component search and architectural search of system integrators. We introduce two hybrid search strategies as alternating mode and parallel mode, which correspond to the diachronic and synchronic dimensions of innovative search in systems integration research. Our findings indicate that the parallel mode leads to a faster improvement rate of innovation performance in the short run, while the alternating mode is associated with a higher level of innovation performance in the long run. When encountering exogenous shocks, the parallel mode rebounds more quickly to the original performance level with stronger effect of resilience; the effect of alternating modes on performance improvement is weakened to a greater extent in dynamic environment. This research contributes to the literature by demonstrating the spatiotemporal dynamics of hybrid search modes, suggesting promising avenues for exploring the impact of search and adaptation in complex environmental changes.

TIM: Leader-Team Multilevel Dynamics: Unveiling Top Leaders' Polychronicity Impact on Team Innovation

Author: **Anjali Singh**, *Indian Institute of Management (IIM) Mumbai*
Author: **Sumi Jha**, *Indian Institute of Management Mumbai*

Research has shown that strategic leaders play a significant role in influencing team innovation at the functional level, especially in the context of rising geopolitical uncertainties. This study examines the impact of strategic leaders' polychronicity on team innovation. We also examine the mediating impact of team decision-making on leader polychronicity and team innovation cross-level relationships. Drawing from the multilevel data from 58 leaders and 174 teams, we found that polychronicity positively impacts team innovation. Moreover, we also found the positive mediating effect of team decision-making effectiveness on leader polychronicity and team innovation relationships. This study develops our understanding of strategic leadership characteristics and team innovation interface. It highlights the need for leaders to be aware of the polychronic tendency to facilitate the development of novel ideas among teams to solve complex organizational problems. We also advance the team innovation literature by explaining team-level decision-making among teams, which develops and influences team innovation through the collective efforts of multiple teams. We conclude with a discussion of the policy implications of our findings.

TIM: Timing Matters! Experimentation and Product Performance in Entrepreneurial Firms

Author: **Qiuqiu Qiu**, *Stockholm School of Economics*
Author: **Holmer Kok**, *Stockholm School of Economics*
Author: **Roxana Turturea**, *Stockholm School of Economics*








While experimentation benefits firms' product development processes, there is considerable heterogeneity in their ability to capture these benefits. In this study, we explore such heterogeneity by focusing on a novel dimension of experimentation – the timing of product changes. Using data on Early Access (EA) games in the video game industry, our research shows that incorporating experimentation into the product development process enhances product performance. Moreover, our findings underscore the benefits of a more extended experimentation phase, as well as strategic management of three critical timing aspects of product changes in that phase: frequency, temporal clustering, and desynchronization with major competitors. This study contributes to a richer understanding of learning from experimentation, emphasizing how variations in the timing of product changes during experimentation enhance product performance. Additionally, we add to literature on product development by unveiling product change strategies to proactively cope with market uncertainties in the digital economy.

TIM: Right Product, Wrong Time? Temporal Legitimacy of New Product Development in Projects

Author: **Linzhuo Wang**, *BI Norwegian Business School*
Author: **Jan Terje Karlsen**, *BI Norwegian Business School*
Author: **Tor Geir Kvinnen**, *U. of Agder*
Author: **Xuemei Liu**, *U. du Québec à Montréal*

In project-based industries, new products cannot finalize their development process until it is operationally adopted and socially accepted by main project participants. In line with the social judgment view of legitimacy, we argue that New Product Development (NPD) in projects is assessed by a temporal legitimacy judgment to reconcile different legitimacy assumptions from different project participants and tensions between temporary and permanent institutions. By conducting a multi-case study on Norwegian Road Construction projects, we have identified the temporal legitimacy and its constituting sub-dimensions, formative timing, inceptive timing, and disruptive timing. A framework of temporary legitimacy judgment is developed to show how heterogeneous legitimacy is resolved and how sense-making of past and future is achieved. Theoretical and practical implications were discussed.

KEY TO SYMBOLS

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

Policy and Innovation in Emerging Economies

Session Moderator: **Weijia Ding**, *U. College London*

TIM: Shaping the Future of Innovation: Entrepreneurial Universities and Policy Interplay    

Author: **Weijia Ding**, *U. College London*

In a knowledge-based economy, universities are taking on more third-mission activities, e.g. entrepreneurship and innovation, to transfer knowledge and technology to industries and society. This study focuses on China's emerging national innovation system and the development of entrepreneurial universities. Using the Triple and Quadruple Helix framework, the study examines the entrepreneurship environment in Shenzhen, known as the Chinese "Silicon Valley." Theoretically, the paper contributes to adding theories that inform how we innovate in a more complex world. The research combines literature reviews with structured surveys and semi-structured interviews. The study aims to explore the mechanisms of innovation partnerships in Shenzhen, demonstrating how such collaborations can drive resource mobilization and influence innovation policy. The research also examines how universities transition to entrepreneurial roles under innovation policies during socio-economic transformations. Unpacking practices for orchestrating innovation partnerships, this study offers insights into science, technology, and innovation (STI) policies and inter-organizational collaborations. It identifies factors influencing collaborations in the innovation system and informs on innovation policymaking and evaluation, highlighting the engagement with diverse stakeholders amidst policy challenges.

TIM: Antecedents and Configurations of Firms' Innovation Responses to Technology-Forcing Policy Changes  

Author: **Qi He**, *Central South U.*

Author: **Chang Wang**, *Central South U.*

It is crucial for high-tech firms to select an appropriate technological trajectory for innovation response when technology-forcing policy changes (TFPC) occur. However, the antecedents and configurations that drive the heterogeneous innovation response strategies is far from being conclusively discussed in the literature. This study aims to fill this gap by utilizing a mixed research method of grounded theory and fuzzy-set qualitative comparative analysis. The findings suggest that high-tech enterprises typically respond to TFPC through on-trajectory innovation and off-trajectory innovation. These innovation strategies are influenced by the attention of the top management team (attention to TFPC incentives and attention to TFPC pressures), technical capability (research and development capability and manufacturing capability), and relational capability (supplier relationship capability and customer relationship capability). Furthermore, this study identifies the specific combinations of antecedents that ultimately lead to variations in high-tech firms' responses and uncovers the complementary and substitution relationships between these antecedents. Overall, this research provides valuable insights into understanding technology-forcing policy and the heterogeneous organizational response.

TIM: The Economics of Data Privacy and Big Tech Regulation  

Author: **Ke Rong**, *Tsinghua U.*

Author: **Fei Hao**, *Institute of Economics, Tsinghua U.*

Author: **Feng Zhu**, *Harvard U.*

The implementation of privacy legislation in various countries is designed to protect data and privacy. However, empirical evidence substantiating the positive impacts of data privacy regulation remains scarce. This study examines the Chinese "Double Lists" policy, treated as a quasi-natural experiment, and utilizes a Difference-in-Differences (DID) methodology to assess the policy's effects on application (app) performance. The findings reveal a notable increase in app installations attributable to privacy regulation. The results suggest that privacy regulation can enhance app installations by improving user perception and fostering innovation. In conclusion, privacy regulation, exemplified by the "Double Lists" policy, offers significant advantages to firms. From a market competition perspective, privacy regulation may enhance the appeal of big tech companies to new users.

TIM: Navigating Informal Rivalry: Strategic Innovation Time Allocation Amidst Labor Flexibility and SEZs    

Author: **BIBEK BHATTACHARYA**, *Assistant Professor Indian Institute of Management Ahmedabad*

Author: **Sudhanshu Maheshwari**, *S P Jain Institute of Management and Research*

Author: **Ashneet Kaur**, *S P Jain Institute of Management and Research*

This study examines the strategic response of formal emerging economy firms (FEEFs), particularly small-to-medium sized enterprises, to competition from the informal sector, focusing on the adoption of 'innovation time off' for employees. Despite their significant contribution to GDP in emerging economies, informal sector firms pose a unique competitive challenge due to their cost and flexibility advantages. Grounded in the Attention-Based View (ABV) of the firm, we hypothesize that the challenge of informal competition directs managerial attention towards fostering innovation, leading FEEFs to allocate time for employee innovation. Our analysis, utilizing a comprehensive dataset from India, reveals that informal competition positively influences FEEFs' inclination towards 'innovation time off'. Additionally, we explore contextual factors like numerical labor flexibility and SEZ location, finding that these negatively moderate the relationship between informal competition and innovation time off. This research contributes to the understanding of firm innovation in the face of informal competition in emerging economies, highlighting 'innovation time off' as a vital, yet overlooked, innovation practice in resource-constrained environments. It also advances the discourse on the temporal dimensions of innovation and the influence of state policy-induced firm characteristics on business strategies.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Symposium**
Program Session: **1441** | Submission: **18220** | Sponsor(s): **(TIM, ENT, STR)**
Scheduled: **Monday, Aug 12 2024 11:30AM - 1:00PM CT (UTC-5)** at **Sheraton Grand Chicago in Colorado**

Knowledge and New Venture Innovation

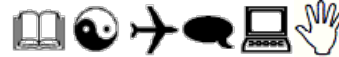
Organizer: **Yejin Kim**, *U. of North Carolina, Chapel Hill*
Organizer: **Sekou Bermiss**, *U. of North Carolina, Chapel Hill*
Moderator: **Yejin Kim**, *U. of North Carolina, Chapel Hill*
Moderator: **Sekou Bermiss**, *U. of North Carolina, Chapel Hill*
Panelist: **Martin Ganco**, *Wisconsin School of Business*
Panelist: **Constance E. Helfat**, *Tuck School of Business at Dartmouth*
Panelist: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Panelist: **Shaker A. Zahra**, *U. of Minnesota*

This panel symposium aims to answer the question of “What is the role of knowledge in shaping new venture innovation?” We invite four scholars who have advanced the field to answer this question from various angles. Topics include 1) How does knowledge drive the creation of new ventures and innovative activities? 2) How is knowledge gained, transferred, and aggregated in new ventures? 3) How do new ventures utilize and recreate knowledge? 4) What roles do established firms and entrepreneurial ventures play in knowledge transfer and creation? and, most importantly, 5) How should we study new ventures and innovation? The goal of this symposium is to identify the assumptions in the current literature about the role of knowledge in established innovative firms and propose how these assumptions shift when applied to entrepreneurial ventures.

KEY TO SYMBOLS

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

From R to D II: The Impact of Policies, Platforms and Business Models on R&D Trajectories



Organizer: **Kaushik Bagchi**, *U. Ramon Llull, ESADE Business School*
Organizer: **Angelo Romasanta**, *ESADE Business School*
Discussant: **Valentina Tartari**, *Stockholm School of Economics*
Discussant: **Michael A. Bikard**, *INSEAD*
Presenter: **Keyvan Vakili**, *London Business School*
Presenter: **Colleen Cunningham**, *U. of Utah, David Eccles School of Business*
Presenter: **Annamaria Conti**, *IE U.*
Presenter: **Ivanka Visnjic**, *ESADE Business School*

In the second edition of our symposium devoted to exploring the dynamics of moving from research to development, we examine how demand side factors influence this trajectory. This focus resonates perfectly with this year's theme of "Innovating for the Future - Policy, Purpose, and Organizations". We present four empirical studies that explore how policy incentives, mandatory disclosure requirements, platform market dynamics, and distinct organizational business models each impact project outcomes. These four studies underscore both the opportunities as well as the challenges in designing levers to incentivize and organize innovation. Through this symposium we hope to spark future research that views innovation as a dynamic process shaped by social and business needs.

The Impact of Patent Races on Product Quality

Author: **Aldona Kapacinskaite**, *Department of Management and Technology, Bocconi U.*
Author: **Rohin N Vrajesh**, *Department of Management and Technology, Bocconi U.*
Author: **Keyvan Vakili**, *London Business School*

Disclosure and Strategic Experimentation in Drug Development

Author: **Colleen Cunningham**, *U. of Utah, David Eccles School of Business*
Author: **Florian Ederer**, *Yale School of Management*
Author: **Charles Hodgson**, *Yale U.*
Author: **Zhichun Wang**, *Yale U.*

The Hidden Costs of Fairness in Platform Markets

Author: **Annamaria Conti**, *IE U.*
Author: **Juan Santalo**, *IE Business School*

Division of Labor or Division of Success? The Effectiveness of Different Organizational Settings

Author: **Kaushik Bagchi**, *U. Ramon Llull, ESADE Business School*
Author: **Ivanka Visnjic**, *ESADE Business School*
Author: **Julian M Birkinshaw**, *11393*

KEY TO SYMBOLS

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








Session Type: **Plenary Session**
Program Session: **1443** | Submission: **21678** | Sponsor(s): **(MOC)**
Scheduled: **Monday, Aug 12 2024 12:00PM - 2:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom**
V

MOC Plenary and Awards Ceremony

Division Chair: **Beth Ann Livingston**, *U. of Iowa*
Program Chair: **Burak Oc**, *Lee Kong Chian School of Business, Singapore Management U.*
Professional Development Workshop Chair: **Hana Johnson**, *Washington State U.*
Session Chair: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*
Presenter: **Burak Oc**, *Lee Kong Chian School of Business, Singapore Management U.*

In this Plenary we will honor the 2024 MOC Distinguished Scholar. We will also recognize award winners for Best Paper, Best Student-led Paper, Best Paper with Practical Implications, Best Symposium, Best Entrepreneurial Cognition Paper, Best Student-Led Entrepreneurial Paper and the Phillips and Nadkarni Award for Outstanding Paper on Diversity and Cognition and our new Denny Gioia Award for Best Qualitative Paper. Come celebrate with us! This meeting will feature MOC awards and recognitions, including a speech by this year's MOC Distinguished Scholar.

KEY TO SYMBOLS

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

ISM Best Paper Award Session

Session Moderator: **Wendy Tate**, *U. of Tennessee*

OSCM: **Coordinating Supplier-Induced Disruptions Through Governance Mechanisms**

Author: **Juliette Engelhart**, *Sauder School of Business, U. of British Columbia*

Author: **Jens Roehrich**, *U. of Bath*

Author: **Brian Squire**, *U. of Bath*

Contractual and relational governance are important mechanisms for controlling and coordinating inter-organisational relationships (IORs). While prior studies have explored control in detail, the role of coordination has received limited attention. Coordination is a necessity to organise tasks and activities between firms effectively, but its use in IORs, especially when those relationships are disrupted, has received limited attention. Thus, this study explores how buyers use contractual and relational governance mechanisms to coordinate supplier-induced disruptions. This study builds on 35 in-depth, face-to-face interviews in the context of the European energy sector. The study demonstrated that supply managers have a portfolio of complementary governance mechanisms for coordination available during supplier-induced disruptions. However, supply managers use specific contractual and/or relational coordination activities to match specific coordination requirements. Prior literature on governance mechanisms has started to draw out the importance of their coordination function but has largely overlooked the simultaneous application of contractual and relational coordination. Further, the impact of situational factors, such as disruptions in IORs, on coordination requirements has been sparsely explored. This study adds to the governance mechanisms literature by highlighting the importance and dynamic nature of coordinating IORs.

OSCM: **Influence Power of Partners and the Focal Firm and Digital Knowledge Diffusion in Supply Chain**

Author: **Tianyu Gong**, *School of Economics & Management, Tongji U.*

Author: **Jingyu Li**, *0723*

Author: **Yi Hao**, *School of Economics & Management, Tongji U.*

Author: **Yuan Li**, *Shanghai Jiao Tong U.*

This study extends the dissemination of knowledge about digital technology exploitation (DTE) from an intra-industry context to the supply chain. By integrating industry status and supply chain connectivity, this study introduces three novel constructs: supply chain influencing power (SCIP) of partners, SCIP of the focal firm, and relative supply chain influence power (RSCIP) between partners and the focal firm. It explores how and why these constructs impact DTE diffusion between supply chain partners (knowledge givers) and the focal firm (knowledge receiver). The findings reveal that the SCIP of partner firms and SCIP of the focal firm can enhance the positive relationship between digital technology exploitation by supply chain partners, while RSCIP weakens such a positive relationship. These findings contribute to a deeper understanding of knowledge diffusion within firms' efforts towards digitalization.

OSCM: **Second-Order Learning by Supplying**

Author: **Lisha Liu**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Xianwei Shi**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

While there have been ample empirical evidence showing that suppliers in emerging economies may develop technological capabilities by learning directly from their customers and competitors alike, we consider these suppliers' technological capability development through a second-order learning by supplying – to learn indirectly from their foreign counterparts via shared customers at home when first-order learning is unfeasible. Combining qualitative interviews with literature on organizational learning along supply chains, we hypothesize that supplying to local customers who also import from the suppliers' foreign competitors may significantly improve their technological capabilities. We also speculate that such a process is moderated by R&D investments of the suppliers and tie strength with their customers, as well as the institutional environment. The empirical analysis based on Chinese import data of the manufacturing industry from 2005 to 2015 confirms our conjectures. We contribute to both literatures on supply chain management and organizational learning by theorizing and empirically testing the second-order learning by supplying. Our findings also convey important practical implications vis-à-vis capability development of local suppliers and policy instruments on cross-border supply chain management.

OSCM: **Social Sustainability and Shareholder Value: The Role of Complex Supply Networks**

Author: **Christian Wagner**, *ETH Zürich*

Author: **Christoph Schmidt**, *ETH Zürich*

Author: **Stephan M. Wagner**, *ETH Zürich*

Social sustainability incidents often happen within complex supply networks beyond the visibility scope of focal firms. When such incidents become public, investors commonly hold focal firms accountable for the incident. Using an event study, we find significant negative performance implications of 142 social sustainability incidents within supply chains, leading to a mean abnormal return of -0.34% for focal firms' shareholder value. By analyzing the complex supply networks up to tier 3 of the respective firms, we contribute to an understanding of how network characteristics influence investor decisions. Specifically, we find that higher horizontal complexity and focal firm's accessibility within the network mitigate the negative performance implications, whereas higher influence over the network strengthens the latter.

Software procurement is a complex and challenging process for organizations. The dynamic nature of the software industry, rapidly evolving technologies, and the critical role software solutions take in business operations all contribute to these difficulties. The study aims to explore the challenges that arise in a buyer-supplier relationship when procuring software and how they can be mitigated. Methodologically, the study is grounded in an analysis of 18 comprehensive interviews with industry professionals, employing the Gioia methodological framework. The findings reveal the importance of effective Supplier Relationship Management (SRM) practices in mitigating challenges caused by the characteristics of the software itself as well as the interplay between the buying firm and the supplier. Procurement organizations can use SRM strategies like streamlining vendor selection and segmentation, negotiating favorable contracts, implementing insightful supplier evaluations, and enhanced communication to build robust, innovative, and collaborative relationships with software suppliers. By strategically navigating software-specific procurement challenges through SRM, organizations can improve the efficiency and effectiveness of their software procurement processes and drive value from their software investments.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **PDW Workshop**
Program Session: **1445** | Submission: **21771** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 12 2024 12:00PM - 2:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Gold Coast**

Publishing Research Methods articles in AMJ: Tips from the Editors

Presenter: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*

AMJ has recently extended the type of manuscripts it publishes to include studies that advance research methods (see the editorial by Gruber & Bliese, 2024). In this PDW, AMJ editors provide tips on publishing such studies in AMJ and answer questions from participants.

KEY TO SYMBOLS

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

Session Type: **Social Event**

Program Session: **1446** | Submission: **16790** | Sponsor(s): **(MED)**

Scheduled: **Monday, Aug 12 2024 1:00PM - 2:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall L**

MED Board and Past Chair Luncheon

Organizer: **Gerard Beenen**, *California State U., Fullerton*

Organizer: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*

Organizer: **Arran Caza**, *UNC Greensboro*

Organizer: **Margaret E. Heffernan**, *MIT U. + MED PDW Chair-elect*

Organizer: **Christine Rivers**, *U. of Surrey*

INVITATION ONLY - MED Board and Past Chair Luncheon celebrates the outgoing and incoming chair and executive members of MED including editors and sponsors.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1447** | Submission: **21770** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 12 2024 1:00PM - 2:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Addams**

Conversations With the Editors: AMLE

Presenter: **Dirk Lindebaum**, *Grenoble Ecole de Management*

Meet the editor of AMLE and the team of associate editors to learn their vision for the journal and tips on how to write a successful paper. All are welcome!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Career Sensemaking and Identity Management

Session Moderator: **Surendra Babu Talluri**, *Indian Institute of Management Bangalore*

CAR: **Future Work Self Salience: Taking Stock and Moving Forward**

Author: **Surendra Babu Talluri**, *Indian Institute of Management Bangalore*
Author: **Karoline Strauss**, *ESSEC Business School*
Author: **Alexander Newman**, *Melbourne Business School, U. of Melbourne*
Author: **Falk Julian Voigt**, *TUM School of Management, Technical U. of Munich*

Individuals have become the primary actors in managing their careers because of the fundamental shift in the ownership of careers. This shift has made it necessary for individuals to take a vital role in various career-building activities. Future work self salience (FWSS) was introduced in the literature to understand the motivation for these proactive behaviors a decade ago. FWSS measures how readily and vividly individuals can imagine themselves in their future work self. Since then, researchers have looked into various antecedents and outcomes, further enhancing our knowledge. However, we have yet to see a synthesis of this body of knowledge that highlights significant advancements and challenges. Thus, to understand the theoretical perspectives taken in earlier work and the nomological network of variables connected to FWSS and pinpoint how this construct has been conceptualized and measured, we systematically review the empirical research on FWSS in the current study. Based on the findings of this review, we develop a future research agenda that supports further theoretical and empirical advancement.

CAR: **Contemporary Career Sensemaking: A Systematic Review and Future Research Agenda**

Author: **Mostafa Ayoobzadeh**, *U. of Quebec at Montreal*
Author: **Melika Shirmohammadi**, *U. of Houston*
Author: **Mina Beigi**, *Southampton Business School, U. of Southampton*

Contemporary careers (CCs), characterized as being person-centered rather than organization-centered, have garnered significant theoretical attention in recent decades. However, research on CCs often lacks an exploration of the mechanisms that underlie the dynamic process of career development over time. Drawing from sensemaking theory, we integrate the literature to examine how individuals with a CC orientation make sense of their evolving careers. We suggest attitudinal and behavioral mediators as the core elements of the career sensemaking process and outline a process model that captures these dynamic career processes. Our findings offer insights for individual career actors as well as organizations seeking to accommodate their employees' CC orientations throughout their tenure. We also guide future scholarly work surrounding CCs by outlining research questions that can advance our understanding of CCs within organizational contexts.

CAR: **Professional Legitimacy Claims Through Meaning-Making with Memories: Narratives of CSR Professionals**

Author: **Hyemi Shin**, *School of Management, Royal Holloway, U. of London, UK*
Author: **Mai Chi Vu**, *Newcastle Business School, Northumbria U.*

This study examines the narratives of Corporate Social Responsibility (CSR) professionals to explore how they claim their professional legitimacy within the expanding professional CSR field in South Korea (hereafter Korea). The study reveals the important role of memory as a key source for CSR professionals to claim their legitimacy through meaning-making processes. We found two meaning-making mechanisms—professional legitimacy claims through self-identification-based meaning-making and professional legitimacy claims through socialization-based meaning-making—where experienced CSR professionals in Korea engaged in three types of memory when they claimed their professional legitimacy. The study contributes to the literature on occupations and professions in organizations by showing how individuals' career memory provides discursive sources to claim their professional legitimacy. The findings also contribute to the limited studies that connect meaningful work and memory by focusing on individuals' subjective engagement with memory to analyze individual-level meaning-making through professional legitimacy claims-making.

CAR: **When You Can't Be Where You Want to Be: Inter-Identity Work of Globally Mobile Professionals**

Author: **Anoop Adhur Kutty**, *Aalto U. School of Business*
Author: **Alexei Koveshnikov**, *Aalto U.*

In this paper, we explore the inter-identity work of globally mobile professionals who relocate to a semi-peripheral region of their professional field. To explore and study this phenomenon, we chose the setting of business school academics relocating to the Nordic region. We elucidate how these academics perceive their relocation to a semi-peripheral region and further engage in professional identity construction, with or without associating themselves with the Nordic region. We try to understand how they deal with the "center vs periphery" identity conflict as they (re)construct their professional identity. To do so, we conduct this interview-based study to allow our interviewees to narrate their experiences and self-perceptions of being an expatriate academic in Nordic region. We further use identity theory and a narrative perspective on inter-identity work to theorize how these expatriate academics engage in inter-identity work. Our findings show the various discursive strategies our participants adopt to (re)construct their professional identity. These are a) (re)construct the superior nature of the periphery, b) resist the status quo by problematizing the superiority of the center, and/or c) divert the focus to the individual agency to reconcile the center-periphery hierarchy. We further discuss the implication of this strategy towards the formation of a regional identity as well as tighter integration to the regional academia.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Barriers to Job Mobility in a Turbulent and Uncertain Labor Market



Organizer: **Xinhui Jing**, *KU Leuven, Faculty of Economics and Business*
Organizer: **Marijke Verbruggen**, *KU Leuven*
Discussant: **Wolfgang Mayrhofer**, *WU Vienna*
Presenter: **Ricardo Rodrigues**, *King's College London*
Presenter: **Paulien D'Huyvetter**, *KU Leuven*
Presenter: **Xinhui Jing**, *KU Leuven, Faculty of Economics and Business*
Presenter: **Vedika Lal**, *Vrije U. Amsterdam, School of Business and Economics*

Governments in many countries strive to increase job mobility to respond to the major economic and technological changes affecting our labor markets. However, realizing this increase in job mobility is highly challenging because many labor markets are strongly rigid. Indeed, in many countries, the youth unemployment rate is fairly high – which points to challenging school-to-work transitions - while job-to-job transitions remain limited (e.g., ELF, 2022). The latter is particularly surprising because many workers feel trapped in their organization and express a desire to change jobs (TempoTeam, 2022). These observations point to important barriers to job mobility. Yet, to date, research on these barriers remains limited and scattered across various disciplines. In this symposium, we bring together four studies that examine important individual and organizational barriers to successful job mobility.

An Exploration of Career Barriers among Graduates Transitioning to the Labor Market

Author: **Ricardo Rodrigues**, *King's College London*
Author: **Jasmijn Van Harten**, *Utrecht U.*
Author: **Nele De Cuyper**, *KU Leuven*
Author: **Ilke Grosemans**, *Open U.*
Author: **Christina Butler**, *Kingston U.*

Internal and External Barriers to Realizing a Desired Career Transition among Adult Workers

Author: **Paulien D'Huyvetter**, *KU Leuven*
Author: **Marijke Verbruggen**, *KU Leuven*

Examining Inertial Forces among Recruiters as a Barrier to Occupational Mobility

Author: **Xinhui Jing**, *KU Leuven, Faculty of Economics and Business*
Author: **Marijke Verbruggen**, *KU Leuven*

Gender Differences in Perceived Charisma Signaling as a Barrier to Transitions to Leadership Roles

Author: **Vedika Lal**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Janneke Oostrom**, *Tilburg U.*
Author: **Maral Darouei**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Rafael Wilms**, *VU Amsterdam, School of Business and Economics*

KEY TO SYMBOLS

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

How Can Entrepreneurs Achieve Career Success Across the Lifespan?



Organizer: **Mariya Tamontseva**, *Vrije U. Amsterdam*
Organizer: **Jos Akkermans**, *Vrije U. Amsterdam*
Organizer: **Wouter Stam**, *Vrije U. Amsterdam*
Organizer: **Scott Seibert**, *U. at Buffalo School of Management*
Presenter: **Mariya Tamontseva**, *Vrije U. Amsterdam*
Presenter: **Ute Stephan**, *King's College London*
Presenter: **Gavin Joseph Williamson**, *U. of Tennessee, Knoxville*
Presenter: **Siran Zhan**, *U. of New South Wales*
Moderator: **Scott Seibert**, *U. at Buffalo School of Management*
Discussant: **Hao Zhao**, *China Europe International Business School (CEIBS)*

Although objective (e.g., earnings; Arthur et al., 2005) and subjective (e.g., career satisfaction; Seibert et al., 2013) career success has been extensively investigated in management and applied psychology (e.g., Ng & Feldman, 2014; Spurk et al., 2019), there is little understanding of this phenomenon in the context of individuals pursuing entrepreneurial careers (Seibert et al., 2024). This interdisciplinary symposium aims to address the following question: how can different groups of entrepreneurs achieve career success across the lifespan? To answer this question, we bring together four contributions by international research teams from various disciplines: careers, entrepreneurship, human resource management, and organizational behavior. In these contributions, authors focus on diverse groups of entrepreneurs, such as full-time, hybrid, and former entrepreneurs, and aim to advance the understanding of various objective and subjective dimensions of entrepreneurial career success. Examples of objective dimensions are becoming full-time entrepreneurs for hybrid entrepreneurs or securing a job for former entrepreneurs, while the subjective dimension may be described by multiple dimensions of satisfaction with entrepreneurial careers. Moreover, the authors also explore important contextual factors, such as political context, work design, and hiring discrimination, that might shape the career success outcomes of different groups of entrepreneurs. By bringing in contributions from different disciplines and different parts of the world, this symposium offers unique new insights into the career success of different groups of entrepreneurs and contributes to creating an interdisciplinary network of scholars that will move the research on entrepreneurial careers across the lifespan forward.

Entrepreneurial Career Success: A Multidisciplinary Review and Future Research Agenda

Author: **Mariya Tamontseva**, *Vrije U. Amsterdam*
Author: **Jos Akkermans**, *Vrije U. Amsterdam*
Author: **Wouter Stam**, *Vrije U. Amsterdam*
Author: **Scott Seibert**, *U. at Buffalo School of Management*

Gender and Entrepreneurial Wellbeing: The Role of Meaningful Work, Recovery, and Democracy

Author: **Ute Stephan**, *King's College London*
Author: **Przemyslaw Zbierowski**, *King's College London*
Author: **Ana Pérez-Luño**, *Trinity College Dublin School of Business*

How "Day Job" Work Design Influences Hybrid Entrepreneurs' Career Success

Author: **Gavin Joseph Williamson**, *U. of Tennessee, Knoxville*
Author: **Ali Mchiri**, *Sam Houston State U.*

Hiring Discrimination Against People with Entrepreneurial Experience

Author: **Siran Zhan**, *U. of New South Wales*
Author: **Leigh Mellish**, *UNSW Sydney*
Author: **Ying-yi Hong**, *Nanyang Technological U.*

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **1451** | Submission: **11730** | Sponsor(s): **(CAR, OB, HR)**
Scheduled: **Monday, Aug 12 2024 1:15PM - 2:45PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Ogden**

Innovation of the Platform Economy: Key Stakeholders and Starting Points for Sustainable Careers



Organizer: **Annabelle Hofer**, *U. of Cologne*
Session Chair: **Annabelle Hofer**, *U. of Cologne*
Discussant: **Annabelle Hofer**, *U. of Cologne*
Organizer: **Wladislaw Rivkin**, *Trinity Business School, Trinity College Dublin*
Participant: **Franz Strich**, *Deakin U.*
Presenter: **Andreas Ihl**, *Danube-U. Krems*
Participant: **Anne-Sophie Mayer**, *Vrije U. Amsterdam*
Presenter: **Xue Lei**, *East China U. of Science and Technology*
Participant: **Lian Zhou**, *Guangdong U. of Technology*
Participant: **Xinran Huang**, *Guangdong U. of Technology School of Management*
Presenter: **Wladislaw Rivkin**, *Trinity Business School, Trinity College Dublin*
Participant: **Vera M. Schweitzer**, *U. of Cologne*
Participant: **Sabrina Genz**, *Utrecht U.*
Presenter: **Elisa Gerten**, *Ludwig-Maximilians-U. München Munich School of Management*
Participant: **Lucas Trutwin**, *Catholic U. of Eichstätt-Ingolstadt*
Presenter: **Michael Dunn**, *Skidmore College*
Participant: **Isabel Munoz**, *Syracuse U. School of Information*
Participant: **Pyeonghwa Kim**, *Syracuse U. School of Information*
Participant: **Clea O'Neil**, *Skidmore College*
Participant: **Heba Salman**, *Heba*
Participant: **Steven Sawyer**, *Syracuse U.*

The platform economy introduces novel challenges and opportunities at the intersection of organizational structure, stakeholder relationships, and societal impact (Ashford et al., 2018; Caza et al., 2022; Cropanzano et al., 2023; Fieseler et al., 2019; Kuhn & Maleki, 2017). Following the call for rigorous methodological research on platform workers (Cropanzano et al., 2023), this symposium sheds light on the career development of platform workers by taking central stakeholders (e.g., workers, requesters, platform) into account. The five contributions cover diverse methodological approaches (e.g., longitudinal qualitative interviews, longitudinal quantitative surveys, diary studies), investigating online and offline platform workers from different online labor platforms (OLPs) in Asia, Europe, and the US. We bring together researchers from different fields (e.g., economics, management, psychology). They investigate how platform workers experience working on OLPs and how such experiences shape their careers. The symposium's contributions collectively deepen our understanding of the platform economy by addressing platform design (cf. presentation [P] #P1, #P2), psychological aspects, such as well-being, linked to the interaction of workers with the requesters (cf. #P3), the decision-making of workers within the platform economy and its link to the gender pay gap (cf. #P4), and by proposing a novel framework of Transactional Careers to better understand the complex career development of platform workers (cf. #P5). This symposium will provide a platform for exchange among scholars from different fields interested in the platform economy to contribute substantial scientific implications for platform workers, policymakers, and OLPs for their important endeavor to develop a sustainable digitalized labor market, considering the role of different stakeholders.

Designing for Thriving: How Gig Platforms' Design Attributes Contribute to Gig Workers' Commitment

Author: **Franz Strich**, *Deakin U.*

Author: **Andreas Ihl**, *Danube-U. Krems*

Author: **Anne-Sophie Mayer**, *Vrije U. Amsterdam*

How does perceived algorithmic dehumanization affect identification with gig work?

Author: **Xue Lei**, *East China U. of Science and Technology*

Author: **Lian Zhou**, *Guangdong U. of Technology*

Author: **Xinran Huang**, *Guangdong U. of Technology School of Management*

How General Politeness Shapes Gig Workers' Daily Fairness Perceptions and Well-Being

Author: **Wladislaw Rivkin**, *Trinity Business School, Trinity College Dublin*

Author: **Vera M. Schweitzer**, *U. of Cologne*

Worker's Choices in the Gig Economy: Balancing Temporal Flexibility and Compensation

Author: **Sabrina Genz**, *Utrecht U.*

Author: **Elisa Gerten**, *Ludwig-Maximilians-U. München Munich School of Management*

Author: **Annabelle Hofer**, *U. of Cologne*

Author: **Lucas Trutwin**, *Catholic U. of Eichstätt-Ingolstadt*

Platform Work and the Emergence of Transactional Careers

Author: **Michael Dunn**, *Skidmore College*

Author: **Isabel Munoz**, *Syracuse U. School of Information*

Author: **Pyeonghwa Kim**, *Syracuse U. School of Information*

Author: **Clea O'Neil**, *Skidmore College*

Author: **Heba Salman**, *Heba*

Author: **Steven Sawyer**, *Syracuse U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Conflict Avoidance & Resolution: New Approaches through Conversations and Decision-Making Processes



Session Chair: **Katherine Qianwen Sun**, *UCLA Anderson School of Management*
Session Chair: **Federica Pinelli**, *Columbia Business School*
Presenter: **Yuhan Mei**, *Fuqua School of Business, Duke U.*
Presenter: **Hanne Collins**, *Harvard U.*
Discussant: **Julian Jake Zlatev**, *Harvard Business School*
Presenter: **Federica Pinelli**, *Columbia Business School*
Presenter: **Katherine Qianwen Sun**, *UCLA Anderson School of Management*

Our symposium delves into the multifaceted nature of conflict within teams, questioning how conflict hinders or enhances performance. It moves past previous research to examine conflict management through categorizations, and include socio-ecological factors, communication styles, and collaborative strategies. We explore people's preferences for conflict avoidance and strategies to foster cooperations. Integrating conversation research, we aim to understand how conversational behaviors affect conflict dynamics, offering new perspectives on team performance and innovation.

Relational Mobility Predicts Conflict Concerns in Conversations

Author: **Katherine Qianwen Sun**, *UCLA Anderson School of Management*
Author: **Michael Slepian**, *Columbia Business School*

Disagreement Aversion—Psychological Barriers for Harnessing Diverse Perspectives

Author: **Yuhan Mei**, *Fuqua School of Business, Duke U.*
Author: **Richard Paul Larrick**, *Duke U.*








Communicating a Willingness to Learn Improves Conflictual Conversations

Author: **Hanne Collins**, *Harvard U.*
Author: **Julia Alexandra Minson**, *Harvard Kennedy School*

Co-creation Amidst Disagreement: Building High Quality Relationships

Author: **Federica Pinelli**, *Columbia Business School*
Author: **E. Tory Higgins**, *Columbia Business School*

KEY TO SYMBOLS

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

Social Perception in Context: Trust, Networks, Culture, Humor, and Stigma



Session Moderator: **Pri Pradhan Shah**, *U. of Minnesota*

CM: **Network Perceptions and Trust: How the Ties in Our Mind Influence Perceived Trustworthiness**

Author: **Pri Pradhan Shah**, *U. of Minnesota*
Author: **Stephen L. Jones**, *U. of Washington, Bothell*
Author: **Dongil Jang**, *U. of Minnesota*

To date, researchers investigating the influence of social networks on trust perceptions have focused on the actual network. Yet, individuals vary in their perception of surrounding ties and these differences may influence their judgments of trust. This study uses a cognitive social structure (CSS) approach to conceptually and empirically investigate whether perceived or actual network perceptions influence perceptions of trustworthiness when we account for both. Focusing upon the advice network, this study investigates whether a trustor's perceptions of dyadic advice-seeking, mutual shared advisees (i.e., third parties that go to both the trustor and trustee for advice) and trustee advice-giving centrality influence perceptions of a trustee's trustworthiness when controlling for the actual advice ties and configurations. The results indicate that trustors' perceptions of dyadic advice seeking ties, and trustee advice-giving centrality predict their perceptions of a trustee's trustworthiness above and beyond their actual network counterpart. Moreover, when exploring how the actual and perceived advice networks interact, we find a supplementary relationship which results in trust rising when individuals perceive too many ties when actual ties don't exist, but not dropping when they perceive too few ties, when actual ties do exist.

CM: **Cultural Variation in Perceptions of Similar Others at Work**

Author: **Gaoyuan Zhu**, *Cornell U.*
Author: **John Angus Hildreth**, *Cornell SC Johnson College of Business*

The similarity attraction effect, where people generally like and are attracted to similar others, is a well-established social phenomenon. In this research, we provide one of the first direct cross-cultural comparisons of this effect in work settings. Utilizing diverse workplace contexts including hiring, workplace conflict and dispute, and workplace helping, we demonstrate that compared to Americans, East Asians exhibit higher levels of perceived threat from and aversion toward institutionally and functionally similar others at work. We find that East Asians' higher levels of aversion toward similar others at work is driven by higher levels of perceived interpersonal competition compared to Americans. Further, we find that the ingroup membership status of similar others is a critical moderating factor for East Asians' similarity aversion such that East Asians exhibit significantly less aversion toward ingroup similar others compared to non-ingroup similar others, whereas Americans exhibit similar judgments toward similar others regardless of the ingroup membership status of similar others. Theoretical implications on culture, similarity-attraction, ingroup formation and conflict management, as well as practical implications are discussed.

CM: **The Joke's on Us: How Humor Can Increase Perceived Warmth and Trust in China, but Not in the USA**

Author: **Ren Li**, *Hong Kong Polytechnic U.*
Author: **Thomas Bradford Bitterly**, *HKUST Business School*

This study examines the role of humor in leadership communication and its varying impacts across Eastern and Western cultural contexts. The historic representation of humor is predominantly Western-centric; Humor is portrayed as a valued asset in Western leadership, contributing to perceived warmth, likability, and team performance, and an undesirable behavior in Eastern cultures, where the lack of seriousness of humor is believed to be associated with social impropriety. This paper explores how humor in leadership is perceived when delivering negative feedback to subordinates in different cultural contexts. Utilizing the benign violation theory and the concept of low- to high-context communication, the research highlights the complex dynamics of humor in leadership across different cultural landscapes and reveals that humor can be rewarded more in Eastern culture than Western culture. The findings emphasize the need for a culturally sensitive approach in leadership communication, recognizing that humor's effectiveness and appropriateness depend significantly on cultural context. This study contributes to a deeper understanding of humor's multifaceted role in leadership and interpersonal dynamics globally.

CM: **Tackling Stigma through Trust: How Lack of Perceived Integrity Harms Trust of Individuals with BD**

Author: **Thomas Bradford Bitterly**, *HKUST Business School*

Bipolar disorder (BD) is a pervasive condition. Although there have been recent pushes towards greater neurodiversity within organizations, individuals with the disorder still face many social and professional challenges (e.g., unemployment, underemployment) due in part to negative perceptions of individuals with the condition. The causes of these negative evaluations are not understood; stigma is elusive in definition and measurement and the existing trust research has ignored the relationship between BD and trust. Across three experiments using diverse samples, including an established longitudinal cohort study of BD, we identify trust as a core element that governs societal perceptions of individuals with BD. Trust, in turn, is closely tied to perceptions of individual predictability and integrity; active clinical features of BD drive high or low energy states and unpredictable interactions that damage the perceived integrity and thereby trust of the individual with BD. We also examine the effects of both disclosure of a BD diagnosis and the presentation of the symptoms of BD. Disclosure of BD has a significant negative effect on perceived integrity and trust, but the manifestation of manic symptoms undermines the perceived integrity and overall trust towards the person far more than any of the features and perceptions in response to disclosure. Together, these results advance our theoretical and practical understanding of trust by demonstrating how anticipated and observed unpredictability influence trust and by building a foundation for investigating trust of individuals with a common mental illness.

KEY TO SYMBOLS

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

Identity and Individual Differences in Workplace Negotiations

Session Chair: **Tyree David Mitchell**, *Louisiana State U.*
Session Chair: **Zhixu (Rick) Yang**, *Purdue U.*
Participant: **Franki Y. H. Kung**, *Purdue U., West Lafayette*
Participant: **Melody M. Chao**, *Hong Kong U. of Science and Technology*
Presenter: **Mary Keegin**, *Kohler Co*
Participant: **Corai Jackson**, *Louisiana State U.*
Participant: **Zhenyu Yuan**, *U. of Illinois at Chicago*
Participant: **Sydney Green**, *Denison U.*
Participant: **Alexander Lyle Effinger**, *U. of Illinois Chicago*
Discussant: **Brian Gunia**, *Johns Hopkins U.*

Unresolved issues within the negotiation literature and organizations necessitate a more nuanced understanding of how identity and individual differences influence negotiation outcomes. This symposium brings together three papers that examine the effects of various individual differences and identity-relevant factors on negotiation strategies and outcomes. Collectively, these papers offer implications for negotiation science and practice across various contexts and for specific outcomes. The discussant will provide recommendations for the role of organizational scholars in addressing current issues.

We are One or We Need Each Other? Intergroup Leadership in Intergroup Negotiations

Author: **Tyree David Mitchell**, *Louisiana State U.*
Author: **Zhenyu Yuan**, *U. of Illinois at Chicago*
Author: **Alexander Lyle Effinger**, *U. of Illinois Chicago*
Author: **Sydney Green**, *Denison U.*
Author: **Corai Jackson**, *Louisiana State U.*








Priming Regulatory Focus Reduces Gender Differences in Salary Negotiations

Author: **Mary Keegin**, *Kohler Co*

Wise Reasoning and Subjective Values in Conflict Communication

Author: **Zhixu (Rick) Yang**, *Purdue U.*
Author: **Franki Y. H. Kung**, *Purdue U., West Lafayette*
Author: **Melody M. Chao**, *Hong Kong U. of Science and Technology*

KEY TO SYMBOLS

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

Decolonization 

Session Moderator: **Hellen Cordeiro Alves Marquezini**, *Fundação Getúlio Vargas - EAESP*

CMS: A Decolonial Analysis of the Representation of Race and Ethnicity in Management Textbooks

Author: **Hellen Cordeiro Alves Marquezini**, *Fundação Getúlio Vargas - EAESP*
Author: **Todd Bridgman**, *Victoria U. of Wellington*

This paper contributes to a burgeoning literature on the politics of knowledge in the production of management textbooks. We explore the representation of race and ethnicity in the world's best-selling organizational behaviour textbook, with a particular focus on editions produced for Brazilian business students. Through a decolonial lens, we explore how these textbooks reproduce the structural silencing of difference and reinforce inequalities. We consider the implications for Brazilian students, and possibilities for representing diversity in fairer ways, that better acknowledge the Brazilian context and the contribution of Brazilian scholars and affirm the potential of management education to foster critical and creative thinking and emancipatory values.

CMS: Negotiating Rigour And Quality In Decolonising Management Research 

Author: **Nimruji Jammulamadaka**, *Indian Institute of Management, Calcutta*

This is a conceptual paper that approaches the issue of assessing rigour and quality in decolonising research. It examines this issue based on my lived experiences as an teacher, author, reviewer and editor doing decolonising management research. I identify four problems with treating decolonising management research as a paradigm. I suggest that incommensurabilities at the level of cosmologies and not at the level of paradigms in the political project of decolonising management. Drawing upon the works of de Sousa Santos on Epistemologies of the South and Gayatri Spivak's catachrestic reading, I propose four points that authors and readers/reviewers need to take into consideration in approaching the idea of rigour and quality in decolonising management research.

CMS: Ethics of Quantification and RCTs in International Development: A Decolonial Analysis (WITHDRAWN) 

Author: **Emily Cook-Lundgren**, *No Affiliation*
Author: **Emanuela Girei**, *Liverpool Business School, Liverpool John Moores U.*

In this article, we examine the ethical implications of randomised control trials (RCTs) as a practice of quantification in international development. Often referred to as the "gold standard" for the evaluation of development interventions, RCTs are lauded for their ability to generate supposedly objective, unbiased, and rigorous evidence to inform policy decisions for poverty alleviation. At the same time, critiques of quantification within and beyond development challenge claims of objectivity and neutrality, raising epistemological and ethical questions regarding the role of quantitative research, the numbers they produce, and the processes triggered by practices of quantification. Building on these critiques, this study develops a decolonial analysis of the RCTs methodology. We argue that RCTs, by enacting the coloniality of being, knowledge, and power, serve to perpetuate global coloniality, and its core organising principle, namely the colonial difference. The study contributes to ongoing conversations addressing the ethical stakes of knowledge production and (de)coloniality.

CMS: A Postcolonial Critique of Occupational Identity Research 

Author: **Victoria Barboza De Castro Cunha**, *UTFPR*
Author: **Rafael Alcadipani Da Silveira**, *FGV-EAESP*

Despite a general call for the critical rethinking of management and organizations knowledge using postcolonial lenses, the literature on work identities has been evolving with poor connection with critical approaches that counter the "Western-centric" character of our field of inquiry and allow for the peculiarities of the Global South to be brought to the fore. Hence, this paper aims to answer how to offer a postcolonial critique of management and organizational knowledge on work identity by scrutinizing the obscure theoretical interplay between subjectivity and identity. To do so, it articulates the postcolonial constructs of hybridity, mimicry and liminality so as to fill four ontological gaps identified in the way work identity has been framed in the extant scholarship: as (1) a duality between subjectivity and social identity; (2) an external entity one must comply with; (3) an interchangeable phenomenon; (4) a juxtaposing phenomenon. Its contribution lies in proposing the study of identities and subjectivities as hybrid encounters. This is to be fulfilled in three ways. First, by exploring mimicry between the two constructs in the form of agency and control, sameness and alterity, and stability and change. Second, by acknowledging how to differently operationalize discursive practices so as they reflect either subjectivities or identities in field data collection. Third, using researchers' own subjectivities and identities to create a 'liminal space' with which to engage with participants' hybrid encounters.

CMS: Decolonizing Diversity-Driven Responsibility Education with Praxis 

Author: **Alexandre Faria**, *EBAPE/FGV*

In a complex era of decolonization and empire the rising diversity-driven literature on responsibility learning with a focus on the hidden curriculum (HC) from the North embodies the project of a self-correcting modernity and hence ignores the colonizing face of diversity and responsibility theories against the irresponsible 'too diverse' which has been partially unveiled and reinforced by Southern decolonial theorizing. In this paper I write through my (not) too diverse Afro-Mestizo body from the nuanced shadows of the stratified South to unfold (un)knowns of the everydayness of doing decolonizing in education from the perspective of the too diverse with recovery of the HC from below and share a praxistical decolonizing framework with you the reader which otherwise would remain unknown as a way, among others, to move beyond the praxis-theory hierarchical binarism against the too diverse reproduced by Northern and decolonial theories. I remember how I (un)learned to mobilize my identities of diverse and too diverse through engagement with (un)known HC from below in my 1990s bodily experiences as (not) 'too diverse' within the UK counter-revolutionary neoliberal academia. By recovering diversity and rehumanizing ways of knowing/living/being/(un)learning in both South and North from the 1960s I share the sense that the decolonizing of diversity-driven responsibility in education from the perspective of the 'too diverse' who resurges in conditions of (im)possibility from within the dual pandemic of COVID and white supremacy requires us all to re-member and renew the praxis of diversity/responsibility otherwise championed by the 'too diverse' within and around us.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Dark Cases      

Session Moderator: **Fallon Bourgeois**, *Mount Saint Vincent U.*

CMS: **Dark Side Case: Breaking the Silence on the #BellLetsTalk Campaign**    

Author: **Fallon Bourgeois**, *Mount Saint Vincent U.*

Author: **Michelle Presse**, *Mount Saint Vincent U.*

Author: **Kristy Read**, *Mount Saint Vincent U.*

Author: **Karen Whittle**, *Mount Saint Vincent U.*

Author: **Nicholous Mark Deal**, *Mount Saint Vincent U.*

This dark side case delves into Bell Canada's cause-related marketing campaign #BellLetsTalk – a critically acclaimed initiative that helped raise awareness and funding for mental health programs in Canada. This case is written from the perspective of a former employee who recounts her growing disillusionment with the campaign's authenticity. The narrative reveals internal contradictions and growing corporate interests, especially Bell's decisions that appeared to prioritize profits over employee well-being. It is intended for an undergraduate student audience, and critically examines the disparity between an organization's espoused values and its actions. It highlights issues related to corporate social responsibility (CSR) practices and corporate reputation, ethical and moral responsibilities of organizations, and how managerialism exploits social causes – like mental health and wellbeing – for profit-generating opportunities. The case is accompanied by an extensive teaching note designed to support a deep exploration of the issues within the classroom setting.

CMS: **Dark Side Case: Copping Out: Failing to Transform the Royal Canadian Mounted Police's Toxic Culture**  

Author: **Ellen Shaffner**, *Mount Saint Vincent U.*

Author: **Todd Bridgman**, *Victoria U. of Wellington*








This dark side case entry focuses on the Royal Canadian Mounted Police (RCMP) and its ongoing issues of sexual harassment and discrimination. The case draws from a class action lawsuit settlement report which details the systemic nature of the sexual harassment and discrimination against female officers by their male colleagues. The case provides background and context on the RCMP as a symbolically significant institution in Canada and raises issues related to organizational culture, change, and leadership. It is intended for undergraduate and graduate student audiences, with the aim to foster learning and discussion that encourages students to move beyond mainstream managerial perspectives and consider the complexity and challenges of systemic organizational misconduct. The case includes a detailed teaching note to facilitate exploration of these topics through a critical management approach.

CMS: **Dark Side Case: Moving Mental Health Care Beyond Western Walls for Indigenous Veterans**   

Author: **Saheli Nath**, *U. of Central Oklahoma*

This case examines the complex challenges in establishing an Integrative Wellness Center providing specialized mental health treatment catering to indigenous veterans in the fictional state of Valoria. It analyzes the need for culturally-centered care given the high rates of PTSD, suicidal ideation and suicides among indigenous veterans in Valoria due to trauma from war, compounded by intergenerational economic hardship and loss of cultural identity. The case follows the journey of Dr. Wilma Cloud as she aims to bridge gaps in standard Western therapeutic approaches by incorporating traditional healing practices alongside clinical medicine to better serve this underserved demographic in Valoria. Envisioning such an unconventional program catalyzed initial skepticism and opposition from diverse stakeholders including municipalities, government health agencies and mainstream veteran groups over funding, eligibility criteria and use of alternative therapies. This case involves evaluating multi-faceted barriers around trust-building, navigating structural biases, and reconciling competing conceptualizations of health and evidence-based treatment. The case ultimately highlights the transformative potential that transpires from cooperative efforts of leaders leveraging community advocacy to embrace inclusive systems honoring indigeneity.

KEY TO SYMBOLS

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

AI and Ethics: Values, Moral Reasoning, and Privacy

Session Moderator: **Christoph Müller-Bloch**, *ESSEC Business School*

CTO: **Decoding the Impact of Artificial Intelligence on Employee Privacy: A Systematic Literature Review**      

Author: **Ashneet Kaur**, *S P Jain Institute of Management and Research*
Author: **Sudhanshu Maheshwari**, *S P Jain Institute of Management and Research*
Author: **Indranil Bose**, *Professor Indian Institute of Management Ahmedabad*
Author: **Dr. Simarjeet Singh**, *Great Lakes Institute of Management*

This systematic literature review examines the implications of Artificial Intelligence (AI) on employee privacy in organizational settings. The study assesses the compromise or safeguarding of privacy by AI technologies, explores the costs and benefits of AI adoption regarding employee privacy, and discusses the impact of advancing AI algorithms on employee privacy. Using the privacy calculus framework, the paper highlights the trade-offs organizations face in managing employee privacy amid AI integration. By navigating the evolving landscape of AI technologies, the research identifies challenges and opportunities, offering valuable insights for academics and practitioners. The review serves as a roadmap for future research, contributing to the understanding of AI's impact on employee privacy.

CTO: **AI Has More Moral Insight: The Potential of Using Large Language Models to Resolve Moral Dilemmas** 

Author: **Puchu Zhao**, *School of Business, Sun Yat-sen U.*

Moral dilemmas are the most difficult and prevalent type of ethical challenges in organizations. Whereas prior research indicates that moral insight is key to resolving moral dilemmas, there is little knowledge about how to acquire and foster moral insight. This research investigates the potential of using large language models (LLM) to pave the way for moral insight in resolving moral dilemmas. Specifically, we theorized how LLM can emerge with moral insight by combining their creativity and moral alignment, and benefit human users in decision-making for moral dilemmas. Through two real decision-making experiments conducted across different countries and involving LLM products, we found that: (1) LLM such as ChatGPT generate more moral insight solutions than humans in moral dilemmas; (2) individuals who use LLM to resolve moral dilemmas generate more moral insight solutions than those who do not in moral dilemmas; and (3) individuals who have previously used LLM to resolve moral dilemmas generate more moral insight solutions than those who have not, even when they do not use LLM. Overall, our research showed that by using LLM, individuals can increase the likelihood of discovering moral insight solutions by 44.21% to 80.21%. This research provides significant theoretical contributions to the understanding of the relationship between morality and creativity, and it offers a novel and useful approach for resolving moral dilemmas.

CTO: **What if AI-related Values go at Odds with Each Other? An Experimental Study**    

Author: **Yevgen Bogodistov**, *MCI Management Center Innsbruck*
Author: **Markus Frischhut**, *MCI Management Center Innsbruck*
Author: **Petar Despotovic**, *IUM Monaco*
Author: **Ganna Pogrebna**, *AI and Cyber Futures Institute, CSU and U. of Sydney Business School*








In an era where Artificial Intelligence (AI) permeates various facets of life, understanding and evaluating what is the ethical application of it becomes crucial. This study adopts a contrarian approach to examine the intricate web of AI ethics, focusing on how different societal values and ethical principles intersect and often conflict in the context of AI. Based on the theory of Schwartz (1992), we make predictions regarding different (often contrarian) interpretations of ethical AI. Employing a Discrete Choice Experiment, our research captures societal preferences for specific ethical manifestations in AI, highlighting the nuances in AI-savvy peoples' opinions. Key findings reveal a complex landscape where certain ethical AI principles are preferred over others, shedding light on societal priorities and potential directions for policymaking. Moreover, we show that cultural differences have an impact on opposing views regarding the same manifestation of ethical AI in different European countries. This study not only contributes to the academic discourse on AI ethics but also provides insights for policymakers, technologists, and society at large, emphasizing the importance of a balanced and inclusive approach to ethical AI development and implementation.

CTO: **Quantum Ethics: Navigating the Dynamics of AI Through Superposition, Measurement, and Entanglement** 

Author: **Yulia Litvinova**, *Max Planck Institute for Intelligent Systems*
Author: **Jingyao Li**, *Bentley U.*

Addressing the ethical challenges posed by Artificial Intelligence (AI), our innovative approach integrates quantum theory principles – superposition, measurement, and entanglement – to perceive AI use as a dynamic phenomenon intricately interwoven with collective discourse. Drawing inspiration from the application of quantum theory in management academic domain, we extend its relevance to the information systems (IS) field, specifically focusing on scrutinizing the ethical dimensions introduced by AI. In doing so, we unveil unique insights into the multifaceted nature of AI ethics. Furthermore, we finalize the exploration of the intersection between quantum theory and AI ethics with several propositions. These propositions, derived from our quantum approach, suggest a unique perspective on examining, understanding, and navigating the intricate landscape of ethical considerations in the realm of AI. By bridging the theoretical foundations of quantum mechanics with the practical complexities of AI ethics, our proposal contributes to a nuanced and comprehensive comprehension of the ethical issues inherent in the deployment and use of AI systems.

KEY TO SYMBOLS

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

Opening the Digital Transformation Blackbox: The Metaverse, Strategy, and Organizational Change

Session Moderator: **Julian Lehmann**, *Arizona State U.*

CTO: **Envisioning the Metaverse Beyond the Hype: A Socio-Technical Imaginaries Perspective**

Author: **Madaleine Hunt**, *Durham U. Business School*

Author: **Spyros Angelopoulos**, *Durham U. Business School*

We draw upon the concept of federated network architectures and incorporate a socio-technical imaginaries perspective to envision the future of the Metaverse by understanding the past and taking stock of the present. We adopt a bifold methodological approach incorporating semi-structured interviews with experts involved in the development of the Metaverse, supplemented with data reduction analysis on archival data relating to the development of existing federated network architectures. The combined data analysis enabled us to examine the fundamental characteristics of the future of the Metaverse, and revealed four characteristics, which often operate in relation to one another: Interoperability, Standardisation, Usability, and Scalability. Taking note of the relationship among these fundamental characteristics, enabled us to further unpack two key insights for the future of the Metaverse. The first, is that the underpinning characteristic of federated network architectures is dynamism, while the second is that by understanding such dynamism we may more readily understand that the future of the Metaverse will not follow linear progression. The evolution in each of the core characteristics may drastically impact the advancement of another, driving development forward. We discuss the implications of our study for theory and practice and delineate an agenda for future research.

CTO: **Which Path to Take? A Configurational Perspective on Digital Transformation Strategy**

Author: **Nicolai Etienne Fabian**, *U. of Groningen*

Author: **Michelle Weck**, *Johannes Gutenberg U. Mainz*

Author: **Andre Hanelt**, *U. of Kassel*

Author: **Sebastian Firk**, *U. of Groningen*

Author: **Jana Oehmichen**, *Johannes Gutenberg U. Mainz*

Author: **Abhi Bhattacharya**, *U. of Alabama, Tuscaloosa*

The IS field has shown strong interest in digital transformation, the deep integration of digital technologies into the organization's fabric. Organizations can employ a digital transformation strategy (DTS) as a blueprint (i.e., the combination of organizational digital competence, leadership digital competence, and contextual complexity) to progress on their digital transformation journey. However, research so far was limited to the impact of single elements, e.g., appointing a CDO, engaging in digital M&A, or opening a digital innovation unit, yet disregarded that those elements might be interwoven and conflated. To overcome this reductionist perspective, we use a configurational perspective and argue that there are different DTS paths towards making digital transformation progress. Our analyses are based on a sample of firms listed in the S&P 500 between 2017 and 2020. For example, our inquiry shows a wide range of configurations of elements that explain high/low digital transformation progress. Moreover, no single factor is enough to explain success or failure; a combination of elements is needed to reach either high or low progress. In our study, we challenge the reductionist perspective on digital transformation in favor of a configurational perspective that integrates the complexity of digital phenomena. We integrate the role of different DTS dimensions and elements and shed light on how no single element is enough. We advance the literature on a more realistic understanding of digital transformation, which requires changes to the organization's fabric instead of isolated initiatives.

CTO: **Industrial Firm Becomes Digital and Then Cognitive Enterprise: How AI Transforms the Organization**

Author: **Eleunthia Wong Ellinger**, *Stockholm School of Economics*

Author: **Robert Wayne Gregory**, *U. of Miami*

Author: **Ida Someh**, *The U. of Queensland*

Discourse about the disruptive potential of artificial intelligence for individuals, professions, and markets is proliferating. The fundamental changes underway at the societal level are also expected to profoundly impact and alter organizations, yet we are only just beginning to understand how artificial intelligence impacts the nature of the organization itself. Based on the premise that widespread organizational adoption of artificial intelligence fundamentally transforms the organization, we present the findings of an in-depth case study of a multinational industrial firm embarking on fundamental organizational change driven by the vision offered by artificial intelligence to become a more rationally intelligent 'cognitive enterprise' that seeks superior competitiveness through expanded rationality and the augmented ability to think logically, make sound decisions, and solve problems effectively. Drawing on the perspective of Benson's (1977) dialectical view of organizations, we develop a model of AI-enabled organizational transformation explaining AI's role in disrupting in an industrial firm, leading to its transformation and organizational reconstruction in the process of becoming a cognitive enterprise. We offer our model as a contribution to the burgeoning literature on AI in management as well as an invitation to management scholars to re-examine the behavioral theory of the firm.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Digital Transformation of Industries: Music, Viticulture, and Healthcare

Session Moderator: **JoAnn M. Brooks**, *Bentley U.*

CTO: **Get Rich or Die Tryin': Concerts and the Digitization of Recorded Music**

Author: **Franziska Kaiser**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*
Author: **Christian Peukert**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*

Digitization has changed the music industry remarkably. New digital technologies have altered remuneration models of recorded music, moving from one-time sales of physical media to usage-based payments from streaming services. Changes in artists' income from recorded music were accompanied by shifts in complementary income from live performances. Artists notably increased the number of annual concerts during the time of digital piracy, until usage-based income from streaming allowed them to gradually reduce the number of yearly live performances. We quantify the relationship between artist income and concerts by studying the impact of live performances on the demand for recorded music. Data from the digital music service last.fm allows us to track individual-level listening and concert-going behavior. Canceled concerts provide a quasi-experimental setting to study the causal impact of exposure to live performances on attendees' digital music listening behavior. We show that attending a concert increases the probability of listening to the artist by 30% per week and leads to 50% more plays. Additionally, we show that live concerts are positively associated with streaming activity and higher chances of reaching the Spotify charts for artists. We estimate that the additional income from recorded music was equivalent to 37% of the total annual concert revenue before the advent of streaming, which dropped to 1% during streaming. Our heterogeneity analysis reveals that total concert revenue is the major driver for differences in absolute income between famous and less famous artists. Famous artists perform more concerts, attract larger audiences, and command higher ticket prices.

CTO: **A Multi-year Study of Resilient Digital Transformation in Viticulture**

Author: **João Barata**, *U. of Coimbra*
Author: **Paulo Rupino Da Cunha**, *U. of Coimbra*








Resilient agriculture is a requirement for sustainable development in an era of drastic changes in climate, demography, and the adoption of digital technologies. In Viticulture 5.0, digital transformation has the potential to address the multiple vulnerabilities affecting the sector, but more longitudinal studies and detailed analyses of the business ecosystem are needed. This paper presents the results of an action research project in a Top 100 world wine producer working with academic partners and technology providers to revolutionize their vineyards. Strong structuration theory is selected to evaluate (1) system design, (2) data-driven resilient viticulture, and (3) the sociotechnical networks of position practices generated by a Viticulture 5.0 strategy. This work contributes to the research strand of information systems resilience, expanding our knowledge about the duality of structure in viticulture transformations that involve increasingly complex (human and technological) actors' interdependencies in their business ecosystem.

CTO: **What Does it Take to Achieve Transformational Results in Healthcare Organizations?**

Author: **Salman Aljazzaf**, *Kuwait U.*
Author: **Julie Quick**, *U. of South Florida*
Author: **Sunil Mithas**, *U. of South Florida*

Which organizational capabilities serve as the most critical levers for achieving transformational results in healthcare? This study answers this question by using a rare archival dataset on organizational capabilities and results for US healthcare organizations who participated in multiple assessments using the Baldrige Criteria for the period 1999-2019. We use fuzzy-set qualitative comparative analysis (fsQCA) to identify configurations of capability transformations for achieving transformational results. Our findings indicate that achieving successful transformational performance involves making simultaneous transformational changes in three to five key capabilities in specific ways. Notably, we find that transformation change in a triad of information and analytics, process management, and HR focus capabilities create customer-centric transformational results. Interestingly, transformational changes in leadership and strategic planning capabilities appear less frequently in configurations of successful transformations in our data. These results provide new insights for understanding the key capabilities for transformational changes to achieve transformational results.

KEY TO SYMBOLS

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

Digital Collaboration: Advancing Open Source Software and Crowd Sourcing Collectives

Session Moderator: **Junyi Li**, *National U. of Singapore*

CTO: **Does Temporal Structuring of Activities in Open Source Software Development Matter?**

Author: **Veeresh Thummadi**, *National U. of Ireland Galway*

Author: **Kalle Lyytinen**, *Case Western Reserve U.*

Author: **Kieran Conboy**, *National U. of Ireland Galway*

Since the formulation of first development methods such as waterfall and later method innovations such as iterative and agile, specific forms of sequences of different tasks have been viewed instrumental for effective software development given the logical and temporal dependencies between tasks and their inputs or outputs. In open-source software (OSS) no normative guidelines are available to enforce a preferred temporal structure of activities. However, even in OSS contexts some patterns are likely to be more effective than others. Alas, not much is known of the effects of time on OSS development outcomes similar to studies in vertically integrated settings. We address this gap by drawing on the notion of temporal structuring of clock-time and event time based on coding and commenting activities referred to as “spells” on software development effectiveness defined as the rate of completing opened tasks. We validate the effects of specific spells on development activities by analysing temporal structuring of development activity in a well-known, successful OSS project Apache Hadoop over a ten-year period comprising of 9865 tickets, 157721 activities and 276 releases. We identify spells of coding and commenting for each ticket and calculate their average length and estimate the effect on task completion. Overall, we find that a unit increase in event-based workflow coding structure increases the rate of ticket success by 17% and that the effect is moderated by clock-based coding and commenting structure.

CTO: **Digital Collaboration Openness and Social Innovation: Evidence From Github**

Author: **Zhenyu Qiu**, *Shanghai U. of Finance and Economics*

Author: **CHENFANG ZHAO**, *Southwestern U. of Finance and Economics*

In the global consensus on sustainable development, social innovation has become a key strategy to address complex social challenges. However, facing the unique challenges of multi-stakeholder participation, social innovation requires new solutions for cross-boundary collaboration and effective communication. In this context, the digital collaboration openness(DCO) offers unprecedented opportunities for social innovation. Drawing on resource orchestration theory, this study utilizes data from 4,599 social innovation projects on GitHub to explore the impact of DCO on social innovation. The empirical results indicate that DCO can facilitate social innovation; DCO influences social innovation by promoting multi-agent resource orchestration(MARO), and the positive relationship between DCO and MARO is strengthened by the leadership social influence. This research not only enriches the theories of social innovation, digital collaboration, and resource orchestration but also provides valuable guidance for social innovation practices in the digital era. Particularly, this study underscores the significance of DCO in addressing the complexities of multi-stakeholder engagement and social issues, offering new perspectives and insights for designing effective digital collaboration strategies.

CTO: **Beyond Algorithmic Control: Self-Coordination in Collectives Based on Decentralized Protocol**

Author: **Aljona Zorina**, *IESEG School of Management (LEM-CNRS 9221)*

Author: **Robert Wayne Gregory**, *U. of Miami*

Author: **Ola Henfridsson**, *U. of Miami*

Author: **Joana Pereira**, *Leeds U. Business School*

There is growing demand in society for self-organizing collaborative work toward a common goal while preserving a high degree of autonomy of the diverse actors involved. At the same time, existing solutions for facilitating coordination among actors at scale tend to focus on algorithmic control, exercised by a central authority (i.e., platform owner) whose interests and behaviors are not necessarily aligned with the collective. We introduce the notion of decentralized protocol as an alternative to algorithmic control and address the following research question: “How do diverse actors jointly organize themselves toward a common goal without relying on a central authority to scale coordination?” We study OpenStreetMap (OSM), the world’s largest mapping community, which has 10 mln users and produces a high-quality free and editable map of the world, while operating with no formal leadership or user superposition rights. Based on interviews, virtual ethnography, and ethnographic observations of how a variety of tensions are coordinated and resolved in four local OSM communities in Belarus, Belgium, Russia, and Portugal, we identify the key mechanisms of decentralized protocol-based coordination: maintaining collective awareness, establishing collective ownership, and negotiating collective order and contribute a Model of Decentralized Protocol that enables diverse actors to work toward a common goal without having to rely on algorithmic control to organize for coordination at scale.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

What Are We Talking About? Natural Language Processing in Organisations



Presenter: **Xinlan Emily Hu**, *Wharton*
Session Chair: **Michael Yeomans**, *Imperial College Business School*
Presenter: **Ziwen Chen**, *Stanford Graduate School of Business*
Presenter: **Joshua Jackson**, *Northwestern Kellogg School of Management*
Presenter: **Tessa Charlesworth**, *Northwestern Kellogg School of Management*

This symposium brings together experts in natural language processing to demonstrate state-of-the-art applications of for analysing text within organisations. Recent innovations are used to understand fundamental topics for managers of the future - teamwork, leadership communication, institutional change, cultural diffusion, and diversity. The presenters will show how a modern toolkit for text analysis can provide innovative solutions to some of the most important problems in our field.

A Flexible Python-Based Toolkit for Analyzing Team Communication

Author: **Xinlan Emily Hu**, *Wharton*

How Leaders Build Trust in High-Stakes Communications.

Author: **Michael Yeomans**, *Imperial College Business School*
Author: **Evita Huai-ching Liu**, *Bocconi U.*

From the Boardroom to the Bedroom: The Expansion and Abstraction of Management as a Cultural Logic

Author: **Ziwen Chen**, *Stanford Graduate School of Business*
Author: **Douglas Guilbeault**, *U. of Pennsylvania*
Author: **Amir Goldberg**, *Stanford U.*

Racial Polarization of Who Sponsors Civil Rights Legislation in the United States

Author: **Joshua Jackson**, *Northwestern Kellogg School of Management*
Author: **Nour Kteily**, *Northwestern Kellogg School of Management*

Intersectional Gender, Race, and Class Stereotyping: Tests in Contemporary and Historical Naturalist

Author: **Tessa Charlesworth**, *Northwestern Kellogg School of Management*
Author: **Mazarin Banaji**, *Harvard U.*
Author: **Aylin Caliskan**, *U. of Washington*
Author: **Kshitish Ghate**, *Carnegie Mellon U.*
Author: **Gandalf Nicolas**, *Rutgers U., New Brunswick*

KEY TO SYMBOLS

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

(In)Equity and Privilege Awareness

Session Moderator: **Mark W. Jones**, *U. of Melbourne*

DEI: Reconciliation Action Plans: Fixing The Whiteness Problem

Author: **Mark W. Jones**, *U. of Melbourne*

Author: **Mark Rose**, *Deakin U.*

Author: **Pauline Stanton**, *RMIT U.*

In Australia, the First Peoples estate is influenced by ongoing colonial contexts, government policy, organisational Reconciliation Action Plans (RAPs), Indigenous Economic Development Agencies and First Peoples Founders who lead, own, manage, and control their enterprises. This paper explores RAPs, which are White Australian organisational cultural change initiatives, and examines if and how they influence relationships, respect and opportunities with Founders of First Peoples enterprises pursuing economic self-determination. We know that First Peoples are excluded from their unceded resource rich lands, many experiencing 'fourth world' socio-economic living conditions. We apply an Indigenous Research Approach, utilising Indigenous Standpoint, elevating seven Founder voices from yarning, and ask: what do Founders of First Peoples enterprises see as the benefits and limitations of RAPs? What can be learnt from the experiences of RAPs that needs to be done by corporate Australia in progressing their reconciliation journey following a toxic referendum campaign? We identify three key findings. First, that RAPs offer some benefits by providing First Peoples procurement opportunities as well as cultural and racism awareness training for an organisation's non-Indigenous employees. Second, the limitations of RAPS include: the transactional nature of some RAPS, a lack of skills and knowledge in building reciprocal relationships with First Peoples Founders and communities and the continuing overt and covert displays of racism and racist assumptions. Our third key finding identifies Whiteness as the problem and we conclude that a focus on Whiteness is necessary in successfully navigating the reconciliation journey.

DEI: How Employees' Perceptions of Gender Equity Impact Firm Innovation

Author: **Xiaoyu Li**, *Xi'an Jiaotong U.*

Author: **Fujing Xue**, *Sun Yat-Sen U.*

Author: **Ting Zhang**, *Nanjing U. of Information Science and Technology*

Author: **Nan Hu**, *Nanjing U. of Information Science and Technology*

Author: **Wei Duan**, *Xi'an Jiaotong U.*

This study empirically investigates the influence of employees' subjective perceptions of gender equity in the workplace on firm innovation. Utilizing a dataset comprising 525,341 online reviews from Glassdoor across 436 firms, we create a novel Perceived Gender Equity Index (PGEI) through textual analysis and the Word2Vec machine learning algorithm. Our baseline results demonstrate a significant positive relationship between the gender equity perceived by employees and firm innovation, providing substantial evidence of the importance of perceived equity in the workplace. Our mediation analyses reveal that employee satisfaction and mental well-being serve as mediating factors in the relationship between employees' perceptions of gender equity and firm innovation. Moreover, we find that this positive relationship is especially prominent in firms characterized by higher levels of organizational complexity and market competition. Our research enriches the existing literature by offering a novel measurement approach and illuminating the gender equity-innovation nexus, holding significant implications for firms' strategic endeavors toward genuine gender equality.

DEI: Nature + Nurture: Familial Influences, OB, and Social Equity, from the Lens of Genetic Research

Author: **Yimo Zhu**, *National U. of Singapore*

This paper provides a scrutiny of the profound role that familial influences and genetic effects play in shaping human organizational behavior, particularly in leadership and career choices. Initially, we delve into the impacts of the family environment, encompassing socioeconomic, psychological/behavioral patterns, and genetic factors, on individual behavior, with a concentrated focus on their correlation with leadership and vocational selection. Despite these factors being instrumental in molding individual life trajectories, the paper highlights the oft-overlooked application of genetic research within the realm of social science. Subsequently, we provide an overview of the evolution of behavioral genetics and its application within social science, mapping the journey from twin and familial studies to candidate genes, and further to Genome-Wide Association Studies (GWAS) and Polygenic Risk Scores (PRS). Within this framework, we explore the concept of gene-environment interaction, taking into consideration the limitations and controversies associated with these studies. Ultimately, we discuss the future trajectory of gene-environment interaction research, specifically focusing on how to enhance our understanding and utilization of genetic information in studying social equity. By probing into the application of genetics in the study of organizational behavior and its integration with theoretical approaches, this study aims to shed new light on the understanding of human behavior and social equity.

DEI: Nationalism in Family Businesses: Privileging Domestic Employees Under Foreign Employees' Radar?

Author: **Marie Deferne**, *Bern*

Author: **Thomas Köllen**, *U. of Bern*

Author: **Andreas Hack**, *U. of Bern*

For family businesses, local and national embeddedness and loyalty are often key success factors which shape their identity, providing them with legitimacy and privileged access to local resources. However, just as with other businesses, family businesses are often dependent on an international workforce, if they wish to become (or remain) internationally competitive. Family businesses may therefore find themselves caught on the horns of a dilemma: they are expected to favor domestic employees, yet must simultaneously signal a welcome to foreign employees. Based on data drawn from 3,609 French and Swiss employees working in Switzerland, this article analyzes, for the first time, how this dilemma manifests itself in the perceived organizational climate for foreign employees. It is apparent that whilst Swiss employees perceive their French colleagues as being more excluded in family businesses (as compared to non-family businesses) solely on the job/career level, their French colleagues in turn perceive French employees as being more excluded solely on the social level. Since it is only the French employees' exclusion on the career/job level that has an impact on the trust both groups of employees have in their work environment – in different directions, respectively – the trust of Swiss employees rises when French employees receive less job/career-related support, whilst the trust held by French employees does not decrease. For family businesses in particular, this renders the potentially contradictory requirements of needing to be simultaneously nationally loyal and internationally attractive less demanding. By adding in the issue of nationalist dynamics in the workplace, this article makes an important contribution to family business research. Furthermore, by incorporating the perspective of privileged groups, this article broadens the discourse on diversity and inclusion at work.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gender Discrimination and Inequality

Session Moderator: **Felix Hoch**, *U. of Münster*

DEI: **Gender-Discriminating Institutions as Trade Barriers for Gender-Diverse International Firms**   

Author: **Felix Hoch**, *U. of Münster*

Author: **Jonas F. Rudsinske**, *Georg-August-U. Göttingen*

This study investigates the gendered nature of internationalization processes by recognizing the role of gender-discriminating institutions. Based on an integrated theoretical framework combining Resource Dependence Theory with Institutional Theory, we theorize that gender-discriminating institutions create gender-specific trade barriers restricting the ability of female directors to provide resources in the form of information, contacts, and legitimacy. We show empirically that firm internationalization, in the form of foreign sales, is affected by the interaction between the board of directors' female share and gender-discriminating institutions in foreign countries, as firms with a high share of female directors sell relatively less to discriminatory destination countries. This firm-level relationship transfers to country-level trade flows when using countries' aggregate share of female directors and bilateral exports in a structural gravity framework. Our findings suggest that institutionalized discrimination against women is a barrier to firm internationalization, which serves as the foundation for similar macroeconomically significant effects on international trade. This might give rise to disadvantages for female directors even from non-discriminatory home countries.

DEI: **Shadows in Academia: Disparity in Academic Award Recognition For Global South Scholar**   

Author: **Poonam Singh**, *Maynooth U., Ireland*

Author: **Olga Igorevna Ryazanova**, *Maynooth U.*

Author: **Peter McNamara**, *Maynooth U.*

This study examines the underrepresentation of Global South scholars in the realm of academic society awards. It explores the extent to which these scholars are acknowledged in awards bestowed by prominent academic institutions like the Academy of Management and others. The study reveals a significant underrepresentation of Global South scholars among award recipients, highlighting the systemic biases in academic recognition. It assesses the impact of scholars' employment affiliations and the geographical location of their Ph.D. granting institution on their likelihood of receiving awards. By employing statistical methods like Relative Rate Index and Logistic Regression, the research provides empirical evidence of the disparities in award distribution. The study contributes to the ascribed status theory by demonstrating that association with high-status entities, such as Global North institutions, can mitigate the disadvantages associated with lower ascribed status. It underscores the need for policy changes to promote diversity and inclusivity within academic institutions and challenges the prevailing belief in a fair and unbiased academic milieu.

DEI: **Racial and Gender Inequality in the Brazilian Labor Market**   

Author: **José Roberto Carvalho Junior**, *U. Federal de Viçosa*

Author: **Wesley Silva Xavier**, *U. Federal de Viçosa*

Author: **Marco Aurélio Ferreira**, *Unviuersidade Federal de Viçosa*

This article examines gender and race disparities in the Brazilian Labor Market, specifically in the earnings of graduates from Brazilian Federal Universities after the adoption of the Affirmative Action Law implemented in 2012. The law reserves 50% of seats for students who completed high school in public schools, predominantly including economically disadvantaged and Black students. To achieve this, an online survey was conducted, gathering responses from 11,458 graduates across 18 Brazilian Universities. The analysis utilized chi-square tests and multinomial logistic regression to explore occupational and salary outcomes. The results highlight salary disparities in the Brazilian labor market based on gender and race, with women of Black ethnicity predominantly found in lower salary brackets, while male and White graduates attain more favorable occupational and salary outcomes.

DEI: **Evidence of Indirect Discrimination Against Black and Indigenous Men in a Simulated Hiring Scenario**    

Author: **Tanya Bilsbury**, *Saint Mary's U., Canada*

Author: **Steven Smith**, *Saint Mary's U., Canada*

Racialized and criminalized men represent intersecting groups of marginalized workers. In simulated hiring scenario with 417 subjects, participants were randomly assigned to assess the résumé of a fictitious candidate who did or did not have a criminal record. Participants were asked to make a hiring decision for a position that the candidate was fully qualified to hold. We manipulated the names of the fictitious candidates to evoke the perception that the candidate was a White, Black, or Indigenous man. We found evidence of indirect discrimination based on an interaction between race and criminal record status, such that the presence of a criminal record was a greater disadvantage for racialized candidates. Content analyses found further support for indirect discrimination. Race was never reported as a reason for rejecting racialized candidates. Rather, racialized candidates were ostensibly rejected for other reasons, which were comparatively overlooked in White candidates: having a criminal record or being perceived to lack education, experience, or professionalism. The implications of the study underscore the need for affirmative action or quota-based hiring models, because even when overt discrimination is avoided, it can still manifest through indirect means.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Minorities and Marginalization

Session Moderator: **Pardeep Singh Attri**, *U. of Bath, UK*

DEI: Epistemic Invisibilization - Dalits' Experiences of Epistemic Injustices in the Indian IT Industry      

Author: **Pardeep Singh Attri**, *U. of Bath, UK*

Author: **Vivek Soundararajan**, *U. of Bath*

Marginalized stakeholders in organizations are often rendered invisible, but there is limited research on how their knowledge and experiences are made invisible, which we refer to as epistemic invisibilization, perpetuating epistemic injustice. So, we conducted a study on the lived experiences of Dalits in the Indian IT sector. Our research reveals three practices used by dominant caste groups to invisibilize the episteme of marginalized stakeholders: ignoring their knowledge, limiting their knowledge creation, and imposing dominant knowledge. In response, Dalits engage in two practices to gain epistemic visibility: producing counter-knowledge and mobilizing knowledge communities. However, their struggle for epistemic visibility remains unresolved due to the pervasive impact of historical caste-based marginalization. Our study enriches the theoretical understanding of invisibility and epistemic injustice and contributes to the emerging field of caste research within organizations.

DEI: Increasing Racial Minority Presence Negatively Predicted Movie Sequel Ratings, but Less so After BLM      

Author: **Yu-Wei Lin**, *Leavey School of Business, Santa Clara U.*

Author: **Shiyu Yang**, *Texas A&M International U.*

Author: **Wencui Han**, -

Author: **Jackson Lu**, *MIT Sloan School of Management*

Watching movies is among the most popular entertainment and cultural activities. As Hollywood calls for eliminating racial disparity, how do viewers react when a movie sequel increases racial minority actors in starring roles ("minority increase")? On the one hand, such sequels may receive better ratings if viewers appreciate racially inclusive casting for its novel elements (the value-in-diversity perspective) and moral appeal (the fairness perspective for diversity). On the other hand, consumer discrimination research suggests that if viewers harbor bias against racial minorities, sequels with minority increase may receive worse ratings. To examine these competing possibilities, we analyze a novel panel dataset of 435 movies nested in 173 series released from 1998 to 2021 and conduct text analysis of 312,457 reviews. Consistent with discrimination research, we find that minority increase negatively predicts movie ratings, a link mediated by toxic language in movie reviews. Importantly, these effects are mitigated after the advent of the Black Lives Matter (BLM) movement. We also rule out alternative explanations for the negative link between minority increase and movie ratings (e.g., cast change aversion; performance credential differences). We conceptually replicate the bias mitigation effect of BLM in a pre-registered experiment, finding that increasing the salience of BLM grows White audience's acceptance of minority presence in a movie sequel. This research illustrates the power of social movements in fostering diversity and inclusion.

DEI: The Voice Mosaic of Ethnic Workers: A Cross-Cultural Analysis      

Author: **Patricia Tabarani**, *U. of Illinois at Urbana-Champaign*

Author: **Christine A. Riordan**, *U. of Illinois at Urbana-Champaign*

Lately, direct employee voice has been garnering attention from HRM and OB scholars owing to its numerous benefits within organizations. However, many questions remain unexplored: How did the surge in the adoption of direct voice influence the voice participation of workers with low-status identities such as ethnic minorities in the workplace? How do organizational practices, including the adoption of indirect voice channels, and different cultural contexts predict the involvement of these communities in direct voice? To address these important inquiries, we use the European Social Survey data across 17 countries, paired with GLOBE data tracking national cultural dimensions to examine the voice behaviors of ethnic minorities and test the strategic role enacted by effective indirect voice representation in driving direct voice engagement of these marginalized communities across different culture values (e.g., power distance, institutional collectivism, and ingroup collectivism). Consistent with Social Identity Theory, our findings indicate that ethnic workers were less likely to participate in direct voice compared to their nonethnic counterparts. Additionally, while indirect voice efficacy was found to motivate the participation of ethnic minorities in direct voice in cultures high on power distance, collectivist cultures were more likely to deter them from engaging in similar behaviors. Finally, our supplementary analysis corroborates the role of nonunion representation in bolstering direct voice participation among ethnic workers.

DEI: Mixed Messages: Under-Represented Minorities Receive More Conflicting Aggregated Feedback      

Author: **Ting Zhang**, *Harvard Business School*

Author: **Tuna Cem Hayirli**, *Harvard Business School*

Author: **Modupe Akinola**, *Columbia U.*

We explore whether the developmental practice of collecting and aggregating multi-source feedback generates more conflicting information for underrepresented minorities (URMs) than their White counterparts. Using an abductive approach, we examine qualitative feedback given to 242 medical school students during their clinical rotations and find that Black and Latino students are more likely than White students to receive conflicting performance feedback. Further, an examination of quantitative feedback given to 2,288 Master in Business Administration (MBA) students by their peers during their first semester reveal a similar pattern with Black students receiving more conflicting feedback relative to White students. Moreover, we find that the more conflicting the feedback, the lower the propensity for Black students to seek guidance in the form of executive coaching to debrief the feedback. Taken together, these findings have implications for theory and practice related to the development of URMs in organizations by showing that traditional processes designed to benefit all individuals, regardless of their race, may ultimately fall short of their intended purpose.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Directions in Sexual Harassment Research: Third Party and Meta- organizational Perspectives



Session Chair: **Shannon Rawski**, *Ivey Business School*
Session Chair: **Catherine Deen**, *U. of New South Wales*
Discussant: **Anne M. O'Leary-Kelly**, *U. of Arkansas*

Decades of sexual harassment (hereafter, SH) research largely focused on the harasser and target interactions. In this symposium, we open doors for new research directions in this domain by offering an array papers (three empirical and one review) that examined SH from third- party (i.e., bystanders, observers) and meta-organizational perspectives. Specifically, our papers extend SH research by considering social roles beyond the traditional harasser-target dyad, such as the bystander and observer roles, and by considering meta- organizational contexts where SH may be perpetuated by third parties in ways that are not effectively governed by intra-organizational mechanisms. The symposium discussant, Professor Anne O'Leary-Kelly, will integrate the papers and guide audience discussion toward future research directions. We aim to capture the spirit of the AOM 2024 theme – Innovating for the Future – by pushing researchers beyond traditional or stereotypical SH incidents toward the complex gray areas and undefined roles that still plague the modern work environment with the occurrence of SH.

Observers' Responses to Sexual Harassment: Intervention, Not Hearing, and Silencing Behaviors

Author: **Sohee Kim**, *U. of Illinois at Urbana-Champaign*
Author: **YoungAh Park**, *U. of Illinois at Urbana-Champaign*
Author: **Yijue Liang**, *George Mason U.*

Bystander Compassion Processes in Contrapower Harassment: An Experimental Study

Author: **Natalie Schneider**, *U. of Wisconsin, Milwaukee*

Moral Elevation as an Observer Response to Bystander Intervention in Sexual Harassment

Author: **Sandy Lim**, *National U. of Singapore*
Author: **Eugene Yong Jun Tay**, *National U. of Singapore (NUS)*
Author: **Angeline Lim**, *National U. of Singapore*
Author: **Goh E-yang**, *National U. of Singapore*

Beyond the Organization: Sexual Harassment in the Entrepreneurial Ecosystem

Author: **Jessica Kirk**, *U. of Memphis*
Author: **Marilla Hayman**, *Le Moyne College*
Author: **Shane Reid**, *Texas State U.*
Author: **Devalina Nag**, *U. of San Diego*
Author: **Roisin Lyons**, *Kemmy Business School, U. of Limerick*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Theoretical and Practical Advances toward Workplace Inclusion of Persons with Disabilities



Organizer: **David Baldrige**, *Oregon State U.*
Organizer: **Joy E. Beatty**, *Eastern Michigan U.*
Discussant: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*
Discussant: **John Lynch**, *U. of Illinois at Chicago*
Presenter: **Nicola Glumann**, *U. of St. Gallen*
Presenter: **Magdalena Schertler**, *U. of St. Gallen*
Presenter: **Mahshid Khademi**, *U. of St. Gallen*
Presenter: **Silvia Bonaccio**, *Telfer School of Management, U. of Ottawa*
Presenter: **Catherine Connelly**, *McMaster U.*
Presenter: **Matthew McLarnon**, *Mount Royal U.*
Presenter: **Ian R. Gellatly**, *U. of Alberta*
Presenter: **David J. G. Dwertmann**, *Rutgers U.*
Presenter: **Kristie Lynne McAlpine**, *Rutgers U.*
Presenter: **Christine Nittrouer**, *Texas Tech U.*
Presenter: **Jared Shaw Allen**, *Texas Tech U.*
Presenter: **Emily Neubert**, *Neeley School of Business - Texas Christian U.*
Presenter: **Joanna Szulc**, *Gdansk U. of Technology*
Presenter: **Sophie Hennekam**, -
Presenter: **Eline Jammaers**, *Hasselt U.*
Presenter: **Frederike Scholz**, *Hogeschool Utrecht*
Presenter: **Michal T. Tomczak**, *Gdansk U. of Technology, Faculty of Management and Economics*

This symposium features research addressing cutting edge issues aimed at increased understanding and full organizational inclusion of people with disabilities. We include five research studies by 18 disability scholars, two discussants and two session co-chairs from Belgium, Canada, France, India, Poland, Switzerland, The Netherlands and the United States. Topics of focus include working with neurodiverse employees; examining the roles of managers and leaders; and the effects of remote work employes with disabilities. Our discussants will synthesize the presentations to suggest future research directions and practical implications for promoting diversity, equity and inclusion within organizations. Our collection of papers is notable for its range of topics, all of which are at the forefront of DEI research.

KEY TO SYMBOLS

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

Entrepreneurial Landscape

Session Moderator: **Cornelius Boy**, *Heinrich-Heine U. of Dusseldorf*

ENT: **Strategic Change in New Ventures: An Integrative Review of Pivoting and Business Model Innovation**

Author: **Vanessa Lind**, *Ruhr U. Bochum*

Author: **Syeda Nimra Batool**, *Royal Holloway, U. of London*

Author: **Stefanie Bröring**, *Ruhr U. Bochum*

A growing body of research looks into substantive transformation of new venture's business model through pivoting or business model innovation (BMI) to create or sustain competitive advantage. However, burgeoning literature on pivoting and BMI rooted in separate streams of research is difficult to navigate because conceptualizations and interlinkages of these seemingly interchangeable yet distinct phenomena remain fuzzy. Through an integrative literature re-view, we systematically differentiate between pivoting and BMI as distinct concepts, delineate interlinkages between them and explicate five foundational dimensions of differentiation including context, triggers, managerial choices, change in business model and outcomes. Building on our analysis, we outline a set of future research directions for examining: Pivoting and BMI in light of the venture creation process; defining, measuring, and ensuring stand-alone characteristics for pivoting and BMI; establishing the concept of pivoting within entrepreneurship literature; and the intersection of BMs and strategy.

ENT: **Strategic Geography: Exploring the Influence of Spatial Proximity on New Venture Success**

Author: **Cornelius Boy**, *Heinrich-Heine U. of Dusseldorf*

The success of new ventures is highly dependent on their ability to acquire external resources, especially during their formation. Prior research has indicated that spatial proximity to diverse potential resource providers can be beneficial in acquiring these essential resources quickly. Against the backdrop of resource dependence theory, we extend these findings by introducing granular spatial boundaries and identifying interaction effects across different resource provider types. We validate our research model empirically by applying an extended Cox proportional hazard model to a multi-source, longitudinal dataset comprising 504 US-based high-tech ventures combined with comprehensive data on venture capital investors and universities. Our findings indicate that the effects of resource proximity on initial funding success are highly localized, exhibiting sharp and heterogeneous spatial boundaries depending on the type of resource provider. Furthermore, we find that the effects of different resource provider types are complementary rather than substitutable.

ENT: **Stigmatization and Pivoting Pathways: The Role of Entrepreneurs' Collective Identity**








Author: **Abbar Ali Saiyed**, *Ozyegin U.*

Author: **Sondos Gamal Abdelgawad**, *IE Business School*

Author: **Mujtaba Ahsan**, *San Diego State U.*

This study examines how religious minority entrepreneurs respond to identity stigma at the individual, occupational, organizational, and industry levels. Specifically, we investigate the strategies entrepreneurs adopt to counter stigmatization. We argue that sudden stigmatization of industries erodes the community identity of entrepreneurs that historically enabled them to address market needs and compels them to pivot. Using meat and leather industries as a context, we conduct an inductive analysis of minority entrepreneurs who face stigmatization amidst the rise of religion-infused nationalism. Our findings reveal that founders employ various stigma management strategies, including boundary management, dilution, information management, and reconstruction, to navigate enacted and felt stigma. Additionally, we find that the type of pivots minority entrepreneurs enact is influenced by the various modes used to inflict stigma on the community identity and how the entrepreneurs individually make sense of it. This study contributes to the entrepreneurship literature by expanding the focus on religion as a central attribute of founders' identity and exploring the stigma management process within the venture context. Moreover, we provide insights into the removal and maintenance of stigma through the interactive combination of different stigma management strategies. By addressing this critical issue faced by minority entrepreneurs, this research enhances our understanding of the complexities involved in navigating stigmatized identities in venture operations.

KEY TO SYMBOLS

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

Session Type: **Plenary Session**

Program Session: **1468** | Submission: **21654** | Sponsor(s): **(ENT)**

Scheduled: **Monday, Aug 12 2024 1:15PM - 2:45PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Water Tower**

That's Replicable: Building Cumulative Knowledge in the Face of Fads, Obsessions, and Malpractices

Organizer: **Vishal K. Gupta**, *U. of Alabama*

Host: **Christina Theodoraki**, *CERGAM, IAE Aix Graduate School of Management, Aix-Marseille U., France*

Panelist: **Per Davidsson**, *Jönköping International Business School*

Panelist: **Constance E. Helfat**, *Tuck School of Business at Dartmouth*

Panelist: **Jeffery McMullen**, *Indiana U. - Kelley School of Business*

Panelist: **Herman Aguinis**, *George Washington U.*

There is growing concern about the veracity and robustness of knowledge claims made by organizational researchers. The failure to confirm the findings of landmark studies, along with a drastic increase in retractions rates at many reputable journals and high-profile cases of research fraud, have raised questions about the trustworthiness of both findings and established research practices. The purpose of this plenary is to discuss the role of replication – independent confirmation of published findings – in advancing knowledge in the face of fads, obsessions, and malpractices among academics. A panel of distinguished senior scholars will share their views on why (or why not) replication can help build cumulative knowledge in management and entrepreneurship research. We will have plenty of time for audience members to ask questions and engage with the panel.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1469** | Submission: **13422** | Sponsor(s): **(ENT, SIM)**
Scheduled: **Monday, Aug 12 2024 1:15PM - 2:45PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Plaza Ballroom A**

Impact Entrepreneurship: Bridging Environmental, Social, and Responsible Entrepreneurship



Organizer: **Viktoria Luise Unger**, *LMU Munich School of Management*
Organizer: **Esther Salvi**, *IMD Business School*
Moderator: **Jelena Spanjol**, *Ludwig Maximilian U. of Munich (LMU)*
Organizer: **Ali Aslan Gümüşay**, *LMU Munich*
Panelist: **Sophie Catherine Bacq**, *International Institute for Management Development - IMD*
Panelist: **Gideon D. Markman**, *Colorado State U.*
Panelist: **Pablo Munoz**, *Durham U. Business School*
Panelist: **Siddharth Vedula**, *TUM School of Management, Technische U. München*
Panelist: **Jeff York**, *U. of Colorado, Boulder*

In an era marked by critical societal and environmental challenges, impact entrepreneurship holds the potential to unite related, yet largely fragmented perspectives that focus on improving the world through new venture creation and growth. An impact entrepreneurship perspective offers an opportunity to move beyond fragmentation toward cohesion around the tripod of environmental, social, and governance (ESG) concerns in entrepreneurship, often addressed in separate literature streams. Drawing on entrepreneurship and management literatures at the intersection of impact and entrepreneurship, the symposium aims to delve into this dynamic domain, bringing together leading authors and voices from the frontlines of environmental, social, and responsible entrepreneurship. The primary goal of this symposium is to foster a critical dialogue among leading scholars in the field. We aim to delve into how impact entrepreneurship serves as a catalyst for change, integrating market and societal logics to address pressing global challenges. This dialogue will not only provide a holistic view of current academic discourse but also identify gaps and propose future research priorities. The format is designed to stimulate thought-provoking conversations among panelists and with the audience, facilitating a critical exploration of emergent themes and directions in impact entrepreneurship. This symposium represents a unique opportunity to merge diverse perspectives spanning environmental, social, and responsible entrepreneurship, paving the way for more inclusive impact entrepreneurship scholarship.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Physician Responsibilities & Outcomes

Session Moderator: **Yaru Chen**, *U. of Liverpool Management School*

HCM: **Doing Jurisdictional Work: Organizations and the Nurturing of Professionalization** → 

Author: **Yaru Chen**, *U. of Liverpool Management School*
Author: **Ian Kirkpatrick**, *U. of York Management School*
Author: **Trish Reay**, *U. of Alberta*

There has been significant attention to professionalization projects, although the focus has so far been almost exclusively on how professionals themselves engage in actions designed to claim or extend their jurisdiction. We build on recent work exploring a potentially symbiotic relationship between organizations and professionals, to explain how organizational actors can encourage and facilitate processes of professionalization. Drawing on data from China, we studied the experiences of Community Health Centers (CHCs) as they participated in the development of the General Practitioner profession. We develop a conceptual model explicating three sub-processes that organizations can enact to support the efforts of new professionals as they attempt to realize the extent of their jurisdiction within workplace settings. By highlighting the jurisdictional work of organizational actors, we contribute to the literature by developing a more nuanced understanding of the symbiotic relationship between organizations and professionals. We also contribute to the literature by showing how organizations can provide opportunities for professionals to establish relational authority and claim jurisdiction as they engage in the co-production of professionalization projects.

HCM: **Navigating Effort-Reward Imbalance and Workplace Happiness in Healthcare** → 

Author: **Kamal Badar**, *Nottingham U. Business School (Malaysia)*
Author: **Yasir Mansoor Kundi**, *Institute of Business Administration, Karachi*
Author: **Saima Ahmad**, *College of Business and Law, RMIT U.*
Author: **Nasib Dar**, *Khyber Pakhtunkhwa Education Monitoring Authority Peshawar, Pakistan*

Leveraging upon effort-reward imbalance (ERI) and conservation of resources (COR) theories, we construct and validate a model that examines the impact of ERI on happiness at work. Further, our framework delves into the mediation of bullying perpetration and the moderation of perceived voice climate. Through a multi-wave survey and two experimental studies of doctors and nurses working in diverse cities in Pakistan, our findings affirm a negative association between ERI and happiness at work. Notably, bullying perpetration emerges as a mediator in this relationship. Moreover, our results indicate that perceived voice climate acts as a moderator, weakening the indirect link between ERI and happiness at work (mediated by bullying perpetration) at higher levels of perceived voice climate. Our study addresses gaps in healthcare literature by unraveling the intricacies of how and why ERI impacts happiness at work, an area significantly underexplored in the well-being of healthcare professionals. In response to the growing emphasis on HRM-focused well-being research, our investigation provides actionable insights for targeted interventions, particularly in the healthcare sector, aiming to enhance overall workplace conditions.

HCM: **Managing Institutional Complexity in Constrained Work Practices** → 

Author: **Melike Nur Findikoglu**, *Ozyegin U.*
Author: **Zeynep Erden**, *ZHAW School of Management and Law*

Based on a qualitative study of public primary care services in Turkey, this research delves into how actors interpret and manage institutional complexity manifested in conflicts between their professional and the dominant state logics within constrained work practices. The study challenges the common assumption in the literature that actors are autonomous in making practice-related decisions and choosing which logic to enact. However, in such settings, the logic choice does not necessarily dictate the actions. We demonstrate that even two physicians choosing the same logic might act differently on the ground. Our findings reveal a two-stage response scheme, with a primary response directed immediately to the carrier of the dominant logic within the practice setting, followed by a discretionary secondary response given later to the originator of that logic outside the setting. Moreover, the nature of the carrier influences shaping the primary response. While the primary response may only temporarily reconcile the conflict, leading to a vicious circle, the secondary response may resolve the conflict permanently. Our research contributes to the literature on the micro-foundations of institutional logics by offering a nuanced understanding of how actors with limited autonomy exhibit different responses to conflicting logics, thereby causing variations in practice outcomes.

HCM: **Budgetary Performance Feedback and the Power of Doctor-Managers' Perceptions**

Author: **Manuela Paolini**, *U. of Studies Gabriele d'Annunzio Chieti - Pescara*
Author: **Domenico Raucci**, *G. d'Annunzio U. of Chieti-Pescara (Italy)*
Author: **Fausto Di Vincenzo**, *G. D'Annunzio U. of Chieti-Pescara*

The reform processes affecting Public Healthcare Organizations (PHOs) have significantly changed the tasks and responsibilities of physicians heading Operational Units (OUs), making them "doctor-managers". This hybridization makes them vulnerable to role ambiguity, with possible dysfunctional effects on their behaviors and managerial performance. The enhancement of psychological factors in budgeting practices may help to reconcile their new managerial role with the traditional clinical professional domain. Rooted in psychology-based budgeting research, this study aims to shed light on the perceptual role of Budgetary Performance Feedback (BPF) to avoid undesired psychological outcomes. It examines the influence of BPF on doctor-managers' Perceived Organizational Support (POS) and their satisfaction with the budget holder role. It also investigates the mediating effect of POS in the BPF-role satisfaction connection. The empirical analysis was conducted by administering questionnaires to a sample of doctor-managers of Italian PHOs. A linear regression model was performed to test the hypotheses. Findings show that BPF perceptions positively influence POS and satisfaction with the budget holder role; further, POS fully mediates the BPF-role satisfaction link. The study adds to the limited healthcare empirical research on the individual-level benefits of performance information, by providing evidence of how the underexplored perceptions of BPF can positively impact doctor-managers' attitudes towards the managerial role. This paper highlights how PHOs can mitigate doctor-managers' role ambiguity risks by developing budgeting practices that pay attention to psychological factors linked to their functioning and the development of POS to the managerial role.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Exploring Pay Structures and Job Evaluation Techniques in Modern Workplaces



Session Moderator: **Helen Hailin Zhao**, *U. of Hong Kong*

HR: **Lost in the Maze: An Action Research About Performance Pay Complexity**  

Author: **Helen Hailin Zhao**, *U. of Hong Kong*
Author: **Shuning Liu**, *U. of Hong Kong*

Pay for performance (PFP) systems are intended to incentivize employees to improve their performance through monetary rewards. However, our analysis of archival compensation data in a large manufacturing factory found no significant correlation between job performance and performance-based pay among their frontline workers. This disconnection prompted further investigation into the PFP system's design, revealing its complexity as a barrier for employees to observe how their job performance leads to higher performance-based pay. We suggest that performance pay complexity is not unique to this factory but rather a widespread problem in organizations due to the common needs to address multiple objectives and constraints. Drawing on systems theory, we suggest that performance pay complexity can hinder employees' ability to understand and navigate the system effectively, weakening the incentive effect of PFP systems. To address this problem, the factory developed and implemented an intervention that aimed at simplifying its PFP system. We analyzed the archival compensation data before and after the intervention to assess its effectiveness. The results showed that the intervention resulted in a stronger relationship between performance and performance-based pay and a significantly higher level of job performance among frontline workers. This action research study underscores the importance of considering performance pay complexity in designing and implementing PFP systems.

HR: **Autonomous Job Design and Shared Vision as Moderators to the Pathway from PFP to Service Quality** 

Author: **Thomas A. Birtch**, *U. of Exeter*
Author: **Flora Chiang**, *China Europe International Business School (CEIBS)*
Author: **Byron Y. Lee**, *China Europe International Business School (CEIBS)*

Understanding when and how individual pay-for-performance (PFP) can help achieve an organization's goals, objectives, and priorities is strategically important. By integrating the sensemaking and resource perspectives, this study introduces a new conceptualization to understand PFP's effects on firm-level performance. Using multi-source data collected from employees and customers of three large restaurant chains, we demonstrate that the effects of perceived PFP on firm performance (service quality at the store-level) are transmitted through employees' customer oriented behaviors (COBs) and further that such effects are moderated by two organizational levers in different ways. Specifically, when (i) autonomous job design is low and/or (ii) shared vision is high, the positive effects of PFP on COBs are strengthened. Our results reveal that in order for PFP to be effective for firm performance, its implementation must be viewed by simultaneously considering the impact of other organizational levers and their associated resource implications. Implications to theory and practice are discussed.

HR: **More Costs of Insecurity: Turnover as a Consequence of Worker Financial Insecurity** 

Author: **Gavin Joseph Williamson**, *U. of Tennessee, Knoxville*
Author: **Timothy P. Munyon**, *U. of Tennessee, Knoxville*

A growing literature suggests that workers' financial insecurity (or perception that their financial resources are insufficient) undermines job performance, hindering organizational objectives. We argue that the organizational costs of financial insecurity do not end there. Based on classic and contemporary models of turnover, we hypothesize that employee financial insecurity predicts both voluntary and (potentially unproductive) involuntary turnover above and beyond compensation. Further, we draw on attribution theory to argue that perceived negative (positive) changes in the worker's financial position also contribute to (forestall) turnover above and beyond state levels of financial insecurity, but only when the cause of the change is attributed to the employer. We test these arguments using data from a longitudinal national panel containing financial security and job transition data across more than 60,000 person-years. Our results indicate that highly financially insecure workers are nearly twice as likely to leave (voluntarily or involuntarily) than more secure workers, and changes in financial security also predicted turnover. In sum, this paper identifies multiple mechanisms through which financial insecurity impacts voluntary and involuntary turnover, offering further evidence that organizations contribute to the financial insecurity of their employees to their own detriment.

HR: **Emotional and Cognitive Consequences of Miscalibrated Bonus Expectations**  

Author: **Shuisheng Shi**, *Hunan U.*
Author: **Felix Böllingen**, *LMU Munich*
Author: **Xiang Zhou**, *Sun Yat-Sen U.*
Author: **Peter Bamberger**, *Tel Aviv U.*
Author: **Jason D. Shaw**, *Nanyang Technological U.*

We developed an emotion-driven cognitive account of how miscalibrated bonus expectations impact employee performance. Results from Study 1 suggest that both joy and hostility have adverse effects on cognitive performance immediately subsequent to bonus communication. While joy mediated the effect of over-met bonus expectation on cognitive performance, both joy and hostility mediated the effect of under-met bonus expectation on cognitive performance. Study 2 replicated the findings from Study 1 and found further that the effects of miscalibrated bonus expectations on cognitive performance persisted for 12 hours. In a field experiment of 401 freelance editors (Study 3), joy mediated the effect of miscalibrated bonus expectations on freelance editors' cognitive performance as well as task performance assessed both immediately and one week after the bonus communication. Theoretical and practical implications of these results are discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Qualitative Insights: Shifting Work Attitudes and Navigating Workplace Changes



Session Moderator: **Larissa Pomrehn**, *Heinrich Heine U. Düsseldorf*

HR: **A Longitudinal Qualitative Study on HR Professionals' Perceptions of Artificial Intelligence**

Author: **Larissa Pomrehn**, *Heinrich Heine U. Düsseldorf*
Author: **Lynn Schmodde**, *Heinrich Heine U. Düsseldorf*

The integration of artificial intelligence (AI) into human resource management is rapidly increasing, while knowledge about human resource professionals' (HRPs) perceptions of AI is underdeveloped. Additionally, the COVID-19 pandemic had an impact on the way organizations operate, while it is unknown how perceptions of AI changed during this crisis. To address both research gaps, we conduct a qualitative longitudinal study by interviewing 23 HRPs in two time periods, i.e., before and after the pandemic. Our findings show that HRPs perceive the introduction of AI initially as either enabling or disabling, leading to specific short-term outcomes. However, internal and external factors can lead to a shift of AI perceptions, resulting in either positive or negative long-term outcomes. We develop a framework demonstrating how HRPs perceive AI and which short- and long-term effects can be derived. A sentiment analysis revealed that perceptions of AI did not majorly change, remaining neither more positive nor more negative between the two time periods. Thus, we provide insights for the theoretical discourse on user perceptions of AI with a focus on the COVID-19 pandemic. Practitioners can benefit from our findings as we show how organizations can shape user perceptions of AI while diminishing potential drawbacks.

HR: **Belonging in Hybrid Work – Experiences of Expert Employees**

Author: **Laura Ilona Urrila**, *U. of Vaasa*
Author: **Aija Siiriäinen**, *U. of Vaasa*
Author: **Liisa Mäkelä**, *U. of Vaasa*
Author: **Hilpi Kangas**, *Finnish Institute of Occupational Health*

Despite a wealth of research on remote or work-from-home work during the pandemic and post-pandemic era, the understanding of the social and relational implications of hybrid work is limited. Drawing from expert employees' experiences during a 1.5-year-long period of prolonged remote and hybrid working, this study explores how the sense of belonging might develop in the continuously evolving hybrid work context. Thirty-two interviews with 16 experts were conducted at two time points between 2020 and 2022. Our analysis detected opportunities and concerns stemming from the peculiarities of remote and hybrid work: flexibility (Freedom to organize work; Fading boundaries between work and spare time), virtual competence (Boost in remote working skills; Impaired access to information), and social interactions (Lost connections; Newfound ways to connect with others). We present a model that illustrates how the sense of belonging may develop in the context of hybrid work, driven by the interplay of flexibility, the acquisition of virtual competence, and engagement in social interactions, all while alternating between working alone and alongside others. We also debate potential 'early signs' of work loneliness in hybrid work, and what might constitute flourishing work relationships in this age.

HR: **The Jungle of Talent Journey: Complexity and Change in Employee Perceptions of Talent Recognition**

Author: **Marina Pletscher**, *The U. of Lucerne*
Author: **Anastasia Sapegina**, *U. of Lucerne, Center for Human Resource Management*

Talent management programs commonly aim to motivate and retain high-potential employees. However, recent research has revealed that the opposite effect can occur: After recognition, some talents feel stressed, dissatisfied, and frustrated. Based on signaling theory, the current study examines employees' immediate reactions to talent status communication and the factors that influence a potential change in their long-term perception of their talent status. Data were collected in the winter of 2022/23 and consist of 33 qualitative in-depth interviews with employees recognized as talents in an international industrial organization. The results demonstrate that while talent recognition is initially perceived as a positive signal, the absence or ambiguity of further signals related to talent management has long-term negative effects on talent attitudes and behaviors. These findings contribute to the ongoing discussion on the implications of talent recognition by demonstrating, first, that the talent journey can be perceived very differently even within an organization with the same framework for the entire talent pool; second, that not only transparency but also customization of TM-related signals is critical for beneficial program outcomes; and third, that talents continuously reevaluate their employment, with numerous contextual factors influencing this evaluation, making organizational talent management a real "jungle" and suggesting the need for a well thought-out and individualized approach to talent management.

HR: **How Does Career Trap Impact Frontline Managers' Involvement in HRM? A Qualitative Approach**

Author: **Keith Townsend**, *Griffith Business School, Griffith U.*
Author: **Hossein Heidarian Ghaleh**, *U. of East London*
Author: **Rebecca Loudoun**, *Griffith Business School, Griffith U.*
Author: **Jongwook Pak**, *U. of Auckland Business School*

The domain of people management responsibilities has expanded beyond the HR department, and frontline managers (FLMs) are expected to occupy the center stage. Acknowledging this shift, scholars have begun to study how FLMs should be prepared and motivated for their HR role; however, evidence has affirmed that FLMs are showing frail enthusiasm and readiness to be involved in HR responsibilities. Although much has been written to address this concern, little attention, if any, has centered on FLMs' career development. As such, this study attempted to resurface FLMs' career development in devolution literature. Our findings of 20 semi-structured interviews with FLMs from various industries proved very insightful. After codifying our data, we reached to six underlying themes (i.e., absence of career development planning, unstructured approach to mentoring, misaligned training and development expectations, excessive role overload, role disengagement, and turnover intention), illuminating that FLMs are forgotten and, while they are overwhelmed with a wide array of core duties, their chance for personal growth is largely disregarded. The theoretical framework we have produced here offers novel insights into the FLMs' actual experience of career development opportunities in contemporary organizations and provides potential explanations behind why FLMs are unwilling to embrace or fail to accomplish their assigned roles.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovating HR Practices: Shaping Firm Outcomes and Fostering Innovation



Session Moderator: **Rene Arseneault**, *Business administration faculty, Laval U. (Québec, Canada)*

HR: **Innovative and Creative Organisational Cultures: The Impact of Innovative HR Practices**

Author: **Rene Arseneault**, *Business administration faculty, Laval U. (Québec, Canada)*

Author: **Grant Wilson**, *U. of Regina*

Author: **Felix Ernesto Ballesteros Leiva**, *FSA ULaval (Laval U.)*

We examine how innovation orientation and creativity climate mediate the innovative HR practices-performance relationship. Antecedents to innovation orientation have been largely ignored, and our research explores its link to creativity climate. Employees working for publicly listed firms are surveyed on their perceptions of innovative HR practices. We use complimentary statistical methods (i.e., SEM, fsQCA) to analyze our dataset. We find that although innovation orientation and creativity climate are interlinked, they are indeed distinguishable constructs. Both innovation orientation and creativity climate mediate innovative HR practices similarly. However, our double mediated model highlights their distinguishability, and aligns with prior research suggesting the importance that creativity precedes innovation. All innovative HR practices are significant predictors of performance except for compensation practices. In terms of stimulating creative and innovative organisational cultures, our findings suggest that extrinsic motivators may be detrimental to intrinsic motivators. Our research responds to calls for more dynamic approaches in understanding the innovation-creativity link through an HR lens. Implications and future research are discussed.

HR: **Impact of Generative AI on Creativity: The Role of Intellectual Stimulation and Cognitive Fatigue**

Author: **Beini Liu**, *Beijing Technology and Business U.*

Author: **Xinyu Zhang**, *Beijing Technology and Business U.*

Author: **Yaoyao Fu**, *Beijing Technology and Business U.*

Generative artificial intelligence (AI), such as ChatGPT, which can process and generate a vast amount of information, is increasingly being applied to employees' work. The impact it has on employee performance, particularly creativity, has been a subject of keen interest. Based on componential theory of creativity and attention restoration theory, our multi-source and three-wave field study data have revealed that the use of generative AI may enhance employees' creativity by promoting intellectual stimulation. However, the impact of generative AI on cognitive fatigue is contingent. Employees with high levels of perfectionism are likely to experience more cognitive fatigue when using generative AI, thereby further restricting their creativity. This paper provides an understanding of the relationship between generative AI use and creativity from the perspective of employees' cognitive thinking, revealing the dual impact of employees' engagement with AI and providing suggestions for guiding employees to effectively use AI.

HR: **A Bibliometric Analysis of Four Decades of Artificial Intelligence in Human Resources Research**

Author: **Gertrude Iranganie Hewapathirana**, *Gulf U. of Science and Technology*

Author: **Raghd Al Hajj**, *Gulf U. for Science and Technology*

Author: **Ahmed Rashad ElMelegy**, *Gulf U. for Science and Technology*

Author: **Mohamed Moustafa**, *Gulf U. for Science and Technology*

Author: **Loi Nguyen**, *Metropolitan State U.*

The rapid evolution of Artificial Intelligence applications in the field of human resources motivated researchers to examine the development and deployment of these technologies in the different human resources functional disciplines. Despite the increase in the number of publications, the bibliometric mapping and analysis of the literature is still narrow in focus and lagging in drawing an all-inclusive understanding of the research domain. To overcome several identified weaknesses in this area, this work reviews the extant literature via a comprehensive bibliometric analysis of 466 articles spanning four decades of scholarly work on Artificial Intelligence in human resources. The study investigates the current research status, identifies the main sources and most influential authors and countries, and determines the major research themes and trends. As such, the current paper provides a critical evaluation of the literature in a rapidly evolving field of study and offers several insights for practice and future research.

HR: **A Curse or a Blessing? Artificial Intelligence in Talent Attraction and Recruiting**

Author: **Julia Stefanie Roppelt**, *HHL Leipzig Graduate School of Management*

Author: **Andreas Stefan Schuster**, *HHL Leipzig Graduate School of Management*

Author: **Nina Sophie Greimel**, *HHL Leipzig Graduate School of Management*

Author: **Dominik Kurt Kanbach**, *HHL Leipzig Graduate School of Management*

Author: **Kakoli Sen**, *Woxsen U.*

The shifting demographic landscape, coupled with a shortage of qualified personnel and internal staffing constraints, has prompted global corporations to reevaluate their talent attraction and recruiting (TA&R) strategies. Artificial intelligence (AI) emerges as a promising tool to address these challenges, garnering increasing attention from both academics and practitioners. Related research suggests that adoption of AI in TA&R may lead to the emergence of harmful forms of practices (HFP) within organizations. Despite its criticality, empirical research in this area remains sparse. Addressing this gap, we investigate these HFP through a mixed method study, focusing on the underlying catalysts. First, we conducted in-depth interviews with 42 TA&R specialists, leading to the development of the 'Adoption of AI in TA&R: Framework on Negative Consequences.' This model posits that technological, individual, and organizational factors are key in precipitating HFP, including biased decision-making, data privacy breaches, efficiency reduction, and employee displacement. Second, we validated these observations, by executing a quantitative, survey-based study (n=100). Our research contributes to the discourse on AI adoption in TA&R. Further, we provide TA&R managers with a nuanced understanding of HFP resulting from the adoption of AI in TA&R and guide them to proactively implement countermeasures to successfully navigate emerging trends.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Future of Work: Navigating Changes and Embracing Virtual Environments



Session Moderator: **Kathryn Brett**, *Australian National U.*

HR: **Flexible Work Branding: Exploring How Organizations Signal Flexible Work Information on Websites**    

Author: **Kathryn Brett**, *Australian National U.*

Author: **Sarbari Bordia**, *Australian National U.*

Author: **Karen Jansen**, *NC State U.*

This paper qualitatively investigates how organizations across the Anglo and Nordic regions signal flexible work information via their corporate websites. These countries were chosen because they offer varying levels of flexibility enabling cross-cultural and organizational-level analyses. Flexible work practices are a key factor in employees' decisions in applying for jobs. Employees search corporate websites to explore employment conditions and gain a sense of their personal fit with an organization's culture, but this information is not always available or easy to find. Our research suggests that organizations purposefully signaling flexible work information are engaging in flexible work branding. We also identify several dimensions that enable or motivate flexible work policies, most notably improvements to culture through diversity and inclusion. We conclude that flexible work branding is an innovative practice and an emerging phenomenon that is improving access to organizational information.

HR: **Tensions Between Career Orientations in a Hybrid Work Setting**  

Author: **Peter Holdt Christensen**, *Copenhagen Business School*

The COVID-19 pandemic and its associated impacts have fundamentally altered how employees interact with each other, producing widespread changes. Through 52 ethnographic interviews in a single company I identify, how and why the COVID-19 pandemic for some employees has produced new preferences for working from home days, but at the same time for other employees have maintained a traditional preference for working from the corporate office five days a week. This leads to different career orientations, and I show how these differences lead to tensions such as extreme grouping of employees, depopulated office spaces, and lack of knowledge sharing. The new normal of work – hybrid work – both makes different career orientations more salient and requires balancing employees' different preference for working from home or from the corporate office.

HR: **Working from Home, Loneliness, and Time Theft** 

Author: **Bert Schreurs**, *Vrije U. Brussel*

Author: **Surendra Babu Talluri**, *Indian Institute of Management Bangalore*

Author: **Imke Dirkx**, *Vrije U. Brussel (VUB)*

Author: **I. M. Jawahar**, *U. of New Mexico*

Remote work has surged in recent years, diminishing employees' visibility within the organization, and reducing workplace social interactions. Simultaneously, many managers express concerns about potential abuses of the freedom associated with working from home. Drawing on Robinson and Bennett's model of workplace deviance and Lawler's affect theory of social exchange, we posit that at the within-person level, remote work will be associated with time theft via workplace loneliness. This indirect relationship will be moderated by affective commitment, evidencing a cross-level mediated moderation. We collected daily diary data from 130 employees over two working weeks, resulting in 977-1058 observations at the within-person level. At this level, we found an indirect effect of remote work on time theft via loneliness. Although the cross-level interaction effect was not statistically significant, the results showed that working remotely was positively related to loneliness among employees with average and high levels of affective commitment, but not among employees with low levels of affective commitment. We discuss implications for theory, research, and practice.

HR: **Digital Onboarding: A Systematic Review and a Research Agenda**

Author: **Joëlle Simonet**, *Bern U. of Applied Sciences*

Author: **Martina Becker**, *Bern U. of Applied Sciences*

Author: **Sabrina Schell**, *Bern U. of Applied Sciences*

Author: **Nikolaus Obwegeser**, *Bern U. of Applied Sciences*

In today's fast-paced world, getting new employees up to speed through effective and efficient onboarding has become more important than ever. Further accelerated by the COVID-19 pandemic, the use of digital onboarding practices is increasingly widespread in practice. This study presents the results of an interdisciplinary systematic literature review to understand the current state of research on digital onboarding. We find that existing studies are fragmented across disciplines and lack a cumulative tradition, pointing to the need for a more systematic approach and research agenda to advance the field. To address these challenges, we synthesize extant research across disciplinary boundaries and introduce a new model that combines insights from these different fields. The proposed model emphasizes the importance of digital skills and how technologically advanced an organization is in ensuring successful onboarding. Our work provides two main contributions: first, we outline research questions that can guide future studies; second, we offer a new model that can be used for both academic research and practical applications in digital onboarding.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Managing Global Value Chains Responsibly

Session Moderator: **Grazia D. Santangelo**, *Copenhagen Business School*

IM: The Labyrinthine Path: Buyer Practices, Local Labor Regulations, and Supplier's Social Upgrading     

Author: **Shubham Singh**, *Rutgers Business School*

Author: **Ajai Singh Gaur**, *Rutgers U.*

This study examines how MNE buyers' purchasing practices and suppliers' domestic labor regulations influence emerging economy-based suppliers' social performance in global value chains. Using an instrumental variables approach, we analyze a sample of 2,236 emerging economy suppliers between 2008 and 2012 to estimate the causal association between buyers' power, suppliers' home country labor regulations, and suppliers' compliance with buyers designated social and labor standards. Results reveal supplier compliance with buyer-designated social standards is positively affected by larger buyer order volumes and more stringent local labor regulations, especially for larger factories. However, in countries with weaker labor regulations, buyers have limited power to compel compliance due to inadequate institutional support. While confirming buyer-driven governance as a driver of compliance, findings highlight how unsupportive home country institutions critically undermine compliance efforts. This study highlights the intertwined effects of global purchasing practices and local institutional dynamics on supplier social performance. Our findings offer insights into the need for more context-conscious, collaborative approaches to advance socially sustainable global value chain governance.

IM: When do MNEs Walk the Talk in GVC Relationships? Contract Termination with Irresponsible Suppliers

Author: **Grazia D. Santangelo**, *Copenhagen Business School*

Author: **Christian Schumacher**, *Assistant Professor, Copenhagen Business School*

Author: **Can Tihanyi**, *WU Vienna*

Global value chain (GVC) relationships produce economic gains for multinational enterprises (MNEs) but expose them to reputational risks. We study the role of media coverage of a lead supplier's corporate social irresponsibility (CSI) in the termination of GVC relationships. We suggest that the extensive media coverage of a lead supplier's CSI has a positive association with the likelihood of contract termination because reputational considerations prevail over economic gains. We also advance that the likelihood of termination is reduced in situations of higher dependence of the MNE on the supplier because the power asymmetries in favor of the supplier make the economic considerations more compelling. Finally, we argue that the relevance of the economic considerations associated with the supplier's power is less prominent when the supplier's CSI regards human rights violations because they increase the reputational risk for the MNE. Instead, it becomes less prominent in situations of higher GVC spatial complexity because GVC complexity gives the MNE an alibi for its failure to monitor the irresponsible supplier, thus reducing the reputational risk. We find support for our arguments on a sample of 21,631 unique buyer-supplier dyads among Forbes Global 2000 companies over the period 2014-2019. The study advances GVC research

IM: Firm Termination of Irresponsible Suppliers: The Role of Severity of Irresponsibility  

Author: **Yuxi Cheng**, *U. of Liverpool Management School*

Author: **Anupama Phene**, *George Washington U.*

Our paper explores whether and under which conditions a firm terminates its relationship with an irresponsible supplier in its global supply chain. Integrating the systems perspective in the context of sustainability with the literature on organizational aspirations, we posit that firms use nuanced decision-making to assess the cost-benefit ramifications of maintaining relationships with irresponsible suppliers while considering the expectations of their stakeholders. We hypothesize a non-monotonic relationship between supplier irresponsibility and firm termination of the relationship, with firm tolerance for intermediate severity of irresponsibility. We further propose that firm financial and sustainability underperformance relative to industry peers act as moderators, prompting firms to distance themselves from irresponsible suppliers, at both intermediate and high severity.

IM: Small Worlds Within Global Value Chains: Implications for MNEs' ESG Controversies

Author: **Sangho Chae**, *Warwick Business School*

Author: **Seongtae Kim**, *Aalto U. School of Business*

Author: **Byung-Gak Son**, *Cass Business School, City U. London*

Author: **Igor Filatotchev**, *King's College London*

With increasing public attention on corporate sustainability, environmental, social, and governance (ESG) controversies such as toxic waste spills and modern slavery are becoming more prominent in global value chains (GVCs). Having suppliers located in diverse countries has its benefits but it has limitations in terms of information access and regulating supplier behavior. This paper investigates whether multinational enterprises (MNEs) with heterogeneous GVCs are more prone to ESG controversies and proposes a structural characteristic of the GVCs as network governance that can mitigate MNEs' exposure to such controversies. Building on the literature on small-world networks, we suggest that the small-worldness of an MNE in its GVC and beyond can mitigate the impact of the GVC heterogeneity on ESG controversies. Our analysis of Fortune 500 firms from 2010 to 2019 reveals that MNEs with heterogeneous GVCs indeed suffer more from more ESG controversies, while small-worldness attenuates the negative impact of GVC heterogeneity. Our findings contribute to the international business and network studies literature by highlighting small-worldness as complementary network governance available for MNEs in managing the negative aspect of complex GVCs.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



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Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1476** | Submission: **12212** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 12 2024 1:15PM - 2:45PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Columbian**








International Experience in Global Business Strategies Revisited: New Opportunities and Challenges



Organizer: **Fei Qin**, *School of Management, U. of Bath*
Panelist: **Fei Qin**, *School of Management, U. of Bath*
Panelist: **Alvaro Cuervo-Cazurra**, *Northeastern U.*
Panelist: **Anna Grosman**, *Loughborough U.*
Panelist: **Igor Filatotchev**, *King's College London*
Panelist: **Yong Li**, *U. of Nevada, Las Vegas*
Panelist: **Sabina Nielsen**, *Copenhagen Business School*

Navigating today's global markets is a complex challenge, influenced by fast changes in technology, consumer behaviors, and regulatory conditions. Understanding both local nuances and global differences is crucial for handling international business effectively. Research has looked into how international experience helps businesses expand globally, focusing on factors like geographic reach, ownership and governance, and the traits of strategic leaders and employees. We explore different types of international experience and how they interact with other major forces in the global market, particularly technological and institutional shifts, to help overcome new challenges and seize new opportunities.

KEY TO SYMBOLS

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

IM Division CEIBS Best Paper Award

Session Moderator: **Katherine Xin**, *China Europe International Business School (CEIBS)*

Award Winners will be announced at the IM Division Awards and Recognition session.

IM: Strategic Argumentation for Corporate Political Strategy Success in the De-Globalization Era

Author: **Yilang Feng**, *U. of Illinois at Urbana-Champaign*

Author: **Jordan Siegel**, *U. of Michigan, Ross School of Business*

In answering a call for more work examining the portfolio of nonmarket strategy choices, we propose the concept of strategic argumentation to analyze an under-studied aspect of corporate political strategy: when a firm goes into a room with a regulator, an important aspect of the firm's strategy is what specific arguments it presents to persuade the regulator. Through strategic argumentation, firms provide an intellectual architecture for supporting the underlying logic of the regulator's policy paths that the firms prefer. Analyzing a hundred thousand applications submitted by U.S. firms to the office of the United States Trade Representative (USTR) for tariff exemptions during the U.S.-China Trade, we quantify applicant firms' various arguments based on Chinese technological threats, U.S. national interests, global supply chain constraints, and so on. We show that such strategic arguments matter to a significant degree in explaining firm-level outcomes even after controlling for various forms of resource expenditure in political influence. To further understand why some arguments work as intended, while other arguments were either ineffective or even backfired, we conducted in-person interviews in Washington, D.C., with regulators and lobbying firms that participated in the USTR tariff exemption process. We further find that, to achieve sustained political strategy success, firms' choice of strategic arguments has to be dynamically consistent with a changing and turbulent nonmarket environment.

IM: Cultural Tightness and Reliance on AI in Augmented Decision-Making

Author: **Jelena Cerar**, *WU Vienna*

Author: **Chiara Fabrizi**, *WU Vienna*

Author: **Phillip C. Nell**, *WU Vienna U. of Economics and Business*

Artificial intelligence (AI) is transforming decision-making in various organizational settings by supporting human decision-makers. However, although several AI-augmented decision-making applications occur in multi-decision settings, current literature treats AI reliance in those settings as purely influenced by single-decision level variables, fully neglecting factors specific to the multi-decision setting. Yet, understanding such factors is crucial, as reliance in single decisions might be influenced by the overall cognitive experience with the task and the AI tool. In particular, the AI-augmented decision-making literature has overlooked two cognitive factors specific to multi-decision settings – i.e., cognitive load stemming from the task-level workload and cognitive dissonance from a task-level disagreement with AI in the multi-decision session. We develop a Cognitive Multi-Decision AI-Augmentation Theory of AI reliance in multi-decision settings and theorize that a higher task-level workload increases AI reliance, whereas experiencing higher task-level disagreement with AI during the multi-decision session reduces AI reliance in single decisions. We test our theoretical framework in two multi-decision innovation selection contexts by conducting a lab experiment with 53 young business professionals, a field experiment with 88 managers in one firm, and 20 interviews to contextualize our results. We explore the findings' implications for theories of AI reliance and organizational practice.

IM: Artificial Intelligence and Climate Actions in Global Supply Chains

Author: **Wenjie Liu**, *City U. of Hong Kong*

Author: **Ying Zhao**, *City U. of Hong Kong*

Artificial intelligence (AI) has far-reaching implications on not only where and how multinational enterprises (MNEs) create and capture value but also how they impact broader society and the natural environment. This paper theorizes and examines how MNEs' AI capabilities affect the adoption of climate actions in global supply chains. Drawing on the characteristics of AI as a general purpose technology (GPT), we propose that AI capabilities can be harnessed by MNEs to provide their supply chain factories worldwide with innovative solutions tailored to accommodate the local circumstances and complex challenges faced by these suppliers, thereby enhancing their environmental capabilities to afford climate actions. We further argue that while unleashing the full potential of AI as a GPT requires investments in intangibles, large intangible investments compel MNEs to trade off economic and non-economic goals, thus hindering the allocation of AI capabilities for promoting climate actions in global supply chains. Our arguments are supported by strong evidence derived from a unique dataset of AI-related patents which we integrate with a proprietary database on the climate actions of 203 global brands across 19 countries in Chinese supply chains. Our findings offer important implications for international business and management theory.

IM: ESG and Capital Market Survival: Evidence from Foreign Firms' Delisting on U.S. Stock Exchanges

Author: **Yiyi Liao**, *U. of Sydney*

Author: **Jonathan P. Doh**, *Villanova U.*

Author: **Yi Li**, *U. of Sydney Business School*

Author: **Vikas Kumar**, *U. of Sydney Business School*

Drawing on the institutional literature as it relates to liability of foreignness and strategies to overcome those liabilities via legitimacy-enhancing strategies, we suggest that ESG performance bestows legitimacy upon foreign firms and enhances their prospects for survival. We also investigate two country-level factors that moderate the effect of ESG performance on capital market survival: the political affinity and FDI interdependence of the home and host country. High political affinity signifies aligned national interests and thus reduces perceived regulative distance and associated political risks and legitimacy concerns faced by foreign firms and therefore lessens the benefits of higher sustainability performance. Higher levels of FDI interdependence between host and home country enhances the cognitive legitimacy of a foreign firm, reducing the benefits of ESG performance as a legitimacy signal. We test our intuition on a sample of 829 foreign firms that were listed on U.S. stock exchanges between 2010 and 2021 and find support for our hypotheses.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Drivers of Internationalization

Session Moderator: **Gina Aprilitasari**, *King's Business School*

IM: **International Expansion of PSFs: Role of Reputation, Sectoral Knowledge, and Heterogeneity**

Author: **Gina Aprilitasari**, *King's Business School*
Author: **Nuruzzaman Nuruzzaman**, *Alliance Manchester Business School, U. of Manchester*

This study explores the unique challenges faced by Professional Service Firms (PSFs) during their internationalization process. These challenges stem from the distinct characteristics of PSFs, such as the intangibility and variability of services, the inseparability of production and consumption, and jurisdiction-specific demands. Traditional international business theories do not fully account for these factors. Our study suggests that these distinctive elements significantly shape the development and utilization of intangible firm-specific advantages (FSAs), such as reputation and sectoral knowledge diversity. We argue that these two intangible FSAs are closely tied to the success of internationalization for PSFs. Furthermore, our research delves into how variations in professional jurisdiction and the nature of knowledge among PSFs impact the relationship between these intangible FSAs and the firms' international expansion. To support our findings, we analyze a sample of US-based accounting and law firms spanning the years 2018 to 2022.

IM: **Arranged Friendship: A New Construct, Instrument, and National Rankings**

Author: **Vas Taras**, *U. of North Carolina, Greensboro*
Author: **Ola Taras**, *U. of North Carolina, Greensboro*

The study introduces a new construct labeled here "arranged friendship" (AF). Based on an international sample of 7,481 people from 141 countries, an instrument for measuring AF is developed and validated, and national rankings are offered for the prevalence of AF beliefs and practices. In general, AF is empirically associated with, or predicted by, the economic development of the country, such that less economically developed countries tend to display a higher preference for AF. However, the U.S. and Canada are notable outliers: while highly economically developed, the two countries score high on AF values and practices, similar to how these two countries score on religiosity. The data also indicate that AF is on the rise in the U.S., whereas such a tendency is not observed in the rest of the world.

IM: **Cross-Border Acquisition Speed of EMNEs: Towards Validation and Extension of Springboard Perspective**

Author: **Peter J. Buckley**, *U. of Manchester*
Author: **Oded Shenkar**, *Ohio State U.*
Author: **Surender Munjal**, *Aston Business School*
Author: **Somnath Lahiri**, *Illinois State U.*
Author: **Tapas Mishra**, *U. of Southampton*








According to the springboard perspective emerging market multinationals (EMNEs) engage in rapid internationalization to acquire strategic assets but implies that such rapidity can continue over an indefinite time-period. In this study, we test the suggestion drawing on organizational learning theory and examining speed of cross-border acquisitions (CBAs) undertaken by EMNEs. Our empirical modelling on a large sample of Indian EMNEs demonstrates that speed of CBA first increases and then gradually decreases as EMNEs conduct CBAs across different global clusters and increase their aggregate CBA number. The curvilinear (inverted U-shaped) relationship between CBA speed and the (a) number of global clusters and the (b) aggregate number of conducted CBAs, validates the 'aggressive internationalization' postulation of the springboard perspective, but negates its 'indefinite continuance' implication. Managers need to realize that in their quest for acquiring strategic assets in the advanced economies they will not be able to sustain CBA speed of their firms indefinitely. While advantages of learning will enable CBA speed to initially increase, various complexities associated with management of learning across the conducted CBAs will cause speed to gradually decline.

IM: **Home City Norms in Foreign Equity Size and the Isomorphic Decision of Firms in the ICT Sector**

Author: **Tariq H. Malik**, *Liaoning U.*

Most scholars of international business show one or all of these factors responsible for the equity commitment decisions in high technology sectors: Cultural distance (CD), experiential distance (ED), geographic distance (GD) or legal distance (LD). This article proposes that equity size decision in cross-country investment in response to the above factors is moderated by normative isomorphism. It proposes that focal firm gains cues from its home city's firms in equity investment abroad. The empirical evidence from the ICT (information and communication sector) on 21000 events (19000 firms) of equity investment decision from 103 home countries and 149 host countries shows a robust support for the assumption that the direct links of the four types of distances in the past literature are moderated by the isomorphic factors. Data selected from dynamics years (2007 to 2009) captures the pre-crisis and post-crisis of 2008 to further strengthen the argument that high uncertainty induces isomorphic behaviour of firms. Multilevel mixed model reveals the interaction effects between four types of distances and isomorphic contingencies. Thus, the institutional role in the firm's decision to allocate equity in a foreign firm cannot be ignored.

KEY TO SYMBOLS

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

Coordinating Portfolios of Operations Globally

Session Moderator: **Lilac Nachum**, *City U. New York*

IM: **Is Reputation a Shared MNE Assets? The Tension Between Categorical and Institutional Logics**

Author: **Lilac Nachum**, *City U. New York*

Author: **Suparna Chakraborty**, *U. of San Francisco*

We apply reputation theories to the MNE and study the reputational consequences of a move undertaken by an MNE subunit in a given locale for the MNE as a whole. We conceptualize this outcome as the balance between categorical and institutional influences that manifest to varying degrees at different organizational and spatial levels. We employ foreign listing as the reputation-generating move and test its reputational effects based on a sample of non-US MNEs that listed in the US. We find that the listing affects the reputation of US subunits and the MNE in the US and globally. The impact varies by the strength of the categorical associations among subunits, measured by their names, and the diversity of their audiences, measured by their aggregated cultural distance from the US. These findings deepen the understanding of the way by which MNE reputation is formed and the mechanisms that drive reputational spillovers among MNE subunits. The study extends the theorization of assets' sharing among MNE subunits to reputation, an asset that received limited research attention in spite of its critical impact on MNE. It shows that reputation is an asset that creates value for MNEs across countries and can support international expansion.

IM: **(When) Do Springboard Strategies Create International Growth?**

Author: **Rishiraj Kashyap**, *Ivey Business School*

Author: **Andreas P.J. Schotter**, *Ivey Business School*

Author: **Prakash Satyavageswaran**, -

Author: **Snehal Awate**, *Indian Institute of Technology, Bombay*

Past studies have established that Emerging-Market Multinationals (EMNEs) adopt aggressive asset-seeking strategies in foreign markets (springboard strategies) to augment their technological capabilities and bolster their competitive position in their respective home countries. But we still lack concrete knowledge of whether and under what conditions they effectively orchestrate their expanding asset portfolio to drive subsequent international growth, that is, growth across their network of foreign subsidiaries. Our paper addresses this gap. We draw on the Penrosean perspective to explain that EMNE's asset orchestration relies heavily on managerial learning about the utilization of new resources, leading to the creation of resource fungibilities across foreign markets and subsequently to revenue growth in those markets. Interestingly, we find that the revenue growth effect weakens – to the point of de-growth – as the complexity of EMNEs asset portfolio increases, indicating limits to EMNEs' asset orchestration effectiveness. We attribute this reduction to constraints on the managerial capacity for learning and cross-border coordination at EMNE's headquarters. We test and find evidence for our arguments, utilizing a novel dataset of foreign subsidiaries of Indian pharma multinationals which exhibit a preference for cross-border acquisition-led international expansion. Our study extends the springboard perspective by shedding light on outcomes of global asset orchestration, which is critical for springboard strategies. The findings highlight complementarity between classical Penrosean and dynamic capability-based MNE asset orchestration perspectives.

IM: **A Firm-Level Analysis of “Indirect” FDI: The Case of the Global Network of Japanese MNEs**

Author: **Kozo Kiyota**, *Keio U. Japan*

Author: **Kiyohiko Ito**, *U. of Hawaii at Manoa*

Multinational enterprises (MNEs) control their foreign subsidiaries directly from their headquarters as well as indirectly through other foreign subsidiaries. However, the role and nature of the intermediary subsidiaries in MNEs' global network have been understudied. We use PageRank centrality to analyze the MNEs' global network. Based on data on the top 100 nonfinancial Japanese MNEs, we empirically show that simple measures of network analysis are helpful in evaluating the degree of indirect foreign direct investment and identifying special purpose entities as well as the channels of investment and dividend flows within an MNE.

IM: **EMNEs' Alliance Portfolio National Diversity and Firm Performance**

Author: **Yuying Jin**, *School of Business Administration, South China U. of Technology*

This study examines how a partner's geographical position leads to different effects on the performance of emerging market multinational enterprises (EMNEs) that pursue alliance portfolio national diversity, based on the development level of the specific economic and institutional environment. Building on the resource-based view and transaction cost economic theories, we propose that the contributions of portfolio national diversity to firm performance differ when the foreign partners of EMNEs are from developed versus emerging economies. We use a sample of Chinese MNEs from 2007 to 2017 and find that portfolio national diversity in developed economies has a positive relationship with firm financial performance, and the relationship in emerging economies is negative. We therefore demonstrate why the national environments of partners matter when investigating rationales for portfolio national diversity, although this contextual factor is often neglected.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

How do Nationalism and Sanctions Influence MNE Strategies?

Session Moderator: **Ilya Cuypers**, *Singapore Management U.*

IM: Sanctions in an Interconnected World: Firms as Collateral Damage from Institutional Disruption

Author: **Olha Zadorozhna**, *Kozminski U.*
Author: **Harald Pühr**, *U. of Innsbruck*
Author: **Christopher Hartwell**, *ZHAW School of Management and Law*
Author: **Jakob Müllner**, *WU Vienna U. of Economics and Business*

Sanctions are supranational institutions that disrupt firms' cross-border business operations. They change the rules and norms that govern firms' global operations. We propose that such interruption of national, multilateral, or supranational institutions affects all multinational firms—not only those incorporated in the sanctions' target or source countries through different types of exposures (i.e., source, target, third country). Further, we show that the effect of sanctions is contingent on the context in which they unfold. We test our hypotheses on stock-market reactions to sanctions announced after Russia's invasion of Ukraine. Our results indicate that sanctions negatively affect firms with exposure to the target country, or if a broad coalition of countries announces the sanctions. Firms without a target or source exposure appear to benefit from market capture and experience positive abnormal returns.

IM: Rethinking Nationalism in International Business Research: Shift to Social Constructivism

Author: **Hailin Helen Lu**, *Shanghai U. of Finance and Economics*
Author: **Yue Tina Xu**, *Cardiff Business School*

Despite the rising interest in nationalism within International Business (IB) research, its conceptualization remains ambiguous and biased. Limited attention has been paid to disciplines like International Relations and Political Sociology that have a long history of examining nationalism. These fields have a rich tradition of scrutinizing nationalism through both rational choice and social constructivist lenses. In contrast, IB literature predominantly embraces a rationale choice paradigm, conceptualizing nationalism primarily as a political risk emanating from national interest. Through integrating insights from these fields, this paper critiques the current understanding of nationalism and its influence on multinational enterprises (MNEs) in IB studies and suggests a shift towards a social constructivist approach. In proposing this paradigmatic shift, the paper introduces a framework for future research paths characterized by multidimensionality, multilateralism, multilevel analysis, and dynamism. This proposed framework underscores the complexity and evolving nature of nationalism and its implications for IB. The paper emphasizes the need for a more judicious and nuanced approach when incorporating the concept of nationalism from other academic disciplines into IB research.

IM: Where Are You From? Home-Country Nationalism and MNEs' Identity Switching

Author: **Yong Kim**, *Texas A&M U.*
Author: **Ziyi Chen**, *U. of Melbourne*
Author: **Maxim Sytch**, *Ross School of Business, U. of Michigan*

Multinational enterprises (MNEs) often aim to convey an impression of being local when operating in a foreign market, a phenomenon referred to as identity switching. Past research suggests that MNEs' identity switching can be advantageous, enabling them to garner local support in the host country. However, it can also be detrimental as MNEs may violate the expectations of stakeholders in their home country. We propose that the rise of nationalism amplifies concerns about violating the expectations of home-country stakeholders, subsequently discouraging an MNE from engaging in identity switching. Furthermore, we argue that the impact of home-country nationalism is conditioned by the MNE's dependence on the host market as well as its external identification with the home country. We test our arguments using a sample of East Asian MNEs aiming to establish their intellectual property rights in the United States. To test our theory, we employ a difference-in-differences design and exploit a rise in home country nationalism in China prompted by the US-China Trade War. Our results broadly support our theory. Additionally, our post-hoc analysis indicates that, although avoiding identity switching might help MNEs respond to the increasing nationalism in their home country, they may forego the benefits of this strategy, as evidenced by a lower likelihood of their patent applications being granted.

IM: Nationalist Movement Against Foreign Subsidiaries' Parent Country and General Managers' Exits

Author: **Hui ZHANG**, *City U. of Hong Kong*
Author: **Wenjie Liu**, *City U. of Hong Kong*

With the global rise of nationalist movements, general managers (GMs) are of greater importance in navigating foreign subsidiaries through the turbulent environment. However, little is known about whether GMs would stay or leave during the nationalist movement against foreign subsidiaries' parent country. Building upon the social identity theory, we argue that GMs' affiliation with the foreign subsidiaries from the target country enables them to be perceived as outgroup members and suffer severe outgroup biases during the nationalist movement, forcing them to leave. Compared with local GMs, expatriate GMs are more inclined to leave because their foreign national identity complements their organizational identity, and further strengthens their perceived outgroup membership and generate greater outgroup bias. Moreover, GMs are more likely to leave in foreign subsidiaries with greater perceived outsidership but less likely to leave in cities with more intergroup contacts with the target country. Using the anti-Japan nationalist movement in 2012 out of the Diaoyu/Senkaku Islands issue in China as the research context, we analyzed the stay-or-leave decisions of 4009 GMs in Japanese subsidiaries based on the survival analysis and found support for our propositions. We contribute to the research on executive changes in foreign subsidiaries by standing on the side of GMs (supply) to study their responses to the nationalist movement. We also contribute to social identity research by showing that the nationalist movement is an important impetus for individuals' identity-deviant activities and explicating the varying interaction effect of the dual identities of local and expatriate GMs. We extend the literature on the impact of nationalism by showing its influence on managerial careers in multinational enterprises.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Managing Knowledge Sharing in the MNE

Session Moderator: **Vera M. Schweitzer**, *U. of Cologne*

IM: Work Characteristics and Power-Distance Orientation Predict Knowledge Behaviors Across Countries

Author: **Vera M. Schweitzer**, *U. of Cologne*

Author: **Ulrike Fasbender**, *U. of Hohenheim*

Author: **Fabiola Heike Gerpott**, *WHU Otto Beisheim School of Management*

Knowledge is a competitive advantage for international businesses. So far, however, research streams on micro- and macro-predictors of knowledge processes in organizations remain rather disconnected. First, we add to micro-level research by identifying interpersonal work characteristics (contact quality, task interdependence) as crucial determinants of individual knowledge behaviors (knowledge sharing and hiding). Second, bringing in a macro-level perspective, we further suggest that the proposed relationships are affected by cultural values (specifically employees' power-distance orientation). We draw from the dialectic tension model of knowledge behaviors, postulating that knowledge hiding and sharing have distinct underlying motives and can, therefore, occur simultaneously. We combine this with a social exchange perspective, arguing that the exchange of knowledge in social relationships depends on interpersonal work characteristics and culturally rooted expectations. Analyzing a sample of 10,339 employees from seven countries, we find that in terms of micro-level antecedents, employees' task interdependence serves as a double-edged sword by both increasing knowledge sharing and hiding, whereas positive contact quality with colleagues fosters sharing and hampers hiding. Power-distance orientation as a macro-level factor strengthens the effect of task interdependence on knowledge behaviors. Unexpectedly, employees with a higher power-distance orientation more strongly refrained from knowledge hiding when perceiving high contact quality.

IM: Knowledge Sharing in MNCs: Leadership, Hierarchical Similarity, and Cultural Orientation

Author: **Qaisar Iqbal**, *King Fahd U. of Petroleum and Minerals*

Author: **Katarzyna Piwowar-Sulej**, *Wroclaw U. of Economics & Business*

This study uses social exchange theory to investigate the mediating effect of psychological empowerment (PE) on the link between servant leadership (SL) and cross-border knowledge sharing (CBKS) practices. It also investigates the contingent role of collectivism and individualism (individual employee cultural orientation) on the "PE-CBKS" relationship, as well as the moderated-moderating effect of hierarchical similarity (HS). By employing a time-lagged survey study among 199 MNC representatives in Saudi Arabia, SL was found to influence CBKS indirectly through PE. In the presence of greater collectivism, the link between PE and CBKS is strengthened, however, individualism does not moderate the "PE-CBKS" relationship. The presence of HS amplifies the interaction effect (individual cultural orientation and PE) on CBKS. The empirical findings encourage the management of MNCs to apply SL, focus on the individual characteristics of their employees, and develop PE so as to foster knowledge sharing across borders.

IM: Microfoundations of Knowledge Sharing in a Multisectoral Partnership for Grand Challenges

Author: **Carla Sacchi**, *Dept of Business Studies Uppsala U.*

Knowledge sharing is key for multisectoral partnerships, where partners from different sectors (e.g., private firms, public authorities, etc.) collaborate to tackle grand challenges, such as antibiotic resistance, an interdisciplinary problem afflicting the pharmaceutical market as well as global health. This paper asks how knowledge sharing among partners is enabled or prevented in the case of a multisectoral partnership for the grand challenge of antibiotic resistance. A contextualized single-case study of a Swedish multisectoral partnership for antibiotic innovation is analysed with a microfoundations approach. The study finds that, despite some tensions arising in the individual microfoundations, the structure and process of the partnership allow for socialization and individual intrinsic motivations to drive the knowledge sharing. Moreover, the nature of knowledge meant as "domain-specific" is found to be more relevant than the traditional tacit-explicit classification. Beyond these theoretical contributions, the study offers some implications for policy and practice, to support managers of this type of partnerships and policy makers dealing with grand challenges.








IM: Navigating Frictions: Firm Capabilities to Integrate Foreign-Generated Knowledge

Author: **Roisin Donnelly**, *Tilburg U.*

Author: **Daniel Gelsing**, *Tilburg U.*

This paper explores the MNC capabilities in a foreign country that allow the firm to transfer and integrate its innovations from knowledge clusters to other firm operations. Adopting a frictions perspective, we focus on which institutional contexts create stronger needs for recombination capabilities and relational capital. We propose that cultural distance to other firm operations introduces stable and predictable frictions, making recombination capabilities and relational capital particularly salient for the integration of knowledge to other firm locations. Conversely, in host countries with high political frictions, firm capabilities are less adept at addressing the institutional context. Our findings, based on a sample of 1620 MNCs in high technology industries from 33 countries from 1994 to 2019 and their patenting behavior, generally support these hypotheses.

KEY TO SYMBOLS

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

Redefining Leadership Management & Organization: Innovation and Inclusion Across Diverse Domains








Organizer: **Jennifer Robin Bishop**, *Impact of Gender Diversity on work Performance at Work place*
Discussant: **Larry Clinton Clay**, *Assistant Professor at Marymount U.*
Presenter: **Stacey Morin**, *Marymount U.*
Presenter: **Dalithia Smith**, *Weatherhead School of Management, Case Western Reserve U.*
Discussant: **Sherida Haughton**, *Marymount U.*
Presenter: **Roxanne Jimenez**, *Weatherhead School of Management, Case Western Reserve U.*
Presenter: **Jennifer Robin Bishop**, *Impact of Gender Diversity on work Performance at Work place*
Presenter: **Dereck Faulkner**, *Case Western Reserve U.*

"Redefining Leadership, Management, and Organization: A Call for Innovation and Inclusion Across Diverse Domains" "Leadership is not merely about positions or titles; it's a perpetual commitment to innovation and inclusion, transcending traditional norms and shaping a future that celebrates diversity across all domains." - Dr. Jennifer R. Bishop In recent years, a discernible shift in the discourse surrounding leadership, management, and organizational practices has prompted a critical reevaluation of established norms. This transformative trend extends across diverse domains, from sports leadership to executive diversity in Fortune 500 companies and collaborative initiatives addressing social issues. These scholarly inquiries challenge traditional perspectives, urging a reconsideration of conventional approaches to leading, managing, and organizing. In sports leadership, the conventional emphasis on individualistic prowess attributed to franchise owners, team executives, and coaches has come under scrutiny. The paper "What constitutes a great leader in sports?" challenges this narrative, highlighting the organic emergence of effective sports leadership practices through the efforts of quality upper management. It underscores the importance of holistic, fluid, agile, mindful, strategic, and service-based leadership indicators adopted by upper management, transcending the narrow focus on wins and losses. This paper prompts reflection not only on preconceived notions of sports leadership but also on broader paradigms in leading, managing, and organizing. Turning our attention to executive diversity, the underrepresentation of African Americans in C-Suite positions within Fortune 500 companies stands as a glaring incongruity. Diversity, Equity, and inclusion programs, a disproportionate limitation persists, necessitating a critical examination of conventional paradigms. A comprehensive study, rooted in qualitative methodology, explores the factors influencing the advancement of African Americans into executive-level positions. Trust emerges as a key differentiator, challenging traditional notions of meritocracy and urging a paradigm shift in conventional approaches to leading, managing, and organizing for true diversity and inclusion. The exploration of collaborative initiatives addressing social issues further amplifies the need for rethinking conventional ways of leading, managing, and organizing. While collaboration has gained momentum, a significant gap in understanding persists, particularly in the context of the relationship between nonprofit organizations and the business sector within urban food deserts. The study delves into the multifaceted dynamics of organizational collaboration, challenging prevailing notions and urging a reconsideration of conventional paradigms in community development. Finally, the examination of white delusion within organizations reveals a critical focal point in the discourse on racial disparities. The Unmasking White Delusion: DEI model, developed within the framework of critical race theory, offers a comprehensive approach to address and dismantle white delusion. By systematically reviewing literature and aligning with the three phases of the model—denial, evaluation, and implementation—organizations are equipped to proactively confront and mitigate the adverse effects of white delusion, redefining conventional ways of leading, managing, and organizing for true diversity and inclusion. These diverse papers collectively call for a reexamination of conventional paradigms across various domains, advocating for a more inclusive, equitable, and innovative approach to leadership, management, and organization.

Redefining Leadership, Management, and Organization: Innovation and Inclusion Across Diverse Domains

Author: **Jennifer Robin Bishop**, *Impact of Gender Diversity on work Performance at Work place*

KEY TO SYMBOLS

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

Session Type: **Symposium**

Program Session: **1483** | Submission: **12834** | Sponsor(s): **(MC)**

Scheduled: **Monday, Aug 12 2024 1:15PM - 2:45PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Roosevelt 3A**

Uncovering the Hidden Economic Value of Social Capital



Organizer: **Raghida Abdallah Yassine**, *Adelphi U.*

Presenter: **Jim Hazy**, *Adelphi U.*

Discussant: **Gita Surie**, *Adelphi U.*

Discussant: **Charles BAKER**, *Adelphi U.*

Presenter: **Mohammad Amirhosseini**, *U. of East London*

This symposium addresses the challenge in advances in technology like generative AI and pandemic effects that have reshaped workplace dynamics and have made the future of work difficult to imagine by exploring complementary sides of these dynamics. It emphasizes the interplay of the dynamics between humans and technology, particularly focusing on the economic value of human interactions and the ethical implications of AI and technology use. Firstly, it explores ways that the economic value that is created by human interactions with other humans and with intelligent machines, can be measured and quantified. Secondly, it explores examples of how Generative AI and other technology platforms are trained by and used by humans in what arguably can be an exploitation of uninformed human participants who transfer their value to the owners of physical and financial capital. This echoes with the need to comprehend the personal development implications of AI in the workplace and how it affects employees, especially within the framework of post-COVID changes in personal values and ambitions. Thirdly, it discusses leveraging human and social capital to create financial value in the form of intellectual property, exploring the value of choice and risk diversification. It specifically highlights AI-enabled technology platforms that gather human interaction data thus providing insights and supporting individual professional development, thereby making the previously intangible “missing” information available and actionable.

Uncovering the Hidden Economic Value of Social Capital

Author: **Raghida Abdallah Yassine**, *Adelphi U.*

Author: **Jim Hazy**, *Adelphi U.*

Author: **Mohammad Amirhosseini**, *U. of East London*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Employability and Management Education

Session Moderator: **Olufolake S. Ogunsola**, *Academy for Educational Development*

MED: Nigerian Grand Challenge: College Graduates Employability (WITHDRAWN)  

Author: **Olufolake S. Ogunsola**, *Academy for Educational Development*

Author: **Hamid H. Kazeroony**, *Walden U.*

Nigerian employers face the challenge of recruiting and retaining competent workforces. Most college graduates cannot perform basic office tasks. The problem is that employers in service organizations need to adopt strategies to support Nigerian higher education institutions to enhance graduate employability. This qualitative single case study explored an employer in a service organization's strategy to support Nigerian higher education institutions in improving college graduate employability. The stakeholder theory underpinned this study. Using purposeful sampling, five managers and five graduate employees were interviewed in a service organization in Lagos, Nigeria. Data were analyzed using pattern-matching logic after triangulation of emerging themes from interviews and triangulating the themes with internal and external organizational artifacts. Research results showed that employers have yet to support higher education institutions in enhancing the employability of graduates. A potential positive social change was that its findings could help establish impactful collaboration between higher education institutions and employers in the service sector to boost graduate employability and minimize college graduates' unemployment. Keywords: Graduate employability, unemployment, employer strategy, higher educational institutions

MED: Enhancing Career Adaptability Through Service-Learning in Business Education

Author: **Dave Bouckennooghe**, *Brock U.*

Author: **Adam Michael Kanar**, *Cornell U.*

This study examines career adaptability in graduating business students, focusing on the role of person-situation interactions. Utilizing data from 215 students, it explores how perceptions of service-learning project quality and utility influence the relationship between learning goal orientation and career adaptability. Results indicate that both project quality and utility value, along with learning goal orientation, positively correlate with career adaptability. However, while project quality enhances this relationship, perceived utility value diminishes it. These findings offer insights into optimizing service-learning to foster career adaptability, highlighting the importance of aligning educational experiences with students' learning orientations.

MED: Graduate Employability in the AI-Driven Economy  

Author: **Hanady Basheer**, *Higher Colleges of Technology*

Author: **Hong Bui**, *Birmingham City U.*

Author: **Kendall Jarrett**, *U. of Chester*

The emergence of artificial intelligence (AI) has assumed a pivotal role in shaping the contours of contemporary business education. Business schools confront the challenge of innovating management education to meet the dynamic demands of an AI-driven economy. They find themselves at a critical juncture of adaptation that will have a profound impact on their graduates' future direction and success. Anchoring on stakeholder theory and social learning theory, this qualitative research explores the intricate interplay between business schools, employers and graduates with a focus on enhancing graduate employability in the context of a technologically advanced non-western nation. It formulates an empirically derived model that delineates how business schools can effectively respond to the evolving needs of stakeholders to ensure that graduates are equipped to thrive in the ever-evolving AI-centric world of work. It makes several significant contributions to the existing literature, including a graduate employability ecosystem model that sheds light on factors influencing the employability of business graduates.

MED: Global Competency of Business School Graduates: Lessons from Other Knowledge Creating Organizations   

Author: **Muralee Das**, *U. of Maine*

Author: **Fiona Devlin**, *Ivanhoe Grammar School, Australia*

Being Globally Competent is a major goal of accredited business schools' outcomes for their graduates. Business schools utilize their curriculum and teaching as important mediators to create student global competency outcomes. However, these graduates have already experienced many years of schooling prior to university that may have shaped their attitudes on global matters. What then are these antecedents? Thus, in our exploratory study, we investigate using the largest ever worldwide assessment of global competency in education- the PISA 2018 dataset of 356,000 high school students from 66 countries. We first theorize that higher levels of global mindedness in high school students can result in their increased global competency. Second, as past research shows xenophobia (fear of immigrants) exists amongst U.S undergraduate business school students, we also theorize that high school students' attitudes on immigrants is an important mediator of their global competency. Both our hypotheses were supported. The major contribution is for business schools to learn from high schools as fellow Knowledge Creating Organizations, and include a major antecedent —attitudes on immigration—as a key topic in curriculums and teaching, potentially increasing global competencies of business school graduates.

 **MED: Entrepreneurial Competencies in Vocational Training: The Road Towards Students' Employability?**

Author: **Olivier Toutain**, ESC Dijon Burgundy School of Business

Author: **Michela Loi**, U. of Cagliari

Author: **Matteo Opizzi**, department of economics and business - U. of Cagliari

This work aims to enhance our understanding of how the teaching of entrepreneurial competencies is conceived in the second level of education and how this relates to students' employability by drawing a qualitative investigation into six schools located in France. Achieving this understanding is fundamental to overcoming the lack of empirical knowledge regarding the readiness of the educational system to react to the pressure on competitiveness and employability, which is recurrent in policymakers' discourse regarding the main goals of the educational system. We identified three different perspectives that view the teaching of entrepreneurial competencies: (i) as an emancipatory tool that enables students to set their preferred jobs, (ii) as a way to complement the set of skills students should possess in the vocational and educational training system, (iii) as a not necessary means to employability, as these competencies are not critical in the job market. We highlighted a heterogeneity in the stakeholders' view, leading us to introduce the concept of ecosystem awareness as a way to share visions among stakeholders that make sense for teaching entrepreneurial competencies to all the actors directly or indirectly involved in the educational system.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Technological Innovation and Knowledge Diffusion in Historical Context

Session Moderator: **Anna Spadavecchia**, *U. of Strathclyde*

This session explores the historical context of technological innovation and knowledge diffusion, investigating the factors that drive the spread of innovation across borders and industries.

MH: The Diffusion of Technological Knowledge in the Interwar Period: The Mobility of Inventors, UK-USA

Author: **Anna Spadavecchia**, *U. of Strathclyde*

This paper examines the role of inventors in the international diffusion of technological knowledge in a context of fragmented and nationalistic intellectual property rights. It is based on a novel dataset of inventors associated with more than 8,000 patents granted in the USA to British inventions in the years between the two world wars, and on qualitative archival records. The paper highlights the elusive microfoundations of the inventors' connectivity and demonstrates that inventors were important conduits of technological knowledge through their travels and networks.

MH: How Can the Toyota Production System Continue to be a Source of Competitive Advantage?

Author: **Katsuki Aoki**, *Meiji U.*

This study examines relationships between rhetorical history and firms' competitive advantage by pursuing the following research question: How strategic resources facing a serious risk of imitation can continue to be a source of competitive advantage? It analyzes qualitative data on the Toyota Production System (TPS) collected from a total of 40 interviews with 22 of Toyota's current and former members, as well as from historical archives, such as Toyota's corporate history, articles focusing on Taiichi Ohno, and his speeches. My analysis reveals that the use of rhetorical history by outsiders plays the role of distracting public attention from the essential aspects of the firm's strategic resource (or TPS), thereby making it difficult for outsiders, including competitors, to identify imitation targets. It also reveals that the use of rhetorical history by insiders plays the role of keeping inside members focusing on the essential aspects of the strategic resource, while allowing them to evolve that resource in response to environmental changes. This study highlights that it is the mutual effects of using rhetorical history by outsiders and insiders that allow strategic resources facing a serious risk of imitation to continue to be a source of competitive advantage.

MH: Examining Network-Enabled Responses to Deglobalisation in Historical Perspective

Author: **Emily Buchnea**, *Newcastle Business School, Northumbria U.*

Author: **Nicholas Wong**, *Newcastle Business School, Northumbria U.*

Cycles of globalisation and deglobalisation can be especially impactful for business networks and network actors (firms). Given both patterns of globalisation/deglobalisation and the dynamic nature of networks, a historical perspective is essential in examining how firms experience and respond to eras of deglobalisation. This paper contributes to the understanding of experiences and responses to deglobalisation through a historical case study of a pre-modern trade network and a selection of the key firms operating within the bounds of this network. The historical case study is constructed using a variety of archival data and complemented by an exploration of network structure and composition through network visualisations. We investigate how firms respond to deglobalisation by utilising their network and, in turn, how this impacted their business in the long run. Crucially, we offer alternate perspectives of how firms manage their businesses in times of deglobalisation and suggest that these periods can provide opportunities for some firms, which can translate into positive outcomes in subsequent periods.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

For Money or Not? Monetary Incentives and Professional Pursuits as Work Motivations

Organizer: **Xiawei Dong**, *Hong Kong U. of Science and Technology*
Discussant: **Maura Mills**, *U. of Alabama*
Discussant: **Kevin T Leicht**, *U. of Illinois at Urbana-Champaign*
Presenter: **Thomas Talhelm**, *U. of Chicago Booth School of business*
Presenter: **Danila Medvedev**, *U. of Chicago Booth School of business*
Presenter: **Andrea Fischbach**, *German Police U.*
Presenter: **Xiawei Dong**, *Hong Kong U. of Science and Technology*

This symposium explores the multifaceted motivations that drive people to work beyond monetary incentives. Firstly, the symposium investigates the effect of culture on monetary and psychological work motivations. Secondly, it discusses the role of professional pursuits in motivating people to work. Understanding and examining these motivations have significant implications for management theory and practices, regarding reward or incentive system design, job design, and improving employee well-being.

The Motivating Effect of Monetary Over Psychological Incentives Is Stronger in WEIRD Cultures

Author: **Thomas Talhelm**, *U. of Chicago Booth School of business*
Author: **Danila Medvedev**, *U. of Chicago Booth School of business*
Author: **Diag Davenport**, *Princeton U.*
Author: **Yin Li**, *Yale U.*

Time Is Money? Psychological Contracts and Ambiguity of Pay Shape Work Motivation in 28 Countries

Author: **Danila Medvedev**, *U. of Chicago Booth School of business*
Author: **Thomas Talhelm**, *U. of Chicago Booth School of business*








The Work Role as Profession: Motivation and Well-Being in the New World of Work

Author: **Andrea Fischbach**, *German Police U.*
Author: **Nicolai Kleineidam**, *German Police U.*
Author: **Nele Feldbusch**, *German Police U.*
Author: **Judith Komaki**, *City U. of New York*

When People Could be Motivated to Build the Professional Self? Cultural Relational Concerns Matter

Author: **Xiawei Dong**, *Hong Kong U. of Science and Technology*
Author: **Xialing Chen**, -

KEY TO SYMBOLS

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

(Meta) Cognition and Decision-Making in Learning and Work

Session Moderator: **Julia Coff**, *NYU Stern School of Business*

MOC: Molded by the Ghost: How Physicians Use—and Cease Using—Predictive AI to Learn a Mental Model

Author: **Julia Coff**, *NYU Stern School of Business*
Author: **Elisabeth Yang**, *Yale School of Management*
Author: **Anyada Assavabhokhin**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Batia Mishan Wiesenfeld**, *New York U.*

Scholarship on human-AI collaboration has demonstrated that using AI can stymie learning, induce dependence, and erode human decision making capabilities. Here, we make the case for an alternative path emerging from the use of AI for decision support. In evaluating the clinical deployment of a predictive AI tool in the early days of COVID-19, we discovered that AI use enabled physicians to incidentally learn a mental model. Our exploratory, longitudinal research featured a survey, an interview study, and a controlled experiment that revealed three discoveries. First, users derived from their use of the AI an understanding of the data that mattered, how to interpret it, and how to extrapolate from it to make decisions. They then used this mental model in the absence of the AI tool, itself. Second, owing to having learned this mental model, individuals who used the AI for decision support went on to make better decisions without it. And third, this incidental learning may have undermined decision support over time, as a result of negative feedback loops whereby learning reduced reliance. We contribute to the literature on learning from technology use and on human-AI teaming by illuminating a heretofore overlooked means by which predictive AI use can enable learning and improve autonomous human capabilities. We also shed light on the potential for incidental learning to undermine AI use, over time, with paradoxical implications for how users work with AI.

MOC: When and Why Employees Can (Cannot) Learn from Their Errors: From a Cognitive Rumination Perspective

Author: **Kaili Zhang**, *East China U. of Science and Technology*
Author: **Ellen Choi**, *Ted Rogers School of Management, Toronto Metropolitan U.*
Author: **Pisitta Vongswasdi**, *WHU Otto Beisheim School of Management*

Treating errors as workplace goal-nonattainment, and applying the cognitive theories of rumination, we investigate how employees' daily error commission may affect their learning outcomes (i.e., next-day task efficacy) through two after-work ruminative processes: maladaptive rumination (i.e., affective rumination) and adaptive rumination (i.e., problem-solving pondering). Furthermore, we posit that the effect of daily error commission on these ruminative processes depends on the extent to which individuals consider their errors as goal-nonattainment, which we argue will be affected by error controllability and perceived error management climate. In a 10-day experience sampling investigation of 109 employees (N = 1,090), we found that daily error commission is negatively related to next-day task efficacy via affective rumination, and is positively related to next-day task efficacy via problem-solving pondering. Furthermore, we found both error controllability and perceived error management climate mitigate the negative link between error commission and next-day task efficacy via affective rumination, such that the negative indirect relationship was weaker under either higher error controllability or higher error management climate. Error controllability was also found to mitigate the positive link between error commission and next-day task efficacy via problem-solving pondering, such that the positive indirect relationship was weaker under higher error controllability. Our study contributes to theory and practice by elucidating the processes and outcomes related to individuals' learning from errors at work.

MOC: Financial Literacy is Not Enough: The Moderating Effect of Metacognition on Debt Management

Author: **JUNSU PARK**, *Dongguk U.*
Author: **Do-Yeong Kim**, *Ajou U.*
Author: **Lisa Son**, *Barnard College (Columbia U.)*

How well do college students manage multiple debts that differ in interest rates and sizes? Amar and colleagues (2011) found that when asked to play a debt management game, US college students had difficulty lowering total remaining debt due to debt-account-aversion (DAA) – a bias describing an irrational tendency to repay small debts more quickly than larger debts, while ignoring interest rates. The current study was designed to see if there are individual difference factors that contribute to these deviations. Using a sample of US and Korean college students, two experiments were conducted to examine (a) if financial literacy (FL) would relate to debt repayment performance; and (b) whether FL would interact with the accuracy of metacognitive monitoring (MM) in FL in improving performance. In Experiment 1, we demonstrated that US students' FL and its MM at the global level complemented each other to lower total debt. The same was found in Korean students in Experiment 2, further evidencing a three-way interaction between FL and two different types of MMs at the local level – MMKnowing and MMNot Knowing. Specifically, Korean students who were highly accurate in monitoring their performance on the don't know answered items (i.e., high MMNot Knowing) benefited from becoming financially literate in terms of the total debt, compared with their low MMNot Knowing counterparts. This interaction persisted when Korean students were poorly accurate in monitoring their performance on the correctly and incorrectly answered items (i.e., low in MMKnowing) but disappeared when they were high in MMKnowing.

MOC: Behavioral Decision-Making in Project Complexity: A Meta-Cognition Perspective

Author: **Pankaj Vishram Jadhav**, *Weatherhead School of Management, Case Western Reserve U.*

Since the projects operate in a dynamic environment, the interest in understanding project uncertainty and complexity has a long history in organizational behavior studies. However, even though little research has investigated behavioral decision-making in projects, the reflection of interactions of behavioral decision-making happening across multi-paradigms of projects is further ignored. Through the reflective study reported here, we elaborate on the theory concerning behavioral decision-making in multi-paradigms of project complexity. Using the onto-epistemological view, we identify the phenomenological interactions occurring among multi-paradigms in a project and define the mechanism of the phenomenological meta-cognitive regulation through which these interactions occur by forming the meta-cognitive strategies of mental contrasting used in those. My findings indicate that, through the acquisition of meta-cognitive knowledge and meta-cognitive awareness, developing the meta-cognitive strategy of mental contrasting is used to regulate each interaction between different phenomena like the plan, risk, ambiguity, and uncertainty. As a result, using these meta-cognitive strategies of mental contrasting, project managers and stakeholders can navigate through the complexity of projects by making behavioral decision-making-based interactions in projects.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



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Diversity-oriented



Selected as a Best Paper

Religion, Values, and CSR Religion, Values, and CSR Religion, Values, and CSR



Session Moderator: **Vu Chu Tuan**, *School of Management, U. of Ottawa*

This session investigates the role of religion and religious values in shaping corporate social responsibility (CSR) practices, entrepreneurial intentions, and business education.

MSR: Religious Involvement and Entrepreneurial Intention: The Role of Well-Being

Author: **Vu Chu Tuan**, *School of Management, U. of Ottawa*

Author: **Trang Pham**, *Telfer School of Management, U. of Ottawa*

Author: **Hien Tran**, *Telfer School of Management, U. of Ottawa*

Purpose The purpose of the present research was to examine the relationships between religiosity, hedonic well-being, eudaimonic well-being, and entrepreneurial intentions. Drawing upon insights from Self-Determination Theory, we argue that religiosity has a significant influence on entrepreneurial intention and this relationship is mediated by eudaimonic well-being. **Design/Methodology/Approach** The first study tests the mediation effect on a sample of almost 20,000 individuals from different religions across countries. The second study uses Heckman's two-stage selection model, which was run on a sample of the general population including both secular and religious individuals. This would mitigate the issue of endogeneity and account for the fact that religion and religious involvement are intentional and as a result of choice. **Findings** Results indicate that a higher degree of religiosity is associated with higher level of eudaimonic well-being that consequently facilitates the formation of entrepreneurial intent. In contrast, religious involvement has an insignificant effect on hedonic well-being, which is negatively related to entrepreneurial intention. The findings corroborate the main findings that eudaimonic well-being benefits from religious participation facilitates entrepreneurial intentions. **Implications** The present results underscore the importance of understanding the mechanisms through which faith believers form entrepreneurial intentions through the intrinsic motivations from their religions. **Originality/Value** This is the first research to provide evidence on the link between religiosity and entrepreneurial behavior through the mediation of well-being according to the lens of self-determination theory. Second, we contribute to literature on the multifaceted nature of well-being and suggest that only eudaimonic well-being has a significant role as an outcome and resource in the enterprising process. **Keywords:** Religion, Religiosity, Entrepreneurship, Hedonic well-being, Eudaimonic well-being. **JEL classification:** Z12, L26, D73, B23.

MSR: Religion as a Cultural-Cognitive Institution in Internationalization of Women-Owned Enterprises

Author: **Michelle Roberts**, *GIBS Gordon Institute of Business Science*

Author: **Anastacia Mamabolo**, *GIBS/U. of Pretoria*

Research on the influence of religion on the internationalisation decisions of women-owned entrepreneurial businesses requires refinement. These internationalisation decisions include the purpose, location choice, and entry modes. The study drew on the cultural-cognitive institution to investigate the influence of religion on the internationalisation decisions of women-owned ventures. Narrative research was conducted on women who owned international business ventures in South Africa. The findings demonstrate that religion shaped the internationalisation intentionality of women. Their religious beliefs gave them meaning for internationalisation. Such religious intention led to the unsystematic belief patterns of internationalisation where women rely on divine provision, guidance, and opportunity orchestration. We found that religious beliefs do not influence location and entry mode decisions in isolation. The co-existence of economic and religious logic influenced the location and entry mode decisions. The study contributes to the literature on women's entrepreneurship, international entrepreneurship, and hybrid entrepreneurship.

MSR: Pedagogical Tensions? Exploring the Integration of Catholic Principles and Business Education

Author: **Andres Felipe Cortes**, *Sacred Heart U.*

Author: **Kathy Dhanda**, *DePaul U.*

Author: **Chelsea King**, *Sacred Heart U.*

Catholic universities tend to share educational purposes of developing a sense of service, forming ethical leaders, fostering moral virtues and social justice, among others. However, as criticisms against capitalism and the role of business in addressing societal and environmental problems increase, business schools in Catholic universities can face the challenge of aligning their institutional mission and values with learning objectives often focused on maximizing wealth, outperforming competitors, influencing consumers, among others. Is there a pedagogical tension between the principles of Catholic higher education and business education? If so, how can it be reconciled? This qualitative and exploratory study aims to illuminate these questions by interviewing business professors at Catholic universities. The study reveals divergent perspectives on the mission of Catholic universities, intriguing viewpoints about the presence of a pedagogical tension, and valuable suggestions at multiple levels of analysis to strengthen connections between business schools and the principles of Catholic education.

MSR: CEO Religiosity and the Corporate Pay Gap: A Values-Driven Approach

Author: **Florian Fuchs**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen U.*

The widening pay gap between CEOs and employees has raised significant societal concerns, prompting research to explore its causes. Given conflicting findings on causes of pay gaps, this study addresses the issue by introducing CEO religiosity as a novel antecedent, grounded in upper echelons theory. Drawing on previous research on the impact of CEO characteristics on pay dispersion and disparity, particularly the impact of political ideology, we propose a values-driven approach to understand variations in pay gaps among firms. We argue that religiosity, as a personality characteristic strongly tied to morality and risk aversion, offers a more nuanced perspective on the causes of pay gaps than previously researched antecedents. Using data of S&P 500 firms for the years 2000-2022, we confirm the hypotheses that CEO religiosity correlates with lower pay dispersion to employees outside of the top management team (TMT), reduced vertical pay disparity from the CEO to the TMT, and diminished horizontal pay disparity within the TMT. This study contributes to understanding of the values underpinning pay setting and supports CEO religiosity as a significant personality characteristic influencing corporate decisions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Selected as a Best Paper

Micro, Meso, and Macro Level Findings of Religion in the Workplace



Session Chair: **Denise Daniels**, *Wheaton College*
Discussant: **Derek Lief**, *U. of Michigan*
Discussant: **Reed Priest**, *U. of Minnesota*
Presenter: **Helen Chung**, *Seattle Pacific U.*
Participant: **Annie Kato**, *Seattle Pacific U.*
Presenter: **Min-Dong Lee**, *Wheaton College*
Participant: **Hannah Stolze**, *Lipscomb U.*
Participant: **Elaine Howard Ecklund**, *Rice U.*

Religion is one of, if not the most important part of many employees' identities. Because faith-based values, practices, and assumptions inform many customer and employee behaviors within organizational settings, it is productive to consider religion's implications across multiple levels of analysis within the organization. Structured around micro, meso, and macro levels of analysis, this symposium addresses relevant research findings of religion at work. At the micro level we examine the differences in individual expressions of faith at work between managers and employees. At the meso level we examine the impact of religious employee resource groups on perceived meaning and DEI outcomes, the relationship between the religious mission of an organization and its employees' experience of meaning, as well as how organizations' religious identities may attract more diverse employees. Finally, at the macro level we examine how a religious best workplace certification connects with organizations' ratings on online evaluation sites. Attendees from both applied and academic fields will benefit from a more well-rounded understanding of religion's influence on organizational dynamics and outcomes.

Differences in Internalized and Externalized Faith Expression Among Managers and Employees

Author: **Denise Daniels**, *Wheaton College*
Author: **Min-Dong Lee**, *Wheaton College*
Author: **Hannah Stolze**, *Lipscomb U.*

Religious Employee Resource Groups: Outcomes for Organizations and Their Employees

Author: **Helen Chung**, *Seattle Pacific U.*
Author: **Annie Kato**, *Seattle Pacific U.*

When the Heart of the Matter is a Matter of the Heart: Organizational Alignment and Worker Calling

Author: **Denise Daniels**, *Wheaton College*
Author: **Elaine Howard Ecklund**, *Rice U.*
Author: **Derek Lief**, *U. of Michigan*

Religious Organizational Identity and the Attraction of Human Capital: A Field Experiment

Author: **Derek Lief**, *U. of Michigan*

Christian Certification Minimally Relates to Organizations' Glassdoor and Indeed Presences

Author: **Reed Priest**, *U. of Minnesota*

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Selected as a Best Paper

Family Matters: Family as a Source of Stress and Well-Being

Session Moderator: **Nan Li**, *Peking U., School of Psychological and Cognitive Sciences*

OB: **Technostress and Information Security Behavior Beyond Compliance: A Work-life Resource Perspective**

Author: **Nan Li**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **Xuejing Song**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **Zhongda Wu**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **Changqin Lu**, *Peking U., School of Psychological and Cognitive Sciences*

With the accelerated pace of information technology development and adoption, organizations have to secure their information systems in pursuit of sustainable growth and employees can play critical roles in promoting information security. In particular, employees are required to exhibit not only in-role compliance behavior but also extra-role participation behavior concerning information security. Three studies were conducted to investigate employees' information security compliance and participation behaviors in the context of technostress. Study 1 (N = 838) provides initial evidence for the validity of two dimensions (i.e., compliance and participation) of information security behavior across two samples. Study 2 (N = 252) next finds a negative effect of technostress on both compliance behavior and participation behavior of information security. With a resource-centric perspective, Study 3 (N = 369) further reveals the mediating role of work-life imbalance in the link between technostress and employee information security compliance and participation behaviors, and such a negative link can be buffered when employees receive life support from their supervisors. Altogether, these findings demonstrate the expanded connotations of information security behavior and provide a novel resource-centric perspective to understand the mechanism of work-family imbalance. We also highlight the practical value of supervisors' support for life as a resource supplement that can buffer the negative effect of technostress.

OB: **How Narcissistic Rivalry Shapes Crossover Effects of Work-Induced Ego Depletion**

Author: **Xiaoyu Gan**, *Durham U. Business School*
Author: **Kristin Hildenbrand**, *U. of Sheffield*
Author: **Malcolm Patterson**, *U. of Sheffield*

This research aims to explore the crossover effects of work-induced ego depletion in couples. Drawing on self-regulation theory, we investigate the effect of employees' daily work-induced ego depletion onto employees' and spouses' next-day relationship tension via spouses' end-of-day ego depletion, we also examine how narcissistic rivalry shapes these relationships. Utilizing a daily diary method and dynamic structural equation modelling, we analyzed data from 153 couples over ten consecutive workdays (resulting in a total of 1,512 observations). Our findings reveal that employees' daily work-induced ego depletion crosses over, significantly influencing their spouses' end-of-day ego depletion. However, spouses' end-of-day ego depletion did not relate to increased next-day relationship tension rated by either employees or their spouses. Instead, employees' and spouses' narcissistic rivalry acted as moderators, spouses' narcissistic rivalry strengthened the indirect impact of employees' work-induced ego depletion on the spouses' perceived next-day relationship tension via spouses' end-of-day ego depletion. Conversely, employees' narcissistic rivalry weakened the indirect impact of employees' work-induced ego depletion on the employee's perceived next-day relationship tension via the spouses' end-of-day ego depletion. Our study enhances understanding of how daily work-induced ego depletion crosses over to affect relationship tension, contingent upon the narcissistic traits of both employees and their spouses.

OB: **When and How Family Financial Pressure Promotes Versus Inhibits Proactive Career Behavior**

Author: **Jie Liu**, *School of Economics and Management, Beijing U. of Posts and Telecommunication*
Author: **Hui Chen**, *Beijing U. of Posts and Telecommunications*

Drawing on conservation of resources theory, this study aims to offer a nuanced understanding of the relationship between family financial pressure and proactive career behavior. We propose that harmonious and obsessive work passion serve as the mechanisms through which family financial pressure may influence proactive career behavior and that the focal employee's family motivation serves as a critical boundary condition that determines whether family financial pressure may promote or inhibit proactive career behavior through different types of work passion. We tested our conceptual model using data collected from 276 employees drawn from various private enterprises in China. The results showed that when family motivation was high, family financial pressure had a positive indirect effect on proactive career behavior by enhancing obsessive work passion. In contrast, when family motivation was low, family financial pressure had negative indirect effects on proactive career behavior by reducing both harmonious and obsessive work passion. Theoretical contributions and practical implications are discussed.

OB: **Navigating Work and Family Conflicts: How Embeddedness Shapes Satisfaction**

Author: **Matthew Aplin-Houtz**, *Brooklyn College*
Author: **Benjamin John Blackford**, *Northwest Missouri State U.*
Author: **Claudia Araceli Hernandez**, *Northwest Missouri State U.*
Author: **Sean Leahy**, *Loyola U. Chicago*
Author: **Stephanie Merritt**, *U. of Missouri, St. Louis*
Author: **John Patrick Meriac**, *U. of Missouri - St. Louis*

The challenge of balancing work demands with personal life is a prevalent issue in today's workforce, often resulting in conflicts that can diminish job satisfaction. Due to this practical concern, this study seeks to understand how community and work embeddedness—an individual's sense of belonging—interact with family-work conflict (FWC) and work-family conflict (WFC) to affect job satisfaction. This issue was addressed by two studies with different U.S. employee samples. The first study (n = 396) examined how FWC, WFC, and embeddedness to work and community affect general job satisfaction in our theoretical model. The second study (n = 277) examined job satisfaction factors as a dependent variable. The study shows that community and work embeddedness boost job satisfaction and that FWC and WFC complexly affect these dynamics. The studies reveal how personal life conflicts and professional embeddedness affect the nuances of job satisfaction. This paper concludes by discussing the implications of these findings for theory and practice, acknowledging the research's limitations, and offering managers targeted recommendations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



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Selected as a Best Paper

The Good, The Bad, and The Situation

Session Moderator: **Muhammad Mustafa Raziq**, *U. of Sharjah*

OB: **Exploring Situation Strength and Trait Activation for Emergent Leadership** 

Author: **Muhammad Mustafa Raziq**, *U. of Sharjah*

Author: **Marya Tabassum**, *NUST Business School, National U. of Sciences and Technology, Islamabad*

Author: **Naukhez Sarwar**, *National U. of Sciences and Technology (NUST)*

Purpose: We explore person-situation interactions, which enable the emergence of individuals to informal leader status. Drawing on the concepts of situation strength and trait activation, we present insights into an emergent leader's person-situation interactions. We explore weak and strong situations through the lens of situation strength and use trait activation theory to explore how emergent leaders' traits assist them in dealing with weaker situations. Methodology/Design: We selected 40 individuals from nine agile teams from five IT organizations using purposive sampling. Semi-structured face-to-face interviews were conducted. Each interview was undertaken with multiple agile teams' members and lasted 45-60 minutes each. Findings: Findings suggest that weaker situations provide a more suitable context for team members to emerge as informal leaders. The emergent leader relies on emotional intelligence when dealing with risks and work-related stress; extraversion in times of workplace stress and conflict; open-mindedness to handle interpersonal and task conflicts; trustworthiness in risks and conflicting situations; intellectual humility for workplace stress; and cultural intelligence for interpersonal conflicts. Originality: Emergent leaders emerge from within teams without having a formal leadership assigned role. Little is known with regard to person-situation interactions, which enable the emergence of individuals to informal leader status. We contribute to the emergent leadership literature by exploring different person-situation interactions conducive to leader emergence.

OB: **Workplace Cyberbullying, Employee Wellbeing, and Intention to Stay in Remote and Hybrid work setting** 

Author: **Nimitha Aboobaker**, *Assistant professor Cochin U. of Science and Technology*

Author: **Shanujas V**, *Assistant Professor, Digital U. Kerala, Kerala, India - 695317*

Purpose: The advent of information and communication technologies in workplace settings has broadened the range of bullying behaviours that can manifest in the digital realm. However, there is a lack of knowledge concerning the impact of situational factors on employees' perceived cyberbullying within the workplace framework. Broadly, this study aims to investigate the effects of workplace cyberbullying on employees' wellbeing at work and their intention to stay with the organization, across two groups of employees: those who work in a fully remote mode and those employed in hybrid work arrangements. Design/methodology/approach: The current descriptive and time-lagged study was conducted among a sample of 373 employees who work in the information technology (IT) sector in India, in either fully-remote or hybrid mode. The study utilized self-report questionnaires, which employed previously validated questionnaires. The hypotheses were tested using structural equation modeling and multi-group analysis using IBM SPSS, AMOS, and STATs Tools Package. Findings: The results demonstrate that cyberbullying negatively affects wellbeing at work and employees' intentions to stay with the organization. Remote-work employees experienced higher effects of workplace cyberbullying on their wellbeing at work. Also, the indirect effect of wellbeing at work was more pronounced and influential among remote work employees than hybrid work employees, suggesting the need for tailored support and resources for remote workers. Multi-group analysis across employees working in remote and hybrid work arrangements revealed that the relationship between workplace cyber-bullying and wellbeing at work is statistically stronger for remote-work employees. Originality: This study represents a novel approach to developing and evaluating a theoretical model that explores the relationship between workplace cyberbullying, wellbeing at work, and the intention to stay with the organization within the context of remote/hybrid work arrangements. The findings offer theoretical and practical implications regarding the impact of workplace cyberbullying on job outcomes and aim to bridge a gap in current research. Particularly, the study highlights the positive outcomes of hybrid work over remote work and offers recommendations to mitigate the negative experiences among employees who work remotely.

OB: **Daily Goal-Disruptive Events Increase Truck Drivers' Fuel Consumption via Anger and Happiness** 

Author: **Prisca Brosi**, *Kühne Logistics U.*

Author: **Wladislaw Rivkin**, *Trinity Business School, Trinity College Dublin*

Author: **Henrik Leopold**, *Kuehne Logistics U.*

Author: **Jason D. Shaw**, *Nanyang Technological U.*

Author: **Jan C. Fransoo**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*

This research examines truck drivers' emotions to understand how organizations can reduce carbon emissions. Based on affective events theory and functional emotion theory, we examine the influence of truck drivers' emotional reactions to goal-disruptive events, i.e., anger and happiness, on fuel consumption. Furthermore, we test alternative theoretical perspectives, i.e., the buffering and undoing effect of positive emotions versus empathetic emotional congruence, to understand how the communication between drivers and dispatchers changes truck drivers' emotional reactions. Daily examining truck drivers over the course of four weeks and combining survey data with archival data on communication and driving behavior, we show that both anger and happiness in reaction to goal-disruptive events increase fuel consumption by changing driving behavior. Furthermore, our data lends support to the empathetic perspective on driver-dispatcher communication. Positive driver-dispatcher communication strengthened both the negative relationship between goal-disruptive events and happiness as well as the positive relationship between goal-disruptive events and anger. These results show that organizations can address truck drivers' emotions to reduce carbon emissions by lowering goal-disruptive events and fostering emotionally congruent communication between drivers and dispatchers.

OB: **Ethical Leadership Increases Employees' Prosocial Behavior Towards the Public**  

Author: **Shuoli Wang**, *School of Business Administration Hubei U. of Economics*

Author: **Yajun Fan**, *Economics and Management School, Wuhan U.*

Author: **Daoming Sun**, *Economics and Management School, Wuhan U.*

The relationship between ethical leadership and organizational effectiveness has been well-established. Does ethical leadership make the world a better place? This remains an open question. Drawing on social cognitive theory, the present study investigates how and when ethical leadership in the workplace shapes employees' prosocial behavior towards the public (PBP). Specifically, we examine the mediating role of employees' public service motivation and the moderating role of employees' other-interested orientation underlying the relationship between ethical leadership and employees' PBP. Using a longitudinal research design in China (Study 1) and a scenario-based experiment in the UK (Study 2), we found that ethical leadership in work increases employees' PBP, and public service motivation mediates this relationship. Furthermore, other-interested orientation positively moderates the association between ethical leadership and public service motivation. The theoretical and managerial implications of our findings are further discussed.

OB: **The (In) Congruence Effect of Subordinates' and Supervisors' Supportive Response to AI on LMX** 

Author: **MANQING XIN**, *School of Economics and Management Tsinghua U.*

Organizations hope their employees can better adapt to AI. Existing literature on human-AI interaction identifies two typical responses of humans towards AI: aversion and appreciation. While investigating the reasons behind these reactions, evidence is provided for the benefits of supportive responses to AI, such as acceptance and trust. However, previous studies have not adequately addressed the uniqueness of organizational contexts. Employees in an organization do not interact with AI in isolation; the heterogeneity in individual responses to AI means that employees and their leaders are likely to react differently to AI. Drawing on leader-member exchange theory and research on person-environment fit, this study examines the impact of the perceived congruence between an employee's supportive response to AI and that of their leader on LMX quality. The congruence leads to better LMX quality, even at low levels of fit. Our predictions were broadly supported by a survey and two experiments. We also identified nuanced differences in this impact between generative AI and discriminative AI. For LMX quality, the least ideal congruence condition depends on the role AI plays for both parties.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leading to Creativity

Session Moderator: **Soobin Park**, *Seoul National U.*

OB: The Relationship Between Conflict Asymmetry and Creativity

Author: **Soobin Park**, *Seoul National U.*

Author: **Jin Nam Choi**, *Seoul National U.*

We examine the effects of conflict asymmetry between leaders and members on creative performance of individual members and the team. We theorize distinct contributions of leader-member asymmetry in relationship and task conflict toward individual and team creativity. We tested our theoretical propositions using a field data collected from 53 leaders and 153 members. Our analysis results of polynomial regression equations and response surface model supported that individual creativity is high when both leader and member perceive low relationship conflict. Unexpectedly, the leader-member asymmetry in relationship conflict is positively related to team creativity as compared with leader-member symmetry. For task conflict, the analysis results were consistent for individual and team creativity in that at both levels of analysis, the low leader-high member asymmetry in task conflict was related to high creativity than the high leader-low member asymmetry. The present multilevel analysis exhibited different functions of leader-member conflict asymmetry in relationship and task conflict for individual and team creativity.

OB: The Role of Organizational Support and Psychological Capital for Migrants' Entrepreneurial Behavior

Author: **Désirée Martinez-Schroeder**, *Chair for Technology & Management, TU Dortmund U.*

Author: **Corinna Vera Hedwig Schmidt**, *Chair for Technology & Management, TU Dortmund U.*

Migration is a global phenomenon that provides a variety of opportunities for employing organizations. Migrants possess unique capabilities which seem to facilitate an entrepreneurial mindset and entrepreneurial behavior. Characterized by innovation, proactivity, and risk-taking, entrepreneurial behavior in the workplace represents a potential source for organizations' competitive advantage. Consequently, it is important to understand how organizational and personal resources favor the entrepreneurial behavior of migrants in organizations. Drawing on conservation of resources theory, we investigate the relationship between organizational support, operationalized as perceived support from the supervisor and perceived support from senior colleagues, and the entrepreneurial behavior of migrants. We further shed light on the mediating role of psychological capital as a relevant personal resource of migrants. In a survey-based study with 123 employed migrants in Germany, we find that both perceived support from the supervisor and perceived support from senior colleagues positively relates to migrants' entrepreneurial behavior. These relationships are mediated by migrants' psychological capital. The results of our study contribute to the literature on organizational behavior by empirically showing that personal and organizational resources are key drivers of migrants' individual entrepreneurial behavior in the workplace. Adding to research on leadership, we specifically highlight the role of senior colleagues. We also discuss implications for practitioners and future research.

OB: Decoding Ambidextrous Leadership: Its Measurement, Behavioral and Trait Requirements

Author: **Meltem Ceri Booms**, *KU Leuven*

Author: **Jeroen Stouten**, *KU Leuven*

Author: **Hein Wendt**, *Independent Consultant*

Opening and closing behaviors, the interaction of which is used to measure Ambidextrous Leadership (AL), have received considerable amount of interest and empirical testing over the last years. Despite this investment, however, the field is still in need for further investigations of AL in multiple ways which we aim to address in our research with two different studies. The first study enabled us to resolve an issue that has been long-standing in the literature. Specifically, with 5 sequential sub-studies, we developed and validated a scale to measure opening and closing behaviors. Our second study including 76 leader-subordinate dyads working in innovation contexts aided us in addressing some of the propositions made on AL in the literature. We found that, contrary to the expectations, unbalanced profiles where opening behaviors were predominantly adopted by leaders more strongly predicted followers' innovative workplace behaviors (IWB). Furthermore, the same study yielded that although high levels of self-monitoring, cognitive complexity and future orientation are possessed by innovation leaders, the former two were found to be the main enablers to become ambidextrous and to balance opening and closing at high levels. Our results extend the current AL theory in several ways and have practical implications for managers and organizations, which we discuss at the end of the paper.

OB: Distant, yet Connected: Exploring Centrifugal & Centripetal Forces in Team Creative Problem-Solving

Author: **Matthias Felix Sinnemann**, *Westfälische Wilhelms-U. Münster*

Author: **Elka Thevanesan**, *Ruhr U. Bochum*

Author: **Laura Marie Edinger-Schons**, *U. of Hamburg*

Author: **Janick Edinger**, *U. of Hamburg*

Author: **Matthias Weiss**, *Zeppelin U.*

Author: **Likoebe Maruping**, *Georgia State U.*

During collective creative problem solving in organizations, centrifugal forces (CFFs) cause team members to diverge and gather different information, whereas centripetal forces (CPFs) ensure that the resulting diverse perspectives are orchestrated into common action. Herein, leadership behavior and possible changes in leader-follower interactions play a decisive role in balancing these diverging forces. Accordingly, and drawing on Sheremata's model of CFFs and CPFs during teamwork, we first theorize that an interplay of team decentralization (CFF) and team connectedness (CPF) promotes creative problem-solving. Moreover, we integrate this view with Adaptive Leadership Theory and postulate that frequently changing leader-follower interactions are beneficial to creative problem-solving in teams with pronounced decentralization. In an escape room study with 50 five-person teams, data on team decentralization and team connectedness of the individual members was collected through sociometric badges. Moreover, team adaptive leadership was examined through video observations. The associated findings confirm that an interplay of team decentralization and team connectedness potentially boosts creative problem-solving. Further, team adaptive leadership tends to be particularly beneficial when collaboration is characterized through high decentralization.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Me, Myself, and I: The Self and Work Outcomes

Session Moderator: **Sevag Kertechian**, *ESSCA School of Management*

OB: **Exploring the Interplay of Body Images and Micro-Level Management** 

Author: **Sevag Kertechian**, *ESSCA School of Management*

Author: **Hadi El-Farr**, *Rutgers U., School of Management and Labor Relations*

Our investigation delves into the nuanced connection between body image and micro-level management, with a specific focus on the impact on employee vigor in work engagement. We argue that an ongoing discourse surrounds the significance of body image in human well-being, particularly within the workplace—a domain that has been marginally explored to date. Positioning self-esteem as the linchpin that transcends disciplinary boundaries, we advocate for scholars across management disciplines to delve into the study of body image. Employing the social comparison theory as our conceptual framework, we shed light on the intricate interplay between body image and organizational dynamics. Utilizing cross-sectional data from a robust sample of 860 U.S. employees, rigorously examined through structural equation modeling, our findings present valuable insights for interventions aimed at improving employee well-being and nurturing positive body image in professional settings. Noteworthy outcomes include a direct positive correlation between positive body image and vigor in work engagement, coupled with a direct negative association between negative body image and vigor in work engagement. Moreover, our research identifies the pivotal role of self-esteem in mediating the relationship between negative body image and vigor among employees. This study pioneers an interdisciplinary exploration, casting illumination on the convergence of organizational behavior and body image—a terrain that warrants further investigation.

OB: **How Perceived Algorithmic Control Affects Workplace Well-Being: A Self-Determination Theory Approach**

Author: **Qiao Chang**, *U. of Science & Technology Beijing*

Author: **Xiao Xiao**, *U. of Chinese Academy of Social Sciences*

The original intention of introducing artificial intelligence (AI) is to enhance human well-being. However, the prevalence of AI applications driven by algorithmic control has led to conflicting emotional experiences among employees within organizations. The central paradox lies in how algorithmic control can augment employees' positive emotional experiences and simultaneously mitigate the generation of negative emotional experiences, which is crucial for widespread acceptance of AI among humans. Drawing on self-determination theory, we propose that the contradictory influence of perceived algorithmic control on workplace well-being, mediated by basic psychological needs satisfaction and frustration, this indirect effect is contingent upon employees' level of mind perception, encompassing their perception of the algorithm's experience and agency. In study 1, multisource, time-lagged two-wave survey data from 882 gig workers by a market research organization validated the antagonistic impact of perceived algorithmic control on workplace well-being via basic psychological needs satisfaction and frustration, respectively, and employees' perceived experience and perceived agency played pivotal roles in shaping this relationship, respectively. In study 2, time-lagged three-wave survey data from 118 gig workers on ride-hailing platforms revealed a mediating effect and did not reveal a moderating effect. These results offer a new theoretical perspective that helps to reconcile previous, seemingly contradictory findings on the relationship between algorithmic control and workplace well-being. Moreover, we offer practical implications for interventions aimed at promoting positive emotional experiences among employees when working with algorithms.

OB: **Giving Yourself Grace in the Workplace: Relational Mechanism Linking Self-Compassion and Performance** 

Author: **Takaki Ohya**, *Auburn U.*

Self-compassion, defined as compassion extended toward oneself, is becoming increasingly vital in modern society, where risks related to mental health are increasing due to an uncertain work environment. However, how does self-compassion affect employee performance? Although self-compassion is known to be beneficial to an individual's psychological functioning, how it affects performance in the workplace has not yet been fully examined despite its importance. Therefore, we examine how self-compassion affects various types of employees' work performance (i.e., task performance, organizational citizenship behaviors, and counterproductive work behaviors). Relying on the self-determination theory, we predict that self-compassion affects work performance through relatedness need satisfaction, which is a distinct mechanism from competence need satisfaction that previous literature has focused on. Two survey studies (n = 217 and 145) reveal that self-compassion has a positive indirect effect on organizational citizenship behaviors via relatedness need satisfaction, while the indirect effects of self-compassion on task performance and counterproductive work behaviors are only partially supported. In addition, conscientiousness moderated the relationship between relatedness need satisfaction and task performance. These results suggest that self-compassion may affect important work outcomes through a socially driven mechanism and have a boundary condition and potential negative consequences.

OB: **Loneliness Hampers Leadership Emergence** 

Author: **Nuria Tolsa-Caballero**, *U. of Michigan, Ross School of Business*

Author: **Julia Lee Cunningham**, *U. of Michigan*

Despite having the qualities needed to become leaders, many people are reluctant to assume leadership roles. We suggest that loneliness can be an important deterrent for the emergence of leaders. In Study 1, a survey of employees and their supervisors (n = 691) found that feelings of loneliness are associated with a lower willingness to lead, with lower leader identity endorsement, and with lower leadership self-efficacy. Leadership self-efficacy mediated the relationship between leader identity endorsement and the willingness to lead. In Study 2, a sample of MBA consulting teams (n = 85) revealed that students who felt lonely engaged in less informal leadership (as rated by their peers). Consistent with Study 1, loneliness also predicted lower leader identity endorsement and lower leadership self-efficacy. Study 3 (n = 604) provided evidence that beliefs about leadership as a lonely endeavor dampen the endorsement of a leadership identity, with higher perceived image risk from leading mediating this relationship. This research highlights the importance of fostering human connections in leadership to motivate people to step up and lead. Fostering a sense of connectedness in organizations can not only enhance the well-being of its members, but also boost the emergence of leaders.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Are You OK? Well-Being at Work

Session Moderator: **Shumin Zheng**, *U. of Edinburgh*

OB: **Having Fun and Thriving: The Impact of Fun HR Practices on Employee Thriving at Work**

Author: **Xue Han**, *Renmin U. of China*
Author: **Yuhui Li**, *Renmin U. of China*
Author: **Jie Li**, *Xi'an Jiaotong-Liverpool U.*

Research interest in thriving at work has burgeoned over the past decades, but we still know little about how HR practices affect employees' thriving. Drawing on self-determination theory and P-O fit theory, we developed and tested a moderated mediation model to explain how fun HR practices enhance employee thriving at work. Data collected from two studies, a scenario experiment (N = 164) and a time-lagged survey (N = 253), provided support for our hypotheses. Specifically, our results revealed that fun HR practices positively predict employee thriving at work and this relationship is mediated by autonomous motivation. Further, fun HR practices translate into higher autonomous motivation and subsequent thriving when employees have higher preference for workplace fun. This research contributes by providing a more nuanced understanding of the psychological process through which HR practices affect employee outcomes, and how HR practices benefit employees contingent upon individual characteristics. Implications for practice, limitations and future research directions are then discussed.

OB: **Alone or With Others? An Event-Based Study on Taking Eating and Drinking Work Breaks and Well-Being**

Author: **Shumin Zheng**, *U. of Edinburgh*
Author: **Kristina Potocnik**, *U. of Edinburgh*
Author: **Yumeng Yue**, *U. of Edinburgh business school*

Drawing on effort-recovery model, self-determination theory and work and non-work transition literature, this paper examines the influence of the presence of others during eating and drinking work breaks on both during-break well-being and post-break work-related well-being. We further explore the potential moderating effect of the presence of others in the pre- and post-break to examine whether taking breaks with others has the compensation or interruption effect on employee well-being. Using two nationally representative time use surveys from the US and UK, respectively, we found that compared to taking breaks alone, the presence of others during breaks was related to both higher level of during-break well-being and post-break work-related well-being in the US; however, the UK findings have shown the opposite results. The presence of others during breaks tends to compensate for the absence of others in the pre-break work episode on during-break well-being, and the presence of others in the post-break work episode tends to interrupt employee psychological flow of being alone and leading to decreased well-being in the post-break work episodes. This paper advances theory on work breaks and provides insights into how the presence of others during break can influence employee well-being.

OB: **The Double-Edged Sword Effect of Corporate Environmental Policy (CEP)**

Author: **Xinyi Hua**, *Sun Yat-Sen U.*
Author: **Lixian Qian**, *Xi'an Jiaotong-Liverpool U.*
Author: **Puwen Shang**, *School of Business, Sun Yat-sen U.*

Despite the rising interest in corporate environmental policy (CEP), our understanding of the underlying mechanisms linking CEP to employee positive or negative behavior, and the circumstances in which both relationships are magnified or attenuated is still incomplete. Adopting the conservation of resources (COR) theory and self-determination theory (SDT), we develop a multilevel model of employee green and non-green behaviors, explaining why and when CEP leads some employees to actively embrace green activities and others to resist doing so or engage in non-green behavior. Using two-wave data from a large-scale survey, we test a moderated mediation model in which CEP positively affects employee green self-efficacy and role overload, resulting in the increased green and non-green behaviors, respectively. Besides, we find that autonomous motivation strengthens the indirect effect of CEP on employee green behavior through green self-efficacy, and controlled motivation reinforces the impact of CEP on employee non-green behavior by increasing their perception of role overload. Our findings contribute to a more balanced understanding on the double-edged sword effect of CEP by revealing its benefits and detriments and shedding light on the psychological mechanisms and contextual conditions that foster or impede how CEP is indirectly translated into employee green behavior. We also discuss ethical and practical implications for promoting environmental policies and initiatives, providing preliminary evidence for CEP's potential downside that may induce employee counterproductive behavior.

OB: **Silent Treatment for Increasingly Speaking Truth to Power: Whom do Managers Ostracize Less?**

Author: **Nadia Y. Yu**, *NEOMA Business School*
Author: **Anita Starzyk**, *NEOMA Business School*
Author: **Mingjian Zhou**, *Harbin Institute of Technology at Shenzhen*

This study provides new insights into the potential negative consequences of employee voice. We investigate when voicers who speak out more frequently over time may (not) face managerial ostracism. We collected multi-wave data from employee-manager dyads in China. Managers assessed employee voice and task proficiency at three different moments over 18 months, and employee emotion management tactics at the second wave (T2). Employees assessed managerial ostracism at the third wave (T3). Random coefficient modeling and multi-level analyses revealed that on average, high levels of both promotive and prohibitive voice were associated with reduced levels of managerial ostracism. More importantly, increases in both promotive and prohibitive voice accounted for higher levels of managerial ostracism. However, employee task and interpersonal competence moderated these relationships. Employee emotion management tactics attenuated the positive relationship between positive promotive voice trajectories and managerial ostracism. Similarly, increased task proficiency attenuated the positive relationship between positive prohibitive voice trajectories and managerial ostracism. Thus, when employees who speak up can manage their emotions well and/or improve their performance, the more frequently they speak up over time, the less likely they are going to suffer from being ostracized by their managers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Bridging Across Member Differences in Teams

Session Moderator: **Johannes Stark**, *Kühne-Logistics U.*

OB: Social Class Diversity, Team Performance, and the Critical Role of Social Class Transitioners

Author: **Johannes Stark**, *Kühne-Logistics U.*

Author: **Christian Troester**, *Kühne-Logistics U.*

Author: **Niels Van Quaquebeke**, *Kühne-Logistics U.*

Social class diversity, ubiquitous in organizations, is typically associated with intergroup biases, as social class is a highly salient characteristic, and social class differences are associated with disparities in material resources and social rank. Drawing on team diversity research, we argue that due to class-related biases, social class diversity has a negative effect on team performance. However, while management researchers have recently explored individual-level effects of social class, team-level effects of social class diversity on performance have been neglected. Contrary to other diversity dimensions, people regularly transfer between social classes and should therefore identify with different social class categories. Hence, we hypothesized that transitioners engage in stimulating information elaboration in class-diverse teams, which ultimately translates into higher team performance. In an online experimental study including 235 teams à 3 members, we found that as compared to non-diverse teams, diverse teams performed better, if they included a transitioner than if they did not include a transitioner. Moreover, transitioners' stimulation of information elaboration accounted for said effects. By investigating the critical role of social class transitioners in diversity effects on team performance, we contribute to team diversity literature that has mainly focused on stable diversity categories as well as on team-level moderators.

OB: Interorganizational Collaboration in Contexts of (Mitigating) Value Conflict

Author: **Kenneth Nygaard**, *Aalborg U. Business School*

Author: **Jacob Brix**, *Aalborg U. Business School*

Author: **Morten Graversgaard**, *Aarhus U.*

Until now, the premise for the theory of interorganizational collaboration and learning has been twofold: 1) organizations that collaborate generate better results compared to working individually on the same task, and 2) organizations that collaborate are assumed to have shared values. The novelty of our study lies in the revelation that organizations with clear, explicit value conflicts can also deliver better results when collaborating. Our case study focuses on the implementation of the EU Water Framework Directive in Denmark in 2014. In this empirical setting, water councils, consisting of protectors and users of watercourses, were created with the task of co-producing solutions to implement the directive. By employing a multi-method research strategy design, we contribute new knowledge to the literature on interorganizational co-production, offering a fresh perspective on engaging in collaborative governance with stakeholders having conflicting values. Our results challenge the assumption that interorganizational co-production is only beneficial when based on shared values. Strong indications suggest that work group climate plays a crucial role in interorganizational theories. Additionally, the presence of outsiders in the work group, such as local politicians, influences the groups toward consensus-seeking behavior. These findings are significant as we anticipate more value-conflicting collaborations to address the social and ecological challenges faced by a large part of the world.

OB: Neurodiversity in Work Teams: A Conceptual Framework and Research Agenda  

Author: **Narda Quigley**, *Villanova U.*

Author: **Alysha Meloche**, *Villanova U.*

The study of neurodivergence in the workplace has increased in recent years, with more conceptual and empirical work in management and organizational studies. The literature on work groups and teams, however, has not yet begun to incorporate neurodiversity as a dimension of workgroup composition. We develop a multilevel conceptual framework of neurodiversity in work teams that acknowledges it as an important and underexplored input that can influence team processes, emergent states, and outcomes. Further, we develop propositions that specify the ways in which contextual (organization-level intersectional inclusion and team-level inclusive leadership) and structural (team task interdependence and universal design) elements enable the positive impact of neurodivergent team members on team processes and emergent states. Importantly, these contextual and structural elements may be helpful in amplifying the positive contributions of all individuals working in teams, not just those who identify as neurodivergent.

OB: The Scope of Inter-Team Collaboration: The Impact of Within-Team, Inter-Team, and TMT Faultlines  

Author: **Qin Su**, *Xi'an Jiaotong-Liverpool U.*

Author: **Fei Liu**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*

Author: **Wuyang Chen**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*

Extant faultline research has documented the negative impact of team faultlines within teams, such as intensified conflict and lower performance. However, few studies have investigated the impact of faultlines across team boundaries. In this study, we draw on the meso paradigm to investigate the impact of multi-level faultlines, including within-team, inter-team, and top management team (TMT) faultlines, on inter-team collaborations, and then team performance. Based on the complexity bias and the out-group/homogeneity bias studies on inter-group perceptions and motivations, we propose that within-team faultlines will promote rather than inhibit inter-team collaboration. Besides, based on the meso paradigm, we propose that TMT faultlines and inter-team faultlines work as the references for team members to locate collaboration partners across borders, which means that members are more likely to collaborate with members from the same TMT subgroups or inter-team subgroups. Results from an archival dataset of 12,508 agents working in 1,983 teams from 706 shops and a survey study of 494 agents working in 97 teams from 32 shops provided support for most of the hypotheses. Theoretical and practical implications are discussed.

Author: **Jiang Xu**, *Beijing Sport U.*

Author: **Chao Lei**, *School of Management, Huazhong U. of Science and Technology*

Author: **Han Gao**, *Guanghua School of Management, Peking U.*

Although empirical evidence has preliminarily documented the impacts of team time urgency diversity on team performance, knowledge about how this process unfolds within organizations and the consequences for other aspects of team functioning is limited. Drawing upon Leading Diversity model (LeaD) and literature on team temporal diversity, we develop and test a model that specifies when and why team time urgency diversity promotes versus inhibits (a) team coordination effectiveness, (b) team performance, and (c) team organizational citizenship behavior (OCB). Results from a time-lagged and multi-source field survey of 87 teams suggest that the relationship between team time urgency diversity and team processes is contingent on the extent of leader planning. Specifically, when leader planning is lower (vs. higher), team time urgency diversity has a negative (vs. positive) effect on team shared temporal cognition and a negative (vs. non-significant) effect on team temporal complementarity. Furthermore, both team shared temporal cognition and team temporal complementarity exert positive effects on (a) team coordination effectiveness, (b) team performance, and (c) team organizational citizenship behavior. Implications for theory and practice are discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

You Have Personality!

Session Moderator: **Tyler Nicole Abayon Fezzey**, *U. of Alabama*

OB: **Illuminating Dark Careers: A Meta-Analysis of the Dark Triad and Vocational Interests**  

Author: **Tyler Nicole Abayon Fezzey**, *U. of Alabama*

Author: **Peter Harms**, *U. of Alabama*

Author: **Marcus Crede**, -

Author: **Nic Lowery**, *U. of Alabama, Tuscaloosa*

Academic research and mainstream media have raised concerns about the damage individuals exhibiting narcissistic, Machiavellian, and psychopathic tendencies create in organizational settings. As such, understanding where these individuals are likely to seek employment is critical to the proper management of organizations. To clarify these relationships and inform managers on where these individuals are likely to seek employment, we extracted relationships among the D3 traits and RIASEC interests from 32 independent samples (N = 13,679) from 2001 to 2023. Our results demonstrate that all three traits are strongly drawn toward enterprising professions and that Machiavellians and psychopaths are repelled by social vocations, suggesting that individuals with these traits are drawn to roles that allow them to exert influence over others, but their attitudes toward social interactions differ. Subgroup analyses on methodological factors indicated that published journal articles, online panels, and brief unidimensional measures of the D3 traits tend to skew effect sizes. Moderator analyses also showed a gender difference in some Machiavellianism and psychopathy effects but no notable differences in narcissism effects. The results largely suggest that the RIASEC framework may be too abstract to investigate these relationships completely and that unidimensional conceptualizations of the D3 traits may obscure underlying variations in these relationships. Overall, this research contributes to the broader understanding of the intricate interplay between personality traits and career choices and serves as a foundation for more nuanced future investigations.

OB: **How Developing Economy Entrepreneurs' Conscientiousness and Neuroticism Affect Business Formality**  

Author: **Christopher G. Pryor**, *U. of Florida*

Research on entrepreneurs and business formality in developing economies has generally assumed that entrepreneurs rationally balance costs and benefits when determining the appropriate level of formality for their businesses. While this research has made significant advancements to our understanding of the conditions and antecedents that lead to business formalization, the possibility that entrepreneurs are not fully rational decision makers but are, instead, affected by their personalities, cognitions, emotions, and motivations has not been deeply explored. This paper addresses this striking oversight and adopts an upper echelons lens to understand how entrepreneurs' personality, particularly entrepreneurs' conscientiousness and neuroticism, may affect their decision to formalize their businesses. Using a sample of 175 entrepreneurs in Uzbekistan, we find that conscientiousness and neuroticism are both positively related to businesses' formal status, but that these effects are strengthened and weakened, respectively, by entrepreneurs' access to alternative income. We also test indirect effects of conscientiousness and neuroticism on performance via businesses' formal status.

OB: **Using Multi-Informant Ratings to Distinguish Generality and Context Specificity in Personality** 

Author: **Michael P. Wilmot**, *U. of Arkansas Sam M. Walton College of Business*

Author: **Brian S. Connelly**, *U. of Toronto*

Distinguishing generality and context specificity in personality is one of the grand challenges of psychology. Extant research attempts to tackle this challenge by examining the agreement (or, consensus) between informants who rate targets' personality traits in different contexts (e.g., the consensus between family and friends), but this literature is highly fragmented. Accordingly, we present a new theoretical framework that synthesizes theories of person-situation interaction into three parameters whereby contexts influence personality expression and perception: Adherence (i.e., generality), adaptation (i.e., context specificity), and acuity (i.e., perceptual accuracy). We then test this framework by examining cross-context consensus among informant ratings of Big Five personality traits in a meta-analysis (k = 43 samples, Ntargets = 6,363) spanning four contexts (i.e., family, friends, colleagues, strangers) and a primary sample (Ntargets = 6,120) spanning four workplace roles (i.e., supervisors, peers, subordinates, clients). Across traits and contexts, cross-context consensus is moderate among informant ratings of personality (mean $r = .24$). Consensus is stronger when informants rate extraversion or when they are well-acquainted with targets (i.e., family, friends, colleagues), but it is relatively homogenous across workplace roles. Surprisingly, the primary obstacle to consensus is not inconsistent behavior by targets, but informants who are error-prone in their personality ratings. After correcting for this error, we find that approximately 80% of targets' personality expressions generalize across contexts and 20% are context specific. We conclude by discussing contributions and implications of findings, as well as limitations and future research directions.

OB: **Excellence Orientation: Conceptualization and Scale Development**

Author: **Harsimar Kaur**, *LM Thapar School of Management, Thapar Institute of Engineering and Technology*

Author: **Pradeep Kumar Hota**, *Indian Institute of Management, Udaipur*

Author: **Padmakumar Nair**, *LM Thapar School of Management Thapar U. Patiala (Punjab) India*

Author: **Aarushi Mahajan**, *LM Thapar School of Management Thapar U. Patiala (Punjab) India*

The study aims to introduce excellence orientation as a dimension of culture and to develop an instrument to measure it. The scale items were generated through an iterative process involving literature review, expert validation and group discussion. Parallel items were generated for both practices and perceptions. The data obtained were checked for Cronbach's-alpha reliability, item-total correlation, and exploratory factor analysis. Data obtained as a result of factor analyses show that the scale consists of a single factor for both practices and perceptions. The scale as a result of EFA was administered to a new sample to perform CFA. The fit indices obtained as a result of the confirmatory factor analysis showed that there was a fit between the model and the data and that the proposed model was at an acceptable level. As a result of the analysis, a 10-item excellence orientation scale (five items for practices and perceptions each) was developed in 5-point Likert type. According to the results obtained, it was determined that the excellence orientation scale is a valid and reliable measurement tool.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leaders Gone Bad: When Leaders Negatively Influence Followers

Session Moderator: **Isabeau Van Strydonck**, *Ghent U.*

OB: **Leaders' Performance Goals and Employees' Counterproductive Work Behavior**

Author: **Isabeau Van Strydonck**, *Ghent U.*

Author: **Adelien Decramer**, *Ghent U.*

Author: **Frederik Anseel**, *UNSW Sydney Business School, Australia*

Author: **Mieke Audenaert**, *Ghent U.*

In today's competitive world, organizations may value competitive leaders who strive to outperform others. Yet, past research shows that such leaders can also harm the organization through their own harmful attitudes and behaviors. In this paper, we contend that the detrimental effects highlighted in past research may reflect only part of the story, and that leaders who focus on outperforming others can also indirectly harm the organization by eliciting harmful behavior in employees. Drawing on Achievement Goal Theory, we propose that leaders with high performance-approach goals (i.e., striving to outperform others) will be more likely to provide their employees with comparative feedback, in which an employee's performance is discussed and evaluated by explicitly comparing it to the performance of other employees. Building on insights from Feedback Intervention Theory, we further argue that receiving comparative feedback from a leader will engender feelings of emotional exhaustion among employees, and eventually lead them to withdraw from their work by engaging in counterproductive work behavior. Data from a three-wave survey design using multi-source reports from 631 employees and 221 corresponding leaders supported our hypotheses. We discuss the implications of our findings for theory and future research and offer practical implications for organizations.

OB: **The Influence of Leader Perfectionism on Employee Work Rumination and Subsequent Work Behaviors**

Author: **Cuilian Zhang**, *Chongqing U.*

Author: **Yue Jing**, *Chongqing U.*

Author: **Ye Li**, *Nanjing U. School of business*

Author: **Wei Yan**, *Chongqing U.*

Although individual perfectionism has been gradually examined by scholars, existing findings on the impact of leader perfectionism are inconsistent. Based on the decision theory regarding dual information processes, this study focuses on two categories of leader perfectionism—leader perfectionistic concerns and strivings, exploring their effects on employee work rumination (affective rumination, problem-solving pondering), indirect effects on work behaviors (silence behavior, proactive skill development) via work rumination and the moderating role of employee perceived overqualification. Study 1a and 1b reveal that leader perfectionistic concerns promote employee affective rumination, and thus enhance their silence behavior. Simultaneously, leader perfectionistic strivings promote problem-solving pondering, thereby enhancing proactive skill development. Study 2a, 2b and 3 examine the moderating effect of employee perceived overqualification on the above paths. Specifically, compared with low perceived overqualification, high perceived overqualification weakens both the direct and indirect effects of leader perfectionistic concerns and strivings. Taken together, our findings provide a more integrated view to understand the effects of leader perfectionistic concerns and strivings.

OB: **How and When Leader Narcissism Helps or Hurts Team Proactivity? A Moderated Dual-Path Model**

Author: **Xin Liu**, *Renmin U. of China*

Author: **Jingni Dong**, *School of Business, Renmin U. of China*

Author: **Limei Chen**, *U. of Hong Kong*

Author: **Yu Yu**, *Southwestern U. of Finance and Economics*

Author: **Peter Harms**, *U. of Alabama*

Despite accumulating evidence supporting the importance of leader narcissism for follower outcomes, extant research has provided limited knowledge regarding the effectiveness of leader narcissism in influencing team proactivity. The present research aims to clarify this relationship by examining how and when leader narcissism helps or hurts team proactivity. Drawing on the Narcissistic Admiration and Rivalry Concept (NARC) model and social information processing theory, we propose a dual-path mediation model where leader narcissistic admiration and leader narcissistic rivalry differentially influence team proactivity by activating different collective regulatory foci. Moreover, we show that this process is moderated by team power distance value. Using a field study with multi-source and multi-wave data, we found that leader narcissistic admiration increased team proactivity through enhancing collective promotion focus, whereas leader narcissistic rivalry decreased team proactivity by triggering collective prevention focus. Furthermore, these two pathways were much stronger for teams with higher rather than lower power distance value.

OB: **Examining a Curvilinear Relationship Between CEO Narcissism and Firm Performance (WITHDRAWN)**

Author: **Sun Xiuli**, *Capital U. of Economics and Business*

Author: **Ning Guo**, *Peking U.*

Author: **Fan Yang**, *Southeast U.*

Previous research on CEO narcissism and firm performance has shown mixed findings, this may because narcissism is a multi-facet personality with both desirable and undesirable manifestations. Based on upper echelon theory and the behavioral threshold theory of narcissism, this research proposes that CEO narcissism may have a curvilinear effect on narcissism, through the mediating role of strategic decision speed. Results from a multi-source (CEO, CFO, TMT members) and multi-wave (three times) survey showed that CEO narcissism has an inverted U-shaped effect on firm performance and strategic decision speed mediates this effect due to its inverted U-shaped effect on firm performance. Furthermore, when technological turbulence is high rather than low, those two curvilinear relationships became stronger versus lower. The theoretical contributions and practical implications are discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Tell Me a Story: Insights from Qualitative OB Research

Session Moderator: **Elizabeth Ogbodo**, *TSM-Research, U. of Toulouse Capitole*

OB: **When Stars Lose Their Shine: A Qualitative Study of the Role of Workplace Envy**   

Author: **Elizabeth Ogbodo**, *TSM-Research, U. of Toulouse Capitole*

Author: **Audrey Rouzies**, *U. of Toulouse*

Author: **Tochukwu Delvis Emeka**, *U. of Nigeria*

This study delves into the intriguing dynamics of star employees and their interactions with their coworkers. Star employees are individuals distinguished by exceptional and desirable qualities, a proven track record of superior performance, elevated status, and substantial potential for future success compared to their colleagues. The research aims to explore the adverse effects of coworker envy on star employees and illuminate the underlying reasons for the negative influences of stars on coworkers and organizations. While non-stars are undeniably valuable assets to their star colleagues, this study suggests that they may also exert negative influences on stars. By exploring and categorizing the consequences of envy, the study introduces an innovative framework of perceptions of workplace envy. The research is based on a qualitative interview study involving 47 professionals, all of whom were star employees in their respective organizations. The findings uncover perceptions of envy and a range of consequences, influencing areas like well-being, work engagement, job performance, and organizational detachment. By revealing the complexities of consequences caused by envy, this research advances our understanding of how non-stars can negatively influence star employees and sheds light on the circumstances under which stars may lose their shine.

OB: **Tell Me how You Learn and I Will Tell You how You Innovate: An Exploratory Study at TELT**

Author: **Matteo Opizzi**, *department of economics and business - U. of Cagliari*

Author: **Taran Patel**, *Grenoble Ecole de Management*

Author: **Chirag Patel**, *Grenoble Ecole de Management*

Although the concept of learning culture is still poorly metabolized in the current scientific debate, an empirical body of knowledge demonstrates that it can affect several dimensions of organizational performance, including innovation. However, a substantial black box persists in the comprehension of the dynamics through which learning culture affects innovation in organizations. In addressing this gap, the present paper aims to disentangle the concept of learning culture and unrevealing how it might affect innovation. We point the light on the organizational setting of TELT (Tunnel Euralpin Lyon-Turin), which is an Italian French public company in charge of building the high-speed railway between Italy and France. 23 semi-structured interviews are conducted with managers directly involved with innovation, integrated with artifacts provided by the informants and field notes. After having delineated organizational learning along five sub-constructs, our findings reveal four distinct learning cultures coexisting in the organization, each of them having different attitudes towards innovation. Finally, we expose the tensions between learning cultures and their two-way hybrid forms that cohabit in TELT. Our study has sound implications for enriching scholarly debate in learning culture and innovation. It resolves the conceptual confusion pervading extant literature and highlights vibrant dynamics for what concerns learning culture. We conclude by offering insights regarding how the propensities of members of different cultures can be harnessed for an optimal innovation outcome, and also how their resistance to innovation can be overcome.

OB: **Recasting You, Recasting Me: Audiences and Identity Change in Platform-Based Creative Work** 

Author: **Dan O'Sullivan**, *UCL School of Management*

To understand creative work – around which scholarly interest is booming – it is vital to understand how creative workers view themselves: their creative identities. Research has demonstrated the impact of creative identity upon creatives' work dynamics and interactions with audiences. But research has yet to address how, conversely, creative work dynamics and audiences shape creative identity. Through a qualitative study of 40 platform-based creative workers (those using the platform Upwork to monetize their creativity), I explored these dynamics as they apply in a growing and highly relevant digital setting which is transforming how contemporary creatives source work. I found that, with increased exposure to platform dynamics over time, creatives' perceptions of their audience changed, which spurred unique threats to their creative identities. They addressed these threats through different combinations of changing the way they presented themselves on the platform and changing the meaning of their creative identities. The resultant theoretical model sheds light on how creative identities change over time. In so doing, this study contributes to the literatures surrounding identity, image, and creative work – and answers calls within them to explore further the impacts of audiences and temporality.

OB: **Caring Motivation at Work: A Missing Link in Understanding and Encouraging Resource Seeking** 

Author: **Oleksandr Tkachenko**, *U. of New Mexico*

Author: **Abigail Ortiz**, *U. of New Mexico*

Author: **Yan Chen**, *U. of Nevada Las Vegas*

To gain a better understanding of why healthcare workers engage in feedback-seeking and advice-seeking behaviors at work, we interviewed 13 non-clinical staff and 13 employees who provided direct patient care. We find that, in addition to self-directed motives, healthcare workers' care and concern for their patients, clients, co-workers, or supervisors were key to understanding their behavior. We explain the observed phenomenon through the lens of caring motivation at work, which we regard as employees' motivation to care about others. Building on data from our interviews and relevant studies, we examine the role and potential mechanisms of caring motivation at work that prompt the employee's resource-seeking behavior. By doing so, we advance the previous conceptualization of motives for employees' feedback seeking and underscore an important area of scholarship promising to aid managers and human resource professionals to foster employees' resource seeking in the workplace.

Author: **Maggie Boyraz**, *California State U. San Bernardino*

Author: **Rosemarie Gilbert**, *None*

This study explores remote work and the evolving motivations for working from home post-COVID-19 pandemic. It examines the impact of forced remote work on subsequent motivations to continue working remotely, partially or fully. The authors focus on front-line knowledge workers and their lived experiences with remote work. Self-determination theory (SDT) provided the theoretical basis for the study (Ryan and Deci, 2000; 2017). The authors employed semi-structured individual and group interviews (with 28 participants) and explored questions related to the shift in motivation to WFH due to the shift to WFH that occurred during the pandemic. Findings reveal a shift from extrinsic to intrinsic motivation among knowledge workers who experienced remote work during the pandemic. The study contributes by developing a theoretical model based on SDT in the context of remote work. In Phase 1, workers faced transitional challenges due to the abrupt shift. Over time, in Phase 2, they adapted and adjusted. Competence, relatedness, and autonomy—all aspects of SDT—increased motivation to work from home. However, factors like career advancement and lack of voice in creating WFH-related policies acted as demotivators. Despite these challenges, the desire for remote work, at least on a hybrid basis, persisted after the forced telecommuting experience during the pandemic.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Rethinking Customer Mistreatment at the Service Frontlines



Organizer: **Yu Wu**, *U. of Newcastle, Australia*
Organizer: **Nicholas Aaron Smith**, *Northern Illinois U.*
Organizer: **Nate Zettina**, *The U. of Sydney*
Discussant: **Danielle Van Jaarsveld**, *Sauder School of Business, U. of British Columbia*
Discussant: **Jaclyn Koopmann**, *Auburn U.*
Participant: **Kaixin Zhang**, *UNSW Sydney*
Participant: **Markus Groth**, *UNSW Sydney*
Participant: **Ilias Danatzis**, *King's College London*
Participant: **Jana Möller-Herm**, *Freie U. Berlin*
Participant: **Neha Bellamkonda**, *IIM Bangalore*
Participant: **Rahul Chandra Sheel**, *XLRI-Xavier School of Management*
Participant: **Mahesh Vaidyanathan Subramony**, *Northern Illinois U.*

Over recent years, disruptive forces including global events (e.g., pandemics, economic turmoil) and the rapid innovation in technology (i.e., service robots and AI) have introduced notable changes in the dynamics of service interactions between service workers and customers). These dynamic contextual shifts on the service frontlines necessitate comprehensive explorations congruent with the overarching theme of the upcoming 2024 Academy of Management Annual Conference, which emphasizes "innovating for the future." In response to these contextual shifts, it can be argued that there is a need for new theoretical lenses, examination of novel facets of customer mistreatment, and investigation of emerging mechanisms to unravel the complexity of customer mistreatment in evolving service settings. The aim of this proposed symposium is to foster discussion among scholars from multiple disciplines (e.g., HR, OB, Occupational Health, Marketing), with different theoretical and methodological perspectives, and conducting customer-mistreatment research in multiple national contexts (Australia, Canada, India, UK, and USA). By doing so, we aim to identify potential directions for the advancement of theoretical understanding, empirical research, and managerial policy with the context of the rapidly changing service frontlines.

The Effect of Emotional Appeals in Curbing the Customer-to-Customer Mistreatment

Author: **Ilias Danatzis**, *King's College London*
Author: **Jana Möller-Herm**, *Freie U. Berlin*

The Effect of Cognitive Appraisal of Customer Mistreatment on Employees' Well-being and Behavior

Author: **Kaixin Zhang**, *UNSW Sydney*
Author: **Markus Groth**, *UNSW Sydney*
Author: **Yu Wu**, *U. of Newcastle, Australia*

Too Drained to Smile and Serve, An Ego Depletion Perspective to Displaced Aggression

Author: **Neha Bellamkonda**, *IIM Bangalore*
Author: **Rahul Chandra Sheel**, *XLRI-Xavier School of Management*

The Impact of Different Types of Customer Mistreatment on Employees' Well-being and Attitude

Author: **Yu Wu**, *U. of Newcastle, Australia*
Author: **Markus Groth**, *UNSW Sydney*

The Impact of Different Customer Mistreatment Responses on Employees' Stress and Well-being

Author: **Nicholas Aaron Smith**, *Northern Illinois U.*
Author: **Mahesh Vaidyanathan Subramony**, *Northern Illinois U.*

KEY TO SYMBOLS

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

Hang In There! Stress and Resilience Research

Session Moderator: **Haien Ding**, *BI Norwegian Business School*

OB: Depletion from Self-Control: The Energy-Based Effects of Illegitimate Tasks on CWB

Author: **Haien Ding**, *BI Norwegian Business School*

Illegitimate tasks refer to tasks perceived as unreasonable or unnecessary and have been conceptualized as work stress threatening employees' health and well-being. Focusing on the symbolic meaning of task illegitimacy, numerous researchers delved into illegitimate tasks' affective and cognitive implications. However, comparably less is known about the energy-related cost of carrying out these tasks. In the current research, we draw from self-determination theory to develop a theoretical model to offer an energy-based elucidation of the relationship between illegitimate tasks and counterproductive work behavior against organization (CWB-O). In an experience sampling study involving 118 employees across ten working days (Study 1), we find that daily depletion mediates the positive indirect relationship between daily illegitimate tasks and daily CWB-O. We further validate the depletion effects of illegitimate tasks in a recall-based experiment (Study 2), finding that exposure to illegitimate tasks is positively related to depletion. Our results shed light on the energy-related consequence of exposure to illegitimate tasks.

OB: Moral Injury at Work: How Job-Related Value Violations Cause Psychosocial Harm

Author: **Matthew Crayne**, *Massry School of Business, U. at Albany*

Author: **Neil Shortland**, *U. of Massachusetts Lowell*

Author: **Jennifer Griffith**, *U. of New Hampshire*

Although management research has previously noted the importance of personal values in outcomes like fit and organizational commitment, how those values can be violated is less understood. Current management theory does not consider how an individual's values may be transgressed in the context of their work and what the consequences of those violations may be. Drawing from the clinical and military psychology literatures we introduce the concept of moral injury, a significant traumatic outcome resulting from violations of closely held values. We integrate what is known about moral injury with established organizational science research and theory, specifically values theory, to propose that moral injury serves as an explanatory mechanism between salient personal values and commonly studied psychosocial traumas. In doing so, this paper makes three contributions to the management literature. First, we introduce moral injury and explain its cognitive underpinnings as well as its distinction from other phenomena. Second, we generate a model and propositions regarding risk factors for and cognitive processes leading to moral injury, and further traumas as an outcome. Third, we provide suggestions for an agenda of future research that incorporate this model and explores the impact of moral injury in the broader occupational landscape.

OB: Understanding the Difference Between Leaders' Resilience and Leadership Resilience

Author: **Charlotte Foerster**, *U. of Technology Chemnitz*

Leaders have to overcome numerous challenges, from shifting conditions in the workplace to the multiple crises that today's society face. Considering the importance of leaders' resilience for both leaders and their employees, teams, and organizations, leaders need to not only be resilient but also lead in resilient ways. Because the theoretical understanding of resilience in the context of leadership remains vague, we developed a comprehensive theoretical framework of resilience in the leadership context. With that framework, we make four major contributions. First, we distinguish the resilience of leaders and resilient leadership, a distinction not made in previous research. Second, we develop a theoretically precise conceptualization of leaders' resilience, whereby we differentiate between leaders' resilience as an outcome and leaders' resilience as a process. Third, by showing how resilience is defined in the leadership context, we additionally contribute to the differentiation of resilience from other constructs. Fourth, to provide a theoretical understanding of resilience in the leadership context, we also shed light on theories that have been used to refine that understanding.

OB: A Shield Against Ageism: Self-Affirmation Mitigates the Negative Effects of Age Discrimination

Author: **Trevor Spoelma**, *U. of New Mexico*

Author: **Lisa Marchiondo**, *U. of New Mexico*

Although an increasingly age-diverse workforce offers many potential advantages for organizations, it also presents unique challenges. Namely, bringing together people of different ages produces an environment ripe for age-based discrimination. In this study, we integrate a stress perspective of discrimination with self-affirmation theory to propose the effectiveness of a brief personal values affirmation for mitigating the effect of age discrimination on threat appraisals. In turn, we expect this intervention to reduce the indirect effects of age discrimination on somatic complaints and emotional exhaustion as mediated by threat appraisals. We find support for our predictions using two, multi-wave field experiments among full-time employees. Our findings have implications for managing experiences of ageism in organizations and complement existing techniques to reduce the adverse effects of this pernicious form of mistreatment.

OB: **A Resilient Future: Character Strengths Intervention for Pre-Service Teachers**

Author: **Gayathri Janapati**, *Department of management studies, Indian Institute of Technology Madras*

Author: **V Vijayalakshmi**, *Indian Institute of Technology, Madras*

Teachers guide learners in navigating life, and they are expected to know the what and how of it. However, what about the teachers themselves? They are individuals navigating shifts in educational practices and socio-economic adversities while endeavouring to impart knowledge for a better future. At the teacher training level, we realised an opportunity to equip future teachers with the techniques required to build their resilience. Within the positive psychological tradition, this study addresses whether an intervention enabling the development and use of pre-service teachers' positive personality traits, i.e., character strengths, can contribute to their resilience. While also improving their flexibility in employing cognitive strategies and attentional processes according to the situation (i.e., cognitive flexibility). Drawing on Polk's theory and adapting a multi-method approach, Study 1, utilising a cross-sectional design, revealed that cognitive flexibility predicts resilience. A field experiment was conducted in Study 2 within a countervailing and primary interventional framework. The results indicated a significant difference between the experimental and control groups, with a substantial improvement in resilience and cognitive flexibility in the experimental group compared to the control. The character strengths intervention underscores the process-oriented nature of resilience and proposes a comprehensive module for enhancing resilience and cognitive flexibility. It contributes to the theoretical and practical advancements in resilience. The proposed intervention module can be easily integrated into the existing curriculum to prepare the pre-service teachers to look forward to a resilient future.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Interpersonal Dynamics in Organizations

Session Moderator: **Arpana Rai**, *Indian Institute of Management, Udaipur*

OB: Underdog Expectations and Employee Outcomes: Roles of Embarrassment and Self-Monitoring

Author: **Arpana Rai**, *Indian Institute of Management, Udaipur*

Author: **Minseo Kim**, *Hankyong National U.*

Author: **Sanjay Kumar Singh**, *U. of Dundee, UK*

The present study examines 'when and why' underdog expectations relate to employee outcomes. Integrating insights from appraisal theories of emotions and self-conscious emotions theory, we propose that employees may appraise underdog expectations as a threat to their desired public image and experience embarrassment (a self-conscious emotion). In turn, embarrassment can motivate them to either withdraw from the situation to prevent further damage to their image (intentions to quit) or engage in remedial actions to repair/ restore the damaged image (high job performance and exemplification). We further examine self-monitoring as a moderator of the indirect effects of underdog expectations. We contend that because high self-monitors are very sensitive about their public image, they are more likely to consider underdog expectations as a 'worrying face-threatening event' and experience more embarrassment. However, given their effective coping skills, they are more likely to cope with embarrassment. Three-wave data collected from Indian managers supported our model. Implications are discussed.

OB: Benefits or Costs? The Nature and Consequences of Gig Employees' Social Comparison

Author: **Liyan Li**, *College of Business Administration, Capital U. of Economics and Business*

Author: **Xiaoxuan Li**, *School of Economics and Management, Tsinghua U.*

Author: **Gerui Zhao**, *School of Government, Beijing Normal U.*

Previous research has suggested that social comparison costs are prevalent within organizations, and employing labor from outside the organization can potentially mitigate the social comparison costs associated with internal incentive structures. However, with the development of the gig economy, gig employees and formal employees are interacting more frequently, leading to the emergence of social comparison costs among gig employees. To understand this new phenomenon, we drawing on social comparison theory, investigating that gig employees engage in both upward and downward social comparison with formal employees and induce emotional and motivational outcomes. Data collected from a leading Chinese internet company shows that gig employees' upward (downward) comparison with formal employees can positively (negatively) affect gig employees' organizational commitment through benign (malicious) envy. Additionally, the team's competitive psychological climate positively (negatively) moderates the relationship between gig employees' upward (downward) comparison and benign (malicious) envy. The results broaden our understanding of social comparison costs, as it now encompasses interactions not only among formal employees but also between formal and gig employees. Besides, we contribute to a deeper understanding of the emotional responses generated by social comparisons by linking social comparison literature and envy literature.

OB: Fear of Being Found Out: Motivational Working Climate and the Impostor Phenomenon

Author: **Sanne Feenstra**, *VU amsterdam*

Author: **Felenka Philips**, *VU amsterdam*

Impostor phenomenon (also known as impostor syndrome or impostorism) refers to an experience whereby individuals believe that others at work overestimate their abilities and therefore worry that they will be found out as impostors. Although a growing body of work examined this phenomenon over the last decade, our understanding of its organizational roots and underlying mechanisms is limited. Drawing on achievement goal theory, we examine employees' perceptions of their motivational work climate in shaping impostor feelings and examine the mediating role of social comparisons. Across four studies, we consistently show that a performance climate, focused on competition, is associated with increased impostor feelings, while a mastery climate, focused on cooperation, is not. We further show that frequency of upward social comparisons can explain this positive relationship between performance climate and impostor feelings. We find no support that the association between performance climate and impostor phenomenon is contingent on employees' trait competitiveness, gender, and/or tenure. We discuss the theoretical and practical contributions of our findings and offer directions for future research.

OB: The Double-Edged Sword Effects of Peer Ingratiation on Employee Vigor

Author: **Jinghong Gu**, *Business School, Nankai U.*

Author: **Longxu Gao**, -

Author: **Yujia Yang**, -

Author: **Bin Yang**, *NKU*

Author: **Quan Li**, *Nankai U.*

Ingratiation is widespread in modern work environments. However, the majority of prior research has mostly concentrated on employees' ingratiation to gain favor with their superiors, whereas only a limited number of studies have examined the phenomenon of ingratiation among peers. Furthermore, in the limited studies, researchers have mostly adopted the actor perspective, while disregarding the effects of the ingratiation on the receiver. Therefore, based on the conservation of resources theory, this study intends to explore the double-edged sword effect of peers ingratiation on employee vigor from the receiver perspective. The results of a multi-wave and multi-source survey showed that accepting peer ingratiation has both positive and negative effects. On one hand, peer ingratiation enhanced employees' perceived peer support, leading to increased employee vigor. On the other hand, it also induced employees' role overload, resulting in decreased employee vigor. Additionally, core self-evaluation can mitigate the impact of peer ingratiation on employee role overload and promote its positive effects on perceived peer support. Our findings uncover the ambivalent impacts of peer ingratiation and offer insights for organizations to manage peer ingratiation behavior at workplace.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Get a Life! The Work-Life Interface

Session Moderator: **Muhammad Kashif Imran**, *The Islamia U. of Bahawalpur, Pakistan*

OB: Tug-of-War in Work and Life: When and How Impaired Work-Life Balance Leads to Low Performance 

Author: **Muhammad Kashif Imran**, *The Islamia U. of Bahawalpur, Pakistan*
Author: **Ambreen Sarwar**, *Virtual U. of Pakistan*
Author: **Tehreem Fatima**, *Lahore Business School The U. of Lahore Sargodha Campus Pakistan*
Author: **Sobia Shabeer**, *U. of Gujrat, Pakistan*

Sustaining high performance is the aim of every organization, yet certain factors impede employee performance and impairment of work-life balance is one of such impediments. Therefore, the current study focuses on linking work-life imbalance to low performance via psychological depletion. Moreover, building on the cognitive perspective of self-regulation theory and role balance theory indirect moderating role of self-efficacy and emotional exhaustion is tested. Using a stratified sample of supervisor-subordinate dyads the data were collected in four waves. The results showed that work-life balance affects employee performance through psychological depletion. Employees having self-efficacy were able to buffer the impacts of work-life balance impairment on social depletion, nonetheless, emotional exhaustion exacerbated the psychological depletion and performance nexus. The study offers theoretical takeaways on the black box linking work-life balance and performance and has implications for maintaining an adequate workload and alleviating the negative impacts of impaired work-life balance.

OB: Too Alienated to Have Good Family Lives? The Impact of Work Alienation on Family Functioning 

Author: **Limin Guo**, *School of management, Northwestern Polytechnical U.*
Author: **Ken Cheng**, *School of Management, Zhejiang U. of Technology*

We extend the work alienation literature by moving beyond a focus on work-related consequences. Rather, we explored how and when work alienation influences employee family functioning (i.e., marital withdrawal behavior and family performance) from the work-home resources (W-HR) perspective. Using data from 265 Chinese employee-spouse dyads collected at three time points, we found that work alienation was positively related to marital withdrawal behavior and negatively related to family performance and that ego depletion mediated these relationships. Besides, we found that self-blame proneness accelerated the work alienation-ego depletion association and the indirect effect of work alienation on family functioning via ego depletion, while the ego depletion-family functioning linkage and the indirect effect of work alienation on family functioning via ego depletion were stronger when segmentation preference was low. Implications for theory, practice, and future research are also discussed.

OB: Do Flexible Work Arrangements Really Work? Individual Role Boundary Management Matters   

Author: **Kai Zhao**, *School of Labor and Human Resources, Renmin U. of China*
Author: **Danyang Wang**, *School of Labor and Human Resources, Renmin U. of China*
Author: **Mian Zhang**, *Tsinghua U.*
Author: **Yiyi Wei**, *School of Labor and Human Resources, Renmin U. of China*
Author: **Yuxiang Luan**, *School of Labor and Human Resources, Renmin U. of China*

By integrating the Work-Home Resources Model (W-HR Model) and boundary theory, we investigated the relationship between flexible work arrangements (abbreviated as FWAs, including flextime and flexplace policy) and family engagement. With a paired sample of 253 Chinese employees and their spouses, our analyses showed that both of the main effects of flextime and flexplace policy on family engagement were positive. However, we also found that the indirect effects of these two policies on family engagement via family boundary segmentation enactment were negative. Furthermore, family boundary segmentation preference moderated both of the main effects and the indirect effects. Specifically, on the one hand, it reinforced the positive main effect of flextime policy on family engagement; on the other hand, it also reinforced the negative indirect effect of flextime policy on family engagement. Overall, our findings enlighten us to pay more attention to the potential negative influences of FWAs on employees' family-related consequences, and suggest that individual role boundary management may be a crucial theoretical perspective to understand the mechanisms and boundary conditions for the effectiveness of FWAs. These findings also have important managerial implications for organizations and employees seeking to balance the benefits and drawbacks of FWAs in managing work and family demands.

OB: Company is in Debt to the Family: Work Contact During Family Time and Unethical Pro-Family Behavior

Author: **Ken Cheng**, *School of Management, Zhejiang U. of Technology*
Author: **Yifei Wang**, *Tongji U.*
Author: **Chenqi Cai**, *zhejiang U. of technology*

Drawing on social exchange theory, we propose that contacting employees about work-related issues during their family time (work contact during family time, WCFT) makes employees feel that the organization is in debt to the family (felt organizational indebtedness to family, FOIF), which in turn prompts employees to conduct unethical pro-family behavior (UPFB). Furthermore, we argue that employees' family centrality amplifies the hypothesized relationships. The results from one scenario-based experiment and one questionnaire survey showed that FOIF partially mediated the positive effect of WCFT on UPFB. Furthermore, we found that the effect of WCFT on FOIF and the mediation relationship were stronger for employees with high family centrality. These findings enrich the social exchange explanation of how UPFB occurs and provide insights into how to inhibit UPFB. Limitations and future research directions are discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Exploring the Frontiers of Group Interactions at Work: Power, Status, and Emotions



Session Chair: **Michael Jarrett**, *INSEAD*
Discussant: **Corinne Bendersky**, *U. of California, Los Angeles*
Organizer: **Zhike Lei**, *IMD Business School*
Organizer: **So-Hyeon (Sophia) Shim**, *The U. of Melbourne*
Participant: **Kijan Vakilzadeh**, *U. of Kassel*
Presenter: **Jan B. Schmutz**, *U. of Zurich*
Participant: **Mirko Antino**, *Instituto U. de Lisboa (ISCTE-IUL)*
Presenter: **Brian Gunia**, *Johns Hopkins U.*
Presenter: **Jamie L. Perry**, *Syracuse U. Whitman School of Management*
Participant: **Nicholas Hays**, *Michigan State U.*

Today's work groups face unique opportunities and challenges related to new ways of organizing and performing. This symposium aims to present an integrated set of studies exploring the frontiers of dynamic interactions within work groups, paying particular attention to the roles of power, status, and emotions. It features four research papers encompassing both theoretical and empirical approaches and using diverse methodologies and study contexts. To advance knowledge and provoke new directions in group research, we have also invited a distinguished scholar as the session discussant. Together, this symposium aims to encapsulate, encourage, and elicit scholarship that addresses a compelling set of questions concerning interaction dynamics in work groups, as well as how leaders and organizations may address their social, relational, and emotional opportunities and challenges.

Team resilience in response to extreme events: Exploring the affective and relational dynamics

Author: **Kijan Vakilzadeh**, *U. of Kassel*
Author: **Jan B. Schmutz**, *U. of Zurich*
Author: **Zhike Lei**, *IMD Business School*
Author: **Mirko Antino**, *Instituto U. de Lisboa (ISCTE-IUL)*

Falling on the sword: Blame-taking and status following team failure

Author: **So-Hyeon (Sophia) Shim**, *The U. of Melbourne*
Author: **Brian Gunia**, *Johns Hopkins U.*

Within and beyond: Divergent effects of team power and status

Author: **Jamie L. Perry**, *Syracuse U. Whitman School of Management*
Author: **Nicholas Hays**, *Michigan State U.*

Who is laughing now? Humor as a mechanism to negotiate status conflicts during organizational change

Author: **So-Hyeon (Sophia) Shim**, *The U. of Melbourne*
Author: **Michael Jarrett**, *INSEAD*

KEY TO SYMBOLS

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

New Perspectives on Stereotyping in Organizations



Session Chair: **Stav Atir**, *U. of Wisconsin-Madison*
Session Chair: **Anyi Ma**, *U. of Wisconsin-Madison*
Presenter: **Felix Danbold**, *UCL School of Management*
Presenter: **Margaret Ormiston**, *George Washington U.*
Presenter: **Anyi Ma**, *U. of Wisconsin-Madison*
Presenter: **Stav Atir**, *U. of Wisconsin-Madison*
Presenter: **Krishna Savani**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*

The theme of this year's conference, Innovating for the Future, prompts scholars to address the challenges organizations face, including the persistent issue of inequality. We respond to the call to “unlock innovative insights and evidence-based contributions for a brighter future for workers, managers, organizations, and society at large” by presenting the results of five empirical investigations into stereotyping processes that contribute to inequality within organizations. Together, these studies provide new insights into the ways in which stereotypes affect organizationally relevant outcomes, how organizational leaders attempt to gain credibility to address diversity-related issues, and what evidence-based interventions can increase organizational diversity. In this symposium we present new research on stereotypes, with each project adding insight from a different perspective. First, we show robust stereotyping along a previously unexplored dimension, namely construal level, and its impact on real-world occupational representation and role allocation decisions (Paper 1). Second, we identify a novel consequence of gender stereotypes: journalists ask women CEOs more personal questions, and men CEOs more task-oriented questions, leading to different temporal focus: women are prompted to focus more on the past, and men – on the present and future (Paper 2). We then highlight the complex dynamics of stereotypes, demonstrating that common gender stereotypes can have opposing consequences depending on target characteristics: although dominant female (but not male) leaders are evaluated as less effective at lower levels of perceived competence, these gender differences are eliminated when leaders are perceived as highly competent (Paper 3). Rising awareness of the unique challenges women face in the workplace means that CEOs and other organizational leaders must credibly address women-related issues, from maternity leave to sexual harassment, despite organizational leaders being largely male in many industries. We show that one strategy - referencing their own daughters - enhances male managers' credibility on women-related issues. Yet, the belief that fathers of daughters are more gender egalitarian does not align with the actual gender attitudes of fathers (Paper 4). Finally, we unveil a novel intervention that makes clever use of a common decision-making bias to promote diversity without mentioning gender, race, diversity, or discrimination (Paper 5).

Construal Level Stereotypes

Author: **Ashli Carter**, *Columbia Business School*
Author: **Felix Danbold**, *UCL School of Management*
Author: **Batia Mishan Wiesenfeld**, *New York U.*

Antecedent to CEO Temporal Focus: Gender Bias in Framing Journalists' Questions And CEOs' Responses

Author: **Margaret Ormiston**, *George Washington U.*
Author: **Elaine M. Wong**, *U. of California, Riverside*

Competent Agency Moderates the Dominance Penalty in Gender and Leadership

Author: **Zhiyu Feng**, *School of Business, Renmin U. of China*
Author: **Anyi Ma**, *U. of Wisconsin-Madison*
Author: **Fangzhou Liu**, *Huazhong U. of Science and Technology*

Male Leaders, Daughters, and Gender Egalitarianism: A Perception-Reality Mismatch

Author: **Stav Atir**, *U. of Wisconsin-Madison*
Author: **Abigail Collins**, *U. of Wisconsin-Madison*
Author: **Chia-Jung Tsay**, *U. of Wisconsin-Madison*

Using Defaults to Counteract Hiring Discrimination: Boosting Diversity Without Mentioning Diversity

Author: **Zhiyu Feng**, *School of Business, Renmin U. of China*
Author: **Rui Ling Lee**, *Nanyang Technological U.*
Author: **Fangzhou Liu**, *Huazhong U. of Science and Technology*
Author: **Krishna Savani**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Empowering Leadership: Current Research and The Road Ahead

Session Chair: **Tobias Dennerlein**, *Purdue U.*
Discussant: **Gretchen Marie Spreitzer**, *U. of Michigan*

This symposium sheds light on key developments in empowering leadership research as reflected in the following questions: When are leaders more vs. less likely to empower their subordinates? How does empowering leadership affect female and male employees differently? Is there a hidden dark side when it comes to over- or under-empowering employees considering the amount of empowering leadership wanted and received? Specifically, the presentations included in this symposium address how (i) leader temporal focus (Johnson, Mathieu, & Oh) and (ii) leader prosocial motivation affect leaders' likelihood of empowering their employees (Buss, Kearney, & Metzger); (iii) how employee gender moderates the effect of empowering leadership on employee outcome expectancy and career related outcomes (Dennerlein and Wu); and, (iv) how mismatches between empowering leadership wanted and received could backfire and undermine the effectiveness of empowering leadership (Li, Kirkman, Tu, & Flynn). The discussant, Dr. Gretchen Spreitzer, will summarize themes across presentations, highlight future research directions, and lead an interactive discussion between presenters and audience.

Why Leaders Empower: Temporal Focus and Context

Author: **Jacob Henry Johnson**, *U. of Connecticut*
Author: **John Mathieu**, *U. of Connecticut*
Author: **Jo K. Oh**, *U. of Connecticut*

Leader Prosocial Motivation as an Antecedent of Empowering Leadership and Follower Performance

Author: **Martin Buss**, *U. of Potsdam, Germany*
Author: **Eric Kearney**, *U. of Potsdam*
Author: **Mara Metzger**, *U. of Potsdam*








Why Does Empowering Leadership Affect Women and Men Differently?

Author: **Tobias Dennerlein**, *Purdue U.*
Author: **Huan Wu**, -

A Resource-Motivation Perspective on Understanding Empowering Leadership (In)congruence

Author: **Jia Li**, *Department of Organisation and Personnel Management, Rotterdam School of Management*
Author: **Bradley L. Kirkman**, *North Carolina State U.*
Author: **Yidong Tu**, *School of Economics and Management of Wuhan U.*
Author: **Patrick Flynn**, *North Carolina State U.*

KEY TO SYMBOLS

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

Novel Perspectives on Organizational Citizenship Behavior: Expanding the OCB Literature



Session Chair: **Young Eun Lee**, *Florida State U.*
Session Chair: **Madeline Ong**, *Texas A&M U.*
Participant: **SinHui Chong**, *Nanyang Technological U.*
Participant: **Tong Wu**, *Nanyang Business School, NTU Singapore*
Participant: **Hanho Lee**, *Ohio State U.*
Participant: **Hun Whee Lee**, *The Ohio State U. Fisher College of Business*
Participant: **Jia Hu**, *Tsinghua U.*
Participant: **Emily Poulton**, *Indiana U. - Kelley School of Business*
Participant: **Szu-Han Lin**, *U. of Georgia*
Participant: **Min-Hsuan Tu**, *U. at Buffalo, The State U. of New York*
Participant: **Mengjie Xu**, *Eastern Kentucky U.*
Participant: **Christy Zhou Koval**, *Eli Broad School of Business, Michigan State U.*
Discussant: **David Mayer**, *U. of Michigan*

The literature on organizational citizenship behavior (OCB) is a rich one that has been studied by numerous researchers. Despite the extensive body of work, scholars are still finding ways to meaningfully contribute to the OCB literature by challenging its long-held assumptions and finding new discoveries. The purpose of this symposium is to add momentum to the development of this line of research by bringing papers that address a few of the assumptions and identify novel research ideas in the area of OCB. Specifically, Chong and Wu introduce a novel predictor of OCB, external volunteering, thereby expanding the literature on OCB to include factors that are outside of the workplace. Lee, Lee, and Hu also explore a novel predictor of OCB, peer monitoring at work. They explain that how employees interpret others' monitoring of them affects their decision to engage in OCB or incivility subsequently. Poulton, Lin, Tu, and Xu introduce a novel stakeholder in an OCB event—witnesses—to explain how “ambient” OCB can affect the witness's engagement in subsequent OCB or counterproductive work behavior (CWB). Lastly, Lee, Ong, & Koval identify how OCB understood from the perspective of the recipient could result in negative responses depending on the setting and specific qualities of the OCB. The papers in this symposium demonstrate how researchers can continue to expand the OCB literature in meaningful ways.

When and Why Does External Volunteering Benefit or Harm Interpersonal Citizenship Behavior?

Author: **SinHui Chong**, *Nanyang Technological U.*
Author: **Tong Wu**, *Nanyang Business School, NTU Singapore*

How Employees React to Peer Monitoring in the Workplace

Author: **Hanho Lee**, *Ohio State U.*
Author: **Hun Whee Lee**, *The Ohio State U. Fisher College of Business*
Author: **Jia Hu**, *Tsinghua U.*

The Distinct Consequences of Task- and Person-Focused Help for Third-Party Observers

Author: **Emily Poulton**, *Indiana U. - Kelley School of Business*
Author: **Szu-Han Lin**, *U. of Georgia*
Author: **Min-Hsuan Tu**, *U. at Buffalo, The State U. of New York*
Author: **Mengjie Xu**, *Eastern Kentucky U.*

Performing Help on the Front Stage: Attributions of Motives to Public vs. Private Helping

Author: **Young Eun Lee**, *Florida State U.*
Author: **Madeline Ong**, *Texas A&M U.*
Author: **Christy Zhou Koval**, *Eli Broad School of Business, Michigan State U.*

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **1507** | Submission: **17339** | Sponsor(s): **(OB, MOC)**
Scheduled: **Monday, Aug 12 2024 1:15PM - 2:45PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich E**

Managing Distress and Expressing Compassion in Organizations



Organizer: **Solomiya Draga**, *U. of Toronto*
Panelist: **Solomiya Draga**, *U. of Toronto*
Organizer: **Marlys K. Christianson**, *U. of Toronto*
Panelist: **Jacoba Marja Lilius**, *Queen's U.*
Panelist: **Ryann Elizabeth Manning**, *U. of Toronto, Rotman School of Management*
Panelist: **Gregory Depow**, *U. of Toronto*
Moderator: **Rachel Lise Ruttan**, *U. of Toronto*
Discussant: **Monica C. Worline**, *Stanford U. Center for Compassion and Altruism Research*

Scholarship from prior decades suggests that as much as a third of the working population experiences emotional distress or suffers from poor psychological health, suggesting that this is an important topic for management scholars. Indeed, existing management scholarship on workplace distress has examined the causes and consequences of distress, as well as the characteristics of individual employees that impact their ability to cope with distressing events at work. Still, there is still much we do not know; in particular, we suggest that the direct experience of distress across workplaces, as well as the organizational and interpersonal factors that can help mitigate employee suffering warrant greater scholarly attention. Further, relatively little attention has been paid to how the distress of others influences us, and how responding with compassion influences both the one suffering and the one trying to help – topics that are key to improving the function of organizations in the future. To consider this intersection of distress and compassion, we have assembled a panel of scholars who study these topics in the context of organizations. Together, these panelists will shed light on the experience of distress in workplaces, as well as how workers manage the distress of others, and the role that compassion plays in mitigating the distress of both primary and secondary sufferers.

KEY TO SYMBOLS

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

New Frontiers in Organizational Culture

Session Chair: **Katina Sawyer**, *U. of Arizona*
Session Chair: **Kelly Gabriel**, *U. of Arizona*
Presenter: **Olivia Amanda O'Neill**, *George Mason U.*
Participant: **Yoonjin Choi**, *College of William and Mary*
Presenter: **Patrick Sheehan**, *Stanford MS&E*
Presenter: **Christopher Law**, *Texas A&M U.*
Participant: **Chris B. Bingham**, *U. of North Carolina, Chapel Hill*
Discussant: **Jennifer Howard-Grenville**, *Cambridge Judge Business School*

Despite the accumulated evidence of organizational culture's importance to organizational life, there are still many pressing, unanswered questions about how culture plays a role in organizations' efforts to navigate an increasingly complex world. As such, more research is needed to showcase new forms of organizational culture, new mechanisms that explain how cultures strengthen or weaken, and new outcomes that organizational cultures promote in modern markets. In particular, there is a need to broaden thinking about how culture might help organizations to survive - and thrive - in complex and unstable environments. In this vein, the papers in this proposed symposium examine new frontiers in organizational culture and examine how organizational cultures emerge, change over time, and create unique, often counterintuitive outcomes for modern organizations.

Love Hurts: A Multi-Method Study of the Unintended Consequences of a Culture of Companionate Love

Author: **Olivia Amanda O'Neill**, *George Mason U.*
Author: **Yoonjin Choi**, *College of William and Mary*

To the moon: Culture and commitment in a Silicon Valley start-up

Author: **Patrick Sheehan**, *Stanford MS&E*








Culture emergence in new ventures

Author: **Christopher Law**, *Texas A&M U.*
Author: **Chris B. Bingham**, *U. of North Carolina, Chapel Hill*

Keeping Your Cool: How Cultures of Coolness Impact Employee Engagement and Organizational Growth

Author: **Kelly Gabriel**, *U. of Arizona*
Author: **Katina Sawyer**, *U. of Arizona*

KEY TO SYMBOLS

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

The Biophilia Effect: Innovative Management With Nature in Mind



Organizer: **Lin Jiang**, *U. of South Florida*
Organizer: **J. Jeffrey Gish**, *U. of Central Florida*
Organizer: **Elizabeth Embry**, *U. of Kansas*
Organizer: **Ian Siderits**, *North Carolina State U.*
Discussant: **Anthony Klotz**, *UCL School of Management*

While management research has traditionally focused on how companies influence the natural environments, this symposium proposes that it is equally important to explore the reverse: can natural environments also exert a significant impact on companies? This shift in perspective can encourage management scholars to rethink management with nature in mind, examining how natural environments can influence organizations and their employees. Promising evidence has emerged to suggest that contact with nature can influence employees' work efforts, novel thinking, task performance, and wellbeing. Despite the recent progress, many important questions remain unanswered. The presentations in this symposium aim to address those questions that can be of substantial interest to various divisions within the Academy of Management.

Exploring How the Built Environment Interacts with the Changing Nature of Organizations

Author: **Elizabeth Embry**, *U. of Kansas*
Author: **Jennifer Rhymer**, *UCL School of Management*

Introspection While Outdoors: Nature Interventions as Real-time Recovery for Entrepreneurs

Author: **J. Jeffrey Gish**, *U. of Central Florida*
Author: **Ute Stephan**, *King's College London*
Author: **Jon C. Carr**, *North Carolina State U.*
Author: **Réka Anna Lassu**, *Pepperdine U.*
Author: **Sarah Burrows**, *Smith School of Business, Queen's U.*
Author: **Jeffrey M. Pollack**, *NC State U.*

Green Imprinting and Trait Activation: CEO Childhood Hometown Green Space and Firm Green Innovation

Author: **Lin Jiang**, *U. of South Florida*
Author: **Weijia Zhi**, *The Chinese U. of Hong Kong, Shenzhen*
Author: **Yi Tang**, *U. of Hong Kong*

The Mixed Consequences of Human-Animal Work on Worker Creativity

Author: **Anthony Klotz**, *UCL School of Management*
Author: **Carisa Lam**, *U. College London*

Implications of Nature Contact for Management Research: A Multidisciplinary Review

Author: **Ian Siderits**, *North Carolina State U.*
Author: **Patrick Flynn**, *North Carolina State U.*
Author: **Melissa Marselle**, *U. of Surrey*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leveraging Agility for a VUCA World

Session Chair: **Emily Elizabeth Forgo**, *U. of Maryland, College Park*
Session Chair: **Daniel Pellathy**, *Haslam College of Business, U. of Tennessee*
Presenter: **Michael Grojean**, *Haslam College of Business, U. of Tennessee*
Presenter: **Paul Hanges**, *U. of Maryland*
Presenter: **Mahka Moeen**, *U. of Wisconsin*
Presenter: **Melanie Gerschberger**, *U. of Applied Sciences Upper Austria*
Presenter: **Dritjon Gruda**, *Catolica Porto, Portugal/Maynooth U., Ireland*

Organizational agility has emerged as a critical capability that has allowed organizations to successfully innovate within VUCA (volatile, uncertain, complex, ambiguous) contexts. However, agility as a construct remains underdeveloped with regard to behavioral or “human” dimensions. This symposium focuses on papers that advance understanding of the human dimensions of agility by covering topics related to construct development, leadership and entrepreneurial antecedent, enablers and barriers, and the potential dark side of agility.

The Agile Dance: A Conceptualization and Creation of a New Model of Organizational Agility

Author: **Michael Grojean**, *Haslam College of Business, U. of Tennessee*
Author: **Emily Elizabeth Forgo**, *U. of Maryland, College Park*
Author: **Paul Hanges**, *U. of Maryland*

Creating and Entering New Industries: Heterogeneous Actors' Engagement in Relevant Markets

Author: **Rajshree Agarwal**, *U. of Maryland*
Author: **Mahka Moeen**, *U. of Wisconsin*
Author: **Mara Guerra**, *Bayes Business School (formerly Cass), City, U. of London*
Author: **Paolo Aversa**, *King's College London*








Organizational Adaptability: How to Develop a Rapid Adaption Capability?

Author: **Melanie Gerschberger**, *U. of Applied Sciences Upper Austria*
Author: **Markus Gerschberger**, *U. of Applied Sciences Upper Austria*
Author: **Stanley E. Fawcett**, *Weber State U.*

Organizational Agility and Dark Triad Managerial Behaviors: A Double-Edged Sword

Author: **Dritjon Gruda**, *Catolica Porto, Portugal/Maynooth U., Ireland*
Author: **Katrin Riisla**, *Amsterdam Business School, U. of Amsterdam*

KEY TO SYMBOLS

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

Reflecting on the Past, Anticipating the Future during Organizational Change

Session Moderator: **Annemie Van Der Schaft**, *Radboud U. Nijmegen*

ODC: Are They Loyal Rebels? Change Recipients' Role Taking Reflected in Storied Experiences

Author: **Annemie Van Der Schaft**, *Radboud U. Nijmegen*

Author: **Omar Solinger**, *Vrije U. Amsterdam*

Author: **W Van Olfen**, *TIAS/Tilburg U.*

Author: **Xander Lub**, *Hogeschool Utrecht*

Author: **Riku Ruotsalainen**, *Vrije U. Amsterdam*

Successful organizational change requires substantial efforts from both the leaders and recipients of change. After a long tradition of focusing on change leaders, academics now increasingly focus on the role of change recipients. The current literature on change recipients, however, offers mostly binary categorizations of their responses (e.g., supportive vs unsupportive) obtained from questionnaires. Such an approach cannot reveal how events can cause shifts in change recipients' role taking during a change initiative. To better capture such complexity, we adopted a narrative approach where 80 informants were asked to tell the retrospective story of their experience of, and role taking in, a top-down change initiative as if they were crafting chapters of a book. Based on analysis of this data, we induced five composite narratives (i.e., Loyal Rebel-, Redeemed Recipient-, Easy-going Optimist-, Wannabe Hero-, and Bystander-Journey), each of which represent typical dynamics of momentary role taking by change recipients during a change initiative. This study additionally highlights how experiences of top-down change initiatives are (1) diverse and (2) variable yet seem grounded in institutionalized beliefs. Moreover, from two induced dilemmas of role taking, we developed a framework that helps interpret five examples of variation and shifts in role taking processes.

ODC: Re-Discovering Path Dependence: The Case Study of UK Pension Funds' Historical Narratives

Author: **Anna Tilba**, *Durham U. Business School*

Author: **John Wilson**, *Newcastle Business School, Northumbria U.*

In the context of continuous academic and policy calls for organisations to change and be more long-term focused, this paper uses UK pension funds as an example, to explore why some organisations resist change. We utilise theorization about time through historical narratives of trustees to explore how subjective interpretations of the past are shaping strategic decision-making, representing a barrier to change. This is linked with broader debates relating to the short-term focus in organisations. Using qualitative insights from 22 in-depth, semi-structured interviews with pension fund trustees and their investment experts, we develop a theoretical model that highlights the complexity of the past at different levels of analysis: Systemic, Organizational and Individual path dependencies that are being referred to or 'validated' during strategy formulation and implementation, which also suggests that organisations have multiple path dependencies. In so doing, we provide a more nuanced theorisation of path dependence and the role it plays in shaping strategic change. Our study has significant implications for policy and practice as it highlights a lack of diversity and the need for better mapping of UK trustee landscape. We also provide suggestions on how policy makers can better instil in trustees and in the wider investment community the ability to change dominant narratives as a means of fashioning a more sustainable future.

ODC: Mindful Path Transformation: Unveiling Intersected Individual and Collective Mechanisms

Author: **Yanina Rashkova**, *U. degli Studi di Cagliari*

Author: **Francesca Cabiddu**, *U. of Cagliari*

Author: **Isabelle GALOIS-FAURIE**, *Grenoble Ecole de Management*

Organizational path dependence theory has become a pivotal basis for understanding the complexities of organizational change. For organizations seeking to enact path transformation (i.e., to shift from the existing path and form a new one) iterating self-reinforcing mechanisms, including norms, beliefs, and habits guiding organizational behavior, is essential. However, despite recognizing that self-reinforcing mechanisms are not only individually (re)produced but also collectively enacted, there has been a paucity of studies exploring this intersected process. To address this limitation, we propose introducing mindfulness into the realm of path transformation research. By doing so, we explore how mindfulness can address rigidities within both individual and collective mechanisms to facilitate organizational path transformation. We draw from the insights of a Belgian public entity (INASTI) that has been implementing mindfulness interventions for senior employees for the last 10 years while undergoing a notable path transformation. Presenting our findings through the new Mindful Path Transformation Framework, we propose that mindfulness interventions in a workplace initially facilitate progressive changes within individual and interpersonal mechanisms. This involves individuals noticing automatism at work and establishing a norm to relate with attention. These changes then trigger various path-abandoning (abandoning habitual judgment and habitual hierarchical perceptions) and path-creating (attending to alternatives and interacting with support) routines that inform the novel development of collective mechanism, mindfully questioning past collective assumptions. We suggest that mindfully questioning the collective assumptions, a group's norm to question the shared assumptions that underpin organizational development with curiosity and openness, broaden the awareness of alternatives, and represent the fundamental facilitating factor in path transformation. We contribute to path transformation and mindfulness research. Practical implications and future research directions are also discussed.

Author: **KAI ZENG**, School of Business, Renmin U. of China

Author: **Fengbin Wang**, School of Business, Renmin U. of China

Author: **Peter Ping Li**, Copenhagen Business School

Author: **Lulu Liu**, China U. of Labor Relations

Niche leaders are firms distinguished by their dominant market share and superior innovation capabilities within their specific markets. Extant literature suggests that corporate spin-offs are more likely to develop into niche leaders in submarkets of their parent companies because of the resources inherited from parents, but the specific paths to become niche leaders are still unclear. In this paper, we systematically analyze the innovation-driven pathways in which corporate spin-offs become niche leaders. These pathways are generated through investigating the conjoint effects of attributes from three dimensions: Spin-offs, Parents, and Innovation Network. Utilizing a fuzzy set qualitative comparative analysis (fsQCA) method, the study examines the development paths of 53 corporate spin-offs in China and finds five pathways for them to become niche leaders, namely, parent-supported innovation, parent-led innovation, self-driven innovation with parent halo, self-driven innovation with parent assistance, and multi-agents collaborative innovation. Additionally, it highlights four pathways that lead to failure. Our study unpacks the conjunctive and asymmetric causality underlying the corporate spin-offs' paths to niche leaders, and provides key insights in the dyadic relations between corporate spin-offs and their parent companies.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Theorizing Grand Challenges: The Arc of History

Session Moderator: **Svenja Katharina Tobies**, *U. of Hamburg*

OMT: **Paradise Lost? The Limits of Prefigurative Organizing for Desirable Futures**

Author: **Svenja Katharina Tobies**, *U. of Hamburg*
Author: **Laura Marie Edinger-Schons**, *U. of Hamburg*
Author: **Douglas A. Schuler**, *Rice U.*

Considering the multiple crises that challenge our societies, scholars have become increasingly interested in how we can organize for more desirable futures. One way to contribute to this conversation is through the study of prefigurative organizing, which is characterized by the rejection of norms, the implementation of envisioned alternatives, and a contribution to the transformation of the economy. This paper presents a qualitative study of the German Premi-um Kollektiv (Premium Collective), a purpose-driven enterprise that prefigures its desirable future by organizing itself according to a strongly held and shared value system based on the premise of 'hacking capitalism'. We trace the history of the collective from its inception to the present day, focusing on the COVID pandemic as an incisive crisis event that not only threat-ened its existence, but also entailed profound changes in its organizational order and practices. Findings show that, on the one hand, the relational resources created through prefiguration served as a buffer in times of crisis. On the other hand, our case provides evidence that exter-nal crises can shrink the spaces for prefigurative organizations to experiment and force them to take actions that are incompatible with organizational values. We show how their moves to-wards a more formalized, conventional organizational order led to extreme tensions within the collective. This case expands our understanding of what aspects afford prefigurative organiza-tions resilience in times of crisis and how this affects their ability to uphold their core organiz-ing principles.

OMT: **Emotion Reconciling to Address Attention Overload in Organizations Tackling Societal Grand Challenge**

Author: **Yidi Guo**, *School of Economics and Management Tsinghua U.*
Author: **Quy Nguyen Huy**, *INSEAD*
Author: **Saouré Kouamé**, *MTN Mobile Money Payment Service Bank Limited, Nigeria*

Organizations tackling societal grand challenges such as poverty, disease and migration encounter distinct attention load problems. Organizational members' attentional engagement with daily operations might be depleted by their frustration with the overwhelming size of the challenge and by their compassion for huge numbers of help seekers. Our study examines how members' limited attention is structured to produce continuous achievements at a charitable hospital in India that aspires to provide free high-quality medical care to all people. From it emerges an emotion reconciling process characterized by emotion projecting, whereby members evoke the emotion of hope and imagine that the present unattended demands will be taken care of by other social entities in the future. This works in parallel with emotion fortifying, whereby a small number of gatekeepers help to circumscribe other members' compassion experiences. Together these practices foster members' attentional engagement with day-to-day operations and the organization's continued effectiveness. Our study provides novel insights into the attention-based view of organizations by proposing emotion-based mechanisms that reconcile attention overload when organizations are deluged by the scale of demand as they seek to tackle the world's grand challenges.

OMT: **Theorizations of a Grand Challenge: The Danish Tech Industry's Social-Symbolic Work with Diversity**

Author: **Lærke Højgaard Christiansen**, *Technical U. of Denmark (DTU)*
Author: **Thomas Burø**, *Technical U. of Denmark*
Author: **Sille Bastrup**, *The Technical U. of Denmark*

In this paper we explore how different key actors within the Danish technology field use and theorize role models as a change tactic to work with the grand challenge of social diversity. We draw on an ethnographic field study of the Danish technology entrepreneurship field, when analyzing the collective effort of change agents and activists to change technology entrepreneurship to accommodate more social diversity, especially female entrepreneurs. Specifically, we examine change agents' social-symbolic work in relation to the grand challenge of social diversity. We find three different ideal types of role models: the conservative, the revolutionary, and the reformist. These conceptions are accompanied by three distinct change theorizations and social-symbolic work, and ultimately infuse different institutional change pathways (institutional maintenance, - accretion, and - alignment). We contribute to the literature on institutional change and grand challenges, as we elaborate on how what might appear as a shared goal, with shared means (role model) and ends (social diversity) in mobilizing for a grand challenge, actually differ tremendously, because the same tactic is theorized quite differently, fostering different pathways for change. Based on our findings, we discuss some key unanticipated consequences of the three ideal types, i.e., the attribution of responsibility-, the narrowing of scope-, and the translation of the grand challenge.

OMT: **For the Harvest of Tomorrow: Resynchronizing Across Fields in Response to Grand Challenges**

Author: **Daan Peeters**, *Rotterdam School of Management, Erasmus U.*
Author: **Corinna Frey**, *Erasmus U. Rotterdam*

Grand challenges are complex problems that increasingly demand fields to interact with each other. The limited research on field-to-field interactions predominantly focuses on formal and durable structures to interact and sustain engagement of different fields. However, the maintenance of such structures risks diverting resources and focus from the underlying grand challenge itself. We draw on the notion of interstitial spaces as offering a compelling alternative for field-to-field interactions, providing informal and transient settings where actors from diverse fields can engage each other and generate novel practices that can survive beyond the lifespan of the structure itself. Building on a four-year inductive case study of 'The Harvest', an interstitial space focused on addressing the sustainability transition of the Dutch agriculture and food system, we detail the role that catalysts and interaction rituals play at various stages of its life. Our findings unpack the actors' journey through two specific interaction rituals that conditioned their ability to more easily get back 'in sync' with different perspectives of other fields. We refer to this new practice as 'resynchronizing', enabling actors to sustain engagement around a set of perspectives rather than the static structure itself. We contribute to the literature and recent debates on field-to-field interaction and grand challenges, emphasizing the important role of interstitial spaces, and in particular the ability to resynchronize, when a shared take on the challenge remains an elusive quest.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Establishing Antecedents and Consequences of Brokerage Behaviors

Organizer: **Velvetina Siu Ching Lim**, *UCL School of Management*
Organizer: **Jingze Wang**, *UCL School of Management*
Discussant: **Anne L.J. Ter Wal**, *Imperial College Business School*
Presenter: **Alessandro Iorio**, *Bocconi U.*
Presenter: **Yonghoon Lee**, *Texas A&M U.*
Participant: **Linda Zhu**, *INSEAD*
Participant: **JeeHye Christine Kim**, *McIntire School of Commerce, U. of Virginia*
Presenter: **Rohit Subhash Piplani**, *U. of Connecticut*
Participant: **Travis Grosser**, *U. of Connecticut*
Participant: **Daniel Z. Levin**, *Rutgers U.*
Participant: **Britt Hadar**, *Princeton U.*
Presenter: **Nir Halevy**, *Stanford U.*
Presenter: **Jingze Wang**, *UCL School of Management*
Participant: **Blaine Landis**, *U. College London*

In recent years, social network scholars have focused their attention towards the behavioral perspective of network brokerage. In this perspective, extant research theorized how and when brokering or other network-related behavior may occur (e.g., Bailey & Levin, 2023; Carnabuci & Quintane, 2023; Obstfeld, 2005; Quintane, Wood, Dunn, & Falzon, 2022), what brokerage behavior looks like (e.g., Batjargal, 2010; Quintane & Carnabuci, 2016), and what strategic tendencies people may have in enacting brokering behaviors (e.g., Grosser, Obstfeld, Labianca & Borgatti, 2019; Halevy, Halali, & Cohen, 2019; Obstfeld, Borgatti & Davis, 2014; Soda, Tortoriello & Iorio, 2018). While scholars have conceptualized brokering behaviors as being distinct to brokerage position (e.g., Stovel & Shaw, 2012), it is assumed that the antecedents and consequences of being a structural broker may apply to agentic attempts to broker. However, this assumption may be erroneous, as those who broker may not necessarily be situated in brokerage positions (e.g., Smith, 2005), and the act of brokering (e.g. tertius iungens) in some circumstances, may even cancel out the brokerage position which suggests lesser benefits received (Kwon, Rondi, Levin, De Massis, & Brass, 2020). Thus, we believe it timely for social network scholars to theorize the cause and effect of brokering behaviors in its own right. This symposium aims to showcase the current research situated in the behavioral perspective of brokerage by asking: What factors may uniquely motivate the act of brokering? Second, what are the consequences in engaging in brokering behaviors? This symposium embarks on a groundbreaking journey through five distinct yet interconnected research streams, delving into the antecedents and consequences of brokerage behavior in networks. Employing a diverse array of quantitative techniques such as experiments and experience sampling methods at multiple levels of analysis, these studies reveal the criticality of brokerage behavior but also mark a paradigm shift in our theoretical understanding of network brokerage when a behavioral perspective is used.

To bridge or not to bridge? The joint effect of power and status on brokering

Author: **Alessandro Iorio**, *Bocconi U.*

Brokers and their concern for (online) privacy

Author: **Yonghoon Lee**, *Texas A&M U.*
Author: **JeeHye Christine Kim**, *McIntire School of Commerce, U. of Virginia*
Author: **Linda Zhu**, *INSEAD*

The emotional and relational consequences of network brokering behaviors in the workplace

Author: **Rohit Subhash Piplani**, *U. of Connecticut*
Author: **Travis Grosser**, *U. of Connecticut*
Author: **Daniel Z. Levin**, *Rutgers U.*








Social heuristics and the calculus of brokering: Advocacy, accuracy, and trust in brokers

Author: **Britt Hadar**, *Princeton U.*
Author: **Nir Halevy**, *Stanford U.*

Adding salt to the wound: When brokering behavior fuels relationship conflict

Author: **Jingze Wang**, *UCL School of Management*
Author: **Blaine Landis**, *U. College London*

KEY TO SYMBOLS

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

Culture and Cognition in Paradox Theory: Beyond the Hobgoblins



Session Moderator: **Sarah Bloomfield**, *The Open U.*

OMT: **Employing a Cultural Toolkit to Work Through Paradox**

Author: **Sarah Bloomfield**, *The Open U.*

Author: **Camille Pradies**, *EDHEC Business School*

Author: **Andrea Tunarosa**, *the U. of tampa*

Despite increasing recognition that paradoxes should be sustained and protected in organizations, little is known about how commitment to an organization with a paradoxical mission is maintained. Here, we use a cultural toolkit lens to study how organizational members work through paradoxes at the heart of their organization's mission. Using data from a two year ethnographically informed study at Forestry England, we induce a process model of sustaining members' commitment to an organization with a paradoxical mission. Our findings unpack the role of the organization's cultural frames, identity, and scripts to sustain a workable certainty. This research reorientates inquiries from specific practices employed by leaders to navigate tensions, or the individual sensemaking processes that organizational members engage in, to how organizational members work through paradox to sustain commitment to an organization with a paradoxical mission.

OMT: **Mechanisms Embedded in Culture that Shape Paradoxical Frames: A Situated Dynamics Approach**

Author: **Mirjam Langenbacher**, *U. of Liechtenstein*

Scholars have recently highlighted that research on paradoxical frames leaves out contextual features. This is surprising as prior researchers have argued based on social construction arguments that these features play a role in influencing responses to paradoxes. Particularly, we currently lack an integrative understanding on the cyclical dynamics and the interplay between paradoxical frames and context-based mechanisms embedded in culture that shape how individuals and collectives adopt paradoxical frames and respond to paradoxical tensions. Hence, this conceptual study aims to offer an integrative model introducing values as traits inherent to individuals' paradoxical frames, and schemas and norms as psychological mechanisms embedded in culture that shape individuals' and collectives' paradoxical frames once they are activated and become prevalent. Additionally, the model includes situation-specific factors which dynamically serve as activators that influence which mechanism takes prevalence. Accordingly, this conceptual study will shed light on how culturally embedded mechanisms and situation-specific factors influence the activation and prevalence of individual and collective paradoxical frames that individuals adopt when shaping responses to paradoxical tensions.

OMT: **Space-Making Practices for Navigating Paradoxes - Spacing, Juxtaposing, and Meaning-Making**

Author: **Julia Herzum**, *U. of Mannheim*

Author: **Alica Repenning**, *Greifswald U.*

Although paradox research recognizes that paradoxes are not 'a-contextual', unfolding in space and time, becoming salient through interactions, and being enacted through everyday practices, studies have almost neglected the importance of spatial concepts. With an in-depth digital ethnography on Social Digital Innovation (DSI), we address the question of how individuals use space-making practices to navigate paradoxes. The DSI is characterized as a greenfield humanitarian aid organization initiated by two designers and enacted by the formation of novel spatial constellations entangling a gas station, the digital space Instagram, and connections to Ukraine. Our paper contributes to paradox theory by developing a model of spatial paradox navigation. Firstly, our inductive analysis identifies three interrelated space-making practices we define under the terms: Spacing, spatial meaning-making, and spatial juxtaposing. We analyze how these practices enact a spatial formation navigating the paradoxes "retaining sense of self - adapting new situation change, enabling flexibility - maintaining control/ structure, and maintaining individuality - driving collectivity". Second, we show how space-making practices dynamically amplify and mitigate paradoxical tensions and impact paradox salience. Accordingly, our conceptual model shows a dynamic entanglement and evolution of paradoxes, spatial formations, and navigation practices. Therefore, we provide a more contextualized, spatial perspective on paradox navigation practices.

OMT: **How Navigating Paradox Influences Leader's Cognitive Resources**

Author: **Muhammad Mustafa Raziq**, *U. of Sharjah*

Author: **Uzma Batool**, *NUST Business School, National U. of Sciences and Technology, Islamabad*

Author: **Naukhez Sarwar**, *National U. of Sciences and Technology (NUST)*

In today's complex organizational systems, paradoxes are considered an everyday occurrence. A leader's cognitive ability holds substantial role in facing paradoxical tensions, as this can influence individual and organizational performance. Though paradox scholars have more often acknowledged that navigating paradoxes influences leader's cognitive resources, how leader's cognitive resources are influenced remains unclear. We draw on data from semi-structured interviews from 38 corporate executives (who experience paradoxes of regulation-innovation and) heading product/service departments of large size international telecom firms. Our findings suggest: (a) innovation and regulation as a paradox; (b) paradoxical leader's cognitive resources reinforced as they perceive tensions as opportunities, while navigating paradox of innovation-regulation (c) once cognitive resource generation reaches its peak, it tends to start depleting; and (c) this process of regulation to depletion is gradual. We present a cognitive resources utilization model. Our findings suggest further theorizing of the cognitive resource theory, as our results show slight deviation from the existing knowledge, which suggests that confronting paradoxes may take a toll at leader's cognitive resources. Furthermore, while our theoretical model extends long held theoretical assumptions, our study suggests that merely considering paradoxes as mentally taxing is not enough. We indicate new directions for the paradox theory.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Socio-Materiality: Space, Place and Time

Session Moderator: **Jane Bjørn Vedel**, *Copenhagen Business School*

OMT: **The Role of Spatial Scale in Institutional Processes**

Author: **Søren Lund Frandsen**, *Copenhagen Business School*

Author: **Moritz Jan Kleinaltenkamp**, *Freie U. Berlin*

Author: **Vera Cathrin Simoneit**, -

Author: **Jane Bjørn Vedel**, *Copenhagen Business School*

This paper delves into the increasingly recognized role of spatial scale in institutional processes. Drawing on insights from Human Geography, we elaborate a conjoined view on spatial scale that goes beyond the extant focus on institutional places in geographic locations, to consider them in relation to also institutional territories in geographic planes, and institutional orders and institutional interlinkages in geographic clusters. We propose that these four focal spaces of institutional processes are enacted through four (re)scaling practices discussed in Human Geography, namely territorialization, place-making, hierarchization, and reticulation. These practices offer a comprehensive framework for paying greater attention to a core characteristic of institutional processes: Their ability to reach beyond single organizations or locations. By integrating these practices into institutional analysis, our paper reveals how spatial scale not only serves as a backdrop for, but actively co-constitutes institutional processes.

OMT: **When Time is of the Essence: Examining Timing of Product Recalls in the Biopharmaceutical Industry**

Author: **David M. Gomulya**, *Singapore Management U.*

Author: **Amrita Lahiri**, *Washington State U.*

Author: **Huizhi Yu**, *Texas Woman's U.*








Considering the hazard posed by defective products, we know relatively little about how firms determine when to recall products once they are known to have defects. Drawing on two perspectives: threat rigidity and stealing the thunder, this study examines the effects of recall severity and scale on the time it takes firms to announce a product recall after becoming aware of the defect, and the contingencies surrounding them. Our study contributes insights to the literature on crisis management by clarifying the conditions when different perspectives are more likely to dominate in predicting the timing of firm response to crisis. We contribute to practice by illuminating key drivers of the timing of product recall decisions – a type of firm action with significant implications for public health and policy.

OMT: **Edinburgh's Festival(s): Configuring A New Arts Field Through Place-Based Mechanisms**

Author: **Candace Jones**, *U. of Edinburgh business school*

Fields, as sites of frequent and fateful interaction, are implicitly based in places. Studies of fields and field configuring, however, tend to focus on discourse within a field to reveal members' cognitive understandings and their subject positions. Place—the interplay of geographic location, material forms and meanings— is strikingly absent from theoretical and empirical research on fields. I engaged in a longitudinal case study of a new field created and sustained by field configuring events: the Edinburgh Festivals from 1945 to 1971. By drawing on Simmel's sociology of urban space and social relations, the study reveals that field members employed three place-based mechanisms—cultural brokers, buildings and spatial configuration. Cultural brokers connected local actors to international artists and elites that generated field heterogeneity. Buildings demarcated festivals' organizational boundaries that enabled multiple festivals to operate simultaneously but also made the landscape readable for audiences. Spatial configuration of multiple diverse festivals' events proximate to one another facilitated movement between festivals diverse events while enabling a coherent interpretive frame of the field based on place rather than organizational boundaries: Edinburgh Festival. This study demonstrates the value of incorporating place, including Simmel's sociology of urban space, to reveal how fields are mutually constituted socially, materially and discursively.

KEY TO SYMBOLS

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

Theories of Evaluations and Review

Session Moderator: **Linqing Huang**, *Bocconi U.*

OMT: **Institutional Reviewer's Strategic Evaluations**

Author: **Linqing Huang**, *Bocconi U.*
Author: **Fabrizio Perretti**, *Bocconi U.*

This study aims to understand how organizations navigate internal similarities/differences across diverse locations. Focusing on institutional reviewers, we propose four hypotheses involving cultural and economic factors to explain disparities in evaluation outcomes across host countries. Our analysis validates two logics. Firstly, institutional reviewers encounter cultural barriers and penalize countries with dissimilar cultures. Secondly, institutional reviewers utilize their discretionary power to protect the home country from competition with other host countries in the international market. This study sheds light on the strategic preferences of institutional reviewers in shaping market perceptions and contributes to a deeper understanding of the inequalities embedded in evaluation outcomes. It also helps people understand how organizations trade off internal similarities/differences by balancing external adaptability and internal commensurability.

OMT: **Paying & Punishing it Forward: Misrecognized Evaluators Reproduce Unmeritocratic Peer Evaluations**

Author: **Mabel Abraham**, *Columbia Business School*
Author: **Tristan L. Botelho**, *Yale School of Management*
Author: **James T. Carter**, *Cornell U.*

In any evaluation system, the evaluator's purpose is to grant recognition or status to the highest quality candidates. However, these systems are imperfect; top performers may not be recognized and thus be underrecognized, and low performers may receive unwarranted recognition and be overrecognized. An important feature of many evaluation systems is that people alternate between being candidates and being evaluators. We examine how experiencing misrecognition as a candidate affects how people subsequently evaluate others within such systems. Building on theories of evaluations, role fulfillment, and equity, we argue that being underrecognized or overrecognized as candidates will affect how individuals later evaluate others. Across three studies—a natural field experiment with investment professionals, and two preregistered, multistage experiments, we find that underrecognized evaluators are less likely to grant rewards—even to the highest performing candidates—than similarly performing but correctly recognized evaluators. In contrast, overrecognized evaluators are more likely to grant recognition—even to the lowest performing candidates—than similarly performing but correctly recognized evaluators. Importantly, we provide evidence that underrecognized evaluator behavior is explained by perceptions that their experience was unfair while overrecognized evaluator behavior is shaped by role fulfillment concerns. Thus, in evaluation processes where people oscillate between the evaluated and the evaluator, we show how and why seemingly innocuous initial inefficiencies are reproduced.

OMT: **When Envy Becomes Benign and Scorn Becomes Predatory? Competitive Actions in Organization Rankings**

Author: **Chunhu Jeon**, *Morgan State U.*








Rankings locate individual actors in different ordinal positions even though there are little differences between the actors. Leveraging positional discrepancies created by rankings, I conducted regression discontinuity analyses to investigate whether and how positional discrepancies impact competitive actions in organizational dyads. The empirical analysis of market entries of Korean conglomerates suggests that upward competition is more likely than downward competition when initiating competitive actions: organizations are more likely to enter markets occupied by higher-ranked competitors. However, the results also show that this tendency can be reversed as organizations respond to previous interactions with lower-ranked competitors. Downward competition is strengthened when the lower-ranked competitor previously initiated competition. Upward competition can be weakened by previous acquisition deals in the organizational dyad. This study contributes to research on the impacts of social hierarchies on competitive actions.

OMT: **To Conform or Be Unique: Exploring the Influence of Analysts on Firms' Strategies**

Author: **Mehdi Samimi**, *City College - City U. of New York*
Author: **Ali Samei**, *U. of Sheffield Management School*
Author: **Samira Fallah**, *U. of Mary Washington*
Author: **Punit Arora**, *City U. of New York*

In this study, we examine the impact of analysts' recommendations on a critical decision faced by firms: the choice between conformity and distinctiveness. Integrating perspectives from both the strategy school of thought, advocating for uniqueness, and institutional theory, emphasizing conformity for legitimacy, we argue that, following analyst downgrades, firms may shift towards strategic distinctiveness or conformity depending on contextual factors that shape their interpretation of those recommendations. We find that, in this situation, firms tend to adopt strategic distinctiveness, when led by a powerful CEO, have strong financial performance, are categorized by investors as a growth stock, and operate in highly competitive industries. Our study contributes to the literature by providing a contextual understanding of analysts' impact on firm strategies. We also make a methodological contribution by devising a novel measure for strategic distinctiveness by employing topic modeling techniques on earnings call transcripts.

KEY TO SYMBOLS

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

Institutional Renewal and Change: The Times They are A-Changin'

Session Moderator: **Joakim Hans Netz**, *Jönköping U.*

OMT: **From Frustration to Institutionalization: Rapid Institutional Renewal and Emergent Intermediaries**

Author: **Joakim Hans Netz**, *Jönköping U.*

Author: **Patrick Reinmoeller**, *IMD*

Author: **Rob Jansen**, *Tilburg U.*

When extreme contexts reveal voids in national preparedness systems, the actors in emergent intermediaries face a dilemma in resolving a lack of supply—they can follow existing rules and fail, or they can break rules to enable supply but risk punishment after the crisis. Multiple-case analyses of how the COVID-19 outbreak affected the supply of safety-critical goods revealed how intermediaries emerged rapidly and contravened national legislation and customs because prosocial frustration compensated for fear. Those public and private actors involved in emergent intermediaries reflected on the right thing to do and envisioned a flexible national preparedness system. Although literature points to intermediaries for new coordination of supply during crises, their emergence and social organization into rapid institutional renewal are overlooked. Based on our findings, we develop a model that shows how new intermediaries emerge when actors break, make, and prosocially integrate rules by drawing on frustration and reflection to envision system renewal, institutionalize their experience, and avoid impending punishment. While theories overlook the dilemma of voids in national preparedness systems, this study highlights how emergent intermediaries' actors renew institutions rapidly. These insights advance extreme context research on the phenomenon by integrating institutional and prosocial literature and offer policy implications.

OMT: **Kindle's Kindle: Digitization and the Novelty of Creative Content in the US Publishing Industry**

Author: **Khwan Kim**, *INSEAD*

In this study, I examine the impact of digitization on content novelty within the US book publishing industry, focusing on the transformative influence of Amazon's Kindle and its digital ecosystem on the production and consumption of creative content. I propose and demonstrate that while digitization has promoted democratization and disintermediation, enabling a wider range of creators to participate in the market and fostering a more direct interaction between creators and consumers, it has inadvertently led to a reduction in the novelty of creative content. In doing so, I theorize the diminished roles of traditional gatekeepers and intermediaries and how a market increasingly driven by algorithmic evaluations and consumer feedback encourages homogenization and reduces differentiation in creative outputs. Employing data from nearly 300,000 original books published in the U.S. between 2001 and 2014, sourced from Goodreads.com, the study utilizes fixed effects regressions and a Difference-in-Differences (DiD) analysis to examine these dynamics. The findings indicate a significant decrease in book novelty post-digitization, with variations contingent upon the size of publishing organizations, authors' status, and genre-specific traits. The results also suggest that while established creators might maintain a certain level of autonomy, emerging and independent creators are more likely to align with prevailing market trends, contributing to the overall decline in novelty. This study enriches the literature on creative industries by providing empirical evidence of the complex effects of digitization on content novelty and shedding light on the shifting landscape of creative production and consumption in the digital age.

OMT: **Shareholder Revolution and Transformation of Innovation Strategies in the U.S., 1980-2015**

Author: **Yusaku Takeda**, *U. of Illinois at Urbana-Champaign*

Author: **Larry Peng**, *U. of Illinois at Urbana-Champaign*

The shareholder revolution dominant in the U.S. since the 1980s has been theorized to hamper innovation efforts, but R&D activities have become more prominent among U.S. businesses in the past few decades. This study offers a new explanation for this paradoxical surge of innovation efforts by distinguishing between two different innovation strategies—exploitation and exploration. We examined approximately 1.3 million patents filed by 4,420 U.S.-headquartered firms and their subsidiaries, representing about 50% of all utility patent grants of U.S. origin between 1980 and 2015. We dissect a clear, decade-spanning shift in firm orientation from explorative innovation to a more exploitative approach that capitalizes on existing knowledge—a trend echoing the growing influence of institutional investors. We theorize a mechanism of market coupling linking the market logics, institutional investors, and firm innovation strategies and suggest that quasi-indexed investors, such as indexed funds and Exchange Traded Funds (ETFs), are grave suspects of this historical transformation towards exploitation and away from exploration in the US. This highlights a need to rethink a model that promotes long-term, sustainable innovation crucial to the economy and society.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Social Movement and Collective Action

Session Moderator: **Jocelyn M. Leitzinger**, *U. of Illinois at Chicago*

OMT: **From Motown to Growtown: Pluralistic Entry and the Defense of Movement Values in a Moral Market**   

Author: **Jocelyn M. Leitzinger**, *U. of Illinois at Chicago*

Author: **Robert J. David**, *McGill U.*

Moral markets are often initiated by the efforts of social movements to develop new spaces for the exchange of products and services that instantiate movement values and create a social good as a means of alleviating a social harm. A growing literature explores how social movements contribute to the emergence of these moral markets, but much less is known about their subsequent stages of development and the role that social movements continue to play in them. The current literature suggests that the initial entrants to moral markets make strategic decisions to suppress movement values in favor of market logics to attract new entrants and achieve scale. But what happens if initial entrants make the opposite strategic decision, defending their values instead of suppressing them? We address this question with a 30-year qualitative study of urban agriculture in Detroit, Michigan – a racially segregated city facing decades of economic decline. We trace how initial market members were impacted by the entrance of new organizations based on new institutional logics and how, in turn, their responses shaped the market's development. We argue that social movements can maintain their institutional logic's dominance by engaging in a process of values alignment when complementary logics enter and values defense when conflicting logics pose a threat. Our study contributes to the literature on social movements and market emergence by demonstrating that scaling moral markets does not always necessitate the lessening of movement values. Additionally, we show that race can play a foundational role in the emergence and evolution of moral markets. Finally, we enhance our understanding of institutional complexity within markets by showing how incumbent and new logics in a market interact and mutually adjust, or alternatively, how adherents to incumbent logics can “push out” new logics with which collaborative relationships fail to develop.

OMT: **When the Spark Fades: The Impact of the #MeToo Movement on Role Incongruity in Hollywood**

Author: **Carla Rua-Gomez**, *SKEMA Business School - U. Côte d'Azur*

Author: **Daniela Iubatti**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*

The #MeToo social movement, generated in 2017 by the disclosure of sexual abuse allegations against Harvey Weinstein in the Hollywood film industry, brought the entire sector under global scrutiny for gender-discriminatory practices. This study investigates the impact of #MeToo on both producers' and audience's responses. Using data sourced from the IMDb and the Numbers database, we argue and show an increase in the number of female actors in leading roles within traditionally male-dominated movie genres as a visible mitigating strategy to offset potential economic and reputational repercussions arising from the #MeToo social movement. Furthermore, while the initial reaction from audiences was favorable towards such increased numerical representation of female leading actors within male-dominated genres, thanks to their heightened awareness of misconduct, this sentiment gradually shifted towards negative over time as the momentum of the #MeToo movement waned. This negative reaction can be attributed to role incongruity within those movie genres.

 OMT: **Extremist, Multivocal, or Deliberative: Unpacking the Communicative Processes of Collective Action** 

Author: **Ferran Torres**, *Rotterdam School of Management, Erasmus U.*

Author: **Bennet Schwoon**, *U. of Zurich*

Articulating responses to society's most pressing problems requires collective action. Yet, recent studies have found that collective action increasingly produces detached responses and reinforces vicious dynamics. How and when does collective action become (non)generative? To answer this question, we unpack the processes of collective action through a Habermasian lens that puts communication front and center. With this approach we can unpack how collective action unfolds over time, getting impacted and impacting the polarized context. Our argument renders three idealized paths through which collective action unfolds: the extremist, the multivocal, and the deliberative. Accordingly, for each of these paths we take our point of departure from a polarized context characterized by the starting disposition of collectives that varies along their interests, power, and identities. We then proceed to unpack the processes of collective action by explaining how the different aims of communication, the structures of communication, actions, and reflexivity lead to different systemic effects. We contribute to the literature on collective action in three ways: (1) by taking communication as a lens, we go back to the communicative roots of collective actions; (2) we unpack the underlying processes through which collective action unfolds; and (3) we highlight the deliberative path as the normatively desirable path.

OMT: **From Revolution to Revenue Stream: How Corporate Targets Co-opt Social Movement Attacks**

Author: **Anders Dahl Krabbe**, *King's Business School*

Author: **Sara Marquez**, *De Montfort U.*

Research on social movements has shown that activist attacks on corporate targets can help to create new market opportunities. Because these opportunities tend to be oppositional to incumbent industries, theory posits that incumbents are unlikely to exploit these opportunities. However, we suggest that corporate targets might be able to leverage activist attacks to their own advantage. Drawing on a longitudinal study of commercial academic publishers' responses to the Open Access Movement, we propose a theoretical model of how incumbent organizations can benefit from the market opportunities resulting from social movement attacks by manipulating powerful third-party stakeholders' perception of alignment or misalignment with the corporate targets and social movement respectively. To do so, corporate targets first co-opt social movements' frames by exploiting the distance between activists' and powerful stakeholders' concerns. Second, corporate targets redefine social movements' claims to create new market opportunities that is aligned the powerful stakeholders' concerns. Our paper moves beyond the current focus on how social movements create new, oppositional markets to how corporate targets co-opt social movement attacks to enhance their market position.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Stakeholder Dynamics and Strategic Engagement in Sustainable Development



Session Moderator: **Limin Fu**, *Monash U.*

ONE: **The Role of Community Engagement in Circular Economy Capabilities**

Author: **Limin Fu**, *Monash U.*

Prior circular economy (CE) literature predominantly focuses on technological knowledge in firms' CE capabilities. However, as CE involves multiple stakeholders, CE capabilities extend beyond firms' technological knowledge. Hence, the extant literature is yet to explore the role of engaging other stakeholders. In this study, I investigate the role of firms' community engagement in developing CE capabilities. Drawing on social capital theory and absorptive capacity, I posit that community engagement facilitates firms' development of CE capabilities by creating social capital conducive to firms' absorptive capacity. This relationship is moderated by community investment strategy and collectivistic culture. Using a global dataset from 2002 to 2020 in 64 countries, I test the hypotheses using multilevel linear modeling (MLM), propensity score matching (PSM), and a range of supplementary tests. Overall, this study's findings not only further unpack community drivers of CE capabilities, but also provide valuable insights for practitioners and policymakers seeking a more accurate understanding of the interdependent stakeholder relations in shaping sustainable practices towards Net Zero.

ONE: **How Sustainable Shareholders use Indirect Strategies to Influence Companies**

Author: **Tanja Ohlson**, *UNSW Sydney*

Author: **Emilio Marti**, *Erasmus U. Rotterdam*

Author: **Falko Paetzold**, *EBS U. of Business and Law*

While we know that secondary stakeholders use indirect strategies to influence companies, it remains underexplored how primary stakeholders may use them. By focusing on shareholders as an important primary stakeholder, this paper explores how sustainable shareholders use indirect strategies to influence companies. Using various data sources, including 35 observations of meetings with companies and 116 interviews, we find that the Federated Hermes SDG Engagement Fund used a distinct indirect strategy: making other stakeholders salient. By highlighting other stakeholders in interactions with companies, the Fund increased companies' responsiveness to sustainability issues. Our paper advances stakeholder theory by identifying an indirect strategy that is ideally suited for primary stakeholders and research on sustainable investing by illuminating the division of labor between sustainable shareholders and other stakeholders.

ONE: **Multi-Stakeholder Partnership (MSP) Dynamics for Evolving Partnership Goals**

Author: **Soumyo Das**, *EMLYON Business School*

Businesses are increasingly organizing multistakeholder partnerships (MSPs) to achieve GSC-oriented goals. Despite a surge in academic and practice interest, extant scholarship has predominantly approached the concept of goals from a static framing. Drawing on a 10-year qualitative longitudinal study of The Ebony Project in Cameroon, I explore how a partnership initially architected to address a legal crisis evolved to organizing for long-term business sustainability. I show that the evolution of partnership goals is triggered by the incidental challenges encountered by the MSP, and which informs and shapes MSP dynamics over time. I develop a grounded process model illustrating how a recursive approach to sensemaking, searching, and structuring is crucial for managing MSPs for evolving partnership goals. By shedding light on the adaptive mechanisms within MSPs, this study contributes valuable insights to the evolving landscape of MSPs and their role in addressing complex GSCs.

ONE: **Sustainability Liability? Individual Environmental Concerns and Startup Legitimacy**

Author: **Sonal Nayak**, *Doctoral Student at Indian Institute of Management Bangalore*

Legitimacy can be a major issue for startups, especially within nascent categories. While the literature has often focused on startups' internal efforts to gain legitimacy, in this paper, we complement such prior perspectives by focusing on the role of individual environmental concerns (IEC) as a source of external legitimation for startups. Our key argument is that startups suffer from sustainability liability, especially when the category is nascent, since they are often seen as prioritizing long-term good over short-term gains. Under such circumstances, individual environmental concerns influence other resource-providing stakeholders to invest in sustainability-focused startups through interactive agency. We find support for our arguments in the US food and agriculture setting. We find that sustainability-focused startups are less likely to get funded early on, but more likely to later when venture capitalists are influenced by individual environment concerns. Our findings have implications for the literatures on sustainability, entrepreneurship, and impact investing.

ONE: **How Strategic Decisions Impact the Success of Local Advocacy Interventions at Greenpeace**

Author: **Yves Plourde**, *HEC Montreal*

International advocacy non-governmental organizations (NGOs) represent key actors of global environmental governance. In this paper, we depart from the current paradigm that considers these NGOs as stakeholders to businesses and governments to investigate how they make decisions concerning their advocacy interventions. Our contribution is twofold. First, we develop a framework that explains how the national and regional organizations (NROs) at Greenpeace strategize their interventions. Second, we adopt a set-theoretic approach to investigate how the decision points associated with an intervention impact its success. Our findings show that the success of interventions largely depends on the choice of targets and tactics in relation to the particular context of an intervention. Our study calls for a greater understanding of the strategic management of international environmental advocacy NGOs.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Regional Dynamics and Global Perspectives in Environmental Sustainability



Session Moderator: **Andra Riandita**, *U. of Stavanger Business School*

ONE: **Does Location Matter for Eco-Innovation? A Comparison Between Core and Peripheral Regions**

Author: **Xiangyu Quan**, *U. of Stavanger*

Author: **Marte Solheim**, *U. of Stavanger*

Author: **Andra Riandita**, *U. of Stavanger Business School*

This paper examines the role of geographical location in the relationship between external collaboration and eco-innovation by drawing on the literature on eco-innovation and the geography of innovation. Analyzing data from 3,518 Norwegian firms in the service sector, we demonstrate that a firm's geographical location significantly influences collaboration with external partners on eco-innovation. Despite collaboration with partners at all geographical scales is positively associated with eco-innovation in both core and peripheral regions, firms situated in peripheral regions show greater benefits from collaborations with international partners compared to those in core regions. These findings highlight the need for firms to take account of their location when formulating collaboration strategies and underscores the positive correlation between partner breadth and eco-innovation, thereby emphasizing the importance of diverse partnerships for advancing eco-innovation development. This study has both theoretical and practical implications, offering strategic guidance for firms aiming to leverage external collaborations for eco-innovation in core and peripheral regions.

ONE: **How Novelty Fuels Biospheric Concerns: Insights from Visiting a Mega-Event of Dubai 2020 Expo**

Author: **Yi Zhang**, *Zayed U.*

Author: **Juan Du**, *Shanghai International Studies U.*

How to enhance biospheric concerns has posed a challenge to sustainable tourism. This study examines the impact of visiting Dubai 2020 Expo on tourists' learning from novelty experiences to promote biospheric concerns. Data was collected from 885 multi-national visitors at the mega-event. Mixed research methods were used, including quadratic curve analysis, polynomial regression analysis, and response surface analysis to validate four hypotheses. The findings indicate that novelty can be transformed into biospheric concerns with variations of repeated visiting times. Both surface and polynomial regression analyses provide evidence for the congruence and incongruence between these variables to fully comprehend visitors' learning and changes. The results also reveal that optimization-novelty level changes with the visiting times in an inverted U-shaped relationship and how the relationship impacts biospheric concerns. The findings have implications that visitors are likely to transform their learning from novelty to biospheric concerns through their repeated visits with a rising ridge shape.

ONE: **The Colors of Aliens: A Replication Study on Environmental Practices of Foreign-Owned Establishments**

Author: **Narae Lee**, *Korea Advanced Institute of Science and Technology (KAIST)*

Author: **Franziska Hittmair**, *NOVA School of Business and Economics*

This paper revisits King and Shaver's (2001) "Are Aliens Green? Assessing Foreign Establishments' Environmental Conduct in the United States". Given the development of globalization since the original time frame of the study (1992-1996), we replicate their paper and examine foreign-owned establishments' environmental practices, using recent data (2010-2018) from the Toxic Release Inventory (TRI). We extend the analysis to not only estimate the effect of foreign ownership on toxic waste releases but also examine other types of pollutants, explicitly estimating the differences between domestic- and foreign-owned facilities concerning greenhouse gas emissions and particulate matters. Our results largely align with the original study, suggesting that foreign-owned establishments still generate more toxic waste but also engage in more waste management than U.S.-owned counterparts. However, in contrast to the original research, we find that foreign-owned establishments subsequently release more emissions despite their waste management efforts. We find releases of foreign-owned facilities to be higher when it comes to both toxic waste emissions and particulate matters, but do not report differences in greenhouse gas emissions. Our study underlines the crucial role of ownership when it comes to corporate environmental practices.

ONE: **Multistakeholder Partnerships and Climate Adaptation: Insights From Switzerland's Disaster Insurance**

Author: **Eugenia Cacciatori**, *Bayes Business School, City U. of London*

Author: **Paula Jarzabkowski**, *U. of Queensland*

Author: **Rebecca Bednarek**, *Victoria Management School*

Author: **Konstantinos Chalkias**, *Birkbeck, U. of London*

Climate adaptation is a key challenge facing the world today and one of the UN's sustainable development goals. Multistakeholder partnerships, particularly in the form of cross-sector partnerships bringing together actors from the public sector, business, and civil society, are often posited as effective tools to achieve climate adaptation. Yet, the evidence of the effectiveness of these partnerships is at best mixed. In this paper, we look at an extreme case of such multistakeholder partnerships, the Swiss system of public sector disaster insurers and resilience actors. This system is widely regarded as effective in providing cheap and comprehensive disaster insurance that also contributes to resilience and adaptation – a goal that eludes many other disaster insurance systems as they face the challenge of increasingly frequent and intense weather phenomena. We use this evidence to call for future research on multistakeholder partnerships to move beyond its current focus on business and civil society actors, and pay closer attention to public sector actors and their role and capabilities.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Re-Imagining the Relationship Between Business and Justice

Presenter: **Catherine Owsik**, *U. of Michigan, Ross School of Business*

Presenter: **Rosalie Luo**, *Ivey Business School*

Discussant: **A. Wren Montgomery**, *Ivey Business School*

Presenter: **Elizabeth Embry**, *U. of Kansas*

Presenter: **Jeff York**, *U. of Colorado, Boulder*

Presenter: **Camille Roger Meyer**, *U. of Cape Town*

Organizer: **Catherine Owsik**, *U. of Michigan, Ross School of Business*

Organizer: **Rosalie Luo**, *Ivey Business School*

Scholarship and practice are both increasingly engaging with justice in the face of a wide range of social, economic, and environmental harms, with most scholars theorizing in the realms of philosophy, politics, and legal studies. However, management research on justice up to this point has primarily only focused on justice within the boundaries of organizations. In this symposium, we provide an opportunity for management scholars to expand their understanding of justice and consider a few avenues for innovation. We organize our symposium around a systematic and integrative review of justice, with the following three empirical presentations each exemplifying one of the review's emergent insights for innovative research. Our discussant will close the symposium by briefly engaging the presenters and audience in a conversation around the role of business in advancing a more just future.

The Role of Organizations in a Just Future: A Review and Path Forward

Author: **Rosalie Luo**, *Ivey Business School*

Author: **A. Wren Montgomery**, *Ivey Business School*

Author: **Catherine Owsik**, *U. of Michigan, Ross School of Business*

The Unintended Double Tax on Minority Professionals as Firms React to Co-occurring Social Movements

Author: **Elizabeth Embry**, *U. of Kansas*

Author: **Jeff York**, *U. of Colorado, Boulder*

How Green is it? White-Washing in American Environmental Justice

Author: **Catherine Owsik**, *U. of Michigan, Ross School of Business*

Just Regeneration: Biocultural Rights and Biodiversity in the Faure Community

Author: **Camille Roger Meyer**, *U. of Cape Town*

Author: **Charon Marais**, *Stellenbosch U.*

KEY TO SYMBOLS



Teaching-oriented



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Diversity-oriented



Selected as a Best Paper

Donation Dynamics: Enhancing Nonprofit Donations in the Digital Age

Session Moderator: **Justin Michael Stritch**, *Arizona State U.*

This presentation will share research on the factors driving donor contributions in nonprofits, as we examine how transparency, executive compensation, technology, and the principles of compassion organizing influence giving behaviors.

PNP: A Survey Experiment on the Impact and Mechanisms of Nonprofit Transparency on Donations to Charities  

Author: **Zhongsheng Wu**, *Zhejiang U., China*

Author: **Yiming Dai**, *School of Public Affairs, Zhejiang U.*

As a critical bridge between societal needs and civic participation, nonprofit transparency is essential to gain trust and support from potential donors. While a considerable number of existing empirical studies have explored the relation between nonprofit transparency and donations, the causal impact and mechanisms of nonprofit transparency on donations are still not answered well. This study employs a 3 (Financial Transparency: High/Medium/Low) × 3 (Performance Transparency: High/Medium/Low) survey experimental design (N=1200) to explore the causal relation and mechanisms between nonprofit transparency and donations, as well as the heterogeneous effects of financial transparency versus performance transparency on donations. Analysis of experimental data reveals that both financial and performance transparency significantly increases willingness to donate and amount of donations, while potential donors are more sensitive to signals of financial transparency than performance transparency. In addition, rationality of donors serves as a positive moderator between transparency and donations, while past donations have a mediated moderation effect through trust in charitable organizations. These novel findings can not only contribute to the literature by further expanding the signaling theory, but also provide empirical evidence and practical implications for policymakers and nonprofit managers to promote nonprofit transparency and accountability.

PNP: The Effects of NPO Executive Compensation, Performance, and Trust on Donors' Willingness to Give

Author: **Justin Michael Stritch**, *Arizona State U.*

Author: **ChiaKo Hung**, *U. of Pennsylvania*

Executive compensation is a double-edged sword for nonprofit organizations. On one hand, above market rate salaries might be required to attract and retain individuals with the talent and skills required to effectively run these complex organizations. On the other hand, high executive salaries might be at odds with normative notions and expectations that donors and the broader public have regarding the nonprofit sector. Research shows that this incongruence, and the presence of high executive compensation can undermine trust and, critically, donor engagement with the organization. In this research, we use an experimental design to disentangle the impacts of executive compensation on public trust and willingness to donate to the organization. Theoretically, we develop a model that suggests trust will play an important role in understanding this relationship while also considering the role of organizational performance as a moderator. In terms of outcomes, we add to the literature by considering the effects of these variables on both stated willingness to give as well as actual giving behavior.

PNP: From Giving to Organizing: Unveiling the Key Determinants of Compassion Organizing in Philanthropic Crowdfunding   

Author: **Qian Jin**, *Utrecht U.*

Author: **Liang Shang**, *The Education U. of Hong Kong*

Author: **Ejian Zhou**, *U. Utrecht School of Economics*

Philanthropic crowdfunding has been laden with emotions, in particular compassion. Compassion as an other-oriented emotion not only drives donation behavior, but also motivates compassion organizing from donors. We expand the outcome scope of crowdfunding from success rate to compassion organizing and interrogate what factors in philanthropic crowdfunding campaigns transform donors into secondary organizers who act upon the campaigns not only by donating but also by mobilizing others' donation behaviors. Drawing on the theory of compassion organizing, we conducted an exploratory study with BERTopic and a mixed-effect linear regression on a novel dataset (N = 69,406) from a leading philanthropic crowdfunding platform. Our study highlights the important roles of emotions in visuals and texts, the linguistic clarity and richness and the legitimacy of backing foundations in driving compassion organizing. This study makes novel contributions to crowdfunding studies and compassion organizing by introducing a new dimension into the scope of crowdfunding outcomes and identifying the key antecedents of compassion organizing.

PNP: Technology Adoption in Nonprofits and Donations 

Author: **Hanjin Mao**, *U. of Houston - Downtown*

Information technology benefits nonprofit organizations. However, the expenditures on technology infrastructure as part of the overhead cost may scare away donations. Do donors care about the information technology adoption and expenses in nonprofit organizations? This study investigates the donors' reactions to nonprofits' information technology budget, purposes, and performance. An online survey experiment is conducted on Qualtrics with 1,040 participants. Results show that information technology adoption performance has a positive impact on donations. Surprisingly, donors are more likely to donate to organizations with higher budgets for information technology. However, the detailed information disclosed about the purposes of IT projects negatively influences their willingness to donate. This study suggested a more open and innovative approach for nonprofits to present themselves as tech-equipped organizations to their donors.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1523** | Submission: **22164** | Sponsor(s): **(PNP)**
Scheduled: **Monday, Aug 12 2024 1:15PM - 2:45PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
Chancellor Room

Perception & Policy: The New Frontiers of Accountability in Public Service

Session Moderator: **Julia Andrea Trautendorfer**, *Johannes Kepler U. Linz*

This presentation will share research on government accountability mechanisms with an analysis of digital information behaviors, the perception of transparency policies, the interplay of formal and informal accountability, and local government reactions to performance incentives.

PNP: **Digital Platforms as Intermediaries: A Descriptive Case Study on FOI Use Behavior** 

Author: **Julia Andrea Trautendorfer**, Johannes Kepler U. Linz
Author: **Lisa Hohensinn**, WU Vienna, U. for Economy and Business¹
Author: **Dennis Hilgers**, Johannes Kepler U. Linz

Increased implementation of transparency policies and freedom of information (FOI) laws should allow citizens to gain access to government information. While some public organizations already proactively publish information on open data portals or on their web pages, citizens are also granted the right to send individual information requests to public bodies directly. Organizations bound by FOI are obliged to respond to these requests. In addition to direct communication channels (post, email, or social media), citizens can request the desired information via digital intermediaries such as FOI platforms. These digital platforms are usually hosted by non-governmental organizations (NGOs), which forward information requests to the responsible authority, thereby providing a low-threshold way for citizens to engage with public organizations. This study explores the specific role of FOI platforms in strengthening transparency and the exchange of demand and supply of government information. By drawing on intermediation theory and principal-agency theory, the study shows the potential of FOI platforms for processing information requests and reducing information asymmetries between government and citizens. In the frame of a descriptive single case study, data from a German FOI platform is analyzed. Looking at German data is especially valuable as FOI is not regulated at the federal level, but differs from state to state (Länder). Under this premise, investigating information demand and supply via online platforms can not only shed light on overall FOI use behavior and public organization's responsiveness, but also show how platforms can foster more efficient citizen-state interaction and information exchange.

PNP: **From Policy to Perception: The impact of Accountability Mechanisms on Perceived Transparency**    

Author: **Julia Andrea Trautendorfer**, Johannes Kepler U. Linz
Author: **Nina Eder**, Johannes Kepler U. Linz
Author: **Lisa Hohensinn**, WU Vienna, U. for Economy and Business¹
Author: **Dennis Hilgers**, Johannes Kepler U. Linz

Governments worldwide have introduced transparency policies and disclosure requirements, so that citizens can hold officials accountable for their actions and fulfill their role as "watchdogs" of the state. In the long term, this should improve trust in government and the efficiency of public spending and legitimize government by mitigating potential information asymmetries between citizens and the government. Therefore, if adequate mechanisms that empower citizens to increase government transparency and accountability of public officials are properly stipulated in the law, do citizens also perceive it that way? Public perceptions of decision-making processes and government activities are crucial for government policy-making because citizens are the ultimate evaluators of policy outcomes. Thus, this study examines whether institutionalized government transparency reaches citizens and positively affects citizens' perceptions of government transparency. Using individual-level data from the European Social Survey (ESS) and country-level data from the European Public Accountability Mechanisms Dataset (EuroPAM), we analyze the impact of five accountability indicators on citizens' perceptions of transparency in 28 European countries. Using the large-N sample data from the ESS, we control for socio-demographic variables and thus also shed light on covariates of citizens' perceptions of transparency.

PNP: **Efforts or Gaming: How Local Governments Respond to Performance Incentives and Bypassing Monitoring**  

Author: **Xiao Tang**, School of Public Policy and management Tsinghua U.
Author: **Zhe Deng**, School of Public Policy and management Tsinghua U.
Author: **Mengke Guo**, School of Public Policy and management Tsinghua U.








Gaming behaviors in performance measurement are prevalent in the public sector causing information distortion and impeding substantive improvement. We develop a model of how agents' gaming behaviors are elicited and relived by incentives and monitoring and identify three paths of effects that jointly determine agents' choices between efforts or gaming, namely incentive effect, monitoring effect, and parallel effect. We use China's national inspection on environmental protection as a case and measure the extent of gaming by examining the discrepancy between reported air pollution and satellite data. Empirical findings support our theoretical predictions that each of the three effects has a unique impact on the equilibrium relations between efforts and gaming. And their joint function can produce a situation where real efforts and gaming both increase, as indicated by a decrease in the actual level and a wider gap between reported and actual levels, respectively. These results implicate a fine-tuned balance between incentives and monitoring for performance management in public organizations.

PNP: **The Relationship Between Formal and Non-Formal Accountability Processes in a Public Service Context** 

Author: **Stuart Cooper**, U. of Bristol
Author: **Suzana Grubnic**, Loughborough U.

The purpose of this paper is to explore the relationship between formal and non-formal processes of accountability in a public services context. The paper presents a case study of the impact of the Health and Social Care Act (2012) on the practices of Health and Wellbeing Board (HWB) members. It draws upon multiple data sources, including in-depth interviews with the members, comprehensive archival data published by the HWB (2011-2019), and observations of HWB public meetings. The concept of dynamic duality is introduced to offer a more holistic understanding of the relationship between formal and non-formal processes of accountability within a public services context. The case illustrates the role of formal and non-formal processes of accountability at a HWB in England. Moreover, the case study reveals the relationship and interaction between the formal and non-formal accountability processes and how they change and transform each other over time. We find that whilst non-formal accountability processes were strengthened by a historical legacy of partnership working, over time the dynamics at play led to the development of formal accountability processes through more sophisticated performance systems. The paper presents a new and more holistic conceptualisation, dynamic duality, on the potential relationship between formal and non-formal accountability processes that has applicability in the public services domain.

KEY TO SYMBOLS

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

Evolving Challenges in Public Service Leadership, Employee Conduct, and Public Sector Performance








Organizer: **Diep Nguyen**, *Northumbria U.*

Organizer: **Geoff Plimmer**, *Victoria U. of Wellington*

Discussant: **Stephen Teo**, *La Trobe U.*

The four papers in this symposium cover a spectrum of topics, addressing unethical pro-organizational behavior, workplace incivility, cynicism and withdrawal, and accountability in the performance of public service at the executive level (Hassan, 2019; Kangas et al., 2017; Kim et al., 2023; Luan et al., 2023; Valentine et al., 2018). By engaging with these multifaceted issues, the papers aspire to contribute significantly to a more profound understanding of the intricate dynamics at play within public sector organizations. Furthermore, they aim to present potential avenues for minimizing the impacts of contemporary challenges on public service leadership, employee conduct and overall public service performance. In the first paper, Nguyen and colleagues shed light on the dearth of research and empirical evidence concerning the burgeoning unethical phenomenon within public administration: micromanagement and unethical pro-organizational behavior (UPB). Employing an experiment design in Study 1 and a fieldwork survey in Study 2, this paper unveils the dark side of micromanagement, affective trust, and work engagement in fostering the engagement in UPB among public servants. The paper drawing upon social learning and conservation of resources theories contributes valuable insights to the ongoing discourse on micromanagement and UPB, prompting a call for increased attention to these critical issues in the public sector context. The findings offer significant implications for effective leadership and organizational management, emphasizing the need for proactive policies and measures to ensure ethical conduct within the context of public administration. Employing a mixed-method design comprising both qualitative and quantitative components, Paper 2 delves into the intricate dynamics of incivility influences. It sheds light on how seemingly minor acts can profoundly shape and jeopardize teams, giving rise to fear, gossip, anger, and revenge. These detrimental dynamics escalate tension, foster team divisions, promote exclusion, diminish trust, and ultimately contribute to high turnover. The study underscores the significance of line managers, revealing that the weak and inconsistent behaviors exhibited by them serve as catalysts for this toxic work environment. In light of these findings, Zhou and Plimmer recommend prioritizing line management capabilities as precursors to addressing workplace incivility, emphasizing the imperative need for leadership training and development programs in the public sector. Drawing on the Job Demands-Resources model, Paper 3 proposed and tested the moderating role of PSM on the indirect effect of illegitimate tasks on public servants' withdrawal behavior via cynicism. Results of the Process Macro model with data from two waves of public servants in Vietnam show that illegitimate tasks are positively related to cynicism and subsequently to withdrawal behavior for public servants with low PSM. For high PSM public servants, the influence is contradictory: illegitimate tasks directly reduce cynicism and indirectly alleviate withdrawal behavior via cynicism. The results indicate that the effect of illegitimate tasks varies based on public servants' PSM levels. Paper 4 leveraged data collected from senior executives within public administration in Brazil and Indonesia to explore the impact of both interfering and supportive political leadership on the strategic management of programs by executive public servants. In their contribution to the literature, Berman and Plimmer offer new insights by highlighting the pivotal role of felt accountability, coupled with supportive political behaviors instigated and exhibited by political leaders, in augmenting the strategic effectiveness of these crucial programs. This study highlights the essentiality of specific leadership behaviors at the executive level within public administration, asserting that such behaviors are instrumental in ensuring strategic effectiveness and efficiency.

KEY TO SYMBOLS

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

Reviewing Methods Contributions: From Current & Previous Editors of Organizational Research Methods



Facilitator: **Jayci Robison Pickering**, *Oklahoma State U.*
Facilitator: **Victoria Creed**, -
Panelist: **Paul Bliese**, *Darla Moore School of Business, U. of South Carolina*
Panelist: **Jose M. Cortina**, *Virginia Commonwealth U.*
Panelist: **Jeremy F. Dawson**, *U. of Sheffield*
Panelist: **Justin A. DeSimone**, *U. of Alabama*
Panelist: **Thomas Greckhamer**, *Louisiana State U.*
Panelist: **Tine Koehler**, *U. of Melbourne*
Panelist: **Dina Krasikova**, *U. of Texas At San Antonio*
Panelist: **Lisa Schurer Lambert**, *Oklahoma State U.*
Panelist: **Anne D. Smith**, *U. of Tennessee, Knoxville*
Panelist: **Larry J. Williams**, *Texas Tech U.*

Previous work suggests the Academy strengthen its emphasis on reviewer training (e.g., Raelin, 2008). In response to this call, we hope to provide advice to scholars regarding 1) what makes a methodological contribution and 2) how to apply this knowledge when reviewing methods papers. Authors and reviewers alike are given little guidance regarding what makes for a methodological contribution, highlighting the need for this symposium. Relatedly, while certain reviewing standards and checklists exist across the field, we posit that reviewing methods papers requires a unique skillset. This means that, apart from very general suggestions (e.g., consistency, constructiveness), advice from standard reviewing checklists does not typically apply. As such, reviewers are often left to their own devices when sorting out the specifics, an experience we hope to mitigate. Specifically, the current panel symposium will act as a source of advice and discussion regarding reviewer 'best practices' by offering insight from current and previous members of the editorial board at Organizational Research Methods (ORM). The panel will have a distinct focus on how to review methods papers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1526** | Submission: **21729** | Sponsor(s): **(SAP)**
Scheduled: **Monday, Aug 12 2024 1:15PM - 2:45PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Crystal Room**

SAP IG - Distinguished Keynote: William Gartner

Distinguished Speaker: **William B. Gartner**, *Babson College*
Host: **Eric Knight**, *Macquarie Business School, Macquarie U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Bribery and Broader Organizational Misconduct: Internal and External Rationals, Drivers & Responses



Session Moderator: **Naomi A. Gardberg**, *City U. of New York, Baruch College*

SIM: Rationalizing Bribery Conduct Under Political Instability: The Impact of Ethical Blindness

Author: **Chomsorn Tangdenchai**, *Assumption U. of Thailand*

Drawing on institutional theory, this paper investigates the relationship between perceived political instability and firm's bribery through bribery rationalization. This paper also examines the moderating effect of bribery pervasiveness on the relationship between bribery rationalization and firm's bribery. Our analysis of 280 firms in an emerging market suggests that perceived political instability leads to bribery rationalization. Bribery rationalization could lead to firm's bribery and such relationship is even stronger with the presence of bribery pervasiveness. Finally, bribery rationalization is found to play a mediating role in the relationship between perceived political instability and firm's bribery in an emerging market. The limitations of this paper and the implications of its findings for researchers and practitioners are discussed.

SIM: The Sophistication Paradox: Management Practices and Bribery in Informal Firms in Anomie Contexts

Author: **Horacio Enrique Rousseau**, *Florida State U.*

Author: **Sebastian Garcia-Dastugue**, *Florida International U.*

Author: **Shashank Rao**, *Auburn U.*

What drives bribing in informal firms? Strain theory suggests that firms are more likely to commit misconduct when their performance is poor or when their capabilities are limited. However, this view ignores that, in anomic contexts, the more capable informal firms may benefit more from bribing than their less capable counterparts. This study examines paradoxical role of management practices, a critical capability, and bribery in informal firms. Specifically, we theorize that structured management practices raise performance expectations, increasing strain and prompting bribing. We also explore moderators in the link between management practices and bribing. We anticipate that features of owners that increase sensitivity to social norms will reduce the effect of management practices on bribery. In contrast, local context factors that increase expectations should enhance the positive effect of practices on bribing. We test this hypothesis using the World Bank Enterprise Surveys of the Informal Sector (ESIS) data collected in 2022 in urban India. Results from 8,047 informal firms provide robust support for our expectations. By incorporating the role of management practices in deviant strategic decisions, this study contributes to the stream of research on organizational misconduct. Our findings suggest that addressing the issue of organizational misconduct requires not only a focus on external factors but also on internal factors such as management practices. Our study also sheds light on the importance of owner characteristics and contextual factors in shaping the relationship between management practices and bribery.

SIM: The Dual Role of Security Analysts: Examining the Balance Between Pressure and Monitoring

Author: **Vaibhav Mishra**, *Fox School of Business, Temple U.*

Author: **Todd Schifeling**, *Fox School of Business, Temple U.*

Author: **Solon Moreira**, *Fox School of Business, Temple U.*

Research on the effect of financial analysts on firm misconduct behavior has shown that analysts can either put pressure on managers to meet goals at all costs, encouraging misconduct, or can have an external monitoring effect to reduce misconduct. However, the literature is relatively silent about the conditions when analysts exert a pressure role versus a monitoring one. We address this gap by theorizing that financial analysts have an inverted U-shaped effect on manager's propensity to engage in misconduct behavior. We argue that the pressure effect to cut corners exists at low levels of analyst coverage while the monitoring effect helps reduce misconduct at high levels of analyst coverage. Further, these effects are moderated by dispersion in analysts' forecasts and corporate governance effectiveness due to the differential influence of each moderator on the underlying pressure and monitoring mechanisms. Using an instrumental variable approach on a multi-industry sample, we find support for our hypotheses.

SIM: Shareholders' Reactions to Corporate Responsibility and Irresponsibility Towards Other Stakeholders

Author: **Fernando Nemec**, *Fundação Escola de Comércio Álvares Penteado*

Author: **Simone R. Barakat**, *Fundação Escola de Comércio Álvares Penteado*

Author: **Vinicius Brunassi Silva**, *Fundação Escola de Comércio Álvares Penteado*

Author: **Humberto Gallucci Netto**, *U. Federal de São Paulo*

Understanding simultaneous value creation for stakeholders requires adopting an analytical approach that goes beyond the focus on the relationship between the company and each individual stakeholder group. To contribute to the discussion on the interconnectedness of stakeholders' interests, we investigated how shareholders react to corporate responsibility or irresponsibility actions directed at other stakeholders. Employing the event study method, we examined 1,602 media articles related to actions of responsibility or irresponsibility by 81 companies listed on the Brazilian Stock Exchange. Drawing upon Stakeholder Theory and the concept of Corporate Stakeholder Responsibility, we analyzed each article to identify the covered issue and the stakeholders affected by the companies. The analysis considered the impacted stakeholder group, the sector of the company, and the portrayal of the company in the news. Overall, the findings indicate that shareholders do not exhibit a positive response towards responsible actions, with an exception seen when these actions are directed towards the consumer stakeholder group. Our results revealed that shareholders penalize responsible actions directed to the non-stakeholder group. The study also uncovered a negative shareholder response toward irresponsible actions by companies, particularly those impacting the environment, community, and employees. However, shareholders appear to reward irresponsible actions that impact competitors.

SIM: The Heterogeneity of Negative Spillovers: The Role of Corporate Social Responsibility

Author: **Yusen Dong**, Bay Area International Business School, Beijing Normal U.

Author: **Haijian Liu**, Nanjing U.

Described as industry negative spillovers, the misconduct of one firm can cause harm to other firms in the same industry. To better understand the role of corporate social responsibility (CSR) in industry negative spillovers, we draw on attribution theory and categorization literature to develop and test a model. Our model predicts that when perpetrator (bystander) firms have high CSR, investors will use causal-based categorization to attribute and punish bystander firms more (less) in the same industry by discounting their stocks more (less), thereby influencing the valence of the negative spillover. We find support for our predictions in an event study that examines the stock market valuations of bystander firms triggered by 146 regulatory actions by China Securities Regulatory Commission from 2010 to 2019 in China. Our study contributes to both inter-organizational spillover (i.e., negative spillover) literature and CSR literature.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Exploring the Governance Landscape: Implications for Sustainability, Social Value, and Stakeholders



Session Moderator: **Lori Versteegen Ryan**, *San Diego State U.*

SIM: A Model of Sustainable Corporate Governance

Author: **Etienne Develay**, *Manchester Metropolitan U. Business School*

Author: **Stephanie Giamporcaro**, *Nottingham Trent U.*

The field of corporate governance has traditionally been divided between the shareholder and stakeholder models. However, the increasing societal demand for information on corporate sustainability is challenging these established models as it drives the dissemination of information to a wider range of stakeholders and emphasises the necessity to take ecological limits into account. In response to this challenge, this paper proposes an adaptation of the stakeholder-agency theory with a strong sustainability approach to serve as a foundation for an integrated corporate governance model aligned with sustainable development. This sustainable corporate governance model expands the definition of stakeholders to include future generations and non-living entities. It recognises the resources supplied by stakeholders as different forms of capital that must be preserved and reimbursed, and it advocates for the minimisation of their utility losses within ecological limits. Finally, the paper explores how these adaptations redefine six fundamental assumptions of traditional corporate governance models and discusses their implications for a sustainable corporate governance model.

SIM: Collaborations for Social Value: Governance Framework for Community-Social Enterprise Partnerships

Author: **Rakesh Kumar Pati**, *Deakin U.*

Author: **Christopher Sutter**, *Miami U. Ohio*

Author: **Niharika Garud**, *U. of Melbourne*

This research explores collaborative societal governance by developing a theoretical framework for resource governance in partnerships between social enterprises and beneficiary communities. While the social benefits of such partnerships are well documented and include critical social value outcomes, such as leveraging community knowledge, promoting community empowerment, and increasing the capacity of the social enterprise to scale, much less is known about the collaborative governance arrangements that might best promote creation of social value. We argue that social value creation will be greatest when the ownership and control of key resources take into consideration the communities' perceptions of social value and consensus concerning the use of these resources. Using these characteristics, we develop a framework and propose optimal resource governance structure between the social enterprise and beneficiary communities to enhance social value creation in developing countries. We explore the implications of this theoretical framework for value creation within cross-sector social partnerships.

SIM: Steering Through Uncertainty: How Corporate Governance Influence the Conception of Debtholders

Author: **Bakr Al-Gamrh**, *Rennes School of Business*

Author: **Umar Farooq**, *Xi'an Jiaotong U. School of Economics and Finance*

Author: **Tanveer Ahsan**, *Rennes School of Business*

The study examines the intricate relationships between economic policy uncertainty (EPU), corporate governance (CG), and the cost of debt (COD). It investigates how CG influences debtholders' perspectives during periods of EPU. The study utilizes a system GMM (generalized method of moments) model and analyzes data from eight European Union countries spanning from 2013 to 2021. The results reveal several significant findings. Firstly, there is a positive association between EPU and COD, indicating that increased EPU tends to raise COD for firms. Secondly, the study uncovers a noteworthy negative impact of CG on COD. This suggests that robust CG practices have the potential to reduce the COD for firms and serve as a reliable indicator for debt holders and corporate interest rates. Furthermore, the study highlights the role of CG as a moderator during EPU, mitigating the impact of economic uncertainty on COD. This moderation effect is consistent across various CG sub-indices, including board composition, audit risk and oversight, shareholder rights, and compensation. These findings underscore the significance of effective CG in mitigating the adverse effects of economic uncertainty on the COD. Robust CG practices not only lower the COD for firms but also instill confidence in stakeholders, including creditors.

SIM: Does Shared Capitalism Enhance Corporate Environmental Sustainability?

Author: **Jegoo Lee**, *U. of Rhode Island*

Author: **Douglas Kruse**, *Rutgers U.*

Author: **Joseph Blasi**, *Institute for the Study of Employee Ownership and Profit Sharing at Rutgers SMLR*








This research proposes that a shared capitalism mode of compensation, or broad-based employee share ownership (ESO), affects corporate sustainability or corporate environmental performance (CEP). We theoretically propose that employees as owners adopt more favorable attitudes toward beneficial outcomes for corporate environmental sustainability. Because of its broad-based impacts, the ESO effect overwhelms the impact of CEO ownership, as the ratio of ESO to CEO ownership is associated with positive CEP. Also, these relationships are contingent upon employee-engaged culture, as trade union settings amplify the ESO influence on CEP. We analyzed U.S. publicly traded companies to find empirical support for proposed hypotheses. This study provides scholarly and practical implications for the effects of shared capitalist modes of ownership and an employee-as-owner aspect on corporate sustainability.

SIM: **Wanted! Former Government Officials on Corporate Boards** 

Author: **Tyler Wasson**, *Assumption College*

This study presents hand-collected data on government experienced directors, who previously worked for the United States government and served on corporate boards, between 2017 to 2020, to examine their presence at S&P 500 firms and the role of political skill and political ideology on the decision to hire them. While previous studies on this group include only directors with government experience and affiliations to either the Democratic or Republican parties, this study includes “non-partisan” directors, former government officials with no publicly stated party affiliation. Government experienced directors are a common feature of S&P 500 boards. While directors with ties to both parties were hired at roughly similar levels there was significant variation by party affiliation in several areas, including at the individual level, in committee roles, at the firm level, firms with multiple government experienced directors were more likely to hire from the same party, and at the industry level, several industries hired significantly more directors affiliated with the same party. This suggests firms consider more than political skill and that political ideology can be a determining factor. These findings relate to both agency theory and resource dependency theory perspectives regarding the impact of management’s ideological beliefs on corporate governance. Furthermore, during this period, there was a slight decrease in the overall market for government experienced directors across all party affiliations, and that board party affiliations became more partisan.

KEY TO SYMBOLS

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

SIM Best Paper Finalists

Session Moderator: **Michelle Karen Westermann-Behaylo**, *U. of Amsterdam*

SIM Best Paper Finalists present their work in this dynamic session showcasing leading-edge scholarship. The paper receiving this award is recognized for its relevance to SIM, contribution to the field, methodological or theoretical rigor, and overall compelling presentation.

SIM: Configuring the External Corporate Governance of Multinationals' Solutions to Grand Challenges

Author: **Kevin Chuah**, *Northeastern U.*
Author: **Rieneke Slager**, *U. of Groningen*
Author: **Jean-Pascal Gond**, *City U. London*
Author: **Mikael Homanen**, -

External corporate governance mechanisms—such as shareholder engagement—exert increasing pressure on MNEs to address grand challenges, including fighting corruption, enabling good working conditions, and protecting human rights. While addressing grand challenges may require narrow scale solutions to address local specificities, shareholder engagement has become a global phenomenon. We study how investors can strategically balance issue scale framing with the institutional resources at their disposal and target MNEs' capacity to address challenges. Empirically, we examine global shareholder engagement coordinated by the UN-supported Principles for Responsible Investment focused on MNEs' solutions to grand challenges. We contribute to the literature on the importance of scale in relation to grand challenges by highlighting how investors' framing of issue scale interacts with other factors for translation between local and global levels. Furthermore, we contribute to the literature on MNE capacity for addressing grand challenges by highlighting the contingencies for learning under opacity; and to the literature on comparative corporate governance by showing that investors need to strategically balance between institutional proximity with MNEs and the institutional diversity of their engagement coalitions. By doing so, we advance both theoretical and practical understandings of how complex configurations of external pressures contribute to MNEs adopting solutions to grand challenges.

SIM: Talk Left, Walk Right: How Firms Respond to The Political Risk of Sociopolitical Activism

Author: **Michael Seth Nalick**, *U. of Denver*
Author: **Scott Kuban**, *Tulane U.*
Author: **Ronei Da Silva Leonel**, *Salisbury U.*
Author: **M. K. Chin**, *Indiana U., Bloomington*
Author: **Matthew Josefy**, *Indiana U. - Kelley School of Business*

When firms engage in controversial sociopolitical issues, their activism may satisfy some stakeholders while alienating others. In this paper, borrowing from the sociopolitical reputation literature we suggest that firms recognize the risks involved in sociopolitical activism and react by developing a risk management strategy. Specifically, we argue that when firms engage in liberal-oriented activism there is an apparent sociopolitical reputation risk from conservative elected officials that are potentially aggrieved by such actions. Thus, to mitigate political loss firms will engage in a political alignment strategy, which we define as the act of increasing political support for conservative elected officials at a similar time they are engaging in liberal-oriented sociopolitical activism. We then outline three conditions under which this action would be more or less likely specifically, such as a firm's sociopolitical activism intensity, sociopolitical activism issue-specific reputation, and historic statements that coincide with activism. To test these hypotheses, we examine S&P 500 firms following expressions of support for same-sex marriage and evaluate changes to their political portfolio. Evidence from our study supports the broad notion that firms may broadcast a public position on an issue, while, perhaps less visibly, taking steps to indicate support to actors on the other side of a partisan debate.

SIM: The Messy Ethics of Business Organizations

Author: **Samuel Mortimer**, *Saïd Business School U. of Oxford*

Underlying some of the most influential normative theories of business ethics is the assumption that there is an asymmetry between the moral responsibilities of managers and those of subordinates, arising in virtue of the control managers have over organizational decision-making. Empirical research on business organizations casts doubt on this assumption. While organizational decisions are routinely attributed to managers, the decisions themselves are the product of collective action processes over which managers have little control. Managers may be able to influence the outcome of these processes, but so can subordinates. In some cases, subordinates may have more influence than managers. This suggests that the primary domain of business ethics is not managerial decision-making, but instead the various behaviors by which people exert influence on organizations. I end by discussing how a theory of business ethics that focuses on these behaviors would differ from standard theories.

SIM: Reasoning in Institutional Discourse – The Development of a Sustainable Impact Assessment Model

Author: **Sarah Jastram**, *Hamburg School of Business Administration*
Author: **Johanna Foersterling**, *Hamburg School of Business Administration*
Author: **Rupindeepa Rajagopalan**, *Berenberg*
Author: **Anna Zeller**, *Hamburg School of Business Administration*

In this paper, we contribute a differentiation of micro-institutional reasoning types to further develop discursive institutionalism within the larger field of institutional theory. Discursive institutionalism outlines the relevance of discourse in building institutions, their maintenance and change. However, the theory provides incomplete knowledge on micro-institutional foundations, especially with regard to individual discursive reasoning in economic contexts. Building on Habermasian discourse ethics, we identify pragmatic, ethical and strategic types of reasoning in an institutional discourse. Our contribution is based on an empirical, qualitative, and longitudinal case study of a bank's discursive development of a bundle of new institutions in the field of sustainable impact assessment. Our results inform theoretical debates about institution building, such as discursive institutionalism or institutional entrepreneurship, as well as related literature concerned with organizational legitimacy. Moreover, our case study provides relevant insights for practitioners as it illustrates core challenges and opportunities for practical impact measurement and impact investment.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Micro Investigations of Incivility and Unethical Workplace Behaviors

Session Moderator: **Agnieszka Paruzel**, *Bielefeld U.*

SIM: Reintroducing and Elaborating the Concept of Dispute-Related Bullying

Author: **Jason R. Pierce**, *U. of North Carolina, Greensboro*
Author: **Linda M. Dunn-Jensen**, *California State U. Stanislaus*
Author: **Cheryl Dowie**, *U. of Houston - Downtown*
Author: **Nancy Pierce**, *UNC*

Frequent reports from around the globe continue to fuel scientific and social interest in the pandemic of workplace bullying. Despite this interest, remedies for this social disease remain elusive due to a lack of a clear and consistent conceptualization for it. We propose that the first step towards establishing such a conceptualization is to recognize of the various forms of bullying and determine which kind is involved. Drawing on an often-overlooked distinction between dispute-related bullying (DRB) and predatory bullying, we outline that the majority of workplace bullying falls into the former category. We then elaborate on DRB in two ways. First, we explain how DRB constitutes a response to conflict and how it differs from other responses to conflict, namely negotiation. Second, we elaborate on the nature of DRB by proposing a process model of it adhering to Mohr's (1982) specifications for process theories. Doing so leads us to provide a clear and coherent definition of workplace bullying: a response to goal conflict in which perpetrators falsely convince targets that they are too defenseless and powerless to refuse illegitimate outcomes. We conclude with a discussion on how clarifying the concept of DRB facilitates progress towards developing theories and practical interventions for workplace bullying.

SIM: Effects of Illegitimate Tasks on Workplace Incivility and Intensifying Role of Perceived Support

Author: **Varun Sharma**, *Indian Institute of Management Indore*
Author: **Jatin Pandey**, *Indian Institute of Management, Indore*

Oftentimes employees are asked to undertake tasks that are unreasonable or unnecessary, referred to as the illegitimate task. Such illegitimate task at the workplace is quite an overlooked and a novel stressor that can violate the employees' expectation regarding what they feel can be expected from them. The current study proposes that such violation of employees expectation due to undertaking such illegitimate task can often take the form of misdirected retaliation towards the co-workers in the form of workplace incivility. Thus, per the foundations of psychological contract and moral disengagement theory, the current study proposes that such misdirection of retaliation materializes through the process of moral disengagement by which employees rationalize and justify their covert and ambiguous mistreatment of co-workers. Moreover, the current study also uncovers the counterintuitive effects of perceived support which intensifies an employees' tendency to undertake moral disengagement due to illegitimate tasks. The current study therefore proposes a moderated mediation model and finds its support using a three-wave time lagged survey from working managers from U.S (N=222). The theoretical and practical implications along with limitations and future research are also discussed in the paper.

SIM: The Interactive Effects of Status & Self-Construal on Bottom Line Mentality and Unethical Behaviors

Author: **Saima Naseer**, *Brock U., Canada*
Author: **Usman Raja**, *Brock U.*
Author: **Maryam Saleem**, *Department of Business Administration, Faculty of Management Sciences Internatio*

Drawing on moral licensing theory, this research investigates and tests a moderated mediation model unveiling the negative consequences of supervisors' workplace status. We suggest that a supervisor's bottom-line mentality is an underlying mechanism through which employees' perceptions of the supervisor's workplace status leads to unfavorable employee outcomes. We also hypothesize that the supervisor's independent self-construal will moderate the workplace status and the supervisor's bottom-line mentality relationship. Employing a three-wave time-lagged design (n=388), we collected data from employees belonging to the service sector organizations in Pakistan. Utilizing structural equation modeling (SEM) in MPlus, the results show that workplace status is significantly related to employees' intentions to sabotage, expediency, and unethical pro-supervisor behaviors directly and indirectly through the supervisor's bottom line mentality. The results of latent structural equations (LMS) in Mplus also corroborate the moderation and mod-med effects whereby workplace status creates employee's intentions to sabotage, expediency, and unethical pro-supervisor behaviors via the supervisor's bottom line mentality at high levels of independent self-construal. Based on our study's findings, we recommend theoretical and practical avenues for future researchers and managers to deal with the undesirable effects of a supervisor's workplace status.

SIM: Attenuating the Effects of Narcissism on Unethical Behavior

Author: **Jay Bates**, *Washington State U.*
Author: **Hana Johnson**, *Washington State U.*

Employees high in narcissism tend towards unethical behavior but can the goals of narcissists be influenced by contextual factors such that narcissistic employees behave no different regarding ethics from other employees? Utilizing communal versus agentic motive theory, we test the moderating role of long-term orientation and ethical work climate on the effect of narcissism to unethical behavior via moral disengagement. We test our hypotheses using a time-lagged experimental design with a sample size of 644 participants. We find that high long-term orientation and high ethical climate attenuate the positive indirect effect of narcissism on unethical behavior through moral disengagement. In other words, highly narcissistic individuals behave similar to less narcissistic individuals when they have a long-term orientation and are exposed to communal motives through an ethical work climate. This work contributes to the unethical behavior literature by identifying factors that may attenuate the negative effects of narcissism and the individual differences literature by challenging the commonly held belief that narcissists are only short-term motivated.

Author: **Meena Andiappan**, *DeGroote School of Business, McMaster U.*

Author: **Muhammad Umer Azeem**, *ESSCA School of Management*

Author: **Inamul Haq**, *Leonard de Vinci Pole U., Paris, France*

Author: **Arnaud BANOUN**, *ESC Clermont Business School, ClerMa*

We theorize that jealousy will influence the effects of informational unfairness on supervisor-directed helping behavior and spurs negative supervisor-targeted gossip. We test our hypothesis across three studies. In Studies 1 and 2, we conducted an experiment with 72 employees in Pakistan (Study 1) and 88 individuals in France (Study 2). In Study 3, the findings from a field study with 226 employee-supervisor dyads in Pakistan indicated that employees' exposure to informational unfairness invokes employee jealousy. In reaction, we find that employees stop extending a helping hand to their supervisor and spread negative gossip about them. Moreover, we find that perceived informational unfairness is more salient and perceived as hurtful for individuals who compare themselves unfavorably to their colleagues in terms of leader-member exchange quality. The findings of these studies provide practical insights to both organizations and managers about the importance of clear and fair communication, and the tangible, detrimental effects of jealousy in the workplace.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Boycotts and Beyond: Sociopolitical Activism by Firms and CEOs

Session Moderator: **Sybille Sachs**, *U. of Applied Sciences in Business Administration Zurich*

SIM: **Firm Activism - Conceptual Stocktaking and Outlook**

Author: **Tiziana Schopper**, *Ludwig-Maximilians-U. München*
Author: **Lukas Vogelgsang**, *LMU Munich School of Management*

In recent years, corporate firms have increasingly positioned themselves towards divisive, sociopolitical issues which are entirely unrelated to their core business objectives, a phenomenon we broadly term firm activism. This trend that has gained considerable academic interest across multiple disciplines, with authors conflating diverse terms and definitions of empirically close, but conceptually distinct sub-categories of firm activism. This paper aims to address the resulting conceptual confusion by clearly defining the conceptual boundaries of the five core sub-categories of firm activism: corporate social advocacy, corporate political advocacy, brand activism advertising, CEO advocacy and CEO activism. Our comprehensive literature review highlights the unique characteristics of each sub-category of firm activism. In doing so, this paper contributes to the literature by offering a structured framework to understand firm activism and highlighting how future research can benefit from considering the distinctions between the various types of firm activism.

SIM: **The Rise of Partisan CSR: Corporate Responses to the Russia-Ukraine War**

Author: **Vasiliki Bamiatzi**, *U. of Sussex*
Author: **Steven Brieger**, *U. of Sussex Business School*
Author: **Ozgu Karakulak**, *U. of Sussex Business School*
Author: **Daniel Kinderman**, *U. of Delaware*
Author: **Stephan Davys Manning**, *U. of Sussex*

The Russia-Ukraine war has challenged our understanding of corporate social responsibility (CSR). Whereas CSR is traditionally associated with business self-regulation that benefits business and society, the current conflict has revealed new forms of what we call “partisan CSR.” Based on comprehensive data from Fortune Global 500 corporations, this study discovers that in particular Western corporations have engaged in partisan CSR activities, ranging from (1) strengthening Ukraine’s economy, to (2) enhancing security and protection for Ukrainian citizens, (3) providing military support, (4) weakening Russia’s economy, and (5) supporting the Ukraine in symbolic ways. By comparison, some companies choose to be “neutral”, while exploiting economic opportunities arising from the conflict. This study also discusses major drivers of these CSR responses, including political climate, resource availability and economic dependency, isomorphism, and regulatory requirements. Our findings suggest a shift from political CSR to partisan CSR, which we expect to become more important with growing geopolitical divides and territorial conflicts.

SIM: **Dictators, Directors, and Women Warriors? The Antecedents of Firms Boycotting Governments**

Author: **Andre Havrylyshyn**, *Binghamton U.-State U. of New York*
Author: **Adam Steinbach**, *U. of South Carolina*








Scholars have explored when/why firms have their strategic actions driven primarily by moral reasons, such as how they structure their CSR programs and/or when CEOs make statements on controversial social issues. However, an important unexplored phenomenon is where firms choose to boycott doing business in a country whose government they deem to be unjust/immoral. This happens in practice increasingly, but scholars have not yet explored why some firms do and others do not engage in such boycotts. We seek to explore this issue by specifically building theory on how the demographics of the board of directors of the firm, and the array of countries in which the firm operates, are antecedents of such firm boycotts. We empirically test our model leveraging a data set which analyzes the behavior of 230 ‘western’ firms, and the degree they did or did not boycott business in Russia following that country’s attempted full-scale invasion of neighbor Ukraine in early 2022.

SIM: **Family Owner Social Political Activism**

Author: **Luciana Lucena De Lima**, *U. Ramon Llull, ESADE Business School*
Author: **Maria Jose Parada**, *U. Ramon Llull, ESADE Business School*
Author: **Christian Voegtlin**, *ZHAW School of Management and Law*

Conventional belief suggests that family owners should stay within the bounds of their family businesses, refraining from engaging in societal political discussions. However, an increasing number of family owners are challenging this notion by taking public stances on socially contentious issues. To explore this relatively uncharted yet significant trend, we introduce the Family Owner Sociopolitical Activism’s Embeddedness Model. This model aims to enhance our understanding of the complex relationship between family owners and their environment, shedding light on three key factors that drive the emergence of sociopolitical activism among family owners: the family business system, global network connections, and the economic and sociopolitical contexts. Building upon the Stakeholder Alignment Theory, we highlight the crucial roles of CEO power, celebrity status, and introduce the significance of family owners’ values and moral capacity in shaping the expression of sociopolitical activism. We focus on the Latin American context, where family businesses are deeply intertwined with their local communities and have a substantial impact on local development. Through a rigorous analysis of qualitative data derived from in-depth interviews with family business owners, our study offers valuable insights into both the potential benefits and challenges associated with family CEO sociopolitical activism. In doing so, we contribute to a nuanced understanding of how embeddedness relates to the emergence of sociopolitical activism among family owners.

KEY TO SYMBOLS

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

Internal and External Resources and Corporate Scope

Session Moderator: **Mario Schijven**, *U. of Illinois at Urbana-Champaign*

STR: **Labor Cost and Firm Choice of Strategic Alliance**

Author: **Hyemin Kim**, *Hanyang U.*
Author: **Min Suk Lee**, *Chulalongkorn Business School*
Author: **Jingoo Kang**, *New York U. Abu Dhabi*
Author: **Angie Low**, *Nanyang Business School, Nanyang Technological U., Singapore*

We find that firms subject to labor market frictions significantly increase their strategic alliances, favoring collaborations with other firms to pursue growth over internal investments. These effects are more significant for high-growth and innovative firms. Following the law's adoption, firm growth declines, but this decline is attenuated among firms with alliances. We establish that firms adjust their boundaries to circumvent the negative growth impacts imposed by labor market friction from employment regulations.

STR: **Inter-Divisional Transfer Versus External Recruitment of Executives in Multidivisional Firms**

Author: **Sea Jin Chang**, *National U. of Singapore*
Author: **Young-Choon Kim**, *Ulsan National Institute of Science and Technology*
Author: **Sangchan Park**, *Korea Advanced Institute of Science and Technology (KAIST)*

While the multidivisional form can foster efficient organization of diverse lines of business, it requires a complementary mechanism to share resources across businesses. This study explores whether the transfer of executive managers across business divisions is driven by inter-divisional resource sharing, and how external market conditions shape the relative advantage of inter-divisional executive transfer over alternatives like within-division appointment or external recruitment. Focusing on Korean business groups, our empirical analysis reveals that the availability of corporate-level resources and given exchange relationships among business divisions influences inter-divisional executive transfer. We also find that intensified product market competition and stronger external capital market control diminish the value of inter-divisional executive transfer and instead promote external recruitment of executives.

STR: **Understanding Value Creation in Acquisitions: A Fuzzy-Set Configurational Approach**

Author: **Emanuele Luca Maria Bettinazzi**, *U. della Svizzera Italiana*
Author: **Mario Schijven**, *U. of Illinois at Urbana-Champaign*
Author: **Maurizio Zollo**, *Imperial College Business School*








Extant work has predominantly investigated how acquisitions create value by focusing on isolated effects of individual determinants. We propose that this research needs to be complemented with a configurational approach that captures the multidimensional fit among these factors, thus enabling a more accurate depiction of the mechanisms through which acquisitions create—and fail to create—value. Using fuzzy-set qualitative comparative analysis (fsQCA), we draw on a fine-grained dataset of 101 acquisitions to examine the fit among three sets of factors that cover the essence of the existing acquisition literature: pre-deal characteristics of the acquisition, the acquirer's acquisition capabilities, and post-acquisition decisions. Our findings highlight different configurations leading to value creation and failure thereof, together with novel insights regarding the multidimensional fit between the underlying factors.

STR: **The Effects of Internal Agglomeration on Performance of Multiunit Firms in a Mediated Expansion**

Author: **Serghei Musaji**, *U. of New Brunswick*

While strategic management research invested significant effort in understanding the battle between the positive and the negative implications of geographical agglomerations, it has mostly been focused on the co-location of independent firms – external agglomeration. The implications of internal agglomerations remain underexplored. Even less attention has been paid to contexts, where agglomerations are mediated by independent firms. Platform markets and franchising firms are common examples. In those cases, the platform owner or the franchisor is making the agglomeration decisions, whereas private vendors/franchises are the ones who directly face their consequences. This is a problem since we do not know whether their interests are aligned. Building on the organizational ecology literature, we argue that a conflict of interest exists but mostly applies to the early expansion stages. We also discuss how spacing the entries in time and geography can mitigate it. We analyze our arguments using 5,955 market entry decisions made by an international money transfer platform organized as a franchising network while entering 426 metropolitan areas in 11 countries in 14 years (2001-2015). The implications for theory and practice are discussed.

KEY TO SYMBOLS

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

Effects of Performance Below Aspirations

Session Moderator: **Hwee Tan**, *Simon Fraser U.*

STR: **Emotions and Performance Feedback: An Examination of Analyst Responses to Managers' Emotions** 

Author: **Hwee Tan**, *Simon Fraser U.*

Author: **JM Goh**, *Simon Fraser U.*

Author: **Daniela Blettner**, *Beedie School of Business Simon Fraser U.*

The Behavioral Theory of the Firm (BTOF, Cyert & March, 1992) suggests that managers interpret performance feedback and, if feedback is negative, an organizational response involving the organization and its stakeholders such as financial analysts is triggered. Since the interpretation of feedback is crucial for the organizational response, scholars have become interested in how managers differ in their perceptions of feedback. One aspect that has been largely unexplored are the emotions that managers attach to performance feedback. Based on a large, longitudinal sample of conference calls and subsequent analyst evaluations, we study how emotions displayed by managers during conference calls influence analysts' assessments. We find that managers' emotions affect how analysts evaluate firms and contribute to the BTOF by studying the role of managers' emotions and stakeholder's perceptions in a complex feedback interpretation process.

STR: **The Impact of Underperformance on Chief Executive Officer Turnover in Entrepreneurial Firms** 

Author: **Yu Huang**, *Fudan U.*

Author: **Yuanxu Li**, *Fudan U.*

Whether and when entrepreneurial firms engage in CEO turnover in response to underperformance? Scholars of the Behavioral Theory of the Firm suggests that restructuring human resources, such as replacing employees or managers, is a crucial strategy to address underperformance. Yet, studies have not adequately considered CEO turnover in entrepreneurial firms. Based on empirical data from China's entrepreneurial firms between 2009 and 2022, we found that high-intensity underperformance significantly increases the likelihood of CEO turnover in the focal entrepreneurial firms. However, the positive relationship was weaker when there was a CEO turnover among peer firms. Implications for theory and practice are discussed.

STR: **Performance Below Aspirations and Employee Layoffs: The Role of Regional Characteristics** 

Author: **Shinhye Gloria Ahn**, *Seoul National U.*

How do firms lay off employees when their performance falls below the level of aspirations? Although firms have been recognized to have close interrelationship with stakeholders in the regional environment, how characteristics of the regional environment influence layoff decisions of firms facing negative performance feedback has not been systematically examined. In this study, we assume that negative performance feedback triggers two motivations in firms with dissimilar time horizons—one motivation with a short-term time horizon to cut down operational costs and quickly improve financial performance, and the other motivation with a long-term horizon to take adverse responses from the regional residents into consideration prior to cutting down operational costs. Under the assumption, we theorize that when faced with negative performance feedback, firms lay off more employees in regions where ethnic diversity, litigious tendency of the residents, and size of layoffs by other firms in the regions are greater. With our data on 126 firms whose business facilities were distributed across different states in the US between 2011 and 2020, we find results that support the predictions. With these findings, we provide novel implications for scholars and practitioners on the impact of regional characteristics on firms' learning from performance feedback and the role of time horizon in restructuring organizations.








STR: **Aspiration-Performance Discrepancies and Innovation Behavior: From the Demand-Based Perspective** 

Author: **Jing Xiao**, *School of Management, Wuhan Textile U.*

Author: **Zhi Yang**, *School of Management, Huazhong U. of Science and Technology*

Previous studies in the behavioral theory of the firm have largely overlooked the insightful cues derived from consumer needs when forming organizational aspirations. This study aims to fill this void by embracing a demand-based perspective to examine how organizations form demand aspirations and respond to aspiration-performance discrepancies. Demand aspirations are determined by social peers identified by consumer demand similarity, reflecting whether focal needs have been well met. A negative aspiration-performance discrepancy signifies that the focal product fails to meet consumer needs, which triggers an abandonment effect and threat rigidity, leading managers to adopt more conservative innovations. Conversely, a positive discrepancy indicates higher consumer satisfaction, fostering inertia and motivations for revenue growth. This leads managers to maintain the status quo and reduce aggressive innovations. We also posit that market overlap amplifies the impact of aspiration-performance discrepancies on innovation behaviors, whereas the user base weakens these relationships. Empirical validation drawn from a sample of 45,476 apps and 51.18 million online consumer reviews from the Apple App Store strongly supports the arguments. These findings not only enrich the behavioral theory of the firm but also expand the explanatory power of aspiration-performance models.

KEY TO SYMBOLS

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

Strategies in Competitive Landscapes: Balancing Aggressiveness and Market Adaptations

Session Moderator: **Lalit Manral**, *U. of Central Oklahoma*

STR: **A Claim-Based View of Competitive Dynamics** →

Author: **Theodore Waldron**, *Texas Tech U.*

Author: **Joana Pereira**, *Leeds U. Business School*

Author: **Peter T. Gianiodis**, *Duquesne U.*

Author: **Azucena Grady**, *Texas Tech U.*

Competitive dynamics scholarship has long held that inter-firm rivalry plays out through competitive actions and response. This action-based view overlooks rivalries where firms compete more on claims about their actions than the actions themselves. We introduce a claim-based view of competitive dynamics to address this explanatory shortcoming. Building on empirical insights from a qualitative study of rivalry between two Azorean dairy producers, we theorize when claim-based rivalry can occur, how firms can come out ahead during such rivalry, and why some firms are better positioned than others to do so. Our proposals provide a platform to contrast the claim- and action-based views, as well as highlight research directions for elaborating the former. Introducing the claim-based view complements and adds novel explanatory utility to the ubiquitous action-based one.

STR: **Evolutionary Strategy Dynamics (ESD): A Conceptual Framework for the Analysis of Dynamic Strategy** 🖨️

Author: **Lalit Manral**, *U. of Central Oklahoma*

The proposed framework, which derives from the search for common ontological principles underlying the evolution of competitive enterprise systems (ranging from simple to complex) within market economies, provides conceptual wherewithal for the analysis of evolutionary populations of profit-seeking firms. The framework, which conceptualizes dynamic strategy both as a determinant ('driver') and an outcome ('product') of economic evolution, integrates two conceptual issues into a comprehensive explanation of how dynamic strategy emerges through the process of 'co-creation' of the dynamic context of its elemental strategic actions. First, how the evolutionary processes that drive the changes in a firm's industrial environment in turn influence the firm's choice set. Second, how the firms' organizational evolution influences the evolution of its industry environment. The framework, which is conceptually underpinned by a quasi-Darwinian evolutionary theory of dynamic strategy, aims to serve the following analytical objectives. First, to explain both the unfolding of the strategic actions along with the patterns the strategic actions create. Second, to explain firm-level strategic outcomes – both strategic actions and performance – in terms of the dynamic interplay among the evolutionary processes that drive the changes in a firm's external industrial and internal organizational environment respectively.

STR: **Fast Forward or Pause Button? Examining the Penrose Effect in Newly Public Firms' First Acquisitions**

Author: **Peiyi Jia**, *California State U. San Bernardino*

Author: **Li Sun**, *UMass Lowell*

This study examines the Penrose effect in the context of newly public firms' first acquisitions. We investigate how product market competition, digital capability, and their interactions influence how quickly newly public firms initiate their first acquisitions. Based on the empirical analysis of the first post-IPO acquisitions of 2,245 firms that went public from 2005 to 2019, we show that product market competition reduces firms' tendency to pursue acquisitive growth. In addition, firms with stronger digital capability are more likely to transition to acquisitive growth quickly after IPOs. Furthermore, the negative impact of product market competition on the speed of the first post-IPO acquisition is less pronounced when the firm has stronger digital capability.

STR: **Group Structure of Multimarket Competition: A Simmelian Theory of Triadic Outcomes and Antecedents** 🗨️ 🖨️

Author: **Stephen Thomas Downing**, *U. of Missouri*

Author: **Jin-Su Kang**, *NYCU*

Author: **Hun Lee**, *Villanova U.*

Interfirm competitive relationships can vary in their extent of market contact with different implications for interfirm competitive aggressiveness. However, to model the totality of industry competition structures, connecting all these (dyadic) MMC ties together further complicates the story by revealing an emergent MMC network. In this approach, both social network theory and industry competition phenomena suggest the need for understanding group-level MMC for investigating interdependent behavioral outcomes and structural antecedents, which is the purpose of this study. Drawing on Simmelian triadic theory, we predict that a firm's embeddedness in groups of three competitors that are each pairwise connected by MMC (i.e., triadic MMC) constrains the firm's competitive aggressiveness. Nevertheless, these MMC triad structures are not as stable as their constraining effect on conduct would imply due to the adversarial type of relationship and conduct among the group members, leading to MMC group instability and continual recreation from firms' competitive maneuvering. We find support for our predictions in the turbulent environmental context of the converging U.S. information technology sector, 2010-2016, combining industry-agnostic samples of competitive relations and conduct dynamics.

KEY TO SYMBOLS

🖨️ Teaching-oriented 🗨️ Practice-oriented → International-oriented 🗨️ Theme-oriented 🖨️ Research-oriented 🗨️ Diversity-oriented
📄 Selected as a Best Paper

Learning from Negative Feedback

Session Moderator: **Yiyang Zeng**, *UCLA Anderson School of Management*

STR: **Project Failure and Exploration: The Role of Operating and Project Experiences in the Context of PBF** 

Author: **Anna Pak**, *Kean U.*

Author: **Donghwi Seo**, *Pace U. - Lubin School of Bus*

Author: **Taewoo Roh**, *Hanyang U.*

Project-based firms (PBFs), due to their project-centric operational process, frequently experience routine discontinuity and organizational amnesia. These unique challenges often hinder their ability to convert experiences of failure into adaptive learning for future exploratory projects. This research, rooted in the theories of organizational learning and escalation of commitment, seeks to fill a crucial knowledge gap regarding how PBFs can effectively utilize failure experiences to facilitate learning and adaptation post-project failures. We examine the relationship between project failure and the pursuit of subsequent explorative projects by PBFs, identifying conditions that either weaken or strengthen this relationship. The study's results indicate a general reluctance among PBFs to adopt explorative approaches in subsequent projects following project failures; however, this tendency is less pronounced in firms with specialist operational experiences and a broad spectrum of project engagements. Our findings underscore the critical role of both the nature (specialization) and breadth of project experiences in empowering PBFs to overcome inherent learning obstacles and actively engage in exploratory endeavors following project failures.

STR: **Learning from Reviews: The Role of Text Reviews in the Sharing Economy**  

Author: **Yiyang Zeng**, *UCLA Anderson School of Management*

Author: **Mariko Sakakibara**, *U. of California, Los Angeles*

Online reviews help consumers evaluate products and shape their beliefs on quality. We explore how reviews determine suppliers' performance and facilitate their learning by focusing on the impact of text reviews. We examine guest reviews for Airbnb, which are critical for enhancing the credibility of hosts and free from fake reviews. We find that text reviews significantly influence host performance and complement the impact of numerical ratings. New hosts benefit more from text reviews than from numerical ratings. Furthermore, while new hosts do not benefit more from positive reviews relative to experienced competitors, reviews containing words associated with some specific negative sentiments enhance their performance, presumably due to the more actionable feedback new hosts can use to improve the attractiveness of their listings.

STR: **Exploitative and Explorative Learning from Others' Failures: Evidence from Peers' Product Recalls** 

Author: **Linyi Zhang**, *The Chinese U. of Hong Kong, Shenzhen*

Author: **Luke Rhee**, *U. of California, Irvine*

Author: **Xiaoqiao Wang**, -

Author: **Tony Tong**, *U. of Colorado, Boulder*

While studies have recognized the importance of peers' failures for a focal firm's learning, there remains limited evidence on what specifically focal firms do in their learning from peers' failures. Addressing this gap, we employ the opportunity-motivation-ability (OMA) framework to examine a focal firm's exploitative and explorative activities in the face of peers' failures. Drawing from a unique dataset of product recall events from various industries, coupled with patent data from 2005 to 2017, we discover that firms increase exploitation and decrease exploration in response to peers' product recalls. This tendency to learn by exploitation is intensified when firms' financial performance falls below aspiration levels and when they have a surplus of inventors. Moreover, our study reveals that decreases in inventor turnover, triggered by peers' product recalls, result in increased exploitation and reduced exploration, suggesting inventor turnover as a mediator. This study not only contributes to the literature on learning from others' experiences by intertwining opportunity, motivation, and ability as key factors that shape the dominant direction of a focal firm's learning and the variations in its learning rate, but also fills a gap in empirical research by providing evidence on the specific learning activities firms undertake in response to peers' failures.

STR: **Don't Throw the Baby Out With the Bathwater: Firm Response to Downstream Product Shocks**  

Author: **Phares Auda Lucas Akari**, *WHU - Otto Beisheim School of Management*

Author: **Matthew J. Higgins**, *U. of Utah, David Eccles School of Business*

Author: **Chirantan Chatterjee**, *U. of Sussex*

We explore how firms respond to downstream product shocks. We find that affected firms increase research and development and make additional safety-related upstream investments. These investments vary with firm capabilities and across shock severity. Competitors appear to vicariously learn and also engage in similar upstream investments in affected markets. We present evidence that these upstream investments have important performance implications. First, these investments show a positive correlation with the progression of uncommercialized upstream pipeline products into subsequent stages of R&D that received them. Second, these upstream investments are related with a reduced likelihood of encountering future downstream product shocks.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Corporate Purpose, Social Impact, and Responsibility

Session Moderator: **Laura Antonia Kirsch**, *Maastricht U., School of Business & Economics*

STR: Harnessing Unexpected Events to Tackle Grand Challenges  

Author: **Christian Busch**, *USC Marshall School of Business*

Previous research has shown that companies can be important vehicles for tackling societal challenges. This can include the development of effective cross-sector partnerships, the design of inclusive supply chains, and the creation of inclusive work environments. However, while prior work tends to assume that solutions to societal challenges can be mapped out a priori, in poverty settings, problems and solutions frequently emerge unexpectedly, and solutions are often a matter of serendipity. This creates an important paradox: how can companies harness unexpected events and prepare themselves for serendipity? Based on a (nested) comparative case study design, we studied EduCorp, a South African organization that offered low-cost quality education programs across Sub-Saharan Africa. We studied four cases of “serendipity gained” and “serendipity lost”, and identified the conditions that allow for the emergence and cultivation of serendipity in poverty contexts. We contribute new theory on how organizations operating in poverty settings can harness unexpected events to tackle societal challenges, and introduce a “pro-active” view of events—both in terms of unexpected negative events that may be anticipated and managed, as well as unexpected positive events that may be triggered.

STR: The Adaptation Effect: The Long-Term Performance of Purpose-Motivated Acquisitions   

Author: **Harrison John Munro-Clark**, *HEC Paris*

As capital markets increasingly demand socially responsible investments, the role of corporate purpose in shaping corporate strategy decisions is beginning to take on material significance. Drawing on prior work on diversified firms, this paper develops a computational model to study the long-term performance of an acquiring firm. The model illustrates that, up to a point, using a purpose to guide the search for performance improvements attenuates the post-acquisition adaptation impediment which arises from managing multiple business lines within a single firm. These benefits are particularly pronounced in more complex acquisitions and in markets with low barriers to imitation. This paper proposes that acquisitions which are motivated by the firm’s purpose are associated with superior long-term performance outcomes. Real-world examples are invoked to support the theorizing. This paper contributes to the emergent corporate purpose literature by illustrating that the pursuit of a purpose enhances the adaptability of diversified firms. Moreover, the proposed theory has important consequences for corporate strategy research as purpose begins to influence capital allocation decision in capital markets.

STR: Interorganizational Relationships and Hybrid Organizations: Understanding Antecedents and Outcomes    

Author: **Alexander Viets**, *U. of Muenster*

Author: **Christopher Albert Sabel**, *Rotterdam School of Management, Erasmus U.*

Author: **Jens Leker**, *U. of Muenster*

Prior work either examined whether hybrid organizations focus on different characteristics when choosing partners than their traditional commercial counterparts (internal view), or whether hybrid organizations’ potential partners are more likely to choose them because of their hybridity (external view). Drawing on institutional logics theory, we examine both views simultaneously to understand the propensity of partnering and relationship outcomes. Relying on a dataset of bank loans between firms certified as hybrid organizations and banks recognized as hybrid organizations, we show that loan agreements are most likely when both partners are hybrid organizations. Likewise, loan terms also become more favorable when institutional logics match. Our findings contribute to the study of hybrid organizations, showing that outcomes of their interorganizational relationships are best understood through a dyadic view.

STR: Measuring CEO Responsible Leadership: Development and Validation of a Linguistic-Based Instrument

Author: **Laura Antonia Kirsch**, *Maastricht U., School of Business & Economics*

Author: **Wim Gijssels**, *Maastricht U.*

Author: **Boris Lokshin**, *Maastricht U., School of Business & Economics*

Author: **Ann Vanstraelen**, *Maastricht U., School of Business & Economics*

We present a new, linguistic-based measure of CEO responsible leadership (RL). Its theoretical foundations rely on Upper Echelons Theory and its measure is based on a key word dictionary capturing RL from a linguistics approach. This new instrument was developed and validated, by following established procedures in a series of four studies. In Study 1, we develop our theoretically derived baseline dictionary, which we subsequently validate for convergent and discriminant validity against an established measure based on human coding (Study 2) and against other dictionaries (Study 3). In Study 4, we apply techniques from machine learning to a text corpus of a set of responsible and irresponsible leaders: First, we inductively extend our dictionary with algorithm-suggested words used by responsible leaders in our corpus. Second, we use these techniques to examine the prediction accuracy of our dictionary. We find that our dictionary can accurately distinguish between responsible and irresponsible leaders and that machine-generated words increase the prediction accuracy.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Effects of Non-Market Strategy on Corporate Strategy

Session Moderator: **Elena Vidal**, *City U. of New York, Baruch College*

STR: **Spring Cleaning? The Relationship Between Environmental Performance and Divestitures**   

Author: **Junghoon Park**, *Loyola Marymount U.*

Author: **Elena Vidal**, *City U. of New York, Baruch College*

This paper begins by positing that firms' poor environmental performance triggers them to divest existing assets, forming our baseline hypothesis based on the Behavioral Theory of the Firm. Given the limited theoretical foundations in the extant literature, we adopt a question-driven approach to further explore how both firm-level and facility-level characteristics are linked to the likelihood of specific assets being divested. One, our findings support the baseline hypothesis, showing that the poor environmental performance of firms is associated with an increased propensity for divestitures. Two, regarding firm-level characteristics, we observe distinct patterns in divestiture behaviors between utility and non-utility firms, emphasizing sectoral differences as a key firm-level characteristic. Furthermore, facilities under parent firms with poor environmental performance, particularly in the utility sector, are more likely to be divested. Three, concerning facility-level characteristics, in utility firms, facilities with higher emissions are more likely to be divested, in contrast to non-utility firms where facilities significantly contributing to their parent firm's total emissions are less likely to be divested. Additionally, for utility firms, facilities with a greater share of public firm ownership are found to be more prone to divestiture, a trend not evident in non-utility firms. This study highlights the importance of considering both firm-level and asset-level factors to fully comprehend divestiture dynamics, offering valuable managerial and policy implications for advancing sustainability.

STR: **Stakeholder Orientation and Firms' Acquisition Intensity** 

Author: **Ana Kurtanidze**, *U. of Lugano/U. Della Svizzera Italiana*

Author: **Emanuele Luca Maria Bettinazzi**, *U. della Svizzera Italiana*

This paper investigates the influence of stakeholder orientation on firms' acquisition intensity. We depart from prior literature and argue that the heterogeneity in the extent to which firms account for the interests of their stakeholders can affect their acquisition decisions. We study our research question using a difference-in-difference methodology and exploiting the staggered adoption of constituency statutes, which enabled managers to account for non-shareholding stakeholders' interests in their decisions. Our preliminary results, based on a sample of 4,241 U.S.-based, publicly listed firms from 1990 to 2015, provide evidence consistent with our predictions that increased stakeholder orientation reduces firms' acquisition intensity. We further show that this effect is stronger for related vs. unrelated acquisitions. Our additional analyses also reveal that stakeholder-oriented firms grow organically rather than via other growth mechanisms and abstain from entering unfamiliar operating locations.

STR: **Differential Market Value due to the Differential Stakeholder Management between Alliance Partners**

Author: **Baeseong Kwack**, *POSCO Research Institute*

Author: **Jay Hyuk Rhee**, *Korea U.*

Strategic alliances, by providing access to a partner's unique resources, enhance a firm's market value. However, the market value gained from alliances is not equally distributed among participants. This disparity is attributed to the differential levels of resources and capabilities each participant brings into the alliance. Stakeholder management is one of the critical resources and capabilities that positively affect a firm's market values. Thus, a participant with lower stakeholder management capabilities (SMC) in strategic alliances is often valued higher in the market due to its greater potential for appropriation and spillover benefits. Conversely, a participant with higher SMC is valued lower because it has less potential benefit compared to the partner and might face value erosion due to its partner's poor stakeholder management practices. Furthermore, since SMC is positively related to a firm's legitimacy and reputation, the differential SMC level between the participants in an alliance leads to a more sensitive market response in the salient institutional environment. This study aims to address these issues by using an event study method with global alliance data. The study concludes that as differential SMC between alliance participants increases, the differential market response increases in the opposite direction, with this relationship strengthened in the institutional environment, particularly where regulatory and cognitive pressures are high.

STR: **Does Similarity Matter? Heterogeneous Effects of CSR Dimensions on Suppliers' Specific Investments**

Author: **Zhouqi Wang**, *Nanjing U.*

Author: **Song Chang**, *Hong Kong Baptist U.*

Author: **Chunlin Liu**, *Nanjing U.*

Author: **Rui Shi**, *Guangdong U. of Finance & Economics*

Previous studies have examined the impact of corporate social responsibility (CSR) on stakeholder trust and suggested CSR benefiting secondary stakeholders, such as the community, signal a firm's altruistic tendencies more effectively than CSR benefiting primary stakeholders, like employees. However, these studies have assumed that the interpretation of CSR signals by recipients is uniform, disregarding the significance of the bilateral relationships between specific recipients and CSR beneficiaries. In this study, we aim to introduce the concept of situational similarity, which refers to the degree to which two sets of stakeholders experience similar power dynamics and functional structures in their interactions with the focal firm. Drawing on social cognition literature, we propose that situational similarity between the recipient and CSR beneficiary influences the recipient's perception and, consequently, modifies the effectiveness of CSR signals in a manner contrary to the altruistic logic proposed in previous studies. We empirically test this hypothesis in the context of suppliers' firm-specific investments (FSIs) and find that a firm's CSR initiatives related to employees exert a stronger impact on suppliers' FSIs compared to those related to communities. Moreover, we argue this disparity is more pronounced when suppliers face intense competition or the focal firm grapples with higher uncertainty.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

CEO Compensation

Session Moderator: **Nandil Bhatia**, *Columbia Business School*

STR: Executive Pay Disclosure Mandates and CEOs' Qualification Signaling Through Firm Size Growth

Author: **Han Zhang**, *Graduate School of Commerce, Waseda U.*
Author: **Hitoshi Mitsuhashi**, *Waseda U.*

Pay disclosure mandates are regulatory rules that grant others access to an individual's pay information. Existing research suggests that such mandates enhance corporate transparency and benefit shareholders. However, there has been limited exploration of the subsequent responsive actions that executives would take, which can impact the overall trajectory of corporate growth. We predict that these mandates may serve as catalysts prompting CEOs to engage in qualification signaling—an effort to communicate their contribution-renumeration balance to stakeholders to avoid being recognized as overcompensated. We hypothesize that to explicitly demonstrate this balance, CEOs subsequently increase firm size after their pay is mandatorily disclosed. We tested this hypothesis using the context of the 2010 governance reform in Japan, which requires the disclosure of board members' pay if it exceeds one hundred million JPY. Our analysis supports the prediction and shows that the effects of the mandates on firm size growth are more pronounced for firms with low pre-treatment performance and less pronounced for firms in which CEOs have greater power.

STR: Do Nice Guys Finish Last? Prosociality and the CEO Labor Market during Industry Downturns 

Author: **Nandil Bhatia**, *Columbia Business School*

Prosocial CEOs increase employee motivation but are often slower to implement layoffs. We present a model of CEO-firm matching wherein negative industry shocks that require downsizing asymmetrically reduce the match quality for prosocial CEOs. We show that prosocial CEOs are more likely to be dismissed and replaced with less prosocial successors during periods of intensifying import competition. Prosocial CEOs who are retained receive greater bonus-based pay relative to less prosocial CEOs, consistent with increased financial incentives to engage in downsizing. Ironically, prosociality can explain why some CEOs receive greater pay in the midst of layoffs. Our findings highlight a novel selection channel (i.e., increased dismissal) and treatment channel (i.e., increased bonus pay) that decrease CEO prosociality during industry downturns. We show that foreign competition has had far-reaching effects, influencing not only firm economic activities but also the psychological characteristics of CEOs.

STR: Navigating Murky, Turbulent Water: Reactive Integration of ESG Goals in CEO Pay  

Author: **Xina Li**, *INSEAD*








This paper examines how firms integrate environmental, social, and governance (ESG) performance goals into CEO compensation in response to ESG controversies ("reactive ESG pay"). I argue that heightened ESG controversies increase the likelihood of firms adopting ESG pay, which typically focuses on subjective, complex, short-term, and cash-based ESG goals. The hypotheses are supported by a sample of public firms in the US from 2007 to 2019. The motivation for adopting reactive ESG pay is stronger when financial performance, regulatory pressure, and corporate culture of integrity are weaker. Additionally, reactive adoption of ESG pay is associated with positive shareholder reactions and a reduction in ESG controversies in the long run. This study contributes to the literature on corporate governance, incentive design, and ESG.

STR: When Opportunity Knocks, What's the Response? How Exogenous Change Affects CEO Compensation 

Author: **Seok-Hyun (Stephen) Hwang**, *Hong Kong Baptist U.*
Author: **Edward J. Zajac**, *Northwestern U.*

This study addresses ongoing debates on CEO labor market efficiency by analyzing how exogenously emerging opportunities affect a focal CEO's compensation. More specifically, we consider whether and how a focal firm's CEO compensation is sensitive to new demand and retention concerns, even in the face of presumed CEO labor market frictions (e.g., legal barriers and skill transferability). We also theoretically and empirically analyze potential moderators (e.g., CEO origin and education) to provide a deeper understanding of the mechanisms driving the relationship between new outside opportunities and a focal CEO's compensation. We test our hypotheses in the context of sudden deaths of CEOs among US firms between 1997 and 2020, conceptualizing them as potential outside opportunities for industry peer CEOs. We conclude with a discussion of how our theoretical perspective and supportive findings contribute to current understanding of the determinants of CEO compensation, CEO labor market dynamics, and spillover effects.

KEY TO SYMBOLS

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

Platform-Complementer Dynamics

Session Moderator: **Yuping Li**, *U. of Colorado, Boulder*

STR: **Elite with Elite: Close Cooperation between Platform Owner and Suppliers for Market Expansion**  

Author: **Yihui Liu**, *School of management, Zhejiang U.*

Author: **Feng Zhu**, *Harvard U.*

Author: **Aiqi Wu**, *Zhejiang U.*

E-commerce platforms cooperate with their high-quality participant suppliers in the form of special marketing campaigns to expand markets. One special marketing campaign is elite marketing campaign that the e-commerce platform selects and collaborates with top suppliers in industries to make marketing promotion. This study aims to clarify how the close cooperation between the platform owner and elite suppliers in this special marketing campaign affects these suppliers' market expansion, and how the effects vary in the expansion of developed and developing markets. We combine supply-side and demand-side perspectives to explore these questions by emphasizing the leverage of the unique and rare resources and capabilities of the platform owner and a complementary signaling effect with the elite suppliers' self-credibility signals. By studying the Elite Partner Event (EPE) hosted by Alibaba.com, we find that EPE participation has a positive effect on improving the market expansion of these suppliers, and the positive impact of EPE only exists in the suppliers' expansion of developing markets rather than developed markets. We further show that these effects vary across suppliers with e-business experience and self-credibility signals, providing supportive evidence for the underlying supply-side and demand-side mechanisms. Our study demonstrates the significance of the governance mechanisms of a platform in a higher-commitment and co-specific investment way with selected suppliers in promoting cross-border value-creating activities on the platform and extends our understanding of the implications of platform governance in the global context.

STR: **Determinants of Platform Complementors' Success: A 3-D Experience**

Author: **Elisabet Garrido Martinez**, *U. of Zaragoza*

Author: **Eduardo Lope**, *U. of Zaragoza*

Author: **Juan Pablo Maicas-Lopez**, *CUNEFU*

One overlooked side in platform research is the complementor one, recently identified by several academics as a research avenue that deserves more scholarly attention. A more nuanced perspective into their attributes, strategies and competitive advantage is necessary to better understand their performance and thus, comprehend their contribution to the platform competitive advantage. In this study, we aim to deepen the knowledge around the determinants of complementors' performance within a certain platform environment by analyzing whether three dimensions of experience (length, depth and breadth) influence provider performance in a social media content-sharing environment. Hypothesis are tested through a unique database that contains monthly individual information for 20,000 channels in the Twitch platform from 2016 to 2023. Results support the beneficial effect of the three types of experience for complementors, which can also play in the interest of other parties, such as the platform owner.

 STR: **Does Platform Owners' Entry Suppress Open Source Contributions? Evidence from GitHub Developers**   

Author: **Yuping Li**, *U. of Colorado, Boulder*

While previous research has focused on the impact of platform owners' entry on complementor innovation, our study expands this inquiry into the open source context where crowd developers serve as an important source of innovation for open source complementors' technology. We investigate how platform owners' entry affects crowd developers' contributions to complementors. Using AWS's phased adoption of an open source software as a natural experiment, our stacked difference-in-differences analysis reveals divergent impacts of the platform owner's entry on crowd developers' open source contributions. On one hand, the platform owner's entry reduces contributions from existing contributors, particularly those with a strong intrinsic motivation, while it has a lesser impact on those with a strong extrinsic motivation. Conversely, the entry attracts increased contributions from new contributors, evident both in the growing number of newcomers making contributions, and the increased volume of contributions per new contributor. Aggregating contributions from all contributors, we observe that the entry of the platform owner leads to a net increase in open source contributions to the complementor. Our study offers insights into the nuanced effects of platform owners' entry on the value creation in open source complementors and underscores how such entry serves as an important factor shaping crowd developers' incentives to engage in open source contribution activities.

STR: **From Sharing to Keeping: Impact of Platform Integration on Knowledge Sharing among Complementors** 

Author: **Chengdi Fa**, *Amsterdam Business School, U. of Amsterdam*

Author: **Mohammad Taghi Ramezan Zadeh**, *Amsterdam Business School, U. of Amsterdam*

Author: **Hakan Ozalp**, *Amsterdam Business School, U. of Amsterdam*

Platform integration, which is combining different platforms' components, is vital in driving network effects and establishing platform dominance. However, the impact of platform integration on complementor engagement within the platform ecosystem remains insufficiently understood. We propose a typology of integration in platform ecosystem and investigate how integrating two platforms influences complementor engagement. Specifically, we study how this instance of integration influences complementors' knowledge sharing by considering the trade-off between contributing to common benefits, such as expanding user base, and protecting private interests, including valuable information and market share. Using a dataset from the sellers' knowledge exchange forum on 1688 (domestic version of Alibaba), we study how sellers changed their knowledge sharing after the integration of 1688 with Taobao Deals, which allowed B2B sellers on 1688 to engage in B2C transactions through Taobao Deals directly. Our findings support the co-competition theory, revealing supply-side and demand-side effects. On the supply-side, integration intensifies competition, favoring manufacturers over non-manufacturers and reducing knowledge contributions from non-manufacturer complementors. This effect is more pronounced for bigger complementors. On the demand-side, integration requires complementors to understand diverse retail customer needs, diminishing knowledge sharing by multihoming complementors only if they are multihomed on other retail (i.e., B2C) platforms. These associations were negatively moderated by the knowledge quality of complementors. Additionally, we find that Covid-19 lockdowns, which were the initial motivation for the governance change, actually amplified these dual-edged integration effects.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Non-Market Strategy in Non-Western Contexts

Session Moderator: **Han Jiang**, *Chinese U. of Hong Kong, Shenzhen*

STR: The Implementation of Pro-Social Purpose in Organisational Business Models in Non-Western Contexts

Author: **Petya Koleva**, *Heriot-Watt Dubai*

Author: **Maureen Meadows**, *Coventry U.*

Corporations are being increasingly challenged to reflect on their purpose as the relentless pursuit of profit has had detrimental implications for our planet, society, and even shareholders. Whilst the topic of corporate purpose has been extensively examined in Western countries, and the academic community and practitioners are aware of many mechanisms, antecedents and consequences related to corporate purpose, academic literature with the same focus on non-Western countries is extremely scarce. Therefore, this article engages in an exploratory examination of corporate purpose, and more specifically pro-social purpose, from the perspective of 55 non-Western organisations. The study identifies distinct approaches to integrating pro-social purpose in the non-Western organisational context and outlines relevant antecedents and consequences. The study advances the literature on pro-social purpose by providing empirical evidence for the presence of approaches for integrating and institutionalising organisational pro-social purpose in a non-Western context, as well as relevant antecedents. The result is four distinct context-specific models for pro-social purpose that undermine organisational potential for shared value (SV) and social value creation (SVC). The study also advances the critical corporate social responsibility (CSR) literature by offering evidence of substantial divergences in the practice of CSR, compared with the business case of CSR; such divergences can erode CSR's potential to address systemic and instrumental organisational issues. In addition, the study contributes to the scarce literature on SVC in non-Western countries, both by outlining the functional and conceptual parameters around SVC, and also by enhancing understanding of the reasons behind limited SV in the same context. Based on the findings, implications for business practitioners are also highlighted.

STR: Nonmarket Strategies and Firms' Internationalization: Evidence from Sub-Saharan Africa-MENA Regions

Author: **Muhammad Saad Baloch**, *U. of Southampton*

Author: **Nouhaila Ettalibi**, *uir*

Emerging market multinational enterprises (EMNEs) belonging to regions known for the pervasiveness of institutional voids are growingly engaged in nonmarket strategies (NMS), focusing on both Corporate Political Activity (CPA) and Corporate Social Responsibility (CSR). Paying attention to this growing debate in IB literature, this study leverages the institutional theory and resource-based view to exclusively explain the role of nonmarket strategies as the determinants of the internationalization of EMNEs from MENA and Sub-Saharan African regions. This study investigates 219 multinationals for a period of 2012 to 2021 by using twostep system GMM and finds a positive effect of CSR and CPA on the degree of internationalization (DOI) when both NMS are used individually. Moreover, the complementary effect (using both strategies simultaneously) boosts this positive effect of nonmarket strategies. Likewise, the lower domestic institutional development level further strengthens (moderating positively) the positive effect of NMS on the DOI. Our study offers important theoretical and practical implications.

STR: How Firms Adjust Rhetorical Optimism in Public Communications in Response to Anticorruption Shocks

Author: **Han Jiang**, *Chinese U. of Hong Kong, Shenzhen*

Author: **Yi Peng**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

We develop a government-to-firm dependence framework that delineates two basic mechanisms through which the government may depend on firms, i.e., merit-based dependence, and rent-seeking-based dependence. We highlight that these two government-to-firm dependence mechanisms would have opposite implications for firms' rhetorical optimism in public communications: Merit-based dependence, which indicates the government's intention to collaborate with and support a firm to promote local economic development, will encourage the firm to demonstrate more rhetorical optimism. In contrast, rent-seeking-based dependence, which indicates the extent to which the government will exploit a firm for private interest, will discourage the firm from demonstrating rhetorical optimism in public communications. We draw on this framework to study an intriguing setting, anticorruption shocks. Such anticorruption shocks will increase the government's merit-based dependence on firms and decrease its rent-seeking-based dependence, thus encouraging firms to demonstrate more rhetorical optimism in their public communications. We further propose that such impacts of anticorruption shocks will be further enhanced by firms' reliance on the government. Evidence from the anticorruption campaigns in China starting from 2012 largely supports our theoretical predictions.

STR: Executive Political Ties and Innovation Performance of Emerging Market Enterprises

Author: **HUAN HUA**, *U. of Nottingham, UK*

Author: **Malay Desai**, *Nottingham U. Business School*

Author: **Chengqi Wang**, -

Drawing upon the imprinting perspective, our study seeks to expand theory on the relationship between executive political ties and innovation performance of emerging market enterprises (EMEs). Focusing on firm-level founding imprints, our analysis of a sample of Chinese high-tech manufacturing firms (2008–2018) suggest that executive political ties are more likely to benefit the innovation performance of firms that were founded (i) in the less open and market-oriented period (before 1992) than those founded in the more open and market-oriented period (after 1992) and (ii) as state-owned-enterprises than those that are not state owned. Interestingly, our results further show that the level of firm internationalization shapes the strength of firm-level founding imprints differently, and thus their impact on the relationship between executive political ties and innovation performance. Our research highlights the importance of moving beyond EMEs' current environmental and firm-level contexts to consider how their history influences the effectiveness of political ties in enhancing innovation performance, furthering understanding of the contingency explanations of the focal relationship.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

How Managerial and Employee Dynamics Shape Organizational Performance

Session Moderator: **Saeedeh Ahmadi**, *Amsterdam Business School, U. of Amsterdam*

STR: Management Practices, CEO Leadership Behaviors and Firm Productivity 

Author: **Eda Aral Kilic**, *FEB, U. of Groningen*

Author: **Janka Ireen Stoker**, *U. of Groningen, Faculty of Economics and Business*

Author: **Harry Garretsen**, *U. of Groningen*

Understanding the large productivity differences across firms has been a challenge in economics and management research. Research shows that firms' management practices explain a significant part of this productivity variation. However, the possible contribution of individual managers is still ill-understood in this respect. In this paper we propose that, next to management practices, leadership behaviors of CEOs are also linked to productivity. For 156 manufacturing firms, we investigate the association of CEO instrumental leadership (IL) behaviors with firm productivity, alongside and also in interaction with firms' management practices. Our study is among the first to show that CEO leadership behaviors have not only a robust, positive association with productivity, but also that this association is independent of the association between management practices and productivity. With our findings, we contribute to the economics and management literature by providing evidence for the importance of both management practices and the individual manager for firm performance.

STR: Horizontal and Vertical Interpersonal Processes of Middle Managers and Business Unit Ambidexterity

Author: **Sebastian Fourne**, *Wilfrid Laurier U.*

Author: **Lotte Glaser**, *Vrije U. Amsterdam, School of Business and Economics*

Although scholars have developed structural and contextual perspectives in research on organizational ambidexterity, little is known about more direct ways in which middle managers (MMs) responsible for business units (BUs) address challenges associated with pursuing exploration and exploitation simultaneously within their BUs. Drawing on and extending research on MMs' work relationships, we examine how different horizontal and vertical interpersonal processes among MMs and with corporate top managers (TMs) contribute to ambidexterity at BUs. Importantly, we reveal that the relationship of horizontal knowledge exchange among MMs and BU ambidexterity depends on the specific quality of vertical interpersonal processes as integrative bargaining complements and cognitive flexibility undermines this relationship. Our results have implications for our understanding about the joint involvement of middle and top managers in executing complex strategies in multi-unit organizations. Moreover, this study provides guidance for MMs to leverage the complementarities of horizontal boundary-spanning and vertical interpersonal processes while avoiding the pitfalls of engaging in both.

STR: Multiple Goal Conflicts and Innovation at Frontline: Does Alignment Help or Hurt?

Author: **Saeedeh Ahmadi**, *Amsterdam Business School, U. of Amsterdam*

This study delves into the varied impacts of multiple goal conflicts on innovation at frontline. Although innovation is vital for an organization's survival and competitive edge and firms increasingly try to harness the creative potential of frontline workers, the pursuit of innovation at the frontline frequently clashes with other high-priority objectives. The intricate ways in which diverse goal conflicts influence innovation at frontline remain unclear, given that much of the existing research has discussed goals in general or centered on the consequences of conflicts between two goals, neglecting the subtleties of other potential goal conflicts driving the performance. We investigate how the innovation goal interplays with safety and short-term financial objectives, and subsequently influences the innovation among frontline employees. Our theory and the empirical findings, drawn from multilevel multisource data obtained from a large energy company, indicate that not all types of conflicts with the innovation goal hold equal sway over innovation. In extending prevailing theories on multiple goals, we delineate the distinctions in the effects of these varied conflicts and elucidate how multifaceted goal conflict shape individuals' innovative conduct. Furthermore, we expound on a mechanism at realm of top managers, elucidating how a context of alignment between the team and the organization can either bolster or hinder innovation in the face of diverse goal conflicts at the lower echelons.

STR: Shaping Organizational Performance via Employee Participation and Vetting in Managerial Selection    








Author: **Thomaz Teodorovicz**, *Assistant Professor, Copenhagen Business School*

Author: **Samina Karim**, *Northeastern U.*

Author: **Monica Higgins**, *Harvard U.*

This paper studies a practice that fosters a hybrid approach between decentralized decisions and centralized managerial hierarchy: employee participation in managerial selection. The main argument posits that while such participation enhances employee-level outcomes such as satisfaction and retention, it may not be sufficient to improve organizational performance due to employees' potential underemphasis on managerial competence when selecting managers. However, combining employee participation with vetting processes to screen candidates for managerial positions enables organizations to achieve both superior employee-level outcomes and organizational-level performance. This study leverages data from the Brazilian public school system to examine the different mandates for selecting school principals. The quantitative analyses use a combination of large-scale administrative unbalanced panel datasets covering over 35,149 public schools between 2007 and 2017, catering to an average of 17.7 million students annually. The results show that a combination of employee participation with vetting outperforms other forms of managerial selection, resulting in higher levels of satisfaction with managers, retention, and organizational performance. The findings underscore that employee participation and vetting strikes a balance between employee satisfaction and organizational performance.

KEY TO SYMBOLS

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

The Past is Not Dead: Founder/Legacy Effects

Session Moderator: **Christina Walker Robichaud**, *U. of Montana*

STR: **Able, But Not Willing: A Family Legacy Perspective on Firm Strategic Change Behavior**

Author: **Christina Walker Robichaud**, *U. of Montana*

Author: **Sara Davis**, *Kennesaw State U.*

Author: **James Grabowski**, *U. of Arkansas at Little Rock*

A family firm's legacy orientation, which derives from the shared meanings of the founding family, has been long acknowledged in family business theorizing as an important reference point informing strategic decisions towards conservative choices that prevent the loss of the family's legacy. This paper contributes to the nascent research by examining the impact of family legacy orientation on firm strategic change, as well as under contexts of family control (majority ownership held by a family) and a loss context. Additionally, the paper advances research on the different forms of family legacy orientation (social, biological, material) by examining their nuanced impact on strategic change. Using a sample of US manufacturing firms, we find that family firms exhibiting a family legacy orientation are associated with a lower level of strategic change compared to their nonfamily peers, and this maintains under family control and a loss context. Even amongst a sub-sample of family firms, legacy-oriented firms exhibited a similar pattern of results—less strategic change compared to the family firms lacking the family legacy orientation. However, the different forms of family legacy orientation had mixed findings.

STR: **The Past Is Not Dead: Logic Imprints and the Adoption of a New Internal CSR Practice Within Firms**

Author: **Qin Ye**, *School of management, Northwestern Polytechnical U.*

Author: **Jianfeng Cai**, *School of management, Northwestern Polytechnical U.*

The dynamic nature of institutional environments often confronts organizations with institutional logics that diverge from previously imprinted ones, leading to potential conflicts. However, the interplay between historical and present logics in shaping organizational behaviors remains relatively unexplored. To address this gap, our study integrates institutional and imprinting theories to investigate the impact of past and present institutional logics on the adoption of employee medical insurance, an emerging internal CSR practice, among Chinese private-owned enterprises (POEs) during the nation's economic transition. Drawing on a nationwide survey of 1229 POEs, this study reveals that self-support logic imprint, derived from owners' early career experiences outside the planned system, impedes new insurance adoption, while work unit all-inclusive logic imprint, rooted in initial state ownership, fosters positive adoption outcomes. Additionally, our analysis demonstrates that POEs in highly marketized regions, characterized by prevalent current market logic, are more inclined to adopt employee medical insurance. We further observe the attenuation of imprinting effects in these regions, indicating the diminishing influence of historical logics in the face of contemporary market-oriented pressures. This research contributes to the imprinting literature and sheds light on intricate institutional dynamics.

STR: **Co-Founder Breakup Penalty: Exploring the Impact of Breakups on Investor Decision-Making**

Author: **Naja Pape**, *INSEAD*

Author: **Heejung Jung**, *Imperial College London*

Author: **Anne L.J. Ter Wal**, *Imperial College Business School*

Scholarly and anecdotal evidence show co-founder breakup – the replacement or the departure of a co-founder – is common in early entrepreneurial teams. In the absence of objective evidence on inherent venture quality, investors evaluate young start-ups using diverse quality signals derived from the limited information available about the founding team. We show co-founder breakups work as “soft” data, informing investors about the quality of the founding team and thereby affecting their evaluations. In parallel with in-depth interviews with professional investors, we conduct two pre-registered survey experiments on 1,452 individuals who have experience with start-up funding in the form of crowd-funders, business angels, and venture capitalists. We ask these investors to evaluate start-ups with versus without co-founder breakup, using real business cases that are identical across conditions. In Study 1, we find investors perceive the quality of start-ups whose team experienced co-founder breakup (compared to start-ups whose team did not) as lower in terms of viability, competence, and warmth, and, in turn, are less likely to invest. In Study 2, we find the penalty is reduced when the breakup is due to a business-related reason (e.g. inadequate skill set). In contrast, we also find co-founder breakup due to personal and emotional conflicts among co-founders significantly increases the penalty. Our research sheds light on the nuanced dynamics of co-founder breakups and their impact on investors' perceptions and decision-making, which has important implications for the startup ecosystem.

STR: **Exploring the Impact of Founder Social Identities on Sustainable Business Model Design**

Author: **David Nico Redaschi**, *U. of St. Gallen*

Author: **Karolin Frankenberger**, *U. of St. Gallen*

Author: **Christine Scheef**, *U. of St. Gallen, Switzerland*

Designing sustainable business models gains increasing importance. Particularly in young firms, the founder's social identity plays a pivotal role in shaping the creation of new ventures. Yet, founders with diverse social identities often pursue distinct goals, and there is limited understanding of how this divergence influences the design of sustainable business models. Drawing on two different founder social identities – Darwinian and Missionary founders –, we argue that founder social identities differently shape the sustainability of the business model design. In addition, we propose that entrepreneurial orientation mediates the relationship between the founder's social identities and sustainable business model design. We collected survey data from 195 solo founders in Austria, Germany, Liechtenstein, and Switzerland to test our research model. In support of our predictions, we find that Darwinian founders are negatively, and Missionary founders are positively related to sustainable business model design. We also show that entrepreneurial orientation partially mediates the link between Missionary founders and sustainable business model design, but not for Darwinian founders. Theoretical and practical insights on how founder social identities and entrepreneurial orientation can be leveraged to support sustainable business model designs are then discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Challenges in Interfirm Cooperation

Session Moderator: **Carolyn Bimmermann**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen U.*

STR: The Harmful Effect of Inter-Firm Competition on Product Recalls 

Author: **Carolyn Bimmermann**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen U.*
Author: **Denise Fischer-Kreer**, *U. of Bonn*

Inter-firm cooperation, the simultaneous presence of both competition and cooperation in inter-firm relationships, has gained increasing attention in research in recent years. While selected outcomes are well-studied, perspectives on product recalls as an outcome is still scarce. Researchers have pointed out that how cooperation affects actual value creation, e.g., in terms of reduced product recalls, requires further investigation through quantitative studies. Previous research on cooperation is mainly based on conceptual work, or empirical work on isolated industries. Additionally, researchers have called for a more nuanced view on cooperation, by considering the underlying competitive and cooperative intensities. In this study, we want to bridge these research gaps and clarify the role of inter-firm cooperation as an antecedent to product recalls. We base our analysis on a cross-sectional, cross-industrial data set from 2008 to 2021, including 3,031 alliances across 1,015 U.S. firms. Firstly, we find that the cooperation occurrence is positively related to product recalls. Secondly, the intensity of cooperation in cooperation is negatively influencing product recalls. Thirdly, we find that competitive intensity in cooperation also negatively relates to product recalls. Additionally, our insights can support practitioners in cooperation decision-making, including favorable set-up conditions in case the reduction of product recalls is of importance. Furthermore, we identify avenues for future research.

STR: Dances With Wolves: How Top Management Shapes the Pursuit of Cooperation 

Author: **Sicheng Luo**, *The Hong Kong Polytechnic U.*
Author: **Devi R. Gnyawali**, *Virginia Tech*
Author: **Siqi Luo**, *Macau U. of Science and Technology*
Author: **Hao-Chieh Lin**, *National Sun Yat-Sen U.*

Empirical research on cooperation has examined multiple forces that shape the pursuit of cooperation (simultaneous competition and cooperation), but studies have largely concentrated on factors at the industry, organization, or network levels, with limited attention given to the managerial level. Focusing on the top management team (TMT), we integrate theoretical insights from the upper echelons and agency literatures and suggest that the risk-taking propensity of the TMT drives firms to engage in cooperation. We theorize that this positive relationship becomes more pronounced with an increase in long-term compensation but is attenuated by environmental dynamism. Results from the data of publicly traded firms from Taiwan during 2013-2016 provide support for our hypotheses. A supplementary analysis also shows that TMT risk-taking propensity propels firms to pursue simultaneous competition and cooperation rather than aggressive competition. Our theoretical insights and empirical results underscore the role of TMTs in the firm's pursuit of cooperation and provide a nuanced understanding of how such effect varies across different conditions.

STR: A Dark Side of Procedural Fairness Asymmetry in Channel Relationships: The Mediating Role of Negotiation Costs

Author: **Zhao Ziyu**, *School of Management, Huazhong U. of Science and Technology*
Author: **Mengyang Wang**, *Huazhong U. of Science and Technology*

Underpinned by fairness heuristic theory and transaction cost economics, this study empirically examines how buyers' procedural fairness asymmetry affects supplier performance over time via changes in negotiation costs. Drawing on two-wave survey data involving 225 buyer-supplier dyads in China, the study finds that buyers' procedural fairness asymmetry can result in an increase in negotiation costs, subsequently harms supplier performance over time. Moreover, competitive intensity weakens the positive relationship between buyers' procedural fairness asymmetry and changes in negotiation costs, whereas market uncertainty strengthens this relationship. Meanwhile, the flexibility norm positively moderates the focal relationship. By adopting a dyadic perspective to illuminate the role of buyers' procedural fairness asymmetry in buyer-supplier relationships, our study advances the existing fairness literature and enhances understanding of relationship dynamics. Additionally, it offers practical implications for practitioners seeking to improve the governance of channel partnerships.

STR: Asymmetrical Cooperation: Emergence Conditions and Characterisation Through Environmental Uncertainty

Author: **Olfa Chelbi**, *centre de recherche en gestion*
Author: **Chloe Zanardi**, *Montpellier Research in Management*

Cooperation has been largely studied in the context of symmetrical firms and only a few studies have addressed the specific case of cooperation in the context of asymmetric firms (large and small firms) given the difficulty in establishing the existence of competition between these two sets of actors. Our study aims to fill the knowledge gap in this area by establishing the existence of cooperation in settings involving asymmetrical firms (different in size, resources, market knowledge, experience...) and analyzing the conditions under which this cooperation emerges as well as its characteristics. To serve this purpose, we mobilize the theory of environmental uncertainty (state, effect and response uncertainty) as an analytical grid, since it enables us to understand the way actors perceive each other and to analyze their competitive movements. A multiple case study is carried out taking the case of two highly-regulated industries - the banking and the defense industry - as the settings for the investigation. Our results confirm the existence of a particular type of cooperation, asymmetrical cooperation. We uncover the role played by environmental uncertainty in driving this cooperation. We also show that this type of cooperation is short lived but can be extended if external parties such as regulators create the right conditions for it to last. Last, our results contribute to the ongoing discussions regarding the link between the three dimensions of uncertainty by showing that the uncertainty of effect is the starting point followed by state uncertainty, which is the second to vary, and finally response uncertainty which is the last dimension to vary.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1544** | Submission: **16954** | Sponsor(s): **(STR, OMT)**
Scheduled: **Monday, Aug 12 2024 1:15PM - 2:45PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Ohio**

Physical Work Environments: A Strategic Resource or Not. Implications for the Future



Organizer: **Bukky Akinsanmi Oyediji**, *London Business School*
Organizer: **Yea Hee Ko**, *Binghamton U.-State U. of New York*
Panelist: **Russell Coff**, *Wisconsin School of Business*
Panelist: **Massimo Maoret**, *IESE Business School*
Panelist: **Sunkee Lee**, *Carnegie Mellon U. - Tepper School of Business*
Panelist: **Eliana Crosina**, *Babson College*

Whether physical work environments (PWEs) are a strategic resource for firms or not has become increasingly pertinent given the pervasive shift to remote and hybrid work models. This symposium aims to critically examine this question by bringing together leading scholars who investigate PWEs varied impact on desirable outcomes in firms from different theoretical lenses. In doing so we aim to (1) discuss and consolidate current knowledge on how physical work environments contribute to productivity and profitability in firms, (2) debate these current beliefs, theoretical explanations, and empirical evidence to determine the extent to which they help attain and sustain competitive advantage, (3) identify gaps and inconsistencies in the literature regarding the nature and impact of this firm resource to stimulate future research, and (4) provide some managerial guidance on when and how they may matter to firm outcomes.

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Open Books or Trade Secrets? How Firms Reconcile Secrecy and External Invention Sourcing



Organizer: **Aldona Kapacinskaite**, *Department of Management and Technology, Bocconi U.*
Organizer: **Rohin N Vrajesh**, *Department of Management and Technology, Bocconi U.*
Organizer: **Colleen Cunningham**, *U. of Utah, David Eccles School of Business*
Presenter: **Carlos Javier Serrano**, *HEC Paris*
Presenter: **Sina Khoshokhan**, *U. of Colorado, Boulder*
Presenter: **Aldona Kapacinskaite**, *Department of Management and Technology, Bocconi U.*
Discussant: **David Hsu**, *The Wharton School, U. of Pennsylvania*
Discussant: **Hong Luo**, *HBS*

This symposium explores topics at the intersection of secrecy and collaboration across firm boundaries. Firms manage their intellectual assets strategically, choosing between levels of secrecy and disclosure. Prior literature suggests that firms consider secrecy enables them to appropriate costly investments, but some disclosure is required to engage in markets for technology. While literature on external sourcing of inventions, in particular in the form of markets for technology, has grown over the past decades, evidence on how firms reconcile the widely reported preference for secrecy and collaboration across firm boundaries remains scant. In this symposium, we have assembled a set of three papers at the frontier of this literature and invited two top scholars in this area as the discussants. The symposium tackles questions such as: how do firms retain secrecy even while externally sourcing patented, disclosed inventions? Also, given that employees' intra-firm patenting rates may respond to mobility constraints, how is collaborative patenting of IP affected when employees face more stringent mobility constraints? Finally, cross-firm collaboration is underpinned by information sharing and prior literature suggests firms relying on secrecy are forced to vertically integrate downstream. Then, can markets for trade secrets exist at all, and are they valuable? Presentations in this symposium will tackle these previously understudied questions, shedding light on the tensions and trade-offs in managing secrecy, disclosure, and external invention sourcing.

Acquiring Patents in Secret: Strategic Disclosure in Markets for Technology

Author: **George Chondrakis**, *ESADE Business School*
Author: **Carlos Javier Serrano**, *HEC Paris*
Author: **Rosemarie Ziedonis**, *Boston U.*








Islands in the Stream: Trade Secrets, Mobility Constraints, and Collaborative Innovation

Author: **Thiago J. Soares**, *Inspira*
Author: **Sina Khoshokhan**, *U. of Colorado, Boulder*

Markets for Trade Secrets

Author: **Aldona Kapacinskaite**, *Department of Management and Technology, Bocconi U.*
Author: **Rohin N Vrajesh**, *Department of Management and Technology, Bocconi U.*
Author: **Colleen Cunningham**, *U. of Utah, David Eccles School of Business*

KEY TO SYMBOLS

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

Collaborative Relationships for Innovation

Session Moderator: **Feng Dong**, *School of Economics & Management, Anhui Polytechnic U.*

TIM: Dose Supply Chain Partner's GPT R&D Influence Focal Firm's GPT Innovation Performance

Author: **Feng Dong**, *School of Economics & Management, Anhui Polytechnic U.*

Author: **Guiyang Zhang**, *School Economics & Management, Nanjing U. of Science and Technology*

Since the concept of general purpose technology (GPT) was first introduced by the Advanced Technology Program in 1988, the interpretation of its characteristics as well as its potential for value creation across a broad range of industries have attracted enthusiastic discussions among scholars. While most studies on GPT focus on the commercialization and diffusion, prior empirical evidence on the incentive mechanism is relatively scarce. Till now, little is known about how supply chain partners influence the focal firm's GPT innovation performance. This paper aims to elaborate on heterogeneous mechanisms of the focal firm's GPT innovation at play within the supply chain context by distinguishing upperstram suppliers and downstream customers. Drawing on resource dependence view and peer effect theory and based on the panel data of 108 top biopharmaceutical firms worldwide and the corresponding 1055 "firm-year" observations over 10 years from 2010 to 2019, this paper conducts the Negative binomial regressions. The results suggest that customers' GPT research & development (R&D) promotes the focal firm's GPT innovation performance while suppliers' does the opposite. Additionally, this paper examines the moderating effects of industry diversity for both suppliers and customers. The results show that suppliers' industry diversity plays a significant moderation role by mitigating the negative impacting strength between suppliers' GPT R&D and the focal firm's GPT innovation performance. Yet, there is no evidence that customers' industry diversity plays a moderation role between customers' GPT R&D and the focal firm's GPT innovation performance. These conclusions keep solid after series of robustness tests. Theoretical contributions, practical implications, limitations and guidance for future research are discussed.

TIM: Which is Better for Alliance Innovation Performance - Organizational Change or Stability?

Author: **Lin Deng**, *U. of Wisconsin-milwaukee*

Author: **SARTHAK SINGH**, *U. of Wisconsin, Milwaukee*

In the sustainable operation process of innovation alliances, there are two developmental trends: organizational stability and organizational change. These two mutually exclusive characteristics have a paradoxical impact on both the innovation performance and the sustainable development of alliances. To further examine this paradoxical relationship, we create a research model examining the impact of organizational change and organizational stability on alliance innovation performance, we also examine how this relationship is moderated by environmental uncertainty. We validate the theoretical assumptions through a questionnaire survey analysis of 311 Chinese enterprises. The results indicate that both the organizational change and organizational stability of innovation alliances have an inverted U-shaped impact on alliance innovation performance. Environmental uncertainty strengthens the impact of organizational change on alliance innovation performance, causing the inflection point of the curve to shift leftward and its shape to become steeper. On the other hand, environmental uncertainty weakens the impact of organizational stability on alliance innovation performance, causing the inflection point of the curve to shift rightward and its shape to become gentler. We contribute valuable insights for balancing the paradoxical relationship of alliances and strategic innovation choices under environmental uncertainty.

TIM: Coopetition Harmony and Market Value: The Impact of Coopetitor Heterogeneity and Strategic Alignment

Author: **Chiung-Yi Hwang**, *National Yang Ming Chiao Tung U.*

Coopetition alliances, where firms collaborate with their competitors, present a unique blend of cooperative and competitive pressures. Our study extends the understanding of coopetitor heterogeneity, particularly in technological and market overlaps, by shifting the focus from a firm-centric view to the perspective of capital market investors. We found that while the capital market generally perceives technological and market overlaps between firms and their partners positively, it becomes more cautious when these overlaps co-occur. Additionally, the capital market's assessment of these overlap combinations varies based on the firm's strategic orientation. Specifically, firms pursuing cost leadership strategies appear to gain more from technological overlaps and even more so when technological and market overlaps coincide. On the other hand, differentiation-focused firms are seen more favorably by the capital market in situations of market overlap. By examining the impact of coopetitor combinations from the lens of external financing and establishing boundary conditions grounded in competitive strategies, this research elucidates the varying effects of coopetitor combinations under different strategic orientations, thus making significant contributions to the understanding of coopetition dynamics and strategic alliance theories.

TIM: The Digital Capability Trap: Emerging Technology Landscape and Industry Boundaries

Author: **Henry Lopez-Vega**, *Umeå School of Business and Economics, Umeå U.*

Despite the growing relevance of emerging digital technologies and the notion of technology search, the literature lacks a more comprehensive understanding of how incumbents and new entrants collaborate in emerging technology areas (e.g., digital manufacturing, computer vision) in established industries. This paper examines the emerging digital technology areas in the manufacturing industry in Sweden and the interplay of incumbents and new industry entrants. I use a digital social research method –topic modelling– to analyse the content of 123 patents of 92 organizations. The results present 20 topics which capture the emerging digital technology landscape of manufacturing industry as well as connection of organizations to each topic and the potential collaboration opportunities. This study contributes to the burgeoning literature on the firm boundaries of digital technologies and sheds light to the study of technology search and unexplored technology collaboration.

KEY TO SYMBOLS



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Selected as a Best Paper

Inclusive Data-driven Innovation

Session Moderator: **Zhuofan Li**, *U. of Arizona*

TIM: The Embeddedness of Legitimacy in a Moral Economy of Big Data Surveillance Technology 

Author: **Zhuofan Li**, *U. of Arizona*

The proliferation of technology that collects, stores, processes, and profits from large volumes of human behavioral and biometric data has sparked broad social scientific interests and regulatory concerns. Yet, big data surveillance is not only a technology but also a commodity sold and bought in the marketplace. It is often these market transactions that define the legitimate use of a new, morally ambivalent technology before regulatory intervention. Drawing on computational and historical analysis of the controversial case of facial recognition, this paper shows how technology producers construct moral legitimacy using two intersecting relational strategies: (1) embedding the technology in the institutional legitimacy of organizational buyers of the technology, and (2) disembedding the technology from its surveillance uses for it to become an autonomous moral object. These strategies allow market actors to not only justify unlimited access to, but also to shape the moral vocabularies we use to think about, consumer data.

TIM: Munging the Ghosts in the Machine: Coded Bias and the Craft of Wrangling Archival Data

Author: **Vincent Yung**, *Northwestern U.*

Author: **Jeannette Anastasia Colyvas**, *Northwestern U.*

Data wrangling is typically treated as an obligatory, codified, and ideally automated step in the machine learning pipeline. In contrast, we suggest that archival data wrangling is a theory-driven process best understood as a practical craft. Drawing on empirical examples from contemporary computational social science, we identify nine core modes of data wrangling. Although these modes can be seen as a sequence, we emphasize how they are iterative and nonlinear in practice. Moreover, we discuss how data wrangling can address issues of coded bias. Although machine learning emphasizes architectural engineering, we assert that to properly engage with machine learning is to properly engage with data wrangling.

TIM: Sustainability Orientation, Big Data and Product Innovation: Evidence from European Manufacturing

Author: **Jana Kunecova**, *U. de Girona*

Author: **Andrea Bikfalvi**, *U. de Girona*

Author: **Pilar Marques-Gou**, *U. de Girona*

Sustainability is one of the greatest challenges for industry today. The purpose of this paper is to study the influence of sustainability orientation on product innovation in the European manufacturing sector, with a particular focus on the role of big data, an issue that has been largely neglected so far. The data used for the purpose of the present study were collected from the European Manufacturing Survey (EMS) 2018 edition, consisting of 1,123 surveys carried out in Austria, Spain, Croatia, Lithuania, Slovakia, Slovenia and Serbia. Binary logistic regressions and Hayes mediation models are used to test the hypotheses. Results suggest that sustainability orientation practices and industrial big data use positively influence product innovation, and that simultaneous industrial big data use mediates the relation between sustainability orientation and product innovation. The findings have implications for both theory and practice.

TIM: How Does Corporate Social Responsibility Affect Distinctiveness of Digitalization?

Author: **Yihui Xiao**, *School of Business, Renmin U. of China*

Author: **Chunling Zhu**, *School of Business, Renmin U. of China*

Author: **Fangliang Zhang**, *Guangxi U.*

While distinctiveness of digitalization faces dilemma between gaining digital advantage and solving legitimacy concerns raised by stakeholders, we know far less about how to maximize advantages and solve legitimacy issues. Integrating stakeholder theory and upper echelons theory, we theorize that CSR performance can be an effective tool to promote firms' distinctiveness of digitalization. We further predict that CEO duality strengthens the focal relationship between CSR performance and distinctiveness of digitalization, while CEO tenure and family CEO weaken it. Based on the dataset of listed firms in China from 2011 to 2020, we find supports for our hypotheses. Our study contributes to the stakeholder theory and digitalization literature, and bridges them using upper echelons theory by showing how CSR performance shapes distinctiveness of digitalization.

KEY TO SYMBOLS



Teaching-oriented



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Theme-oriented



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Diversity-oriented



Selected as a Best Paper

Knowledge Transfer Across Organizational Boundaries

Session Moderator: **Chunpei Lin**, 13959980988

TIM: Boundary-Spanning Search, Knowledge Integration and Disruptive Innovation

Author: **Chunpei Lin**, 13959980988
Author: **Xiaoyan Zhu**, 19955368051
Author: **Xiaoxuan Li**, Huaqiao U.

This paper utilizes insights from the knowledge-based view to examine the mediating role of knowledge integration and the moderating role of environmental turbulence (market and technological turbulence) in boundary-spanning search (supply-side and demand-side search) and disruptive innovation. This paper uses two-stage survey data collected from 355 manufacturing firms in China and utilizes multiple regression and necessary condition analysis (NCA). The regression results show that boundary-spanning search (supply-side and demand-side search) facilitates disruptive innovation by increasing knowledge integration. Results also indicate that technological turbulence strengthens the effect of supply-side search on disruptive innovation, whereas market turbulence weakens such an effect; market turbulence strengthens the effect of demand-side search on disruptive innovation, whereas technological turbulence weakens such an effect. The NCA findings are that supply-side search and knowledge integration are necessary conditions for disruptive innovation.

TIM: Research on the Impact of Coopetition Relationship on Knowledge Transfer in Alliance Network

Author: **Benlu Hai**, Henan Normal U.
Author: **Ang Ma**, Henan Normal U.
Author: **Xin Ding**, Henan Normal U.
Author: **Jiahui Sun**, Henan Normal U.

Drawing upon Complexity Adaptive Systems (CAS) theory, this study, situated within the context of alliance networks, initiates its exploration by considering two dimensions: market similarity and technology relevance. It categorizes partner coopetition relationships into four distinct types: competitive, collaborative, weakly associated, and amicable. Employing computational experimental methods, this research investigates the principal roles played by partner coopetition in mediating the transfer of alliance knowledge and its consequent impact on a firm's innovative performance. The findings reveal that knowledge transfer among alliance firms positively influences the focal firm's innovative performance. The coopetition relationship emerges as a significant moderating variable in the linkage between alliance knowledge transfer and corporate innovation performance. An increase in market similarity initially constrains the growth of innovation performance, with its attenuating effect slightly diminishing beyond a certain threshold. Conversely, enhanced technology relevance promotes innovation performance growth, although the intensifying effect slightly weakens after reaching a certain level. Furthermore, the impact of alliance knowledge transfer on the focal firm's innovative performance exhibits notable differences under varying coopetition relationships.

TIM: Technology Transfer Efficiency of Publicly Funded Innovation-Driven Research Centers

Author: **Forough Zarea Fazlelahi**, Queensland U. of Technology
Author: **Evan Douglas**, Sasin School of Management, Chulalongkorn U., Bangkok
Author: **Martin Obschonka**, U. of Amsterdam
Author: **David Audretsch**, Indiana U., Bloomington
Author: **Dietmar W. Hutmacher**, Queensland U. of Technology

University technology transfer has received considerable attention in the innovation and entrepreneurship literature where a main focus has been on the relative performance of technology transfer offices (TTOs) or university level outcomes. In contrast to TTOs, major publicly funded innovation-driven research centers, a key funding strategy that aims at promoting impactful university technology transfer in a particularly direct and thus efficient way, have been neglected in this research. To fill this gap, we study the technology transfer efficiency (TTE) of 46 innovation-driven university research centers funded by the Australian Research Council between 2013 and 2021. Combining data envelopment analysis and fuzzy set qualitative comparative analysis allows us to not only evaluate their TTE but also analyze the interdependence of causal conditions and identify equifinal case-level pathways to high (and alternatively low) TTE outcomes. We found respectable performance in most research centers, but substantial inefficiencies relating to master's and PhD students and collaborations between the research centers and external universities, industry partners, and government entities. Our results reveal three configurational pathways to high TTE, and five pathways to low TTE, demonstrating the complex causality of the technology transfer process and providing implications for research policy and for such research centers.

TIM: Technological Novelty and Technology Transfer of University Patents: Evidence from China

Author: **Zhi Yang**, School of Management, Huazhong U. of Science and Technology
Author: **Zeyu Chen**, School of Management, Huazhong U. of Science and Technology
Author: **Ruichen Zhang**, School of Management, Huazhong U. of Science and Technology

Technology transfer from universities to industries represents a critical phase in the innovation process. However, a comprehensive understanding of the determinants facilitating the commercialization of university technologies remains elusive. As a fundamental characteristic of technology, we contend that technological novelty plays a significant role in influencing technology transfer. Specifically, drawing from organizational learning and transaction cost theories, we propose a conceptual framework to elucidate the inverted U-shaped relationship between technological novelty and technology transfer. Furthermore, collaborations in research and development between universities and industries, the marketization level in the location of patent applicants, and whether patents belong to strategic emerging industries will moderate the inverted U-shaped relationship between technological novelty and technology transfer in distinct ways. To test our hypotheses, we employ a sample of 2,635,464 Chinese university patents spanning from 2003 to 2021. The implications of our findings are anticipated to contribute discerning insights within the domains of innovation management, the commercialization of university technologies, and the intricate facets of technological novelty.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Ecosystem Evolution and Transformation

Session Moderator: **Fabien Rezac**, Aarhus U., Department of Business Development and Technology

TIM: Friends Close, Enemies Closer? The Role of Trust in Disrupting Ecosystems  

Author: **Fabien Rezac**, Aarhus U., Department of Business Development and Technology

From an ecosystem perspective, the discourse dedicated to incumbents has been receiving extensive attention; however, only little is known about the challenges faced by entrants, particularly in relation to gaining support of the very same incumbent ecosystem they seek to disrupt. Facing this paradox known as disruptor's dilemma, the entrants are exposed to various forms of incumbent resistance. While several researchers explored how the resulting tensions could be mitigated, the extant literature fails to consider a factor that have been consistently proving itself crucial in developing and maintaining effective interorganizational relationships – trust. This this two-phase abductive case study positioned in the context of UK insurtech contributes to the literature by unfolding how entrants use trust to mitigate tensions with incumbents in ecosystem-level disruption. In particular, it examines the intricate dynamics of their strategic efforts by the means of a conceptual model and discusses the emerging findings in the context of theory as well as managerial practice.

TIM: Multi-Dimensional Time and Innovation Ecosystems: A Critical Realist View  

Author: **Christos Kalantaridis**, U. of Westminster

Author: **Merle Kuttim**, Tallinn U. of Technology

Time constitutes a relatively overlooked dimension of innovation ecosystems. This is even though the eco prefix, that differentiates this body of research from earlier systemic (regional, national and sectoral) approaches, highlights the interdependency among actors, and the co-evolution that binds them together over time. In response, our paper sets out to develop a coherent framework for the conduct of temporal analysis of innovation ecosystems and use it in order to bring together existing research. This framework draws on critical realism and offers observers of innovation ecosystems the intellectual tools needed in order to decipher actors and actions, and shape an emergent agenda for future temporal studies. We create a designed intellectual construct that advances the concepts of the confluence and the spirality of time(s). The latter offers actors a kaleidoscope of choices: new, continuing or re-emerging. Whilst our ability to draw policy and practice implications is constrained, because of the relatively limited amount of existing research, we argue that the innovation ecosystem concept offers promise. Promise both regarding policy action but also in gaining new insights underpinned by the scope to facilitate temporality that it entails.

TIM: Big Tech, Small Tech, and the Dynamics of Technology Life Cycle: The Case of AI's Evolution  

Author: **YANGYANG CHENG**, Department of Management and Technology, Bocconi U.

Author: **Carmelo Cennamo**, Copenhagen Business School

Author: **Claudio Panico**, Bocconi U.

We investigate the dynamic interplay between large incumbents (particularly Big Techs) that engages in corporate venture capital (CVC) investments and mergers and acquisitions (M&A), venture capital (VC) that finances startups, and startups that enter and exit the market. We aim to investigate the intricate mechanisms linking incumbents' VCs', and startups' activities and affecting the technology life cycle. Theoretically, we build on previous research pointing to the "kill zone" and "innovation zone" effects of incumbents' M&A activities, enlarging the analysis to CVC activities and moving from static to dynamic effects. Empirically, we juxtapose our findings from the Artificial Intelligence (AI) technology space with established frameworks of technology and industry evolution. Our research underscores the multifaceted roles played by incumbents in shaping the innovation ecosystem, especially within rapidly evolving domains like AI.

TIM: Overcrowded or Avoided? How Business Model Ambiguities Inhibit Ecosystem Transformation   

Author: **Rami Darwish**, KTH Stockholm

Author: **Adam Uhrdin**, KTH, Royal Institute of Technology

Author: **Mats Engwall**, KTH Royal Institute of Technology

Author: **Mats Magnusson**, KTH Royal Institute of Technology

In response to the growing demand for sustainability, green technologies have been introduced. However, for these technologies to break through, existing business models must be innovated, and established ecosystems may need to be transformed. Moreover, innovation ecosystems arise and evolve to deliver both economic and sustainability benefits. Our article delves into the intricate transformation of an ecosystem to electrify truck and bus systems in a highly uncoordinated setting, influenced by historical forces. Through an in-depth case study, we examine the underlying factors that have made this transformation challenging in the face of a radical technological shift. Our findings highlight two opposing dynamics: a void and overcrowdedness, which have both contributed to inertia blocking the desired ecosystem transformation for sustainability in both cases. While value capture ambiguity has led to an overcrowded scene in the electric bus case, value creation, and value capture ambiguities have left a void surrounding a key position in the ecosystem in the electric truck case. These results suggest that business model ambiguities interact with ecosystem transformation, and resolving them is vital to shaping future ecosystems. Our findings have significant implications for works of literature on ecosystems and business models.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Dynamic Capability and Attentional Perspectives on Digitalization

Session Moderator: **Wanyu Zhang**, *Alliance Manchester Business School, U. of Manchester*

TIM: Digital Transformation of SMEs: A Dynamic Capabilities Perspective 

Author: **Wanyu Zhang**, *Alliance Manchester Business School, U. of Manchester*

Author: **Khaleel Malik**, *Alliance Manchester Business School, U. of Manchester*

Author: **Dimitri Gagliardi**, *U. of Manchester*

This research explores how Small and medium-sized Enterprises (SMEs) in the manufacturing industry with limited resources get opportunities from digital transformation and overcome challenges. Although digital transformation has gained attention in recent years, many of the aspects of how they generate impact and how they help organizations to prosper are still unknown. Dynamic capabilities are an important theoretical foundation for understanding digital transformation, but limited literature focuses on the SME context and connects with dynamic managerial capabilities perspectives. This paper fills the gap in extant academic and practitioner literature related to how and which dynamic capabilities are essential for the digital transformation of SMEs. We conduct semi-structured interviews to collect data from manufacturing-based SME firm managers and external experts to build a theoretical framework for advancing our theoretical understanding of dynamic capabilities and digital transformation. Our framework identifies six clusters of dynamic capabilities and explores each microfoundation, it also emphasizes the role of dynamic managerial capabilities, especially managerial social capital. Our findings emphasized the crucial role of seizing capabilities and agility in digital transformation of SMEs, offering managerial implications for SME firm management teams.

TIM: How Organizations Survive in Disruptive Digital Transformation: A Co-Evolution Perspective 

Author: **Anmol Basant**, *Doctoral Student at IIM Ahmedabad*

The study explores organizational survival in the context of disruptive digital transformation from the perspective of the co-evolution of technology and organization. It presents the rationale for shifting from technological determinism to co-evolution perspective. Under the co-evolution perspective, scholars argue that organizational change is a result of ongoing social interactions, wherein humans adapt to the limitations and opportunities presented by technology, as well as to their interactions with one another. The study seeks guidance from Leonard and Barley's (2010) review paper to structure the literature. Moreover, the study comprehensively reviews the alignment of technology and organizational structure literature to generate insights for organizational survival. Further, the study develops four mechanisms: innovative organizational culture, the role of a leader, communication and collaborative interaction, and dynamic knowledge management system to improve the likelihood of organizational survival in the face of disruptive digital transformation.

TIM: How Do Firms' Digital Innovation Dynamically Change in Response to Shifting Search Attention? 

Author: **Xiao Feng**, *Southwest U. of Political Science & Law*

How do firms' digital innovation decisions evolve over time? This study explores the changing dynamics of firms' digital innovation activities by investigating the problem search mechanism within the framework of the behavioral theory of the firm. We empirically examine the evolutionary trajectory of firms' digital innovation activities in response to shifting search attention. By leveraging a comprehensive dataset comprising A-share listed manufacturing companies in China from 2008 to 2020, we unveil a U-shaped relationship between the firms' underperformance duration and digital innovation. This noteworthy finding implies that fluctuations in firms' search attention, whether contracting or expanding, play a crucial role in shaping the dynamics of firms' digital innovation. Moreover, we conduct an exploration of the contextual factors that delineate the boundaries of the U-shaped relationship, particularly focusing on the influence of demand-side factors on firms' search attention. Notably, the degree of customer concentration emerges as a pivotal factor that affects the aforementioned relationship. Overall, this study significantly enriches the scholarship in the domains of digital innovation and the behavioral theory of the firm.

TIM: Digitalization and Convergence of Management Attention Across Industries

Author: **Lei Fang**, *Cass Business School, City U. London*

Author: **Gianvito Lanzolla**, *Bayes Business School*

Author: **Andreas Tsanakas**, *Cass Business School, City U. London*

In this paper, we argue that digitalization is positively associated to convergence in management attention in firms across industries – including industries which are usually considered as unrelated. We further argue that such impacts on convergence in management attention are invariant across firms' organizational functions. We test our hypotheses in the context of banks, insurers and pharmaceutical companies (934 banks; 221 insurers; 223 pharmaceuticals) on text data from the Business and Risk sections of their 10-K reports (2006 to 2018). We develop a novel text-based measure of convergence in attention, using machine learning and text classification techniques. Model estimates find support for the hypotheses that digitalization is linked to convergence in management attention in firms across industries, and that this effect holds across organizational functions.

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Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Institutional Influences on Green Innovation

Session Moderator: **Wenjing Lyu**, Zhejiang U.; Massachusetts Institute of Technology

TIM: The Electrification Journey: Assessing China's Transition to Greener Roads and Reduced Emissions

Author: **Wenjing Lyu**, Zhejiang U.; Massachusetts Institute of Technology

Author: **?? Wang**, Beijing Institute of Technology

Author: **Jin Liu**, Beijing Institute of Technology

The global energy crisis and climate change present pressing challenges that necessitate innovative policy responses and technological adaptations. This study focuses on China's 13th Five-Year Plan, implemented from 2016 to 2021, as a critical policy window to examine the country's strides in road transport electrification. Utilizing the entropy method, we develop a comprehensive index to assess the level of road transport electrification in China, capturing its evolution in tandem with policy shifts. Employing the Spatial Durbin Model (SDM), we empirically analyze the impact of transportation electrification on carbon emissions, including its inter-provincial spatial spillover effects. Additionally, a dynamic SDM model is used to explore the time-spatial lag effects of these changes. Our findings indicate a steady increase in the level of transportation electrification in China during this period, leading to a significant reduction in carbon emissions. This decline not only manifests within the regions directly implementing electrification strategies but also exerts a dampening effect on carbon emissions in adjacent provinces. The dynamic SDM results suggest that the short-term impacts of transportation electrification are more pronounced than the long-term effects, both directly within provinces and indirectly in neighboring regions.

TIM: Go with Pressure: Climate Risk, Institutional Investors, and Green Innovation

Author: **Yuhui Wang**, Northwestern Polytechnical U.

Author: **Zhen Huang**, -

Author: **Ming Jia**, Northwestern Polytechnical U.

The urgency to combat climate risk has attracted a great deal of attention from firms and their stakeholders to green innovation. This paper examines how firm-level climate risk affects green innovation and the moderating effects of institutional investors. We propose that climate risk promotes green innovation through the channel of institutional investors pressure. We further explore the moderating effect of long-term institutional investors and green investors in the relationship between climate risk and green innovation and validate the institutional investor pressure mechanism. Using A-share firms listed on the Shanghai and Shenzhen Stock Exchanges in China from 2014 to 2022, we find that climate risk promotes firms to engage in green innovation, and this relationship is more significant when the firms have more long-term institutional investors or more green investors. The implications of our paper for addressing climate risk and achieving sustainability are discussed.

TIM: Catalysts of Green Innovation: Exploring Firm Responses to Climate Risk and Institutional Pressure

Author: **Jona Benedikt Sander**, Westfälische Wilhelms-U. Münster

Author: **Colin Schulz**, U. of Muenster

In recent years, the effect of climate change on society and firms, both physically and regulatory, has become increasingly evident and calls for adaption and mitigation have become more urgent. By combining institutional theory with the attention-based view, we aim to explore whether firms' proximity to the effects of climate change motivates them to proactively combat it through accelerated green innovation. Building on existing climate risk measurement research, we develop a comprehensive model of climate risk exposure and employ a fixed effects poisson regression analysis with a control function approach. We find that a rise in the duration of natural disasters in the proximity of firms, increased CO2 emissions and stricter enforcement of environmental regulations, increase the prevalence of green innovation within S&P 500 firms between 2010 and 2020. We also observe that this increase is stronger after the 2015 Paris Agreement. Our findings contribute to the literature on drivers of green innovation, normative and coercive institutional pressure, and catalysts for directing managers' attention to climate risks.

TIM: Unpacking Mechanisms Behind Environmental Subsidies and Green Innovation: A Dual-Pathway Story

Author: **NINGJUAN LI**, Northwest Polytechnical U.

Author: **Zhuoer Yang**, Northwestern Polytechnical U.

Can environmental subsidies effectively fulfill the objective of promoting green innovation in firms? Existing studies remains insufficiently address this question. We argue that a more comprehensive understanding of the relationship between environmental subsidies and green innovation needs to consider the interplay of institutional, market, and cognitive logic simultaneously. To this end, we propose a theoretical mode. Empirical results from panel data of listed firms of China reveal that, environmental subsidies exert a U-shaped influence on a firm's green innovation endeavors. Further analysis uncovers that alleviation of financial constraints and enhancement of managerial environmental cognition serve as dual mediators, facilitating the transition from government environmental subsidies to green innovation. Moreover, environmental regulations and marketization degree, as critical boundary conditions, undertake significant moderating role, and can affect the efficacy of governmental subsidies in stimulating green innovation efforts of firms. Our study offers nuanced understandings on how environmental subsidies motivate firms to go green.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1552** | Submission: **12120** | Sponsor(s): **(TIM, CTO)**
Scheduled: **Monday, Aug 12 2024 1:15PM - 2:45PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Bucktown**

Strategic Leadership, Digital Transformation and the Fourth Industrial Revolution: A Clarion Call



Organizer: **Ciaran Heavey**, *U. College Dublin, Smurfit*
Organizer: **Brian C. Fox**, *Bentley U.*
Organizer: **Zeki Simsek**, *Clemson U.*
Panelist: **Shaker A. Zahra**, *U. of Minnesota*
Panelist: **John Mooney**, *Pepperdine Graziadio Business School*
Panelist: **Maria Goranova**, *U. of Wisconsin, Milwaukee*
Panelist: **Satish Nambisan**, *Weatherhead School of Management, Case Western Reserve U.*
Panelist: **Sali Li**, *U. of South Carolina*
Panelist: **Alex Michael Murray**, *U. of Oregon*
Panelist: **Michael L. Williams**, *Pepperdine U.*
Panelist: **Jing Yu**, *U. Of Sydney*
Panelist: **Lilian Ng**, *Unknown*
Panelist: **Linyang Yu**, *Schulich School of Business*

We propose this symposium to serve as a clarion call for theory and research that addresses the complex and multidimensional intersection of strategic leadership, digital transformation, and the Fourth Industrial Revolution. The symposium addresses three core questions. First, what new types and forms of strategic tensions does the Fourth Industrial Revolution engender for strategic leaders? Second, what capabilities of strategic leaders are most relevant to navigating these tensions, and how can these capabilities be honed, developed and renewed? Third, how do the technologies of the 4IR influence the practice, influence mechanisms, roles, and capabilities of strategic leaders?

KEY TO SYMBOLS

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

Shaping the Future: How Novel Fields and Market Categories Evolve

Organizer: **Angelo Romasanta**, *ESADE Business School*
Participant: **Jonathan D. Wareham**, *ESADE*
Discussant: **Andrew Nelson**, *U. of Oregon*
Discussant: **W Chad Carlos**, *BYU Marriott School of Business*
Discussant: **Robert J. David**, *McGill U.*
Presenter: **Jade Lo**, *Drexel U.*
Presenter: **Mia Chang-Zunino**, *ESCP Business School*
Presenter: **Brandon H. Lee**, *Melbourne Business School*

This symposium delves into the complexities of emerging technological fields and market categories, and how they gain wider adoption despite their novelty and associated challenges. The symposium will include discussions on the various stages of their evolution, the dynamics of their legitimacy, their impact on existing structures and industries, and the relationships among various stakeholders. Scholars will scrutinize the theoretical aspects and practical implications of these emerging fields, providing invaluable insights for navigating these evolving landscapes. The discussions aim to provide insights into the complexities underpinning the birth, development, and growth of innovative fields and categories, acknowledging their role as fertile ground for theorizing.

Vision-reality gap: The Co-evolution of Visions and Technologies in Robotics (1921-2020)

Author: **Mia Chang-Zunino**, *ESCP Business School*

Building Bridges with Ambiguity: Category Innovation in Deep Tech

Author: **Angelo Romasanta**, *ESADE Business School*
Author: **Jonathan D. Wareham**, *ESADE*








Legitimizing the Non-comparable: Rise of Plant-based Meat and Transmutation of the Meat Category

Author: **Jade Lo**, *Drexel U.*

From Symbolic to Consequential: Role Enactment and Brokering in a New Market Category

Author: **Brandon H. Lee**, *Melbourne Business School*

KEY TO SYMBOLS

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

Session Type: **Meeting**

Program Session: **1554** | Submission: **21707** | Sponsor(s): **(GOV)**

Scheduled: **Monday, Aug 12 2024 1:30PM - 2:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Illinois Boardroom**

AOM Ethics Education Committee Meeting

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*

Organizer: **Michael McShane**, *Academy of Management*

By invitation only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1555** | Submission: **12108** | Sponsor(s): **(MC)**
Scheduled: **Monday, Aug 12 2024 2:00PM - 3:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Michigan 2**

MCD Legacy Team Committee

Organizer: **Jeremy Salmeron**, *ISEOR&iaelyon (France)*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Can we eat real food with synthetic spoons? – thoughts on digitally mediated management learning and education*

What if digitally mediated management learning and education (MLE) – if advanced unreflexively at the current pace – transitions eventually into synthetic learning and education? In this keynote speech, I argue that when this occurs, synthetic learning will reduce our motivation and ability to acquire first-hand experiences and cope with vital adaptations in the real-world, both of which interfere with everyday (social) practises of managers at work. I propose two crucial mechanisms through which digitally mediated MLE can transform into its synthetic incarnation.

Is it our value preferences or technological determinism that influence whether digitally mediated MLE will move to an entirely synthetic incarnation?

Join us for this interactive keynote event to be part of a solution- focused conversation.

*Based on essay co-authored with Eimear Nolan from Trinity College Dublin.

On the dangers of synthetic learning and teaching in management education

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

OSCM Division Chan Hahn Best Paper Award Session



Session Moderator: **Anand Nair**, *Northeastern U., D'Amore-McKim School of Business*

OSCM: **Collaborative Human-Machine Learning for Demand Planning**

Author: **Rebekah Inez Brau**, *Brigham Young U.*
Author: **Finnegan McKinley**, *U. of Arkansas*
Author: **John Aloysius**, *U. of Arkansas Sam M. Walton College of Business*
Author: **Enno Siemsen**, *U. of Wisconsin, Madison*

Prior research and evidence from industry practitioners have shown that firms must understand how humans interact with machine learning systems to implement them successfully. The process used to integrate human judgment with machine learning algorithms is governed by a sequence of messages and actions, which is termed an economic institution. This institution is crucial in facilitating the efficacy of human-machine partnerships; however, many implementations fail to consider the institution. Our research introduces Collaborative Human-Machine Learning, a new institution that leverages the strengths of humans and algorithms and ameliorates their limitations. The process is derived by identifying elements of learning systems from prior literature and theory on machine learning, behavioral economics and operations, and human-algorithm interactions. We evaluate the efficacy of Collaborative Human-Machine Learning using a dataset with over 1.2 million observations over approximately 66 weeks from a retail firm. We demonstrate that Collaborative Human-Machine Learning outperforms the firm's ensemble machine-learning system in forecast accuracy by 60.99% and the most common institution used in practice, including the firm, judgmental adjustment by 64.20%. The innovation provided by reengineering the process that integrates machine learning with humans thus has the potential to radically change and accelerate the deployment of Artificial Intelligence.

OSCM: **Decoupling Firm Growth from Carbon Emissions: A Supply Network Perspective**

Author: **Iryna Malacina**, *LUT U., LUT Business School*
Author: **Jaan-Pauli Kimpimäki**, *LUT Business School*
Author: **Heli Arminen**, *LUT U., LUT Business School*
Author: **Axel Zehendner**, *LUT Business School*

ABSTRACT A key question facing firms today is how to continue expanding their operations while reducing the ensuing emissions. Decoupling carbon emissions requires a holistic approach that simultaneously accounts for the structural and internal factors shaping firm growth. In this research, we focus on the roles that firms adopt within supply networks and the relationship between role orientations and emissions decoupling. Using an ego-temporal exponential random graph model, we empirically infer the distinct roles of firms from the aerospace and defense supply network. The inferred roles indicate great heterogeneity in the firm behaviors and role-generative processes shaping the supply network. In the following analysis, we discover the decoupling performance differences between firms with distinct role orientations. Firstly, our exploration indicates that firms in central network positions tend to have poorer decoupling performance, with those in monopolistic positions within disconnected networks faring the worst. Secondly, firms occupying roles within interconnected and balanced networks demonstrate relatively effective decoupling efforts. Thirdly, disconnected networks generally perform worse compared to their more connected counterparts. These findings contribute to the evolving perspective on the role of firms within supply networks, offering practitioners valuable insights into the roles their firms play and the subsequent impact on decoupling performance.

OSCM: **Diffusion of Irresponsible Workplace Practices in Supply Chains: The Chinese Industrial Sector Case**

Author: **Christian Felix Durach**, *ESCP Business School*
Author: **Di Fan**, *The Hong Kong Polytechnic U.*
Author: **Frank Wiengarten**, *ESADE Business School*
Author: **Veronica Haydee Villena**, *W. P. Carey School of Business, Arizona State U.*

This study explores a potential contributing factor to the issue of workplace accidents in China, where the fatality rate is 2.5 and 3.5 times greater than in the United States and Europe. Focusing on the supply chain, it draws on institutional and diffusion literature to theorize and test conditions under which accidents at industrial buying firms in China affect the casualty rate in their national supply base. Analyzing data from four databases, covering 4,679 listed Chinese industrial firms and their national suppliers from 2007 to 2020, our results indicate that workplace accidents in buyers significantly increase casualties in their supply base, with a relative increase of casualty rates by up to 267% in the following two years. This effect is more pronounced when buyers have high government shareholding, strong operational performance, and lower recent accident rates in their supply base. Interestingly, we found no significant effect of media coverage on this phenomenon. The study's insights deepen our knowledge of how irresponsible workplace practices proliferate within supply chains and present important consequences for government bodies, inspection authorities, managers, and societal stakeholders, providing levers to mitigate or halt this propagation

OSCM: **Buyer-Supplier Networks and Innovation: The Role of Technological Knowledge Spillovers**

Author: **Shubhbrata Palit**, *ESADE Business School*
Author: **Manpreet Hora**, *Georgia Institute of Technology*
Author: **Soumen Ghosh**, *Georgia Institute of Technology*

A firm's buyers are an important source of technological knowledge spillovers. Existing literature has shown that suppliers tend to benefit from innovative buyers. In this study, we uncover a mechanism underlying enhanced supplier innovation performance when buyer innovation is high. Using a panel data of supplier-buyer relationships and the patenting activities of the respective firms, we address the following research questions: How does buyer innovation influence supplier innovation performance? What moderating role does a supplier's structural position play on the association between buyer innovation and supplier innovation performance? What moderating role does a supplier's R&D intensity play on the association between buyer innovation and supplier innovation performance? We show that the extent of supplier's knowledge accumulation from its buyers mediates the relationship between buyer innovation and supplier innovation performance. In addition, we also show that a supplier's position within its supply network weakens this indirect effect.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1558** | Submission: **21772** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 12 2024 2:30PM - 3:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Durable**

Conversations With the Editors: AMR

Presenter: **Kris Byron**, *Georgia State U.*

Meet the editor of AMR and the team of associate editors to learn their vision for the journal and tips on how to write a successful paper. All are welcome!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **1559** | Submission: **21773** | Sponsor(s): **(PUBS)**

Scheduled: **Monday, Aug 12 2024 2:30PM - 3:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **San Francisco**

Academese Be Gone! Writing for AMD's Discoveries-through-Prose

Presenter: **C. Chet Miller**, *U. of Houston*

Presenter: **Christopher G. Myers**, *Johns Hopkins Carey Business School*

Learn more about AMD's Discoveries-through-Prose. Chet Miller and Chris Myers, members of the editor team, will discuss the need for this exciting new approach and the early responses to it. Recent authors will describe their motivations and experiences in creating prose papers. Discoveries-through-Prose: <https://aom.org/research/publishing-with-aom/author-resources/submitting-to-discoveries/amd-discoveries-through-prose>

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Meeting**
Program Session: **1560** | Submission: **13730** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 12 2024 2:30PM - 3:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Arkansas**

TIM Best Dissertation Awards Presentations

Organizer: **Aldona Kapacinskaite**, *Department of Management and Technology, Bocconi U.*
Participant: **Danielle Elaine Bovenberg**, *Yale School of Management*
Participant: **Sukhun Kang**, *UC Santa Barbara*
Participant: **Giacomo Marchesini**, *Copenhagen Business School - Department of Strategy and Innovation*
Participant: **Amisha Miller**, *NYU Stern*
Participant: **Xiaoli Tang**, *Bocconi U.*

This session features presentations by the finalists for the 2024 TIM Best Dissertation Award. Please join us to engage with these scholars and celebrate their wonderful work!

KEY TO SYMBOLS

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

Dealing with the Aftermath of Critical Justice Events

Organizer: **Claudia Christina Kitz**, *U. of Groningen*
 Moderator: **Claudia Christina Kitz**, *U. of Groningen*
 Organizer: **Christine Chi Hye Hwang**, *U. of Guelph*
 Moderator: **Christine Chi Hye Hwang**, *U. of Guelph*
 Discussant: **Joel Brockner**, *Columbia U.*
 Presenter: **Christine Chi Hye Hwang**, *U. of Guelph*
 Presenter: **Baolin Yang**, *Aalto U.*
 Participant: **Marjo-Riitta Diehl**, *Aalto U. School of Business*
 Presenter: **Claudia Christina Kitz**, *U. of Groningen*
 Participant: **Anita Keller**, *U. of Groningen*
 Participant: **NANXI Yan**, *U. of Amsterdam*
 Presenter: **Anita Keller**, *U. of Groningen*
 Participant: **Caroline Knight**, *The U. of Queensland*
 Presenter: **Robert Bies**, *Georgetown U.*
 Participant: **Thomas M. Tripp**, *Washington State U.*
 Participant: **Laurie Barclay**, *U. of Guelph*

Recent times have seen a surge in societal and organizational disruptions - all posing critical justice events for organizations. This casted a stark light on organizational responses, managerial behavior, and employee experiences. Gathering an international panel of scholars from Australia, Canada, Finland, the Netherlands, and the United States, our symposium, "Dealing with the Aftermath of Critical Justice Events," navigates the multifaceted challenges faced by organizations today, thereby "Innovating for the Future" and potential disruptions to come (Academy of Management, 2024). Combining various methodological approaches, each paper spotlights a critical justice-event, including (a) contrasting employees' and managers' choice of beliefs and strategies in the wake of managerial inaction, (b) the aftermath of employees' voice behavior that failed to gain the endorsement of managers, (c) how the repeated exposure to mass layoffs in an entire industry affects emotional, moral and job-related concerns of various actors, (d) coworkers' work-related mistrust after lifting the Covid-19 lockdowns and its implications for deviance and socializing, and (e) how leaders seek institutional redemption for sins of the past exemplified by organizational scandals from Canada, Germany, and the United States. Dr. Joel Brockner, esteemed for his fundamental contributions to the management discipline broadly and justice events specifically, will conclude the symposium with an engaging, interactive discussion that highlights key insights and future research directions. Interweaving recent disruptive events with scientific inquiry, this symposium delivers critical insights into the aftermath of crises and actionable solutions crucial for institutional redemption, interpersonal relationships, and individual behavior in a post-crisis landscape.

Manager versus Employee Perspectives on Managerial Inaction

Author: **Christine Chi Hye Hwang**, *U. of Guelph*

"Like an Unheard Barking Dog": How Employees Perceive and React to Managers' Negative Responses

Author: **Baolin Yang**, *Aalto U.*
 Author: **Marjo-Riitta Diehl**, *Aalto U. School of Business*

Another One Bites the Dust: Dealing with Repeated Exposure to Mass Layoffs

Author: **Claudia Christina Kitz**, *U. of Groningen*
 Author: **Anita Keller**, *U. of Groningen*
 Author: **NANXI Yan**, *U. of Amsterdam*

Recovery of Coworker Trust after Working from Home

Author: **Anita Keller**, *U. of Groningen*
 Author: **Caroline Knight**, *The U. of Queensland*

Moving Forward from the Sins of the Past: Navigating the Bumpy Road to Institutional Redemption

Author: **Robert Bies**, *Georgetown U.*
 Author: **Thomas M. Tripp**, *Washington State U.*
 Author: **Laurie Barclay**, *U. of Guelph*

KEY TO SYMBOLS

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








Session Type: **Plenary Session**
Program Session: **1562** | Submission: **23007** | Sponsor(s): **(CMS)**
Scheduled: **Monday, Aug 12 2024 3:00PM - 4:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **State Room**

CMS Division Keytune: Critical Innovations

Organizer: **Penelope Muzanhamo**, *U. College Dublin, Smurfit*
Organizer: **Mariana Paludi**, *U. Tecnica Federico Santa Maria*
Organizer: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Organizer: **Alexandra Bristow**, *The Open U. Business School*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Organizer: **Marcus Vinícius Peinado Gomes**, *Cardiff Business School, Cardiff U.*
Organizer: **Richard Longman**, *The Open U., United Kingdom*
Organizer: **Caroline Clarke**, *CMS*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Arturo E. Osorio**, *Rutgers U.*
Organizer: **Fabio Prado Saldanha**, *U. de l'Ontario français*
Organizer: **Liela A. Jamjoom**, *U. of Business and Technology*
Organizer: **Kristin Samantha Williams**, *Acadia U.*
Organizer: **Elina Riivari**, *U. of Jyväskylä*
Organizer: **Vijayta Doshi**, *Indian Institute of Management, Udaipur*

Join us for the innovative twist of our annual keynote. This year we are reimagining the keynote as a polyvocal and inclusive occasion – a keytune – which weaves together the diverse voices of our community in resonance. Come and learn what ‘critical innovations’ mean to CMS scholars, how CMS scholars are innovating as researchers, educators, and activists, and what the particular strengths of CMS are in terms of innovating critically. Join the conversation and have your say on what critical social and organizational innovations are needed right now, and how CMS itself needs to be critically innovated. Whether you are already a member of the CMS Division or are interested in joining, the keytune is the ideal opportunity to become (more) involved in the CMS community. Everyone is welcome!

KEY TO SYMBOLS

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

AI Effects on Firm Innovation and Performance

Session Moderator: **Yasser Rahrovani**, *Ivey Business School*

CTO: **Competitive Dynamics of AI Innovation, Product and Service Introduction, and Business Environments**  

Author: **Inmyung Choi**, *Texas Tech U.*
Author: **Likoebe Maruping**, *Georgia State U.*

Artificial intelligence (AI) is ubiquitous and there are open questions regarding whether firms can realize financial benefits from innovations involving the technology. At present, there appears to be some empirical ambiguity regarding the value proposition of AI innovation for firms' financial performance. Although empirical research at the firm level is lacking, evidence at other levels of analysis highlights this ambiguity, with some studies finding a positive effect of AI innovation and others finding no effect or even a negative effect on important outcomes. In this study, we draw on competitive dynamics theory to conceptualize and test the relationship among AI innovation, new product and service introduction, and firm performance in inter-firm rivalry. Specifically, we argue and find the complementary effect of focal firms' AI innovation and their new product and service introduction in attaining superior firm performance. We then provide evidence that rival firms with AI innovation impede focal firms' financial performance when they introduce new products and services. Furthermore, the financial impact of AI innovation and new product and service introduction is more pronounced in munificent, dynamic, and concentrated business environments. This study provides support for the complementary role of AI innovation and underscores the need for IS research to consider the commercialization of AI innovation, the actions of industry rivals and conditions in the industry environment to understand the business value of AI innovation.

 CTO: **Influence of Artificial Intelligence on Firm Innovation Behavior**   

Author: **Seyed Mohamad Hosseinioun**, *Kellogg School of Management, Northwestern U.*
Author: **Ali Tafti**, *U. of Illinois at Chicago*








The value of Artificial Intelligence (AI), as a general-purpose technology, to the firm is a central topic across disciplines. While the generality of AI is considered a key driver of its value, the resource-based theory offers the contrary view that the generality of a resource diminishes its payoffs. We address this knowledge gap by examining AI's role in shaping the firm's ability to produce innovative resources. Analyzing patenting data from thousands of US firms over five decades, we establish that firms with a broad AI resource base engage in more explorative and unrelated search behaviors. However, our findings reveal a discrepancy between accounting metrics (sales, ROA, Net Income) and market valuation (Tobin's Q), suggesting that while AI-induced exploration and unrelated search positively impact market perception, they do not immediately translate into accounting performance, potentially contributing to macroeconomic stagnation. Our research highlights AI's profound influence on firms' innovation strategies and the intricate relationship between AI's generality, search behaviors, and divergent performance outcomes, underscoring the need for a nuanced understanding of AI's role in the contemporary business landscape.

CTO: **Navigating the Curves: Unraveling the Link Between Artificial Intelligence and Firm Performance** 

Author: **Ann-Katrin Eicke**, *U. of Muenster*

The growing corporate use of Artificial Intelligence (AI) has raised expectations to increase firm performance. However, as firms mostly use AI for efficiency gains, i.e., exploitation, the relationship is likely more complex, given that extensive exploitation risks overly leveraging existing sources of competitive advantage and neglecting to find future ones. Bridging the Carnegie School literature on exploitation and the research stream on resource orchestration, I introduce the notion of exploitative AI orientation and hypothesize an inverted U-shaped relationship between exploitative AI orientation and firm performance. Building on state-of-the-art natural language processing techniques, I develop a novel measurement of exploitative AI orientation and test the hypotheses based on a unique longitudinal dataset of US S&P 1500 firms between 2012 and 2022 covering 10,644 firm-year observations. As the findings underline an inverted U shape, I contribute to the literature by introducing a curvilinear link between exploitative AI orientation and firm performance.

KEY TO SYMBOLS

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

The Role of Enterprise Social Media in Creativity and Innovation

Session Moderator: **Indra Ponnuswamy**, *Graduate Student - U. of New Haven*

CTO: **Innovation use of Enterprise Social Media in Stimulating Employee Innovative Performance: Enterprise Social Media Self-efficacy as Moderator**

Author: **Abdul Hameed Pitafi**, *Sir Syed U. of Engineering and Technology Karachi*

In the rapidly evolving landscape of contemporary organizations, this study delves into the intricate dynamics of Enterprise Social Media (ESM) utilization and its consequential impact on employee innovative performance. Grounded in the nuanced framework of Advanced Technology Use Theory (ATUT), our research advances the theoretical understanding of technology adoption by unraveling the multifaceted interplay between perceived innovation possibilities, values, and support in shaping the ESM landscape. Extending beyond conventional perspectives, we investigate the pivotal role of information processing dimensions—specifically, information equality and overload, in influencing employee innovative performance. Drawing on a comprehensive synthesis of literature, our study unveils the complex relationships between ESM functionalities, perceived innovation values, and the broader organizational climate, offering novel insights into the complex mechanisms that underpin the transformative potential of ESM in fostering a culture of innovation. The findings not only contribute to theoretical advancements in the domain of technology adoption but also bear significant implications for practitioners seeking to leverage ESM as a catalyst for unlocking and harnessing the creative potential of their workforce in an era of dynamic digital collaboration.

CTO: **Enterprise Social Media Ostracism Influence on Digital Creativity** 

Author: **Ahsan Ali**, *School of Economics and Management, Zhejiang Sci-Tech U.*

Author: **Xianfang Xue**, *Zhejiang Sci-Tech U.*

Author: **Tahir Islam**, *Leeds Trinity U. Business School, Leeds Trinity U., Leeds, UK*

Author: **Xiongfei Cao**, *School of Management, Hefei U. of Technology China*

This research examines the impact of enterprise social media (ESM) ostracism on digital creativity among employees. While previous studies have explored how ESM can boost employee creativity, the negative influence of social exclusion, such as ESM ostracism, has been largely overlooked. This study draws on self-determination theory to propose a moderated serial mediation model linking ESM ostracism with digital creativity through harmonious creative passion and creative process engagement, including leader support for creativity as moderating variable. Empirical results based on data collected from 350 employees working in organizations in China support proposed relationships. Results reveal that ESM ostracism has a negative relationship with digital creativity and this relationship is mediated by harmonious creative passion and creative process engagement. Additionally, employees with high leader support for creativity are less affected by ESM ostracism than those having low level of leader support for creativity. Contributions to the theory and implications for managers are discussed in later section.

CTO: **Nonwork-Related Creativity: Toward A New Perspective About Creativity via Enterprise Social Media**  

Author: **Mohamed Hédi Charki**, *EDHEC Business School*

Author: **Nabila Boukef**, *U. côte d'Azur, Skema, France*

Author: **Murad Moqbel**, *U. of Texas Rio Grande Valley*

Author: **Wietske Van Osch**, *HEC Montreal*

Author: **Stefan Tams**, *HEC Montreal*

Organizations are increasingly relying on enterprise social media (ESM) platforms to develop their employee capacity to generate new and useful ideas. In this article, we argue that ESM allows employees to generate creative ideas, not only in the work domain but also in the nonwork domain. However, the combination of nonwork-related creativity and work-related creativity has not been examined despite prior qualitative research pointing to the capacity of employees to discover work-related ideas when they are exposed to nonwork-related ideas on ESM. We contribute to the IS literature on ESM by examining an increasingly common, yet understudied form of creativity embedded in the nonwork domain of ESM. Through the lens of the spillover theory (ST), this study develops a research model to examine the role of nonwork-related creativity in fostering employee idea generation. We use two field studies to develop a theoretically informed and empirically tested model. We show that nonwork-related creativity is negatively associated with employee idea generation. Still, such association becomes positive when mediated with work-related creativity. Our study extends research in two main ways. First, it proposes the new concept of nonwork-related creativity to embrace a specific category of useful and new nonwork-related ideas that emerge on ESM. Second, our results extend prior qualitative work by theorizing and empirically supporting the idea that, while nonwork-related and work-related ESM uses are semantically independent, nonwork-related creativity and work-related creativity are dependent on each other notably in regard to their influence on employee idea generation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Social Media: Content Creation, Engagement, and Impact

Session Moderator: **Georgia Meyer**, *London School of Economics and Political Science*

CTO: **Harnessing Popularity: Using Popular Topics and User Engagement on Content Creation Platforms**

Author: **Yuhan Zuo**, *Central U. of Finance and Economics*
Author: **Hongling Ye**, *School of management, Zhejiang U.*
Author: **Junjie WEI**, *School of management, Zhejiang U.*
Author: **Xiaoyun Xie**, *Zhejiang U.*

Content creation platforms like YouTube, Instagram, and Bilibili have become arenas where social media entrepreneurs can generate revenue by promoting users to engage with their creative works. While reconfiguring popular topics is a prevalent content creation strategy on these platforms, there is limited knowledge regarding whether or not using popular topics guarantees users' engagement. Based on the "wanting-liking" framework, the present study aims to investigate the influence of using popular topics on user engagement. Utilizing 300,367 posts from a prominent content creation platform, we find that using popular topics is negatively associated with users' attention (i.e., number of views). Additionally, there exists an inverted U-shaped correlation between using popular topics and users' endorsement, indicating that moderate level of using popular topics is more favorable in terms of users' endorsement. This study contributes to the body of knowledge about digital entrepreneurship in the context of content creation platforms and offers a more nuanced understanding toward the relationship between content creation strategy and different types of user engagement. It underscores the importance of strategically choosing topics for creative works in order to optimize user engagement.

CTO: **Perceived Personalized Recommendation and Content Creation Strategies in Content Creation Platforms**

Author: **Yuhan Zuo**, *Central U. of Finance and Economics*
Author: **Yu Yang**, *Central U. of Finance and Economics, Beijing, China*
Author: **Xiji Zhu**, *School of Business Administration, Hitotsubashi U.*
Author: **Junjie WEI**, *School of management, Zhejiang U.*

This study explores the evolving landscape of content creation platforms such as YouTube, Instagram, and Flickr, and the new mode of creative production on these platforms. We examine how content creators interpret and react to platform recommendation algorithms and how this affects their creative performance. In order to answer this research question, we first developed and validate measurement tool for perceived personalized recommendation. We then combined survey data and platform unobtrusive data from video bloggers (N = 195) on a Chinese content creation platform to test our hypotheses. Based on signaling theory, we propose and empirically demonstrate that content creators' perceived personalized recommendation promotes their content novelty and further boost their creative performance; moreover, their platform embeddedness strengthens these effects. Our research diverges from existing user-centric studies on the influences of platform algorithms, providing preliminary empirical evidence on content creators' responses to platform recommendation algorithms and their impact on creative performance. It also contributes to understanding the social consequences of algorithms in cultural production and extends creativity studies into the arena of human-algorithmic interaction.

CTO: **Muse or Distraction? The Effect of Daily Social Media Usage on Employee Creativity**

Author: **Yueting Ji**, *Central U. of Finance and Economics*
Author: **Scott Dust**, *U. of Cincinnati*
Author: **Shengming Liu**, *Fudan U.*
Author: **Fengying Lan**, *Ping An Healthcare and Technology Company Limited*

The assumption to date is that social media usage at work is an unfortunate distraction. Drawing from affective events theory (AET), we suggest that social media usage can be both detrimental and beneficial as it relates to creativity through affective-laden processes. Specifically, we hypothesize a dual-process model whereby daily social media usage at work is negatively related to daily creativity through task distraction and positively related to daily creativity through emodiversity (i.e., the richness and evenness of experienced emotions). Additionally, we evaluate extraversion as a boundary condition of this model. We expected that employees higher in extraversion would more efficiently process social media-induced stimulations, attenuating the detrimental pathway via task distraction and enhancing the beneficial pathway via emodiversity. We investigated these hypotheses using an experience sampling methodology (four times a day across 10 business days) and surveyed 145 full-time employees. All of our hypotheses were supported. The implications of this work contribute to several areas of research, including social media usage at work, emotions at work, and creativity.

CTO: **Understanding the Personal Aspirations and Wellbeing of Youth in Singapore During the Pandemic**

Author: **Sarah Cheah**, *National U. of Singapore*
Author: **Yuen-Ping Ho**, *National U. of Singapore*

Extant research on youth are replete with studies on how social structure and neighbourhoods impact educational and occupational aspirations. However, the rise in social media adoption in schools and workplaces since the onset of the Covid-19 pandemic, and their effect on the outlook and mental health of youth has been under-studied. Our research aims to examine how personal factors (personal values and motivation), technological factors (social media) and social factors (social relationships including loneliness) affect the personal aspirations and wellbeing of youth during the pandemic. Our findings have established that personal values, motivation needs (autonomy and relatedness) and social relationship have a positive significant association with personal aspirations. Technology factor (social media) is found to have a significant u-shaped association with the personal aspirations subconstructs of affiliation and financial success. While the pandemic weakens the positive link that personal aspirations has with conformity, competence and social relationship, it enhances the positive link personal aspirations has with tradition and self-direction. Personal values (conformity and self-direction) and motivation (autonomy) have a negative significant association with wellbeing. However, motivation (competence and relatedness), social factor (social relationship and loneliness resilience) have a positive relationship with wellbeing. Technology (social media), on the other hand, was found to have an inverted U relationship with wellbeing. While the pandemic strengthens the positive relationship that wellbeing has with competence and loneliness resilience, it weakens that between wellbeing and autonomy/ social relationship. These results have important implications for youth living in certain financial situations and employment status.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Open Innovation and Crowd-Based Innovation Dynamics

Session Moderator: **Aljona Zorina**, *IESEG School of Management (LEM-CNRS 9221)*

CTO: **Faceted Search and Crowd-Based Innovation**

Author: **Junyi Li**, *National U. of Singapore*

Author: **Junjie Zhou**, *National U. of Singapore*

Author: **Jungpil Hahn**, *National U. of Singapore*

Crowd-based innovation is used to tackle the complex and highly uncertain nature of innovation. It has been guided by the prevailing notion of parallel search, acknowledging the importance of crowd diversity and individual independence. Although using massive parallel paths to address uncertainty can help, it falls short of pursuing a well-organized crowd for innovation. Our parallelism abandons coordination potential too soon as parallel paths never interact. In response, we propose the notion of faceted search. With imperfect knowledge, individuals may mis-perceive the problem and focus on reduced facets. It re-opens the coordination opportunities in that different search facets can resonate with each other. Crowd wisdom is thus not simply the sum of parallel efforts, but naturally emerges from the interaction of individuals' wisdoms. We propose a tension in coordination between joint confirmation and mutual deviation to specify such resonance. We provide a concise and transparent computational model for scholars to advance the proposed faceted search theory. This paper contributes to the emerging literature on loose organizationality and offers practical implications for crowd-based innovation.

CTO: **The Role of Imaginaries in the Governance of Online Communities of Creation: A Netnographic Study**

Author: **Felippe Oliveira**, *U. of Dundee*

Author: **Harry Scarbrough**, *Bayes Business School (formerly Cass), City, U. of London*

Author: **Stefan Haefliger**, *Stockholm School of Economics*

Author: **Kim Carlota Von Schönfeld**, *Høgskulen på Vestlandet*

Online communities (OCs) of creation are powerful innovation sources that are highly valued by private sector organizations and have prompted the adoption of various governance models. However, OCs lacking corporate sponsorship also arise spontaneously on social media to address pressing societal problems. These independently forming, evolving, and self-organizing entities are capable of engendering innovative solutions to such problems. Our study empirically investigates the interplay between governance and innovation in such online communities of creation by employing an immersive netnography, focussed on a long-standing urban planning controversy, the so-called 'Big Worm' in Sao Paulo, Brazil. Our findings show how imaginaries related to this controversy played a crucial role in the spontaneous formation of online communities of creation, fostering solution development, and helping to guide self-organized interactions based on community creativity. Our study underscores the role of imaginaries in self-organization, contrasting this with firm-sponsored governance models. We conclude that imaginaries enable unsponsored communities of creation to demonstrate the ability to self-organize and generate innovative solutions, contributing to both the private sector and civil society outcomes.

CTO: **Which Ideas to Endorse? How Users' Idea Framing Biases Moderators' Endorsements**

Author: **Xuemei Xie**, *Tongji U., Shanghai, PR. China*

Author: **Lei Yu**, *Tongji U.*

Recently, many companies have established online open innovation communities and employ moderators to obtain valuable ideas from regular product users. However, users' idea framing as a source of bias has been ignored in the literature. To address this research gap, we theorize and then investigate how users' idea framing might affect moderators' endorsements, thereby contributing to the rich stream of research on idea framing and idea endorsement. Based on dual-processing theory, we identify both systematic processing and heuristic processing mechanisms through which users' idea framing—specifically, the cognitive, emotional, and behavioral framing of users' ideas—can affect moderators' endorsements in open innovation community contexts. This work involves three studies. First, using a sample of 1,077,077 real-world user ideas collected from the Xiaomi Company's online community, Study 1 shows that user ideas with higher levels of idea framing are more likely to be endorsed by moderators, and that this relationship is mediated by peer recognition and peer evaluations. Study 2 is an experiment with 498 participants used to examine the contingent role played by the perceived sender's authenticity in the relationship between users' idea framing and moderators' endorsements. Study 2 reveals that higher levels of perceived sender authenticity decrease the effectiveness of users' idea framing. Study 3 is an experiment with 500 participants used to examine the contingent role played by perceived message trustworthiness in the relationship between users' idea framing and moderators' endorsements. Study 3 establishes that higher levels of perceived message trustworthiness increase the effectiveness of users' idea framing. Taken overall, our findings uncover how users' idea framing can affect moderators' endorsements in open innovation community settings, offering new implications for open innovation community managers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **1567** | Submission: **13533** | Sponsor(s): **(CTO, OB)**

Scheduled: **Monday, Aug 12 2024 3:00PM - 4:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Bucktown**

Innovating with AI: Exploring the Impact of Generative AI on Creative Processes



Organizer: **Soo Young Choi**, *Warwick Business School*
Session Chair: **Hila Lifshitz-Assaf**, *Warwick Business School*
Organizer: **Moran Lazar**, *Tel Aviv U.*
Organizer: **Deborah Mateja**, *U. of Mannheim, Business School*
Discussant: **Sebastian Raisch**, *GSEM - U. of Geneva*
Presenter: **Moran Lazar**, *Tel Aviv U.*
Presenter: **Steven Randazzo**, *Warwick Business School*
Presenter: **Deborah Mateja**, *U. of Mannheim, Business School*
Presenter: **Dokyun Lee**, *Boston U. Questrom School of Business*
Presenter: **Jacqueline Lane**, *Harvard U.*
Participant: **Charles Ayoubi**, *Harvard Business School*
Participant: **Hen Emuna**, *Hebrew U. of Jerusalem*
Participant: **Fabrizio Dell'Acqua**, *Harvard Business School*
Participant: **Katherine C. Kellogg**, *MIT*
Participant: **Karim R. Lakhani**, *Harvard U.*
Participant: **Ethan Mollick**, *The Wharton School, U. of Pennsylvania*
Participant: **Francois Candelon**, *Boston Consulting Group*
Participant: **Eric Zhou**, *Boston U. Questrom School of Business*
Participant: **Léonard Boussioux**, *U. of Washington, Michael G. Foster School of Business*
Participant: **Miaomiao Zhang**, *Harvard Business School*
Participant: **Vladimir Jacimovic**, *Continuum Labs*
Participant: **Florian Rüffer**, *U. of Mannheim*
Participant: **Armin Heinzl**, *U. of Mannheim*

As an integral part of today's technological landscape, artificial intelligence (AI) is rapidly becoming part of creative knowledge work, bringing innovation to organizations. With the capacity "to learn, adapt, and act" independently of human instructions, AI can mimic human thought processes, behavior, and decision-making. This technological advancement transforms AI into "agentic IS artifacts", exemplified by recent generative AI tools like ChatGPT and Midjourney, which promote idea generation and knowledge work. Generative AI challenges the uniqueness of human creativity, as it becomes capable of performing tasks once thought exclusive to human cognition; for example, recognizing patterns, generating images, understanding natural languages, and creating artwork and music. Accordingly, literature on technology and innovation management has started to explore the impact of AI on various aspects of innovation, such as open innovation, digital transformation, disruptive innovation, innovation processes, and practices. Following these, there is a growing interest in understanding how generative technologies transform the nature and organizing of creative work. In light of the need to understand generative AI and its impact on creative processes, the symposium seeks to advance scholarly understanding and foster discussions on recent perspectives and insights around the implications of AI. The integration of AI into knowledge and creative work necessitates an evaluation of the legitimacy of human and machine knowledge work, the relationality of human and machine knowledge, as well as the differences between human and machine generated output. As such, the symposium provides a timely opportunity for scholars to engage in conversations about the present and future of work in the era of AI. The symposium features five paper presentations and an integrative discussion, which will explore how generative AI technologies shape organizational innovation processes, in both desirable and undesirable ways, and integrate different views that provide avenues for future research.

Presentation 1

Author: **Moran Lazar**, *Tel Aviv U.*

Author: **Hila Lifshitz-Assaf**, *Warwick Business School*

Author: **Charles Ayoubi**, *Harvard Business School*

Author: **Hen Emuna**, *Hebrew U. of Jerusalem*

Presentation 2

Author: **Fabrizio Dell'Acqua**, *Harvard Business School*

Author: **Katherine C. Kellogg**, *MIT*

Author: **Karim R. Lakhani**, *Harvard U.*

Author: **Hila Lifshitz-Assaf**, *Warwick Business School*

Author: **Ethan Mollick**, *The Wharton School, U. of Pennsylvania*

Author: **Steven Randazzo**, *Warwick Business School*

Author: **Francois Candelon**, *Boston Consulting Group*

Presentation 3

Author: **Dokyun Lee**, *Boston U. Questrom School of Business*

Author: **Eric Zhou**, *Boston U. Questrom School of Business*

Presentation 4

Author: **Deborah Mateja**, *U. of Mannheim, Business School*

Author: **Armin Heinzl**, *U. of Mannheim*

Author: **Florian Ruffer**, *U. of Mannheim*

Presentation 5

Author: **Léonard Boussioux**, *U. of Washington, Michael G. Foster School of Business*

Author: **Jacqueline Lane**, *Harvard U.*

Author: **Miaomiao Zhang**, *Harvard Business School*

Author: **Vladimir Jacimovic**, *Continuum Labs*

Author: **Karim R. Lakhani**, *Harvard U.*

Discussion/Concluding remarks

Author: **Sebastian Raisch**, *GSEM - U. of Geneva*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Entangling AI and Expertise at Work: Tales From the Field

Organizer: **Anand Bhardwaj**, *McGill U. - Desautels Faculty of Management*
Organizer: **Tomislav Karacic**, *KIN Center for Digital Innovation, Vrije U. Amsterdam*
Presenter: **Eivor Oborn**, *U. of Warwick*
Presenter: **Elmira Van Den Broek**, *Stockholm School of Economics*
Discussant: **Marleen Huysman**, *KIN Center for Digital Innovation, Vrije U. Amsterdam*
Discussant: **Michael Barrett**, *U. of Cambridge*
Discussant: **Natalia Levina**, *New York U.*
Discussant: **Samer Faraj**, *McGill U.*
Presenter: **Anand Bhardwaj**, *McGill U. - Desautels Faculty of Management*
Presenter: **Tomislav Karacic**, *KIN Center for Digital Innovation, Vrije U. Amsterdam*

The introduction of AI into organizations seems to affect expertise in unprecedented ways, requiring novel engagement with the concept of expertise. Scholars are bringing forth questions concerning whether and how AI can transform human expertise, if there is something distinctly human when it comes to expertise. Furthermore, the entanglement of AI and expertise may also induce changes in what knowledge and expertise is considered valuable, and how such expertise may be grown, maintained, and managed in organizations. This symposium brings together four research projects at the intersection of these emerging issues in technology and organizing, to present early observations and engage in collective discussion and sense making.

KEY TO SYMBOLS

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

Equality, Hierarchy and Progress

Session Moderator: **Hannah Benner Waldfogel**, *Princeton U.*

DEI: Reducing Social Class Gaps in Political Engagement by Reframing Voting as a Duty to Others  

Author: **Hannah Benner Waldfogel**, *Princeton U.*

Author: **Hannah Birnbaum**, *Washington U. in St. Louis, Olin Business School*

In the United States, people from working-class contexts vote less than their middle-class counterparts. While structural (e.g., difficulty of voting) and individual factors (e.g., political efficacy) contribute to the gap, we adopt a sociocultural perspective and examine class-based differences in how people construe – or make sense of – the duty to vote. We theorize that the default construal of voting duty reflects independent middle-class norms (i.e., a duty to self), which are misaligned with interdependent working-class norms, creating a cultural mismatch. Results from a preregistered survey support the notion that the default conception of voting duty in the US emphasizes independence. Archival analysis documents that class-based differences in duty perceptions predict turnout accounting for individual and structural controls. A second preregistered survey suggests that among individuals from working-class contexts, interdependent reasons for voting are associated with increased perceived duty to vote. Finally, two preregistered experiments test strategies to directly alleviate the cultural mismatch. We find that affirming interdependence and explicitly reframing the duty to vote as interdependent (i.e., a duty to others) increases voting interest among those from working-class contexts without negatively affecting those from middle-class contexts, suggesting that subtle shifts in framing may boost turnout for an underrepresented constituency.

DEI: Examining Women’s Experiences of Gender Equality Progress - A Capabilities Approach    

Author: **Chidozie Umeh**, *U. of York*

Author: **Asmahan Alsalmán**, *Hull U. Business School*

Author: **Nelarine Cornelius**, *QMUL*

Author: **Mathias Ndoma-Egba**, *Nottingham Business School, Nottingham Trent U.*

Author: **James Wallace**, *U. of Hertfordshire*

Gender equality progress has been reported in many organisations in the Global North. However, concerns remain regarding the effectiveness of international gender diversity management (GDM) norms in addressing workplace gender discrimination and limitations on women’s capabilities in the Global South. This article draws on Amartya Sen’s capabilities approach to explore women’s lived experiences of diversity and equality under workplace diversity practices in a Global South context. Based on interview data from women who work in two public-sector higher educational institutions in Saudi Arabia, the construct ‘polychronous gender diversity management’ is introduced, showing the relevance of addressing the pace at which specific equality issues arise and should be engaged proactively by organisations. This research suggests that curbing gender inequalities requires a targeted application of equality and diversity practices to effectively bridge the gap between organisational readiness to enact change, societal constraints, and legal and regulatory support and protections.

DEI: Seeking Connection: Affiliation Motives Underlie the Feminization of Products 

Author: **Ashley E. Martin**, *Stanford Graduate School of Business*

Author: **Charles Chu**, *Boston U. Questrom School of Business*

“Female” anthropomorphized products are ubiquitous, from voice assistants like “Siri” to humanoid robots like “Sophia,” the first robot granted citizenship in Saudi Arabia. Advocates for equality warn that such gendering arises from problematic gender beliefs; however, we unearth a unique motivation for feminizing anthropomorphized products: desire for social affiliation. Across six independent studies (N = 5,016), we find that a desire for affiliation, above and beyond other motivations (i.e., power) and beliefs (i.e., sexism), underlies people’s gendering of, and choice for, feminized products. In demonstrating the association between desire for affiliation and feminization, we unearth one reason why anthropomorphized technology—technology often meant to fulfil affiliative needs—is gendered as female. We also provide one potential solution to counter it: imbuing products with feminine stereotypes (but not feminine gender). These results speak to the paradox of gendering anthropomorphized products in an increasingly digitized world.

DEI: Dual-Path Model of Hierarchy Contestation: Challenging Ordering vs Bases of Unequal Hierarchies  

Author: **Ye Jin Park**, *NYU Stern*

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

Dual-Path Model of Hierarchy Contestation: Challenging Ordering vs Bases of Unequal Hierarchies

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Migrants and Exclusion

Session Moderator: **Sreenita Mukherjee**, *Queen Mary U. of London*

DEI: Intersection of Gender, Race and Migration: Becoming Non-Western Other 

Author: **Sreenita Mukherjee**, *Queen Mary U. of London*

The architecture profession is under-theorised from a gender perspective, but little scholarly focus has been accorded to understanding the significance of migration and race in architecture – despite its important implications for the profession. This article presents the findings of a research project on the lived experiences and career outcomes experiences of female migrant architects from India in the UK architectural profession. The research design is qualitative, and forty-three semi-structured interviews were conducted with female migrant architects. Theoretically, this article originally contributes to the existing literature on gender, race and migration in architecture by combining Spivak's concept of subaltern. I argue that the study provides broader insights into the gendered, racialised organising processes affecting non-white, highly skilled female migrants' careers. This research demonstrates how the female migrants I interviewed were aware of how their subordinate social locations in terms of gender, race and migration impact their career outcomes, and they felt that they occupied a position of marginalised other, which positioned them as the subaltern (Spivak, 1988).

DEI: Migrants' Skill Wastage in Australia 

Author: **Thi Tuyet Tran**, *RMIT U., Australia*

In this paper, we challenge the popular belief that skilled migrants' skills are non-transferable and argue that skilled migrants often have to accept underemployment as a response to the numerous institutional barriers to employment in the host country labour market. "Among the most fundamental human freedoms is the freedom to move – to leave one place to pursue a better life in another" (Institute for Humane Studies, 2023), and that better life is not possible without a quality job and the acknowledgement of the mobile worker's prior knowledge, skills and experience in the new destination. Our research contributes a voice in clearing the stereotyping and the under-evaluating the skills and experience migrants bring along with them to the host country. This will enhance migrants' mental well-being and contribute to the economic development of migrants' receiving countries.

DEI: The Role of Unequal Spatial Distribution of African Migration in Chinese Exports to Africa    

Author: **Zhiling Wang**, *Erasmus School of Economics, Rotterdam*

Author: **Lijuan Yin**, *Liaoning U.*

Author: **Ajay Bhaskarabhatla**, *Erasmus U. Rotterdam*

Using administrative data on Chinese exports during 2000-2015 of more than 110 million transactions, we examine whether Guangzhou, a city host to the largest spatial concentration of African migrants in China, confers an advantage to exporting firms based in Guangzhou compared to other Chinese firms based outside Guangzhou. We find evidence of a significant location-based advantage: In narrowly defined product markets, Guangzhou-based firms export eight percent more in value terms than firms based outside Guangzhou to African countries compared to countries in Asia or the rest of the world. Within Africa, the advantage for Guangzhou-based firms is stronger in exporting to those African countries that send the most migrants to Guangzhou. The advantage is also stronger for (i) products in the bottom quartile of the price distribution, and (ii) goods transported by river and sea, consistent with the beneficial role migrant traders play in lower-priced variants in narrowly defined product markets. We rule out (i) the intensity of local competition, (ii) peer effects in exporting to Africa, (iii) complementarities with importing from Africa, (iv) the scope of exporting to outside Africa, and (v) stronger travel connections as potential mechanisms in explaining Guangzhou's regional advantage in exporting. Additional analyses show that Guangzhou's advantage is limited to exporting but does not extend to importing from Africa. We conclude that African migrants in Guangzhou, although episodically in strife with local authorities, are a scarce resource that serves as a localized source of competitive advantage in exporting by connecting Chinese manufacturers and African markets.

DEI: The (Mis) Recognition of Migrants' Skills: Identification & Rationalisation Processes in Recruitment 

Author: **Laurence Romani**, *Stockholm School of Economics*

Author: **Miguel Morillas**, *Stockholm School of Economics*

Author: **Andreas Diedrich**, *U. of Gothenburg*

Author: **Charlotte Holgersson**, *KTH Royal Institute of Technology*

How does the misrecognition of their skills explain the under-employment of educated migrants in Europe? Our study addresses this question at the level of recruitment. Current research points to the potential limitations of recruitment processes, in particular in the screening of candidates with foreign sounding names, and in the international experience of the hiring team. In contrast to this recruiters' center approach, we opt for a process view. We approach recruitment as a social process of recognition that balances acts of identification and rationalisation of the boundaries established between those seen as worthy of employment, and those who are not. We take the case of an initiative specially designed for the recruitment of skilled migrants in a large Swedish organisation. By focusing on six steps in the recruitment process of skilled migrants -analysis of needs, position advertising, pre-selection, internal screening, speed interviewing, recruitment decision-making- we show how the perceived worth of skilled migrants is weak in early stages of the process, and how sometimes migrants' ethnic capital, rather than their academic education is valued. We elucidate how each step of the recruitment process is about establishing a boundary and rationalizing it, in view of the perceived worth of candidates, itself judged in relation to other groups in society. This study stresses that the earliest phases of the recruitment process, thus before screening, are decisive in the establishment of the recognition of migrants' skills and merit more attention in our theorizing of inclusive recruitment. Theoretically, the paper suggests the underemployment of skilled migrants is linked to their devaluation in routine recruitment practices that reflect an order of worth between social groups in society, rather than individual biases of evaluators and HR managers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gender Diversity and Equality

Session Moderator: **Maria Jose Tonelli**, *Fundacao Getulio Vargas*

DEI: Does Gender Equality Just Happen? The “Naturalization of Inclusion”   

Author: **Maria Jose Tonelli**, *Fundacao Getulio Vargas*

Author: **Carolina Gomes Araujo**, *Fundação Getulio Vargas - EAESP*

Author: **Vinicius Galante**, *FGV EAESP Sao Paulo School of Business Administration*

Author: **Amanda Albuquerque Gross**, *Fundação Getulio Vargas - EAESP*

Male leaders play a critical role in promoting gender equality in organizations. Despite scholarly attention, understanding how they resist gender inclusion remains incomplete. We explore perceptions of gender-related policies among white cisgender men in C-level positions within 30 organizations recognized by a global consultancy firm as the best workplaces for women in Brazil. Drawing from 24 interviews from a total of 86, including CEOs from national and international companies with different diversity programs' maturity. The pattern of findings reveals an intriguing paradox: despite the award recognition for inclusive practices, these leaders consider that gender equity occurs organically. They share a vision we describe as the "naturalization of inclusion" concept, in which women and other groups are included naturally without direct intervention. By advocating inclusion as a "natural" process, this perception reveals subtle resistance to targeted efforts and formal policies while presenting conflicting discourses on gender-related topics. Results illustrate how stereotyping, meritocracy, and humor are manifestations of subtle diversity resistance during the naturalization of inclusion phenomenon. Furthermore, findings indicate that diversity program maturity only partly impacts C-level perceptions of gender inclusion. Practical contributions highlight the need for the maturation of targeted diversity programs and leadership training to face constant change.

DEI: The Challenge of Inclusive Leadership: Uncovering Paradoxical Inclusive Leadership Behaviors   

Author: **Wei Zheng**, *Stevens Institute of Technology*

Author: **Jennifer Kim**, *Tufts School of Medicine, Center for the Study of Drug Development*

Author: **Ronit Kark**, *Bar Ilan U.*

Increasing attention has been placed on inclusive leadership practices that aim to foster psychological safety, belongingness, and authenticity among organizational members. However, according to optimal distinctiveness theory, inclusion involves a paradoxical tension between belongingness and uniqueness. This tension, which leaders of inclusion are struggling with, has received limited attention in the conceptualization of inclusive leadership, which constrains further theory development of its antecedents and outcomes. Taking on a paradox lens, we use interview data from 39 exemplary inclusive leaders to identify the main tension underlying inclusive leadership practices: diversification (focusing on encouraging divergence, providing differentiated support, and promoting subgrouping) and integration (focusing on finding similarities, providing equality, and building intersecting connections). We call the phenomenon of blending diversification and integration paradoxical inclusive leadership. We reveal three sub-tensions that manifest in the exemplars' paradoxical inclusive practices: (1) seeking out divergent people and perspectives vs. seeking out similarities among people, (2) supporting people differently vs. supporting everyone equally, and (3) encouraging subgroupings vs. connecting across subgroups. We also found personal and contextual factors that relate to how these tensions show up. This research offers a novel, tension-centered perspective to inclusive leadership, which challenges a dominant, more simplistic, and overly optimistic depiction of it. Based on our findings, we suggest a fresh perspective to enrich the conceptualization of inclusive leadership and provide implications on how to develop inclusive leaders.

DEI: The “Dreaded” Daughter-in-Law in Australian Farm Business Succession

Author: **Lucie Newsome**, *U. of New England*

Author: **Alison Sheridan**, *U. of New England*

Author: **Andrew Lawson**, *U. of New England, Australia*

Author: **Skye Charry**, *U. of New England*

Author: **Sue Field**, *U. of New England*

Gendered analyses of simple commodity production find that the flexibility of family labour and patriarchal gender relations enable the survival of the family farm. This article examines how the land holding generation perceives the role of the farm daughter-in-law in relation to family labour dynamics and broader succession processes. Drawing on interviews with 22 farm succession professionals, our analysis demonstrates that the daughter-in-law's contribution to the family farm is perceived as producing the next generation of the farming family and providing off farm income to enable farm viability during weather and commodity price fluctuations. Egalitarian gender norms impacting legislative rights to property are seen as a threat to the successful transfer of the family farm. Attempts by the daughter-in-law to influence the farm succession process are met with discursive and material defensive mechanisms. Given the reliance of Australian family farms on women's labour contributions, these actions may threaten rather than ensure the continuity of family farming.

DEI: The Legacy of Early 20th Century Protestant Education on Modern Chinese Corporate Gender Diversity  

Author: **Hailin Helen Lu**, *Shanghai U. of Finance and Economics*

Author: **Danyang Chen**, *Shanghai U. of Finance and Economics*

Prior studies on antecedents of corporate gender diversity have taken an institutional view, but have paid less attention to the emergence and persistence of institutional impact. This study takes early 20th-century Protestantism activities of building girls' schools in China as exogenous shocks that exert an enduring impact on the gender diversity within top management teams (TMTs) in modern Chinese firms. Based on a sample of 3303 Chinese publicly listed firms from 2001-2021, we find that firms with chairmen born in cities with more Protestant girls' schools tend to exhibit a higher ratio of females in TMTs. This result is robust when using river length as an instrument for the distribution of Protestant girls' schools. We also reveal the mechanisms of norm transmission regarding contemporary women's educational rights and familial roles. This enduring impact is particularly pronounced when the chairman is female.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Toward a Better Understanding of the “Ally” Identity

Organizer: **Claire Sandman Malcomb**, *ILR, Cornell U.*
Organizer: **James T. Carter**, *Cornell U.*
Discussant: **Jamie Jocelyn Ladge**, *Boston College*
Presenter: **Melanie Prengler**, *U. of Virginia, Darden School of Business*
Presenter: **Aastha Chadha**, *NYU Stern School of Business*
Participant: **L Taylor Phillips**, *NYU Stern*
Presenter: **Jacob W. Roberson**, *USC Marshall School of Business*
Participant: **Sarah S M Townsend**, *U. of Southern California*
Presenter: **Alyssa Tedder-King**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Participant: **Elad Netanel Sherf**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Existing work on ally development recognizes that self-identification as an ally does not make a person an ally (Carlson et al., 2020; Salter & Migliaccio, 2019), but simultaneously often treats identifying as an ally as an outcome rather than a unique and flexible social identity. However, some recent work has started to reconceptualize ally as an identity that individuals may or may not adopt for themselves that may change over time (Martinez et al., 2023). Importantly, in their ally identity development model, Martinez and colleagues (2023) argue that how an individual conceptualizes their identity as an ally influences the kinds of ally behaviors they may engage in and the effectiveness of those behaviors. Therefore, while ‘ally’ is not an identity that individuals can (or should) self-identify as, developing one’s identity as an ally may have important implications for engagement in effective ally behaviors and increasing positive outcomes for people with marginalized identities. Given this paradox, this symposium aims to provide novel theoretical and empirical insights that advance our collective understanding of how individuals construct, change, and navigate their own identity journeys as allies and the specific ways this ally identity may influence both perceptions of ally behavior from allyship targets (i.e., marginalized groups) and enacted ally behavior by allies themselves (i.e., privileged groups). This symposium synthesizes management research at the cutting edge of allyship scholarship with the aim of transforming how we think about allyship in the workplace and society more broadly.

Am I the Bad Guy?: An Emergent Theory of Idealized Identity Reckoning in Worker Allyship

Author: **Melanie Prengler**, *U. of Virginia, Darden School of Business*

Collective Self-Esteem and Advantaged Group Allyship

Author: **Aastha Chadha**, *NYU Stern School of Business*
Author: **L Taylor Phillips**, *NYU Stern*








Motivating Allyship Behavior: Overcoming Barriers to Allyship via Cognitive Appraisal

Author: **Jacob W. Roberson**, *USC Marshall School of Business*
Author: **Sarah S M Townsend**, *U. of Southern California*

From Blanket to Targeted Actions: Sacrifice and Consequences of Allyship Behaviors

Author: **Alyssa Tedder-King**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Elad Netanel Sherf**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **1573** | Submission: **16931** | Sponsor(s): **(DEI, OMT)**
Scheduled: **Monday, Aug 12 2024 3:00PM - 4:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Michigan 1C**








Organizing for Inclusion: Integrating and Extending Research on Diversity and Organization Design



Organizer: **Kenneth Goh**, *Singapore Management U.*
Organizer: **Daniel Z. Mack**, *Singapore Management U.*
Panelist: **Sunyoung Lee**, *UCL School of Management*
Panelist: **Johanna Mair**, *Hertie School of Governance*
Panelist: **Metin Sengul**, *Boston College*
Panelist: **Laurie R. Weingart**, *Carnegie Mellon U.*

This symposium, aligning with the theme “Innovating for the Future”, aims to bring together management scholars from the fields of diversity and inclusion (D&I) and organizational design (OD). The goal is to identify how research at the intersection of these disciplines can provide insights to enhance D&I outcomes that also lead to improved organizational performance. D&I initiatives can face a variety of challenges during implementation. These challenges can arise when existing practices are not taken into consideration, leading to ineffective or underwhelming outcomes. To address these challenges, it is essential to examine the broader organizational context and how D&I practices interact as a bundle of practices. This can help achieve both D&I and organizational goals. Additionally, since the OD literature tends to focus more on the organization being the primary beneficiary of value creation and less on how organizational members can be beneficiaries of value creation, incorporating a D&I lens to OD theories can shed light on organizational arrangements suited for accomplishing multiple objectives. The symposium panel will showcase distinguished scholars in the fields of D&I and OD. They will share their perspectives on "Organizing for Inclusion" and examine the limitations and findings from their respective fields. The conversation will also delve into how each discipline can contribute to research in the panelists' respective fields and vice versa. The session will conclude with a presentation by the session organizers on opportunities for intervention and data collection to support research in this area.

KEY TO SYMBOLS

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

On Failing

Session Moderator: **Min Chang Choi**, *Dankook U.*

ENT: **Uncovering the Effect of Fear of Failure on Entrepreneurship Intention: Three-Way Moderating Effects**

Author: **Min Chang Choi**, *Dankook U.*

Author: **Jung Min Nam**, *Dankook U.*

Author: **Jae Hyeung Kang**, *Oakland U.*

The purpose of this study is to investigate the differences in the impact of fear of failure on entrepreneurial intention, and the three-way moderating effects of cross-country differences (between Korea and the USA) and entrepreneurial experience. Utilizing the 2019 Global Entrepreneurship Monitor (GEM) data, the results showed that Koreans had a higher impact of fear of failure on entrepreneurial intention than Americans. We also found that the negative impact of fear of failure on entrepreneurial intentions was reduced when Koreans had previous entrepreneurial experiences. For USA, Americans with and without startup experience were not significantly affected by the fear of failure. This result suggests that Korean entrepreneurs need to have an entrepreneurship experience to overcome their fear of failure and decide to start a business. Meanwhile, American entrepreneurs tend to overcome their fear of failure and decide to start a business, regardless of entrepreneurship experience.

ENT: **Overcoming Fear of Failure: Examining the Moderating Effects of Gender and Perceived Social Support**

Author: **Viva Nsair**, *Western Michigan U.*

Author: **Jaegul Lee**, *Wayne State U.*

Efforts are being made to reduce the gender gap in entrepreneurship across the world (Kelley et al., 2017). Studies have established that the gender gap can be explained through the relationship of risk aversion predicting entrepreneurial intention and activity (Dawson & Henley, 2015; Ozaralli & Rivenburgh, 2016; Shinnar, Giacomini, & Janssen, 2012; Zhao, Seibert, & Lumpkin, 2010). We move the literature forward by showing evidence that fear of failure, a state-based construct capturing fear of failing to achieve one's goals is an antecedent to entrepreneurial activity above and beyond what can be explained by risk aversion. We also provide theoretical justification and empirical evidence that the fear of failure-entrepreneurial activity relationship is moderated by gender and perceived social support in a three-way interaction. While men experience less fear of failure than women, men are the ones that benefit from social support and experience a mitigating effect on how fear influences entrepreneurial activity. We discuss the theoretical and practical implications of our findings.

ENT: **Staying Ablaze - Passion Regulation in Failing and Non-Failing Entrepreneurial Teams**

Author: **Andreas Schunk**, *U. of Bayreuth*

Author: **Sonja Kristin Franzke**, *U. of Bayreuth*

Author: **Rebecca Preller**, *U. of Bayreuth*

Author: **Matthias Baum**, *U. of Bayreuth*

Entrepreneurial passion can be a strong proponent of new ventures success, but also has a disruptive potential in entrepreneurial teams. We use an in-depth longitudinal, qualitative study of 6 entrepreneurial teams - three failing and three surviving teams - over 12 months (up to 4 interview waves; 73 interviews in total) to develop a process model of (team) passion regulation, revealing team-focused and individual-focused pathways of passion dynamics that define whether passion leads to a successful entrepreneurial team development or not. Hence, the study offers important theoretical contributions to research on individual and team-level passion dynamics, interpersonal regulation, and entrepreneurial team survival.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1575** | Submission: **13085** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 12 2024 3:00PM - 4:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Comiskey**

Storytelling in Entrepreneurship: Looking Beyond Performance Outcomes



Panelist: **Greg Fisher**, *Indiana U.*

Panelist: **Chad Navis**, *Clemson U.*

Panelist: **Christi Lockwood**, *U. of Virginia - McIntire School of Commerce*

Panelist: **Trevor Lyle Israelsen**, *Penn State Smeal College of Business*

Discussant: **Rohny G. Saylor**, *Washington State U.*

Session Chair: **Jim Whitbeck**, *Oregon State U.*

Organizer: **Jacob Andrew Klopp**, *Penn State Smeal College of Business*

Organizer: **Jim Whitbeck**, *Oregon State U.*

Entrepreneurial storytelling refers to the construction of 'plot-like' accounts of the events surrounding a venture complete with heroes to invest in, villains to compete against, etc. which serve as an essential vehicle for mobilizing extant entrepreneurial resources to generate wealth or pursue other strategic objectives. However, the existing research on storytelling in entrepreneurship contains significant theoretical "blind spots," largely due to an emphasis on performance outcomes in the literature to date. While these contributions are valuable, there is a opportunity for future research to extend beyond these dimensions, as entrepreneurial storytelling is a dynamic and complex process, involving a multitude of interrelated mechanisms to achieve diverse objectives. The central task of this symposium is twofold: first, to showcase a range of research possibilities that emerge from a comprehensive exploration of entrepreneurial storytelling, and second, to illustrate the possibility of a more diverse understanding of what can be accomplished with entrepreneurship. Put simply, we see an opportunity to tell a new story about entrepreneurial storytelling specifically and entrepreneurship generally.

KEY TO SYMBOLS



Teaching-oriented



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Selected as a Best Paper

Legacy and Legitimacy

Session Moderator: **Marcelius Lewis**, -

ENT: **Recursive Legitimation: Recursive Legitimation: How do Startups Validate Corporate Legitimacy?**

Author: **Ronit Yitshaki**, *Department of Economics and Business Administration, Ariel U.*

Legitimation is essential for startups because of their liability of newness. Although the corporate need for legitimacy is well-explored, less is known about how startups acquire, maintain and regain their legitimacy. Based on an extensive data collection from an international corporate accelerator, the corporate accelerator team and client startups, this study explores the recursive relations between startups and the corporate legitimacy. The findings indicate that establishing corporate accelerators is a strategic move that helps startups gain legitimacy and corporations regain multiple types of legitimacy. This takes place through recursive symbiotic legitimation, where young startups generate reverse legitimation that has a positive influence on the corporation's reputation as moral and innovative. These findings thus extend the literature on organizational legitimacy and corporate accelerators.

ENT: **Reconstructing Legacy Across Generations: A Case of Grand Seiko's Launching of the "Spring Drive"**

Author: **Masaru Karube**, *Hitotsubashi U.*

Author: **Avimanyu Datta**, *Illinois State U.*

Author: **Yuki Miyazawa**, *Hitotsubashi U.*

Author: **Tatsuki Tachibana**, *Hitotsubashi U.*

Legacy is a double-edged sword of two seemingly contradictory principles of continuity and change. Managing the two contradictions is often critical to a firm's survival. Prior research has only pointed out general courses of action firms can take as opposed to what concrete strategies firms can take and how these strategies can be deployed over time. Deployment of such concrete strategies has primarily remained a black box. Our research takes a qualitative case study approach to show what's in the box. It examines how a Japanese firm called Seiko Epson reconstructed its legacy by developing and commercializing a new type of wristwatch movement—the Spring Drive. The movement was a hybrid between mechanical and quartz without needing a battery and meets the accuracy of quartz while not compromising the beauty of a mechanical movement. Seiko Epson took nearly twenty years to develop the movement, and its commercialization resulted in a new product category called "Accurate Luxury." This case study reveals a repertoire of strategies to manage the continuity and change of a legacy, when these strategies can be taken, how they can be combined over time, and how the intergenerational transmission of entrepreneurial mindsets enables the trial-and-error process for realizing and deploying these strategies.

ENT: **Puffing Up a Prelaunch Project: Hype Generation via Entrepreneurial Framing**

Author: **Greg Fisher**, *Indiana U.*

Author: **Shannon LT Younger**, *U. of Arkansas*

Author: **Alex Kier**, *Washington State U.*

To bring something new into being, entrepreneurs often need to frame their ideas to generate collective promise and excitement about their endeavor even before they have delivered the venture's offering for the first time. In other words, entrepreneurs need to generate hype around their new endeavor, and they use various entrepreneurial framing combinations to do so. To better understand this, we examine how the framing configurations used by the founders of the Premier Lacrosse League were associated with varying levels of collective promise and excitement among venture audiences, thereby uncovering how entrepreneurial framing configurations generate hype for a new venture.

ENT: **Relationship Dissolution, Relationship Formation, and Interpretation**

Author: **Bin Hao**, *Xi'an Jiaotong-Liverpool U.*

Author: **Jing Jin**, *U. of International Business and Economics*

Author: **Shiyun Zhang**, *East China Normal U.*

Author: **Bingqing Zhao**, *Xi'an Jiaotong-Liverpool U.*

Existing literature underscores that forming relationships with venture capital (VC) investors releases a positive signal regarding firm quality, whilst the dissolution of such relationships conversely imparts a negative information cue that impedes firm growth. This study delves into the simultaneous occurrence of relationship formation and dissolution within equity transactions in secondary markets, and its impact on subsequent financing for start-up firms. Despite the coexistence of positive and negative information cues within these transactions, we posit that the adverse interpretation outweighs the favorable one in the decision-making processes of potential investors, consequently diminishing the likelihood of subsequent financing for the focal firm. Moreover, we contend that this negative effect is strengthened by the selling VC's status, while mitigated by the acquiring investor's status and start-up maturity.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Resources

Session Moderator: **Bingbing Ge**, *Lancaster U. Management School*

ENT: **Resource Aggregates, Acquisition Decisions, and Resource-Rich Environments: An Inductive Study**

Author: **Qian Li**, *Warwick Business School*

Research on resource acquisition tends to focus on resource-constrained environments. However, recent research argues that small technology-based firms may be surrounded by a high level of aggregated resources, suggesting resource-rich environments. Based on a sample of small technology-based firms participating in various accelerator Programs, this study inductively explores small firms' resource acquisition decisions in such environments. I find various reference points that resource seekers activate when interpreting the value of resources in an aggregate and identify three dimensions of a holistic perception that grounds a firm's acquisition decision in a resource-rich environment. Based on these findings, I construct a conceptual model that elucidates how resource seekers concretise, abstract, and deliberate on resource aggregates and how these mechanisms may be repeated over time. The study unpacks the complexity underlying resource acquisition in resource-rich environments and demonstrates that a resource strategy can emerge as a series of individual acquisition decisions.

ENT: **Stick to the Knitting? Legacy Beyond the Original Family Businesses Through Rhetorical History**

Author: **Bingbing Ge**, *Lancaster U. Management School*

Author: **Florian Bauer**, *Lancaster U.*

Author: **Lara Pecis**, *Cardiff U. Business School*

Our research addressed one of the most common in practice but least looked into question of what happens to family businesses after family ownership is ceased. We argue that family business research has so far maintained a "family bias", which may significantly limit the understanding of family businesses' contributions to social-economic development in reality. Based on business restructurings (and in particular acquisitions) and through the rhetorical history lens, we address the question through one of the most important managerial rhetoric – legacy and how its agentic and co-constructive nature. We conceptualize a model of family business legacy that goes beyond the family to legacy beyond the original family (LBOF). We illustrate the theoretical mechanisms of LBOF, decoupling, selecting, and re-coupling, with two exemplifying extreme family business restructuring cases. We further develop an agenda for future research aimed at understanding different forms of legacy and the wider process of LBOF. Our research expands the boundary of family business research by highlighting its potential contribution to the economy beyond its existence. Managers can navigate the framework to narrate and leverage LBOF to create competitive advantages during business restructuring.

ENT: **Risk Preferences of Female Entrepreneurs – Closing the Gender Data Gap in Entrepreneurship**

Author: **Nadine Alexandra Chochoiek**, *Munich Business School*

Author: **Laura Rosendahl Huber**, *Erasmus U. Rotterdam*







Our study addresses the gender data gap in entrepreneurship research, particularly in risk propensity which is among the most researched motives for entrepreneurial activity (Åstebro, Herz, Nanda, & Weber, 2014; Kerr, Kerr, & Xu, 2018). We analyze a large, multi-wave online experiment from the Netherlands, using survey and choice-based measures to compare risk propensities among male and female entrepreneurs and employees. Our findings reveal that female entrepreneurs are more risk-tolerant than female employees, a trait also observed in owners of early-stage businesses. This suggests risk tolerance influences women's decision to pursue entrepreneurship. While women employees generally exhibit lower risk-taking than men, this gender gap in risk propensity is not significant among entrepreneurs, especially those with incorporated businesses. Our results support the theory that higher risk tolerance is crucial for entrepreneurship and indicate that gender differences in risk-taking may contribute to the entrepreneurship gender gap. Therefore, policies reducing the perceived riskiness of entrepreneurial activities could significantly encourage women's entrepreneurship, benefiting business owners of all genders.

ENT: **Risk-Taking? Entrepreneurial Context, Individual Risk and Self-Esteem Moderator Role: An Experiment**

Author: **Antonio Benedito De Oliveira Junior**, *FEI - Centro U. FEI*

Psychological factors and personal attitudes (such as self-esteem) underlie many entrepreneurial decisions. Although allocating resources for starting a business between two different entrepreneurial environments contexts (safe vs. risky) is a critical risk decision, relevant research is limited, especially regarding self-esteem moderating effect between environmental contexts (safe vs risky) and individual risk attitude. Focusing on risk across entrepreneurial environment groups, we consider the individual risk behavioral consequences of between-group environment contexts. Building on the individual risk and self-esteem literature, we propose that individuals (entrepreneurs and non-entrepreneurs) have a higher individual risk attitude in a safe context in an entrepreneurial environment than in a risky context. We also propose that the moderating effect of self-esteem (low vs. high) between the entrepreneurial environment manipulation contexts (safe vs. risky) and individual risk attitude eliminates that effect for high self-esteem individuals. However, low self-esteem individuals still have a higher individual risk attitude in a safe context. We present supportive evidence of the hypotheses using two studies with different methodologies (Study 1: a quantitative survey of 195 individuals – 56.9% entrepreneurs; Study 2: randomized experiment between two contexts: safe vs. risky with 113 individuals – 42.5% entrepreneurs).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Communication and Persuasion

Session Moderator: **Jintong Tang**, *Saint Louis U.*

ENT: **Linguistic Relativity and Entrepreneurial Alertness**

Author: **Jintong Tang**, *Saint Louis U.*

Author: **Wenping Ye**, *school of management, Jinan U.*

Author: **Shaji Khan**, *U. of Missouri at Saint Louis*

Author: **Jun Yang**, *School of management, Zhejiang U.*

Drawing upon linguistic relativity theory, we investigate the underlying mechanisms of entrepreneurial alertness with respect to one of the most salient, yet underexplored, aspects of linguistic structures: the future-time-reference (FTR). We also explore how the relationship between the Stronger-FTR and alertness is mediated by entrepreneurs' future temporal focus and moderated by linguistic diversity. Study 1 conducted an experiment with 192 German-English bilingual entrepreneurs and a replication experiment with 137 Mandarin-English bilingual entrepreneurs. Study 2 conducted a two-wave field study with 1,941 entrepreneurs speaking 17 different languages, and administered a robustness test with 618 entrepreneurs speaking four different languages.

ENT: **The Power of Persuasion: New Venture Presentations and Audience Support**

Author: **Kim Saxton**, *Indiana U.*

Author: **Todd Saxton**, *Indiana U. - Kelley School of Business*

Author: **Erik Monsen**, *U. of Vermont*

Research on venture pitch elements and audience support has proliferated, but we lack a unifying theoretical framework to build on to interpret past and as well as future research. We draw on the persuasion knowledge model from marketing to better understand how pitch elements including venture and founding team characteristics impact evaluations of the pitch attempt and affect audience member support. We analyze pitch evaluations for three types of respondents: established venture community members, Evening MBA students with startup experience, and Evening MBA students who do not have startup experience. Overall, we find robust support for the persuasion knowledge model. For inexperienced audiences, the persuasion attempt (i.e., passion and presentation quality) mediates the relationship between agent/topic characteristics and willingness to support. With increased venturing experience, persuasion attempt mediation disappears and only topic characteristics are related to willingness to support. Importantly though, both persuasion attempt quality and agent characteristics are predictive of venture survival at 5 to 9 and 15 to 19 years after the pitch.

ENT: **True or False? How Audiences Collectively Identify Deceptive Entrepreneurial Storytelling**

Author: **Tim Risse**, *EBS Business School*

Author: **Marie Madeleine Meurer**, *Jönköping International Business School, Incoming Rotterdam School of Management*

Author: **Matthias Waldkirch**, *EBS Business School*

Entrepreneurs often use storytelling to communicate an uncertain future, which can lead to exaggeration or outright deception. This study aims to understand how audiences jointly detect such deceptive storytelling by analyzing 399,133 Reddit posts through the lens of Truth Default Theory (TDT). Using Latent Dirichlet Allocation (LDA) topic modeling, we identified recurring conversation patterns related to audiences' active role in identifying and dissecting deceptive stories. This study provides insights into how audiences engage with and scrutinize narratives, moving beyond the observation of final reactions. This study also extends TDT, which traditionally focuses on individual deception detection in face-to-face interactions, to a collective setting on digital platforms. This extension includes propositions about the collective ability to detect and respond to deceptive narratives.

ENT: **Are Entrepreneurs Incentivized to Use Language-Based Signals Opportunistically in Hyped Markets?**

Author: **Beauregard Berton**, *Amsterdam Business School, U. of Amsterdam*

Author: **Mohammad Taghi Ramezan Zadeh**, *Amsterdam Business School, U. of Amsterdam*

In hyped markets, entrepreneurs can leverage language-based signals to jumpstart their ventures. Our study adds to this growing body of research by exploring how investors attend to linguistic cues in initial coin offering (ICO) prospectuses during the ICO hype. Departing from earlier studies, this study argues that hype is a signaling environment that incentivizes entrepreneurs to be opportunistic in their use of language-based signals. To test our hypotheses, we draw on a sample of 812 ICOs. Our results suggest that investors favor linguistic complexity over simplicity and that emotional language affects the persuasiveness of prospectuses. Controlling for ICO, market, and venture characteristics, we find that more money was raised when prospectuses positively violated investors' language expectations and evoked emotions. Our findings imply a risk of moral hazard in hyped technology markets: hype incentivizes entrepreneurs to use investors' emotions and expectations opportunistically if they wish to raise more money in the short term.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Accelerators 2

Session Moderator: **Agnieszka Kwapisz**, *Montana State U.*

ENT: **Tokenomics: Financial Challenges for All-Female Founding Teams in Accelerator Cohorts**

Author: **Agnieszka Kwapisz**, *Montana State U.*
Author: **Diana Maria Hechavarría**, *Texas Tech U.*

This research explores the relationship between the gender composition of founding teams and the gender composition of accelerator cohorts on the financial outcomes one year after the acceleration process. Using tokenism theory, we argue that the experiences of female founders in accelerators differ from those of male founders, and the relationship is further shaped by the cohort's gender composition. Through an analysis of pre- and post-acceleration data for startups in the United States, our findings indicate that all-female teams receive significantly less equity after the acceleration process. We also find a negative association between the proportion of all-female teams in an accelerator and the levels of equity and philanthropic support received by the startups. Furthermore, all-male teams experience enhanced equity, philanthropic support, and debt outcomes when they operate within accelerator cohorts that have a higher representation of female founders. These benefits are not seen in all-female or mixed-gender teams.

ENT: **Geographical Dynamics and Cohort Influences: Unravelling the Impact of Accelerators on New Ventures**

Author: **Pramendra Singh Tank**, *Doctoral Scholar, Indian Institute of Management Ahmedabad*
Author: **Devanshi Agarwal**, *Research Associate Indian Institute of Management Ahmedabad*
Author: **Sumit Kumar Jaiswal**, *Doctoral Student at IIM Ahmedabad*

In the last two decades, accelerators have proliferated and assumed a vital role in the entrepreneurial ecosystem. Prompted by their impact and prominence, researchers have begun to study their effects on participating ventures and examine the differential performance impacts of various accelerator programs. Two different approaches to program design and implementation - top-down (centrally designed and managed by accelerator) and bottom-up (prioritize flexibility, autonomy, and adaptability for participating startups) - have been touted to influence this differential performance. Our research sits at the interaction of these top-down and bottom-up features. Specifically, we study the location of the accelerator with respect to the ventures' place of origin as a determinant of differential performance among participating ventures. In addition, we assess the impact of an accelerator's cohort size on the strength of this relationship. We use equity raised to measure start-up performance and find that non-local accelerator participation leads to better fundraising for ventures, and cohort size negatively moderates the latter relationship. We explain these effects using networking and signaling benefits that accelerator participation bestows upon participating ventures.

ENT: **Short-Term Hype or Long-Term Hope? Demo Days, Hype, and Startup Performance**

Author: **Sheryl Winston Smith**, *BI Norwegian Business School*







Financially backing early-stage ventures requires potential investors to commit resources to founders and companies that are relatively unknown, with little track record, and often sparsely available information. At the same time, investment in startups with long-term potential for blockbuster success affords the earliest investors the opportunity for outsized return. Clues about a venture's long-term likelihood of success are thus particularly valuable; however, promises about potential in nascent startups may not translate into long-term performance. This paper draws on the growing literature on hype in entrepreneurship to elucidate the relationship between early hype and subsequent investment and long-term success in new ventures. The paper leverages granular data on startups, founders, and investors matched to measures of hype drawn from online search analytics surrounding demo days in 394 startups participating in the first 25 cohorts of the two longest-running accelerators in the U.S. over the period 2005-2011 to examine the relationship between early excitement in demo day settings and subsequent performance outcomes through 2023. The results suggest that demo days lead to early hype where investors are drawn to the startups with the greatest initial buzz. While this facilitates short-term fundraising for these startups the long-term performance outcomes diverge.

ENT: **Learning-by-Advising? Startup Learning as an Advice-Giver in Accelerators**

Author: **Zhuoxuan Li**, *Engineering Dept., Stanford U.*
Author: **JungYun Han**, *National Taiwan U.*

How do entrepreneurs learn from peer advising and enhance business idea development? Prior research views peer relationships as symmetric and discusses advice-receivers' benefits assuming they will return the same favors to advice-givers. In this study, we question the assumption of symmetry and investigate whether peer advising itself can enhance the advice-givers' business ideas in accelerators. We conducted a randomized controlled trial with 167 startups, in which founders in a treatment group were asked to review peers' pitch decks and give advice. After four rounds of peer advising, we found that entrepreneurs who advised peers significantly improved their business idea usefulness but not idea novelty in their pitch decks. Furthermore, experienced entrepreneurs experience a higher improvement in idea novelty and usefulness when treated, while teams with sales records are associated with a higher improvement in idea usefulness when treated. Our findings suggest a novel mechanism of peer learning from an advice-giver's perspective and emphasize the necessity of distinguishing idea domains in studying entrepreneurs' business ideas as an important element of firm success.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Equity Crowdfunding

Session Moderator: **Smita Srivastava**, *Wichita State U.*

ENT: **Angels in the Crowd: Exploring Business Angels' Impact on Ventures Invested via Equity Crowdfunding**

Author: **Vincenzo Capizzi**, *U. del Piemonte Orientale*
Author: **Benedetta Montanaro**, *Politecnico di Milano*
Author: **Francesca Tenca**, *U. del Piemonte Orientale*

This paper investigates the investments of Business Angels (BAs) through Equity Crowdfunding (ECF) platforms. Using a dataset of 254 successful crowdfunding campaigns launched by Italian ventures between 2014 and 2020, we identify the effect of individual BAs (i.e., former entrepreneurs that successfully exited their companies with proceedings to reinvest) and BAs affiliated to BA networks or groups on the post-campaign performances of ECF ventures. We find that, in general, companies invested by BAs during their first ECF campaign are more likely to realize a follow-on successful external equity round (specifically, a second ECF campaign over a second VC-BA round or exit) compared to companies invested by non-BA crowd-investors only. Moreover, this effect is mainly driven by individual BAs not affiliated with BA networks or groups. Results are robust after controlling for the endogeneity of BA investment in ECF, using tax shocks for BA investing in startups and market volume of BA investing through ECF as instrumental variables.

ENT: **Swaying Equity Crowdfunding Investors: A Configurational Investigation of Signals and Narratives**

Author: **Jiahe Wang**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*
Author: **Lien Denoo**, *Tilburg U.*
Author: **Joris Knoben**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*

Small individual investors on equity crowdfunding (ECF) markets, though constrained by bounded rationality and limited expertise, have become a major source of new venture financing. Integrating the cognitive perspective of signaling and the literature on narratives, we adopt a configurational approach to explore how new ventures attract ECF investors with combinations of signals embedded in entrepreneurial narratives. By tracking and scraping a leading UK-based ECF platform daily between November 2022 and August 2023, we constructed a dataset of 98 new ventures that raised external capital, which we analyzed via Qualitative Comparative Analysis (QCA). The results show distinct configurational patterns of signals, narratives, and ECF performance: pre-market and post-market ventures attract ECF investors with qualitatively different combinations of signals, which are embedded in entrepreneurial narratives with varying degrees of specificity and/or coherence. We therefore contribute to the literature on entrepreneurial finance, signaling and narratives with a configurational understanding of signals, narratives and new venture financing, which can also assist entrepreneurs at different stages in creating compelling campaigns for better fundraising performance.

ENT: **Platforms as Active Intermediaries in the Signaling Process: Evidence from Equity Crowdfunding**

Author: **Simon Kleinert**, *Maastricht U., School of Business & Economics*
Author: **Tom R. Vanacker**, *Ghent U. and U. of Exeter*
Author: **Silvio Vismara**, *U. of Bergamo*








In prior research, new firms are expected to convey observable signals of their latent quality directly to potential resource-providers in an effort to reduce uncertainty and ease resource mobilization. However, platforms increasingly intermediate between new firms and prospective resource-providers. This paper examines the use of signals by platforms for their gatekeeping (selection) and brokerage (selective promotion) decisions. Adopting a cognitive perspective on signaling, we posit that social impact signals will affect platforms' gatekeeping less than their brokerage decisions. Moreover, we hypothesize that platform decision-makers' personal pro-social motivation will amplify the effect of social impact signals on their decision-making, and especially so for brokerage decisions. We test and validate our theory through a conjoint experiment with decision-makers of equity crowdfunding platforms, an important intermediary between new firms and investors. Overall, our study contributes by integrating the role of intermediaries into signaling theory and highlighting how platform decision-makers employ signals differentially to determine what prospective resource-providers can see through their gatekeeping and how they see it through their brokering activities.

ENT: **Redefining Investor Engagement: A Behavioural Analysis of Equity Crowdfunding Dynamics**

Author: **Camilla Civardi**, *U. of Milano-Bicocca*
Author: **Andrea Moro**, *Circle - Lund U.*
Author: **Joakim Winborg**, *Halmstad U.*

Our research explores equity crowdfunding investors' motivations and post-investment behaviours by relying on Statman's (2017, 2019) framework. We uncover a diverse spectrum of motivations behind equity crowdfunding investors' decisions, including significant emotional and expressive elements. Moreover, by challenging the notion of crowdfunders as passive financiers, our research highlights the connection between motives and post-investment decisions, suggesting the relevance of active involvement such as professional advice, board participation, social media promotion and monitoring, more pronounced among experienced and older investors. By uncovering the varied nature of investor motives and behaviours, this research offers valuable insights for enhancing engagement strategies and understanding the dynamics of the equity crowdfunding ecosystem.

KEY TO SYMBOLS

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

Community Entrepreneurship

Session Moderator: **Sonic Wu**, *Yuan Ze*

ENT: **Community Socioemotional Wealth As The Glue That Binds Distinct Communities In Enterprising (WITHDRAWN)**    

Author: **Sonia Siraz**, *U. of Essex, United Kingdom*

Author: **Bjorn Paul Claes**, *The Open U.*

Author: **Deycy Sanchez Preciado**, *Halmstad U., U. del Cauca-CREPIC*

Author: **Nicholas Theodorakopoulos**, *Aston Business School*

Recent advances in research have shed light on why and how community-based enterprises (CBE) emerge. Nevertheless, little is known about the underlying factors that contribute to their success over time. This lack of attention is intriguing given CBEs' widespread proliferation as an instrument for socioeconomic development. We contribute to the CBE literature by applying and extending socioemotional wealth to the CBE context. Our findings demonstrate how the presence of community socioemotional wealth enables CBEs to achieve enduring success. Beyond the presence of socioemotional wealth's five traditional dimensions, we identify two new dimensions (empowerment and holistic mission) unique to CBEs. These seven dimensions, when jointly present, explain how community socioemotional wealth creates a favorable terrain for the CBE to succeed.

ENT: **Crossing the River by Feeling the Stones: Pathways Navigated by Asian Startups Chasing Global Dreams**

Author: **Sonic Wu**, *Yuan Ze*

Author: **Xin-Bei Xie**, *College of Management, Yuan Ze U.*

Author: **HAO YUN LIN**, *Yuan Ze*

This study explores the unique pathways crafted by Asian startups in pursuing early globalization, often divergent from conceived Born Global models stressing accelerated worldwide expansion. Given voids in funding access, talent pipelines and institutional support, fledging firms originating from developing Asia balance global visions with situational constraints by forging calculated incremental moves leveraging partnerships and configurational resilience. In-depth, semi-structured interviews with four new ventures based in Taiwan unveil key decision points and strategic reflections guiding overseas exploration spanning technology services, advertising and media sectors. By elucidating push-pull factors, pivots and pacing underscoring measured augmentations ultimately aggregating global presence, findings advance conceptions on new venture internationalization suits developing economy conditions through situating metrics in context. Analysis reveals that conventional temporal yardsticks discount latent strategic essence directing overseas undertaking by overlooking impeders. Findings affirm global orientation as differentiating nucleus rather than distal outcome indicator. Partnership channels also critically expand restricted resource frontiers serving initiation function. Finally, informal institutional divides penetrating advanced markets pose layered learning burdens. Accordingly, key contributions lie in empirically showcasing limitations applying extant models universally, and expanding theoretical conceptions with evidence-based alternate dimensions suiting startups charting global pursuits from infrastructure peripheries in Asia. Findings provide reference pathways balancing ambition, change adaptation and configurational resilience for regional entities seeking calculated global expansion.

ENT: **Constructing Collaborative Spaces: An Ethnography of Entrepreneurial Place-Making**

Author: **Amadou Lô**, *Toulouse Business School*

Author: **Pascal Dey**, *Bern U. of Applied Sciences*

Author: **Pauline Fatien**, *Grenoble Ecole de Management*

Entrepreneurship increasingly takes place in new collaborative spaces, such as incubators, science parks, or coworking spaces. Despite the broad consensus on the various benefits that collaborative spaces can have for entrepreneurs, we are only just beginning to understand how entrepreneurs are implicated in the construction of these supportive contexts. In response, we draw on the phenomenological literature on place to create a conceptual vocabulary attentive to how collaborative space and entrepreneurial processes are related. Based on an ethnography of a coworking space in Paris, we identify three types of place-making entrepreneurs engage in to nurture their entrepreneurial journey: (a) projective identity formation, where entrepreneurs use place as a symbolic signifier to give form to their nascent venture and entrepreneurial identity; (b) rudimentary inscriptions, in which entrepreneurs define the purpose of the collaborative space in a deliberately vague manner so as not to limit the range of activities that the place can accommodate, (c) spatial appropriation, in which entrepreneurs re-create, manipulate, and personalize the material arrangement of place according to their specific needs. Our contribution is to show how entrepreneurs – through place-making – construct collaborative spaces both at the level of representation, affect, and materiality, and how this in turn can be generative for entrepreneurship.

ENT: **Community Entrepreneurship: A Strategic Process for Civic Wealth Creation**

Author: **Rossella Rocchino**, *Technical U. of Munich*

Author: **Christina Julia Hertel**, *GSEM - U. of Geneva*

Solving societal challenges manifesting at the local level requires concerted efforts involving communities, enterprises, and support organizations. The process unfolding around these collaborations is called civic wealth creation (CWC)—defined as “the generation of social, economic, and communal endowments that benefit local communities”. While research has repeatedly highlighted the potential of community entrepreneurship to generate civic wealth, it has not explored how this potential can be explained or leveraged. In this paper, we delineate four strategic orientations that characterize community entrepreneurship (i.e., holisticness, embeddedness, inclusiveness, and collectiveness) and describe practices used to enact these strategies along a spectrum from low to high. We theorize how, through the enactment of these four strategic orientations, community entrepreneurship can trigger a reinforcing process of CWC. Furthermore, by positioning community entrepreneurship as a strategic endeavor, we discuss how diverse types of organizations can, in different combinations and to varying degrees, capitalize on community entrepreneurship strategic orientations, thereby unleashing their potential to create civic wealth. Our paper makes important contributions to the literature on community entrepreneurship and CWC but is equally relevant to a broader audience of entrepreneurship and organization scholars and practitioners interested in investigating the richness of entrepreneurial endeavors for society.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Nursing's Role in Healthcare

Session Moderator: **Jessica Peck**, *Cleveland State U.*

HCM: **Burned Out and Thinking of Quitting: A Moderated-Mediation Model of Nurse Occupational Stigma**

Author: **Jessica Peck**, *Cleveland State U.*

Author: **Tracy Hopkins Porter**, *Cleveland State U.*

Author: **Candice Vander Weerd**, *Cleveland State U.*

Nurses are a critical part of the U.S. healthcare system. Yet, nurse turnover remains high. While many causes of nurse turnover exist, one understudied area is COVID-19 occupational stigma. Nurses may experience occupational stigma as they are in close proximity to sick patients, and the public may fear that they carry the disease. Nurse awareness of such stigma may cause them to experience occupational stigma consciousness. We examine the effects of nurse COVID-19 occupational stigma consciousness (OSC) on work burnout and job turnover intentions. We examine this through the lens of Conservation of Resources Theory with perceived supervisor support and supportive work climate as possible resource interventions. Results suggest that COVID-19 OSC contributes to work burnout, and work burnout fully mediates the relationship between COVID-19 OSC and job turnover intentions. Further, perceived supervisor support reduces both job turnover intentions and work burnout but neither moderate the negative impact of COVID-19 OSC on work burnout. This research contributes to our understanding of underlying causes of work burnout and job turnover intentions, the particularly harmful nature of COVID-19 OSC and highlights the need for additional interventions to reduce the negative impact of occupational stigma.

HCM: **A Caring Ethic in Advocacy Work: Advanced Practice Nurses' Professionalism in Restrictive States**

Author: **Scott Feyereisen**, *Florida Atlantic U.*

Author: **Clayton Thomas**, *Iowa State U.*

Author: **Neeraj Puro**, *Florida Atlantic U.*

Author: **Louise Buie**, *Florida Atlantic U.*

Author: **Niccolas Vechiola**, *Florida Atlantic U.*

Author: **Sydney Gibbons**, *Florida Atlantic U.*

Author: **Jaime Fuller**, *U. of South Carolina*

Advanced practice nurses present a paradox of professionalism. As an occupational group, advanced practice nurses have experienced the hallmarks of professionalization. Yet, some states restrict their autonomous practice, limiting their ability to exercise their professional knowledge. In this paper, we ask the novel question: What is the lived experience of advanced practice nurses as they address legal restrictions that prevent them from practicing as fully autonomous professionals in their field? Drawing on in-depth, semi-structured interviews with nurse practitioners and certified registered nurse anesthetists in restrictive practice environments, we find that a caring ethic, specifically the Six C's of Caring, structures advanced practice nurses' advocacy work. Advanced practice nurses emphasize their competence in the form of their knowledge and unique skill set. They demonstrate their conscience by verbalizing their values, such as increasing access to equitable care. Advanced practice nurses remain committed to the pursuit of autonomy despite setbacks, and they use stories of addressing patients' pain to demonstrate their compassion. Advanced practice nurses comport themselves as respectable professionals and instill confidence in their abilities through building relationships with patients, though they struggle to build such relationships with select legislators. Taken together, these findings underscore an important extension of advanced practice nursing's professionalism. This paper illustrates how a caring ethic is taken beyond the bedside and into legislative chambers to give voice to advanced practice nurses who take on the extra burden of advocating for policy change. Healthcare managers and nursing leadership should recognize the importance of caring to advanced practice nurses and note the additional stressors advanced practice nurses adopt when working in restrictive policy environments.

HCM: **RN Staffing Intensity and Quality: Implications for Organizational Performance**

Author: **Josue Patien Epane**, *Loma Linda U.*

Author: **IWIMBONG Kum Ghabowen**, *U. of Nevada Las Vegas*

Author: **Zo Ramamonjirivelo**, *Texas State U.*

Author: **Ferhat Zengul**, *U. of Alabama, Birmingham*

Author: **Luceta Mckroy**, *Lander U.*

Introduction: The study investigates the relationship between Registered Nurse (RN) staffing intensity, healthcare quality, hospital total performance score, overall star rating, and financial performance in US acute care hospitals. With escalating healthcare costs and persistent challenges in delivering high-quality care, understanding these interdependencies is crucial for enhancing patient outcomes and sustainable healthcare systems. Methods: Utilizing a comprehensive longitudinal approach, the research draws on David Donabedian's structure-process-outcome conceptual framework. Data sources include the American Hospitals Association Annual Survey, Area Health Resources File, and Centers for Medicare & Medicaid Services Hospital Compare and Case Mix Index data. A linear regression model with hospital and year-fixed effects is employed, controlling for unmeasured time-invariant characteristics. Results: Significant findings reveal that hospitals transitioning from low to high RN staffing intensity experience a notable increase in the linear mean score of overall hospital star ratings ($\beta = 0.10$, $p=0.05$). Further analysis indicates that such transitions are associated with higher operating revenues ($\beta = \$258.64$, $p=0.0001$ and $\beta = \$696.57$, $p=0.0001$) and costs ($\beta = \$254.29$, $p=0.0001$ and $\beta = \$751.51$, $p=0.0001$) when compared to low RN staffing intensity. Conclusion: The study highlights a positive correlation between RN staffing intensity and healthcare quality, as reflected in hospital star ratings. Additionally, the transition from low to high RN staffing intensity is linked to improved financial performance, with increased operating revenues and costs. These findings underscore the importance of strategic staffing decisions in hospitals for enhancing patient care and optimizing financial outcomes. Keywords: RN Staffing, Hospital Total Performance Score, Hospital Overall Star Rating, Hospital Financial Performance

Author: **Richard J. Tarpey**, *Middle Tennessee State U.*

Author: **Millicent F. Nelson**, *Middle Tennessee State U.*

This paper explores the role of organizational justice in the dissatisfaction with centralized staff scheduling and automation. A large-scale implementation of centralized scheduling and automation across three hospitals (one small and two medium-sized facilities) was investigated. While centralized scheduling effort was successful concerning higher quality nurse schedules better mapped to demand expectations, the project suffered from low staff support and staff satisfaction. Scheduling decisions were more objective, but nurse satisfaction did not significantly improve and became an inhibiting factor. Following descriptive phenomenology, this paper utilizes actual feedback from the nurses and other staff to investigate the underlying causes of staff hesitancy and resistance. The analysis of participants' feedback revealed five areas or themes indicating dissatisfaction with organizational justice for scheduling. Two of those themes, supervisor relationship and process, indicated a perception of procedural justice or employee dissatisfaction with the procedures and methods used for the development of schedules. The remaining themes, union contract compliance, seniority, and fairness, demonstrated distributive justice or dissatisfaction with the fairness of outcomes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovations in Selection and Hiring: Insights on Applicant Reactions and HR Practices



Session Moderator: **Josephine Mago Moritz**, *Heinrich-Heine U. of Dusseldorf*

HR: **In Algorithms We Trust? Exploring the Role of Human-in-the-Loop and Social Presence**

Author: **Josephine Mago Moritz**, *Heinrich-Heine U. of Dusseldorf*

Author: **Janis Witte**, *Heinrich Heine U. Düsseldorf*

Author: **Nadine R. Gier-Reinartz**, *Heinrich Heine U. Düsseldorf*

Algorithmic decision-making (ADM) is widely applied in organizations and is associated with increased objectivity, consistency, and efficacy. However, when tasks are associated with social or emotional skills, as is often the case in personnel selection, humans commonly view its use as untrustworthy. We suggest that social presence accounts for negative perceptions of the use of ADM and propose the incorporation of a human-in-the-loop (HITL) approach mitigates perceptions of untrustworthiness. We conducted an online experiment ($n = 416$) to examine applicants' perceptions of ADM and HITL in comparison to human decision-making (HDM). We found social presence is significantly associated with trust, although it did not differ significantly between decision entities. Further, our results contribute to the literature by identifying that a HITL design not only enhances trust in ADM systems but is also perceived as more trustworthy compared to HDM alone. Further, our findings demonstrate that trust mediates the relationship between decision entities and organizational attractiveness.

HR: **Reactions to Algorithmic Decision-Making in Human Resource Management: A Meta-Analysis**

Author: **Josephine Mago Moritz**, *Heinrich-Heine U. of Dusseldorf*

Author: **Larissa Pomrehn**, *Heinrich Heine U. Düsseldorf*

Author: **Holger Steinmetz**, *U. of Paderborn*

Author: **Marius Wehner**, *Heinrich-Heine U. of Dusseldorf*

The introduction of algorithmic decision-making in human resource management increases continuously, while the knowledge about how the implementation of such systems is perceived is scattered. We synthesize current research by conducting a meta-analysis to examine employee and applicant reactions to the use of algorithmic decision-making for human resource management tasks. We analyzed 591 effect sizes from 42 samples ($N = 10,601$) in 30 studies. Findings demonstrate that the use of algorithmic decision-making has a negative relation with system-related reactions (e.g., fairness, trust) and organization-related reactions (e.g., turnover intention, organizational attractiveness). Moderator analysis indicates that algorithmic decision-making is perceived negatively in the Anglo and European region, while not having a moderating effect in the Asian region. Type of tasks (interviews versus screening) and extent of decision (algorithmic decision-making as the single decision entity) significantly moderated the relationship between system- and organization-related reactions, whereas algorithmic decision-making as a decision support had no moderating effects. Further, we did not find any moderating effects for age or gender. Overall, the findings suggest that reactions towards algorithmic decision-making are predominantly negative and context-dependent, hence we caution organizations to implement algorithmic decision-making in human resource practices depending on the context.

HR: **Effects of Contextualization on Subgroup Differences and Applicant Perceptions**

Author: **Jan Corstjens**, *Singapore Management U.*

Author: **Filip Lievens**, *Singapore Management U.*

Author: **Jonas W. B. Lang**, *U. of Exeter*

Author: **Chad Van Iddekinge**, *U. of Iowa*

Contextualization is a key feature of many selection procedures. It is assumed that placing applicants into a job-related context contributes to validity by increasing the point-to-point correspondence with the criterion. Yet, a job-related contextual frame might also have unintended effects, such as disadvantaging applicants who possess the desired knowledge, skills, and abilities, but lack context-specific experience. In our theorizing, we draw on narrative comprehension models and introduce the key concept of context familiarity to develop hypotheses related to three different contextual frames: a job-related context, an everyday context, and an idiosyncratic context. With data from two online sample providers, we investigated the impact of contextualization variations in situational judgment test (SJT) items on applicant perceptions and subgroup differences. Results showed that subgroup differences were smallest in a job-related context compared to everyday and idiosyncratic contexts. In terms of applicant perceptions, we found that perceived cognitive load was significantly higher in less familiar contexts, while test anxiety was not. Test anxiety served as a mediator in the relationship between ethnicity and SJT scores regardless of the contextualization format. There was also some evidence of lower test motivation in the ethnic minority group when SJT items contained an everyday context. These findings highlight the role that contextualization can play in the search for selection procedures that produce lower subgroup differences and a positive candidate experience.

HR: **What Would You Do? A Motivated Cognition Model of Response Emergence in Situational Interviews**

Author: **Sara Murphy**, *U. of Winnipeg*

Author: **Allen I. Huffcutt**, -

Situational interviews (SIs) remain one of the most valid selection tools used in industry today. Original theorizing about their functionality proposed that intentions stated in SIs predict performance because they represent candidate goals, which are then carried out on the job. However, there are limitations when considering the response emergence process from a goal setting perspective. Namely, that the nature of the goals carried into SIs is unclear and the SI context makes it difficult to effectively set and pursue goals. The perspective taken in the present paper outlines the SI response from a motivated reasoning perspective, and digs deeper into the critical role of motivation in directing this process. Initial implications of this model are discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Wellness and Work/Life Harmony: Strategies for Healthier Workplaces



Session Moderator: **Sunanda Nayak**, *FORE School of Management*

HR: **The Influence of Commitment-based HRM Practices on Work-family Balance**

Author: **Sunanda Nayak**, *FORE School of Management*

The majority of the extant research on thriving draws conclusions based on evidence from individuals thriving in organizations. In response to calls for the further exploration of thriving in organizations, this study brings the human resource management (HRM) perspective by highlighting the crucial role played by Commitment based HRM practices (CBHRMP) in the collective thriving literature. Using two-wave survey data collected from 287 employees, we found empirical evidence on our serially mediated moderation model. We found that employees in organizations with higher utilization of commitment HRM practices reflected higher development of psychological capital as well as increased collective thriving. Moreover, those experiencing higher collective thriving are related to better work-family balance. Besides, this study highlights how the work resources of the employees positively affect their family life. Theoretical and practical implications are discussed.

HR: **Polychronic Time Management and Employee Burnout: Supportive Roles of Organization and Supervisor**

Author: **Wangxi Xu**, *U. of Melbourne*

Author: **Andrew Yu**, *U. of Melbourne*

Employees' multitasking approach to managing time has been considered desirable in today's dynamic business world. Yet, its detrimental effects on employee well-being have rarely been recognized and investigated. Building upon resource drain theory, we operationalized this time management approach with employee polychronicity and built a theoretical model to test its relationship with interdomain conflicts and employee well-being with a time-lagged research design and multi-sourced data. We found that approaching time polychronically led employees to juggle work and family tasks simultaneously, experience intensified work-family conflicts, and therefore suffer from burnout syndromes. We further found that this undesirable side of polychronic time management can be weakened by a supportive work environment characterized by organizational support for work-family boundaries and creative family-supportive supervisor behaviors.

HR: **Beyond the Individual: An Interactive Multilevel Model of Boundary Control in Organizations**

Author: **Frederik Hesse**, *U. of St. Gallen*

Author: **Nils Fürstenberg**, *U. of St. Gallen*

The boundaries between work and the private domain are becoming increasingly blurred. Recent studies show that this blurring often coincides with lower levels of individual health and performance. In this context, research has highlighted boundary control - the degree to which a person perceives that he or she is in control of how he or she manages the boundaries between work life and personal life - as a critical resource. However, boundary control has been studied only as an individual-level construct and without consideration of the organizational context, leaving several important questions unanswered: First, it remains to be understood how organizational contexts and factors influence boundary control and to what extent they shape its impact on employees. Second, it is not yet clear whether organizations, at a collective level, also benefit from granting boundary control to their employees. To address these gaps, we draw on conservation of resources theory to develop and test a multilevel model of boundary control in organizations. We propose that both competence-enhancing HR systems and decentralization foster boundary control, which in turn, is expected to promote organizational performance and individual health. Finally, we hypothesize that boundary control becomes more important for employee health in organizations characterized by higher levels of virtual communication. Results from multilevel modeling of multi-source survey data from 8,273 employees and 154 human resource professionals nested in 154 German organizations across several industries and matched with archival performance data confirmed our hypotheses.

HR: **At Home, On the Train, Or at the Beach: How Does Mobile Work Affect Employees' Environments?**

Author: **Beatrice Schuldt**, *U. of Münster*

All over the world, employees seek more flexibility and freedom regarding their work-ing arrangements. The terms remote, hybrid, or mobile work are rising and being discussed across personal and professional boundaries. Yet, less is known about the meaning and consequences, whether positive or negative, of working in such flexible environments for employees and their organisations. Semi-structured interviews with seven board directors, six managers and 22 employees from two German companies were conducted and analysed through grounded theory, using inductive and deductive coding cycles combined with a content analysis with MAXQDA. A conceptual framework summarises the factors influencing and influenced by mobile work. The results show how mobile work relates to employees' personal environment and organisations' political dimensions. Moreover, mobile work seems to influence several areas. The most critical aspects are isolation and belongingness, team spirit and personal bond, support, and well-being, as reported by employees and managers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

How do MNEs Respond to Political Disruptions in the Host Country?

Session Moderator: **Barclay James**, *St. Mary's U. (San Antonio)*

IM: **Where Angels Fear To Tread: FDI Into Sanctions Locations** →

Author: **Chris Michael Jones**, *Aston U.*

Author: **Nigel Driffield**, *Warwick Business School*

Author: **Saul Estrin**, *LSE*

Author: **HA PHUONG LUONG**, *Aston U.*

We apply the resource-based view (RBV) to explore the determinants of FDI into sanctioned locations. We argue that both greater resources and greater experience will help multinational enterprises (MNEs) to overcome sanctions, a dark side to resource munificence. We also build on institutional theory to examine contextual conditions and find that effective home country institutions deter FDI to sanctioned locations and decrease the magnitude of the moderating effect of firm resources and experience. Moreover, FDI to sanctioned locations will be greater from firms in home countries that are themselves sanctioned because of the resulting specific ownership advantages: such home country advantages also weaken the impact of firm resources and experience. We test these ideas on a large panel dataset and find support for our arguments.

IM: **How Geopolitical Tensions Influence the Innovation of MNC's Foreign Subsidiaries?** →

Author: **Shan Zhu**, *School of management, Zhejiang U.*

Author: **Nuruzzaman Nuruzzaman**, *Alliance Manchester Business School, U. of Manchester*

Author: **Niron Hashai**, *Arison School of Business, The Interdisciplinary Center (IDC), Israel*

This study investigates how inter-state political tensions affect the innovation performance of foreign R&D subsidiaries in the host country, and how this impact varies according to the number of the subsidiary's local same-parent sisters and innovation partners. Using a sample of Chinese listed firms' foreign R&D subsidiaries, we find subsidiaries are less likely to be innovative when there is an increasing political tension between home and host countries. The number of local same-parent sisters of a foreign R&D subsidiary can exacerbate the negative effect of unfriendly political relations on its innovation pursuits, while its local innovation partners can help mitigate such an adverse impact. Overall, our findings shed light on how bilateral political tensions adversely impact MNE subsidiary innovation and demonstrate boundary conditions for such adverse effects.

IM: **Populism's "Interference Capacity" and Investment Project Distress in Developing Countries** →

Author: **Barclay James**, *St. Mary's U. (San Antonio)*

We develop and test theory that suggests that as the capacity for populist governments to interfere in countries' institutions and in investment projects (projects) increases, projects are more likely to be distressed or cancelled. Populist politicians employ rhetoric and policy aimed at disrupting a country's political institutional framework that undergirds private investors' assets. We propose that populists' "interference capacity" to disrupt increases: 1) with more autocratic (less democratic) political regimes, 2) with more time in power, and 3) with government ownership sharing with private investors in projects. Such interference capacity will increase the likelihood of project distress or cancellation. Our analyses of 2748 energy projects across 27 developing countries initiated between 1990-2015 (allowing until 2019 for distress or cancellation to occur) are consistent with this proposition. Projects are more likely to be distressed or cancelled if located in a country with a populist-led government. And this likelihood is heightened under the following conditions: 1) host-country autocracy level increases, 2) populist leaders' time in office increases, and 3) projects share ownership with governments led by populists. Our study outlines the mechanisms through which populist government interference may disrupt project success and documents supporting evidence of such populist "interference capacity".

IM: **Navigating Political System Change in a Transitional Economy**

Author: **Christiaan Roell**, *U. of New South Wales*

Author: **Wilson Ng**, *IDRAC Business School*

Author: **Felix Arndt**, *U. of Guelph*

We examine how multinational enterprises (MNEs) respond to a sudden transition of political systems in the emerging market of Indonesia. We draw on the political science and nonmarket strategy literature to explain how local subsidiary firms of MNEs ('subsidiaries') adapted their nonmarket strategy during the transformation of Indonesia's political landscape from an autocratic regime (1967-1998) to the current democratic and decentralized system. Based on multiple qualitative case studies of Western European subsidiaries, we found that MNEs adapted their business strategies to relate with multiple layers of government in an environment of rampant corruption. Under Suharto, MNEs sought to develop relations with his regime, while also seeking to avoid informal transaction costs. From 1998, MNEs began to conduct survival strategies by partnering with local firms and leveraging local political networks. Later however MNEs adopted proactive, innovative strategies that replaced corrupt activities, for example, by leveraging government-level partnerships and forming long-term relationships with local communities. These findings suggest that MNEs need active agency and proactive nonmarket strategies to address the negative challenges of unstable political environments.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1586** | Submission: **17672** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 12 2024 3:00PM - 4:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Burnham**

Multinationals, Industry 4.0, and Purpose: Challenges, Constraints, and Hindrances



Participant: **Rui Torres de Oliveira**, *Queensland U. of Technology*

Participant: **Ajai Singh Gaur**, *Rutgers U.*

Participant: **Martie-Louise Verreynne**, *U. of Queensland*

Participant: **Agnes Toth-Peter**, *Queensland U. of Technology*

Participant: **Roland Z. Szabó**, *Széchenyi István U.*

The objective of this panel symposium is to explore and analyse the dynamic interplay between multinational enterprises (MNEs), the evolving landscape of Industry 4.0, and the integration of purpose-driven initiatives, such as sustainability and circular economy principles, within global business strategies. The symposium aims to shed light on the challenges, constraints, and hindrances faced by MNEs as they navigate the complex intersection of Industry 4.0 and purpose-driven practices. This panel will be very interactive with the audience as we want to answer as many questions as possible.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



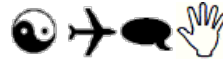
Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1587** | Submission: **10206** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 12 2024 3:00PM - 4:30PM CT (UTC-5)** at **Hyatt Regency Chicago in Gold Coast**

Wisdoms of the World and Global Leadership



Participant: **Eric H. Kessler**, *Pace U.*

Participant: **Diana J. Wong**, *Eastern Michigan U.*

Participant: **Noha Elbassiouny**, *German U. in Cairo*

Participant: **NURIT NAHUM**, *PhD*

Participant: **Afsaneh Nahavandi**, *U. of San Diego*

Participant: **Aloysius Marcus Newenham-Kahindi**, *U. of Victoria*

Our Symposium is based on the premise that language - and especially critical hard-to-translate terms - reveals deep-seeded assumptions, values, and praxis that are often misread outside of its local context. In this sense they can be seen as entranceways into exploring core yet mysterious local perspectives along with the accompanying best practices that guide leaders in navigating the complexities of international business. By combing insights across different language cultures around the globe, these 'wisdoms of the world' offer organizations and their leaders important tools for enlightening understanding, enhancing practice, deepening learning, spanning environments, and making a sustainable positive impact. Here we a) analyze leadership wisdom throughout its varied dimensions - cognition (logic), emotion (aesthetics), integrity (ethics), vision (metaphysics), coordination (social epistemology), and execution (politics) - and b) compare them across the spectrums of six diverse language cultures: Arabic, Chinese, (American) English, Farsi, Hebrew, and Swahili. Implications are explored for enhancing leadership 'literacy' in effectively engaging in and bridging different global contexts.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Managing Innovation in the MNE

Session Moderator: **Ziyi Wang**, *Fudan U.*

IM: **Organisational Structure and Product Innovation: A Cross-Cultural Moderated Mediation Analysis**

Author: **Yian Chen**, *Aalto U. School of Business*
Author: **Carl Fey**, *BI Norwegian Business School*

Organisations with a decentralised structure is generally believed to facilitate product innovation. However, certain mechanistic structural elements also have merits in the process. We argue that the configuration of an innovation-enhancing organisational structure is not a universally applicable model, but rather it would also depend on the cultural context. Building upon Burns and Stalker's (1961) contingency theory of organic/mechanistic structures and using survey data from 356 Chinese, Finnish, and Swedish firms, we examine the underlying moderated mediation mechanisms and contextual conditions in the relationship between decentralisation and product innovation in China and the Nordics with contrasting cultural values on power distance. Our results demonstrate that internal knowledge sharing mediates the relationship between decentralisation and product innovation for firms in the Nordics with a low power distance. Formalisation only moderates the association between decentralisation and internal knowledge sharing for firms in China with a high power distance, such that the positive indirect effect of decentralisation on product innovation via internal knowledge sharing is only significant when the level of formalisation is high. The findings enrich the contingency theory by discussing the mixture of both organic and mechanistic structural characteristics and the different mechanisms for product innovation in a cross-cultural context.

IM: **Internationalization Rhythm and Innovation in Emerging Market Enterprises: Evidence from China**

Author: **Ziyi Wang**, *Fudan U.*
Author: **Xiuyuan Fang**, *Fudan U.*
Author: **Yuanxu Li**, *Fudan U.*

Although most studies argue that the irregular internationalization rhythm has a negative impact on corporate innovation, these studies rarely consider the volatile external environment, sudden existential pressures, and strategic opportunities faced by firms, especially those in emerging markets. Therefore, existing studies do not provide adequate insights into the phenomenon that the internationalization of EMNEs (Emerging-market Multinational Enterprises) has been developing in a "jumping fashion". To address this research gap, we investigate how EMNEs' internationalization rhythms influence their innovation performance, and examine the moderating role of internationalization depth and TMT (top management team) international experience based on Chinese listed companies from 2008 to 2020. The results show that the relationship between internationalization rhythm irregularity and innovation in emerging market enterprises is curvilinear (U-shaped), and this U-shaped relationship is steeper when firms have higher internationalization depth. This study reveals the characteristics and role of EMNEs' internationalization rhythms, which extends previous research on the relationship between internationalization rhythm and corporate innovation.

IM: **Innovation of Pharmaceutical EMNEs: Roles of Absorptive Capacity, Internationalization and Government**

Author: **Ruiyi Luo**, *U. of Nottingham Ningbo China*
Author: **Lei Li**, *U. of Nottingham Ningbo China*
Author: **Martin Lockett**, *Nottingham U. Business School China*








This study examines the relationship between absorptive capacity and innovation performance of emerging market multinational enterprises (EMNEs). We find that absorptive capacity contributes to not only firm innovation in general but also exploitative and exploratory innovation in particular when outward FDI breadth increases. In contrast, when outward FDI depth is invoked, there is no clear impact on the firm innovation in general. In addition, we reveal the positive moderating roles of government subsidies and double-edged effects of government intervention. Our study contributes to the exploitation and exploration literature in the context of EMNEs.

IM: **Dispersed Innovation, Strategy, and Innovativeness**

Author: **Tung-Min Hung**, *National Taiwan U. of Science and Technology*

While previous studies show that the effect of dispersed innovation on firm innovativeness remains unclear, we focus on contingencies that help us understand the mechanisms through which firms manage their innovation activities across locations. We present four findings that explain how dispersed innovation influence firm innovativeness. First, the greater the dispersed innovation, the higher innovativeness the firm performs. Second, the effect of dispersed innovation on firm innovativeness is larger when a corporate-wide offshoring strategy is adopted by the firm. Third, the effect of dispersed innovation on firm innovativeness is larger when the governance mode of captive operations is taken. Fourth, while the benefits of diversity and learning may guide firms to offshore many innovation activities across geographical locations, they are able to gain the most returns from dispersed innovation when they highlight the advantages of orchestration and ownership by adopting both a corporate-wide offshoring strategy and a captive governance mode.

KEY TO SYMBOLS

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

Performance Feedback Effects in International Operations

Session Moderator: **Vanessa C. Hasse**, *Ivey Business School*

IM: **Compared to Whom? Performance Feedback and Foreign Divestment of MNEs**

Author: **Dam Yoo**, *Korea U. Business School*

Author: **Jon Jungbien Moon**, *Korea U.*

Drawing on the behavioral theory of the firm and attribution theory, this study examines how performance feedback influences MNEs' decisions to divest foreign affiliates. Based on foreign divestment deals of U.S. MNEs (2017-2022), we found that MNEs' decisions on foreign divestment strongly depend on the type of aspiration level, which serves as a benchmark in organizational performance assessment. Considering the inherent differences between historical and social aspiration levels, we further examine how performance feedback based on the two referents interacts to jointly determine foreign divestment decisions of MNEs. Overall findings suggest that historical and social performance feedback exerts contrasting influences on foreign divestment in isolation. At the same time, they also complement each other in guiding MNEs' foreign divestment strategies into specific directions.

IM: **Temporality of Institutional Reforms and Corporate Renewal Actions of Firms**

Author: **Manish Popli**, *Indian Institute of Management, Indore*

Author: **Mehul Raithatha**, *Indian Institute of Management, Indore*

This study looks into the strategic renewal actions of emerging market firms (EMFs) as pro-market reforms evolve. We discover that as pace of reforms increase, EMFs engage in path dependence (augmentation of internal capabilities) and path creation (cross-border acquisitions) actions. Furthermore, we hypothesize and find support for the idea that the relationship between the pace of reforms and EMFs' selection of future-focused strategic renewal actions is moderated by their performance feedback. Our findings show that firms with performance above the aspiration level prioritize focus on internal capabilities, whereas firms with performance below the aspiration level prioritize cross-border acquisitions. We found support for our hypotheses using a data set of 55,068 firm-year observations from 37 emerging nations from 1998 to 2019.

IM: **Performance Shortfall and R&D Project Termination: A Contingency Approach**

Author: **Renuka Devi S Karthikeyan**, *Grenoble Ecole de Management*

Research projects are expensive and laden with uncertainties making project terminations more likely. Firms rely on various heuristics and environmental cues beyond the focal project's performance or outcomes for project-related decisions. In this study, we aim to explore the role of performance feedback in project termination decisions, which we hypothesize is a U-shaped relationship. We also consider the contingent effect of firm's expertise with respect to project-level attributes: technology and location, on the main relationship. We postulate that both prior experience in the project's technology and the administrative distance, which captures the institutional difference between firm's headquarters' location and project's location, strengthens the U-shaped relationship. We test our hypotheses on a panel dataset of drug development projects undertaken by 230 pharmaceutical firms from 2008 to 2020. Our study contributes to the understanding the influence of performance feedback theory on project-related decision making.

IM: **Reference Point and Risk Behavior by Co-located MNC Subsidiaries**

Author: **Afshin Hamrabadi**, *U. of Trento*

Author: **Fabio Zona**, *U. of Trento*

While the existing international business (IB) research primarily focuses on the risk behavior of multinational corporations as a whole, this study shifts attention toward subsidiary-level risk behavior. Building on the behavioral theory of the firm (BTOF), it accepts that firm risk stems from performance feedback, as organizations compare their performance with a reference point. Thus, this study proposes a novel reference point for an MNC subsidiary, i.e., a reference point at the country level, suggesting that deviations below or above this target represent a key driver of subsidiary risk behaviors. Furthermore, it examines the moderating effect of subsidiary age, explaining why this effect becomes more pronounced in longstanding subsidiaries compared to younger subsidiaries. An analysis of a large sample of foreign subsidiaries located in the United Kingdom, Germany, Italy, France, and Spain supports the hypotheses. This study enriches the literature on subsidiary risk behavior and extends the behavioral theory of the firm by introducing a novel reference point within the subsidiary context. New promising perspectives for scholars and practitioners are offered and discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

IM Division HKUST Best Paper Award in Global Strategy

Session Moderator: **Jiatao Li**, *Hong Kong U. of Science and Technology*

Award Winners will be announced at the IM Division Awards and Recognition session.

IM: **Adapting to Economic Challenges: A Study of Resilience in MNE Subsidiaries**      

Author: **Omid Aliasghar**, *U. of Auckland*
Author: **Kazuhiro Asakawa**, *Keio U.*
Author: **Pedro Mendi**, *U. of Navarra*
Author: **Annique A. Un**, *Northeastern U.*

We analyze the resilience of subsidiaries of foreign multinational enterprises (MNEs) and domestic firms' investment in innovation during economic disruption. We argue that these subsidiaries of foreign MNEs are likely to be more resilient from disruptions than domestic firms in times of crises. This resilience arises from their "foreignness," utilizing their foreign identity and MNE affiliation. The foreign identity enables strategic exploration, allowing these firms to innovate rather than conform to host-country pressures, thereby fostering external resilience. Additionally, their MNE affiliation allows reliance on internal resources, reducing dependence on host-country resources and contributing to internal resilience. Empirical analysis covering 74,131 firm-year observations from 2005-2013 supports these assertions, demonstrating that, despite disruptions, foreign firms are more likely to sustain investment in innovation compared to domestic peers.

IM: **Global City Investment: The Impact of Immigrants and International Experience as Knowledge Sources**  

Author: **Julia Mittermayr**, *Vienna U. of Economics and Business*
Author: **Vera Kunczer**, *Luiss U.*

Foreign investors typically prefer global cities as locations for their foreign direct investments to mitigate liabilities of foreignness (LOF) when investing in a target country. This study posits that firms with access to immigrants from the target country and international experience are better equipped to mitigate these liabilities, making them less dependent on the LOF-reducing benefits of global cities and more inclined to invest outside global cities. Furthermore, we shed light on whether internal knowledge gained through international experience and external migrant knowledge function as complements or substitutes. We test our hypotheses by analyzing 2,591 investments made by MNEs from 20 different OECD home countries in 48 different target countries over a 13-year period from 2003 to 2015. The results demonstrate a positive influence of immigrants and international experience on a firm's likelihood to invest outside global cities. The data further indicate that the effect of immigrants on the probability to invest outside global cities is weaker for internationally experienced firms, suggesting a substitutive dynamic between external migrant knowledge and internal knowledge derived from first-hand experience.

IM: **Exploring Business Network Dynamics When Reshoring** 

Author: **Daniel Pedroletti**, *Uppsala U.*
Author: **Francesco Ciabuschi**, *Uppsala U.*








This paper builds on an explorative case study of a firm reshoring outsourced activities from a host country. We depart from the assumption that reshoring hampers business relationships with suppliers in the host country and, consequently, that the reshoring firm's access to important resources and business opportunities will be restrained. However, our findings show a more complex set of effects at the network level in the host country. In fact, the firm tangible commitment to the host country network reduces, while its intangible commitment increases. We also find a corresponding mixed-impact on the firm's network position, whereby structural embeddedness is weakened by suppliers terminating their relationship with the reshoring firm, while relational embeddedness is conversely expanded in the remaining relationships. This shows that, although the scope of the network is reduced, access to resources in the host country is preserved by mean of fewer but deeper relationships. This study contributes to our understanding of both the network effects of reshoring in the host country and provides more fine-grained elements to the network view of (de-)internationalization.

IM: **A Knowledge-Based View of MNE Support for Inclusive Economic Growth**    

Author: **Vladislav Maksimov**, *U. of North Carolina, Greensboro*
Author: **Can Ouyang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

We examine knowledge-based enablers of MNE solutions for inclusive economic growth. We distinguish between product adaptation and resource sharing practices as different mechanisms for disenfranchised members of society to obtain access to resources and opportunities that enhance their social and economic well-being. The former is aligned with the MNE's short-term profit-maximization motive, while the latter with its long-term success. We focus on managerial diversity and cross-sector connections as knowledge-based factors that increase managerial awareness of socioeconomic issues and strengthen the organizational problem-solving capacity to identify effective solutions. We argue that managerial diversity and cross-sector connections contribute positively to both types of practices, but their effects are more pronounced on product adaptation practices because these are more directly related to the profit-maximization motive of the MNE. Home government social welfare provision affects MNEs' domestic experiences with inclusion practices, and hence the degree to which these can supplement the knowledge needed for international adoption. We argue that home government social welfare provision reduces the need for product adaptation inclusion practices but raises the likelihood for resource sharing practices. We find support for our arguments by analyzing inclusion practices by 760 high-tech MNEs from 48 countries in the period 2005-2016.

KEY TO SYMBOLS

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

Session Type: **Plenary Session**
Program Session: **1591** | Submission: **13522** | Sponsor(s): **(MC)**
Scheduled: **Monday, Aug 12 2024 3:00PM - 4:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Water Tower**

MC Distinguished Speaker

Organizer: **Jeremy Salmeron**, *ISEOR&iaelyon (France)*

Distinguished speaker

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Digitalisation and Technology

Session Moderator: **Mai P. Trinh**, *UTRGV*

MED: Navigating the Landscape of Generative AI in Business Education     

Author: **Mai P. Trinh**, *UTRGV*

Author: **Hong Bui**, *Birmingham City U.*

Author: **Michalis Kourtidis**, *Birmingham City U., Graduate School of Management*

Author: **Deborah Lock**, *Birmingham City U., Graduate School of Management*

Author: **Amerdeep Jakhu**, *Birmingham City U., Graduate School of Management*

The release of ChatGPT at the end of 2022 has sparked unprecedented interest in and applications of generative AI tools in business education. Combining the technology acceptance model and the goal orientation framework, we explored the factors influencing students' perception and application of generative AI tools and their potential consequences in business education. In Study 1 with a sample of 279 business students in a large Master's program, we found that students who perceived generative AI tools like ChatGPT as useful for their learning and easy to use, and those with strong learning goal orientation and strong avoiding performance goal orientations were more likely to use generative AI in coursework. In Study 2, after students had some time to explore and use generative AI as explicitly encouraged by the course instructor, we found that their perceived ease of use increased over time, but their perceived usefulness did not. Using AI tools in coursework resulted in better-perceived skill development and higher self-reported learning but did not reflect higher grades in the course. In Study 3, we interviewed another 30 graduate business students to understand further their perceptions, adoption, and views on the role of the business school and university in this new AI game. We call for business schools to actively engage their faculty and students in conversations about generative AI in learning to make the best use of this inevitable trend.

MED: The Criticality of Organisational Readiness of Business Schools for AI: The Time is Now 

Author: **Catherine Denise Cawley**, *Trinity Business School, Trinity College Dublin*

Author: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*

Business schools, already complex endeavours involving multiple stakeholders and increased competition, are facing further disruption from rapid technology advancements in the artificial intelligence (AI)/machine learning space. We explore how business schools need to adapt to AI through two sections: Understanding the Context of AI in Business Education, and Organisational Readiness for AI in Business Schools. The first section provides a landscape of technology adoption in industry and higher education, and the different perspectives, academic, student, and organisational, that can be taken to better understand AI in this context. In the second section we further examine the organisational perspective and propose the use of organisational readiness frameworks, which are prevalent in industry, to assess the readiness of business schools for AI. We particularly study the socio-technical elements identified in AI readiness literature of People, Process, Technology, and Data. Our paper provides a path forward in the form of a framework to study the readiness of business schools with the practical goal of supporting business school leadership as they engage with new developments around AI, and its implications for the organisation.

MED: In Tandem with ChatGPT-4: How LLM Enhance Entrepreneurship Education and Business Model Innovation  

Author: **Sarah Mueller-Saegebrecht**, *TU Dresden*

Author: **Isabell Lippert**, *TU Dresden*

The dynamic landscape of entrepreneurship education requires continuous innovation in pedagogical approaches. In this sense, the introduction of ChatGPT, a leading artificial intelligence (AI)-based large language model (LLM), represents a transformative shift in digital learning. This case study presents a pioneering exploration of the integration of LLMs into undergraduate entrepreneurship education, with a particular focus on business model (BM) design and business model innovation (BMI). Through a three-day interactive workshop, we explored how LLMs, in particular the third and fourth generation of ChatGPT, can help students develop new business models of well-known companies and transform existing ones. In this case study, we draw on the 'tandem' between university students and LLM that is literally driving the lineage of tomorrow's higher education. We argue that it requires the interaction of both parts - the students and the LLM - to produce valuable and efficient content. In this context, we present criteria for assessing the validity, precision and quality of AI-generated outputs. Based on our observations, we also report on what opportunities and threats arise when using generative AI in education. Finally, we discuss which competencies are crucial for students and teachers in the future when LLMs could be established in entrepreneurship education. Our case study suggests that LLMs indeed help students to prototype business models faster and more accurately. This also allows us to contradict the still widespread opinion that ChatGPT provides too superficial results. Our results have the potential to push entrepreneurship pedagogy to the next level.

MED: The Search for the Golden Ticket: A Value Chain and VRIO Experiential Exercise  

Author: **Tera L. Galloway**, *U. of St. Thomas*

Experiential learning is used throughout management and business courses, and while the benefits of experiential learning are well established, they are less often used when teaching strategic management. Yet, many concepts in strategy, such as the value chain, are often difficult for students to understand. The abstract nature of these topics, coupled with the limited real-life exposure to strategy in general, make these topics particularly difficult for students to understand and apply. The Golden Ticket exercise was designed to help students correctly apply the VRIO framework and conduct a value chain analysis. At the end of the exercise, students are able to see the big picture of the firm's value creating activities, identify the firms' core competencies, and create the value chain for the firm. This exercise can be used in undergraduate and graduate strategy, marketing and management classes, and can be taught face to face or online. Student feedback suggests that they found this exercise engaging, practical and an enlightening way to learn about value chain analysis and core competencies.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1593** | Submission: **10636** | Sponsor(s): **(MH, ENT)**
Scheduled: **Monday, Aug 12 2024 3:00PM - 4:30PM CT (UTC-5)** at **Swissotel Chicago** in **Monte Rosa**

Then & Now: Stewardship Theory

Session Chair: **Sarah Burrows**, *Smith School of Business, Queen's U.*

Session Chair: **Catherine Faherty**, *Dublin City U.*

Distinguished Speaker: **James H. Davis**, *Utah State U.*

Distinguished Speaker: **David Schoorman**, *Purdue U.*

Moderator: **Craig D. Crossley**, *U. of Central Florida*

This is designed to be a fun and interactive session focused on the stories and people behind some of our major management theories. As a relatively young academic discipline, we are fortunate to have many pioneers and second-generation thought leaders that have observed and participated in the evolution of our theories from inception to present day. "Then & Now" is an annual symposium that appeals to new and seasoned scholars from across the academy. This year's session focuses on Stewardship Theory. The symposium will begin with Jim Davis and David Schoorman describing how they became interested in this topic, collaborators/supporters, and how this construct developed. Sarah Burrows and Catherine Faherty will then describe how their recent research on stewardship has evolved from the original body of work, how it has provided inroads for research partnerships with family businesses, and possible future directions. The symposium concludes with the audience sharing their own perspectives and stories related to the ideas and people who have shaped this growing body of research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Navigating Team Dynamics and Organizational Identification



Session Moderator: **Tingting Lang**, *School of Business, Renmin U. of China*

MOC: **How to Manage the Duality of Multiple Team Membership: The Role of External and Internal Diversity**  

Author: **Tingting Lang**, *School of Business, Renmin U. of China*
Author: **Thomas Arend De Vries**, *U. of Groningen, Faculty of Economics and Business*
Author: **Haoyuan Li**, *U. of International Business and Economics*
Author: **Jason D. Shaw**, *Nanyang Technological U.*

It has long been recognized that multiple team membership is a double-edged sword for teams, but the search for mechanisms and contingencies continues to puzzle researchers. From a social network perspective, our theory posits that accessing heterogeneous external resources through a team's external network ties underlies the benefits of multiple team membership for team performance. In the meanwhile, drawing upon attention and role theories, we suggest that multiple team membership can negatively impact team productivity by diminishing the heterogeneity of team members' external roles. To reconcile these divergent theoretical perspectives on the team consequences of multiple team membership, we introduce an informational perspective. This perspective suggests that teams can strengthen the upsides of multiple team membership and mitigate the associated downsides by adjusting the level of their internal informational diversity. Through this integrated approach, our framework aims to provide theoretical insights into the mechanisms and contingencies determining why and when multiple team membership is beneficial or detrimental for teams.

MOC: **Meso Mindfulness in Teams: The Moderating Roles of Peer Mindfulness and Peer Mindfulness Diversity**  

Author: **Neetu Choudhary**, *U. of Melbourne*
Author: **Carol Gill**, *Melbourne Business School*

We investigate the relationship between an employee and their peers to advance understanding of interpersonal mindfulness dynamics in teams. First, we replicate the relationship between employee mindfulness and emotional exhaustion via surface acting. We then examine whether mindfulness amongst team peers moderates this relationship. Specifically, we propose that having team peers high in mindfulness will strengthen the negative relationship between employee mindfulness and surface acting; we further argue that high team peer mindfulness diversity will weaken the moderating effect of peer mindfulness through a dilution effect in teams. Across two independent studies examining individuals in teams over time, we found support for our theoretical model. This is the first examination of the role of peer mindfulness on individual team members, using a unique meso-level approach. We highlight social identification, social learning, and social and emotional contagion as vehicles for meso effects. Keywords: mindfulness, peer mindfulness, peer mindfulness diversity, surface acting, emotional exhaustion

MOC: **Identification in Temporary Organizations: A Framework of Identification as a Cross-Level Construct** 

Author: **Peter Foreman**, *Illinois State U.*

Identification can be framed and operationalized across levels of social aggregation. In organizations, this takes the form of identification with one's work group, unit or division, and overall organization (Van Knippenberg & Van Schie, 2000). While scholars have examined multi-level identification [MLI] and its effects in the workplace (Ashforth et al, 2008; Riketta & Van Dick, 2005), significant questions and gaps remain. In particular, there is a lack of integrative models that combine multiple levels, research has not examined possible cross-level differences in motives for identification, and scholars have made only limited connections with other organization studies concepts. In this paper, we attempt to address these gaps by developing a conceptual framework of multi-level identification within the unique context of iterative (temporary) organizations—specifically the Olympics. We develop a model of MLI wherein the specific local event and the overarching association act as concurrent targets of identification in a two-dimensional space, leading to four types of identification. We propose different motives, referents, mechanisms, and consequences of identification with the four types, and make connections to other organizational concepts and literatures. We discuss the model's applicability to other types of temporary organizations—and to organizations in general, and we examine the implications of the framework with respect to theory and practice.

MOC: **Courage in the Workplace: Unraveling the Duplicitous Effects of Organizational Identification**

Author: **Philip Holmes**, *Pensacola Christian College, Department of Business*
Author: **Justin Scott**, -
Author: **Matt Oglesby**, *U. of North Alabama*

The construct of courage has proved to offer invigorating discussions for thousands of years; however, courage, as it relates to its influence in the workplace, remains understudied in empirical research. While intuitive assumptions suggest primarily positive associations with courage, some antecedents of social courage also relate to deleterious outcomes. Organizational identification represents one such antecedent. The current manuscript adopts social identity theory (SIT) to hypothesize two mediating mechanisms (i.e. risk openness and psychological entitlement) between organizational identification and workplace social courage, as well as between organizational identification and unethical pro-organizational behaviors (UPB). We also use social learning theory to hypothesize the moderating effects ethical leadership may have on organizational identification's relationship with UPB, through both the direct path and indirectly through psychological entitlement. Our study supports most of the hypothesized relationships, with the exception that risk openness did not mediate the relationship between organizational identification and UPB. The research offers nuanced insights explaining the duplicitous effects organizational identification may prompt. We suggest that while fostering organizational identification may help facilitate conditions where individuals engage in the appropriate risks associated with social courage, organizational leaders must adopt ethical principles to help mitigate the tendency for highly identified individuals to develop psychological entitlement and perform unethical behaviors on behalf of themselves and/or the organization. We provide valuable guidance for organizational leaders seeking to cultivate a courageous yet ethical workplace culture and offer suggestions researchers might use to further investigate the construct of social courage.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Developing Development: Beliefs and Behaviors Driving the Provision of Feedback, Advice, & Coaching



Session Chair: **Hayley Blunden**, *American U., Kogod School of Business*
Session Chair: **Ting Zhang**, *Harvard Business School*
Discussant: **Avraham N. Kluger**, *Hebrew U. of Jerusalem*
Presenter: **Paul Isaac Green**, *U. of Texas at Austin*
Participant: **Constantinos V. Coutifaris**, *McCombs School of Business, U. of Texas at Austin*
Participant: **Min Ju Lee**, *UT Austin*
Presenter: **Yena Kim**, *U. of Chicago Booth School of business*
Participant: **Thomas Talhelm**, *U. of Chicago Booth School of business*
Participant: **Raye Zhu**, *Kellogg School of Management, Northwestern U.*
Participant: **Thomas Bradford Bitterly**, *HKUST Business School*
Participant: **Emma Levine**, *U. Of Chicago*
Presenter: **ZhengPeng(Matt) Wang**, *U. of Toronto*
Participant: **Nicole Abi-Esber**, *Harvard Business School*
Presenter: **Xiawei Dong**, *Hong Kong U. of Science and Technology*
Participant: **Shaocong Ma**, -
Participant: **Martha Jeong**, *Hong Kong U. of Science and Technology*
Presenter: **Bushra Sarah Guenoun**, *Harvard Business School*

In this symposium, we consider the beliefs and behaviors that impact how leaders provide development, ultimately aiming to help leaders create more developmental organizations. In particular, we advance research on developing development by examining how these core beliefs and behaviors underlie the following questions: 1) What are the different forms of developmental activities that enable individuals to learn and grow? 2) Who can provide sources of development?, and 3) How is development provided?). The symposium program brings together research on feedback, advice, and coaching, and considers activities ranging from informal interactions (e.g., seeking feedback or advice) to formalized processes (e.g., annual feedback processes and structured coaching conversations). By bringing together these papers, we enable our field to think more holistically about the wide range of ways people receive development in organizational life with an eye towards improving its outcomes.

The Dark Side of Transmitting the Culture in Feedback

Author: **Paul Isaac Green**, *U. of Texas at Austin*
Author: **Min Ju Lee**, *UT Austin*
Author: **Constantinos V. Coutifaris**, *McCombs School of Business, U. of Texas at Austin*

Feedback Intuitions Across the East and West

Author: **Yena Kim**, *U. of Chicago Booth School of business*
Author: **Raye Zhu**, *Kellogg School of Management, Northwestern U.*
Author: **Emma Levine**, *U. Of Chicago*
Author: **Thomas Talhelm**, *U. of Chicago Booth School of business*
Author: **Thomas Bradford Bitterly**, *HKUST Business School*

People Use More Second-Person and Fewer Impersonal Pronouns in Positive vs. Critical Feedback

Author: **ZhengPeng(Matt) Wang**, *U. of Toronto*
Author: **Nicole Abi-Esber**, *Harvard Business School*
Author: **Hayley Blunden**, *American U., Kogod School of Business*

Reverse the Curse of Failure: Learning Cues Increase Willingness to Seek (and Share) Failures

Author: **Xiawei Dong**, *Hong Kong U. of Science and Technology*
Author: **Martha Jeong**, *Hong Kong U. of Science and Technology*
Author: **Shaocong Ma**, -

The Role of Managers' Developmental Beliefs in Coaching

Author: **Bushra Sarah Guenoun**, *Harvard Business School*
Author: **Ting Zhang**, *Harvard Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Future of (Identity) Work: New Frontiers in Occupational Identity Research



Organizer: **James Hughey**, *U. of Utah, David Eccles School of Business*
 Organizer: **Devin Rapp**, *San Diego State U., Fowler College of Business*
 Organizer: **Glen E. Kreiner**, *U. of Utah, David Eccles School of Business*
 Organizer: **Dane Cannon**, *U. of Utah, David Eccles School of Business*
 Organizer: **Robert Monnot**, *U. of Utah, David Eccles School of Business*
 Discussant: **Kristie Rogers**, *Marquette U.*
 Presenter: **Andrew D. Brown**, *U. of Bath*
 Presenter: **Trenton A. Williams**, *BYU Marriott School of Business*
 Presenter: **Chad Benjamin Murphy**, *Oregon State U.*
 Presenter: **James Hughey**, *U. of Utah, David Eccles School of Business*

Amidst the transition to a post-industrial economy and the rise of nonstandard work arrangements, researchers have been encouraged to follow the flow of work—and workers—from organizations toward more modern (and increasingly prominent) forms of organizing like occupations. Questions abound, however, with respect to how identity work—the forming, repairing, maintaining, strengthening, and/or revising of one's self-concept—is conducted outside of traditional organizational structures and, further, the extent to which existing theories accurately describe the full breadth of identity work in such contexts. This symposium aims to highlight ongoing research on identity work in the new world of work—i.e., occupations and their occupants—with a specific emphasis on comparing and contrasting identity phenomena in occupations with existing theory. To advance our thinking on this important topic, we bring together a diversity of research (and researchers) to help explicate this increasingly prevalent phenomenon.

Moving on While Going Back? How Refugees Craft New Lives While Not Abandoning Those Still Suffering

Author: **Trenton A. Williams**, *BYU Marriott School of Business*
 Author: **Ramzi Fathallah**, *Telfer School of Management, U. of Ottawa*

It's All in a (Stage) Name: How Anticipatory Creative Identities Facilitate Creativity & Well-Being

Author: **Chad Benjamin Murphy**, *Oregon State U.*

Fit or Misfit? Toward a Theory of Identity Construction in Nonstandard Work Contexts

Author: **James Hughey**, *U. of Utah, David Eccles School of Business*
 Author: **Devin Rapp**, *San Diego State U., Fowler College of Business*
 Author: **Robert Monnot**, *U. of Utah, David Eccles School of Business*
 Author: **Dane Cannon**, *U. of Utah, David Eccles School of Business*
 Author: **Glen E. Kreiner**, *U. of Utah, David Eccles School of Business*

Desired and Feared Occupational Identities

Author: **Sarah Page-Jones**, *U. of Bath*
 Author: **Andrew D. Brown**, *U. of Bath*

KEY TO SYMBOLS

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

Exploring the Intersection of Spirituality, Religion and Business



Session Moderator: **Tianyuan Yu**, *Mount Saint Vincent U.*

This session explores the intersection of spirituality, religion, and business through various philosophical, empirical, and applied lenses. It brings together diverse perspectives to foster a rich dialogue on the ways in which spirituality and religion can contribute to more meaningful, ethical, and socially responsible business practices.

MSR: Towards a Zen-Informed Spiritual Research Paradigm: Philosophy, Methodology, and Evaluation Criteria

Author: **Tianyuan Yu**, *Mount Saint Vincent U.*

This article explicates a Zen-informed spiritual research paradigm based on an Eastern Buddhist worldview that fundamentally transcends the Western mainstream assumptions. Beginning with a proposed definition of “spiritual research”, this article systematically discusses the features of a Zen-informed spiritual research paradigm in terms of ontology, epistemology, axiology, and methodology. The author uses a field study (Yu, 2021; Yu & Mills, 2023; Yu, 2024) to showcase the application of Zen methodologies with respect to research design, data sampling, data collection, data analysis, theorizing, and report writing. The author also proposes a list of criteria for evaluating spiritual research along with applicable methodological strategies. This research potentially opens a new field in the MSR domain, namely, Zen-informed spiritual research.

MSR: Exploring the Role of Religious Rituals in Family Firm Identity Work: An Ethnographic Study

Author: **Mustafa Kavaz**, *Sheffield U. Management School*
Author: **Tom Buckley**, *Senior Lecturer in International Business*
Author: **Alex Wright**, *Audencia Business School*

This study explores the constitutive role of religious rituals in identity work within family firms, focusing on a faith-led family business in Anatolia, Turkey. Employing an ethnographic approach, we examine how firms integrate religious rituals into their daily operations, shaping identity and culture. Our investigation reveals three key dynamics: fostering unity and egalitarianism, weaving faith into business practices, and cultivating communal bonds and cultural integration. These dynamics underscore the transformative role of religious rituals in creating liminal spaces for identity work, where traditional structures and roles are temporarily dissolved, facilitating alternate understandings and identities. This research makes three significant contributions to the literature on family firms and identity work. Firstly, it delineates how religious rituals inherently constitute identity work, emphasizing their dynamic role in fostering unity, weaving faith into business practice, and cultivating communal bonds. Secondly, this research broadens the discourse on identity work in family firms by underscoring an intrinsic role for religious rituals. Lastly, it extends knowledge on religious values in family firms, focusing on how rituals embed preferred values within a business's cultural and operational fabric, thereby enriching our understanding of the role of rituals in shaping the character and ethos of family firms.

MSR: The Morality of Markets: Buddhism, Emptiness, and a Process Philosophy Theory of Markets

Author: **Chris Meyer**, *Baruch College*
Author: **Sudhir Nair**, *U. of Victoria*
Author: **David Gordon Cohen**, *Skidmore College*

Markets have become identified with a set of attributions based on political perspectives. Many progressives call for public policy to trump markets just as many conservatives call for them to be used without intervention. One side views them with suspicion and the other as the answer to everything. What is the solution to this conundrum? Are markets moral or immoral? Buddhist philosophical tenets and Process Philosophy offer an alternative ontological approach to markets that sets aside these reifications as misguided. They argue that markets are empty of any core, fixed, essence. These concepts suggest we study how markets operate and what they do, which is aggregate collective knowledge and disseminate information. This theoretical perspective uses markets' causal relations to build a useful antidote to common socio-political assertions about markets and market-based economies. In an age of increasing social and political polarization, this can help replace partisan arguments with guidance as to how we might use and regulate markets.

MSR: Fair Wage: An Analysis of Executive Compensation Through the Lens of Catholic Social Teaching

Author: **Brian Michael Saxton**, *John Carroll U.*
Author: **Mariah Webinger**, *John Carroll U.*
Author: **James Martin**, -

The controversy surrounding executive compensation has received attention in the popular press and in academic literature. We explore executive compensation through the lens of Catholic Social Teaching (CST). First, we discuss fairness of executive compensation through an economic perspective and a Corporate Social Responsibility (CSR) perspective. Next we outline the basic principles of CST and compare and contrast them with CSR. We identify human dignity, in contrast to profit maximization, to be the differentiator between the two. Next, we use CST to develop a model for measuring excessive executive compensation. We then conduct a cluster analysis of our measure of excessive compensation with another CST variable, investment in employees. Lastly, we examine differences in the clusters regarding environmental performance. In the full sample, we find that firms that pay their executives more excessively invest less in employees and environmental performance to be significantly and positively correlated with excessive executive compensation. This suggests that firms either pay their executives excessively for better environmental performance or use “greenwashing” to distract society from the justice issues of executive compensation. Next, we break the sample into clusters based on excessive executive compensation and investment in employees. Within the cluster that most closely aligns with CST, a greater investment in employees suggests a greater environmental performance; solidarity among people is positively and significantly related to solidarity with the earth. However, in cluster one there is no relationship and in cluster two environmental performance is related to higher excessive executive compensation which is also related to lower investment in employees.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Team Neurophysiological Synchrony: Evolutionary Foundations of Team Dynamics



Organizer: **Chen Erez**, *Bar-Ilan U.*
Discussant: **Yair Berson**, *McMaster U.*
Presenter: **Florence Jauvin**, *U. du Québec à Montréal*
Presenter: **Alon Burns**, *Bar Ilan U., Department of Psychology, Israel*
Presenter: **Chen Erez**, *Bar-Ilan U.*
Presenter: **Imogen Weigall**, *U. of South Australia*

There are moments in life when we feel as one. When we share a laugh, high-five after a win, clap in unison with a huge crowd in a concert, dance, and even when watching an emotional moment on TV. These are times we feel together. Times we are in sync. Such moments and feelings have sprung the curiosity of academics and gave rise to the research field of interpersonal synchrony - the temporal coupling of relationship-relevant events between partners. Interpersonal synchrony is essential for bonding since it functions as an evolutionary 'social glue' - a natural, organizing mechanism, that coordinates the ongoing exchanges of sensory, hormonal, and physiological stimuli. In its infancy, synchrony research focused on dyadic relationships - parent-child, romantic couples, etc. Understandably, teams and organizational researchers have gradually taken an interest in studying the function and antecedents of neurophysiological synchrony in teams in a variety of contexts and with many issues in mind (e.g., team dynamics and outcomes). In this symposium, a diverse group of scholars would share insight from cutting-edge, large-scale scientific endeavors on teams, in and out of the lab. We will discuss synchrony in multiple physiological modalities, such as heart rate and specific brain activity patterns, and what each could add to our understating of team processes while focusing on issues such as team dynamics, leadership, composition, emotion regulation, and performance. Thus, we hope to contribute both to our current understanding of teams, as well as share hands-on experience in how team scholars and professionals could use similar practices in their respective fields and environments.

Leading The Rhythm: Investigating Need Supportive Leadership

Author: **Florence Jauvin**, *U. du Québec à Montréal*
Author: **Sebastiano Massaro**, *Surrey Business School*
Author: **Jacques Forest**, *École des sciences de la gestion (ESG UQAM)*

Charismatic Signaling Stirs The Hearts and Brains of Followers: A Neurophysiological Inquiry

Author: **Alon Burns**, *Bar Ilan U., Department of Psychology, Israel*
Author: **Ilanit Gordon**, *Bar Ilan U.*
Author: **Laurel Trainor**, *McMaster U.*

Members' Emotional Regulation Impacts Team Performance, as Synchrony Drives Regulated Teams' Success

Author: **Chen Erez**, *Bar-Ilan U.*
Author: **Ilanit Gordon**, *Bar Ilan U.*

On The 'Same Wavelength': Exploring Neural Predictors of Team Cognition and Performance

Author: **Imogen Weigall**, *U. of South Australia*
Author: **Ruchi Sinha**, *UniSA*
Author: **Ina Bornkessel-Schlesewsky**, *U. of South Australia*
Author: **Matthias Schlewsky**, *U. of South Australia*
Author: **Zachariah Cross**, *Dynamic Brain Lab, Northwestern Feinberg School of Medicine*

KEY TO SYMBOLS

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

Learning to Fly (Creatively)

Session Moderator: **Fu Yang**, *Southwestern U. of Finance and Economics*

OB: **Hindrance or Impetus? The Divergent Effects of Procrastination Today on Next-Day Creativity**

Author: **Fu Yang**, *Southwestern U. of Finance and Economics*
Author: **Zhou Zihan**, *Southwestern U. of Finance and Economics*
Author: **Deping Wen**, *Southwestern U. of Finance and Economics*
Author: **Mengying Xie**, *Southwestern U. of Finance and Economics*

Previous research has accumulated fruitful literature examining the deleterious effects of procrastination. However, looking at research on procrastination and creativity, not all types of procrastination have equal effects. Drawing on the control theory perspective, we supplement this line of research by distinguishing the different effects of passive and intentional procrastination on creativity. In specific, this research proposes that daily passive procrastination hinders creativity the next day via rumination at night, while intentional procrastination on days is positively related to next-day creativity by facilitating reflexivity at night. Furthermore, role breadth self-efficacy, as a key individual belief, is designated as an important boundary condition of the above relationships, wherein the effects of passive procrastination are mitigated, but the effects of intentional procrastination are accentuated as role breadth self-efficacy increases. Using a time-lagged experience sampling study of 145 employees' 1,003 daily surveys, the results from multilevel path analysis support our hypotheses. These findings bring a richer understanding of procrastination consequences and throw light on the importance of personal beliefs to ease the burdens and ensure the benefits.

OB: **Influencing Factors and Trigger Path Mechanisms of Creative Deviance**

Author: **Pengcheng Zhang**, *Huazhong U. of Science and Technology*
Author: **Wang Yunru**, *Huazhong U. of Science and Technology*
Author: **Xuhong Zhao**, *Huazhong U. of Science and Technology*

The importance of employee innovation to enterprises is self-evident. Compared with formal innovation, creative deviance that is not constrained by the organization may be the norm of innovation in enterprises. However, prior research lacks a systematic exploration of how to energize employees' creative deviance. From the perspective of MOA theory, this study extracts six antecedent conditions of creative deviance at the levels of motivation, ability, and opportunity by using the rooted theory approach and fuzzy-set qualitative comparative analysis (fsQCA), and explores the multiple triggering mechanisms of employees' creative deviance. Taking employees of high-tech enterprises as a sample, we found three types of triggering paths for employees' creative deviance: (a) Ability-Driven, (b) Creativity-driven norm-breaking motives-Job autonomy Substitution (i.e.CNM-JA Substitution), and (c) Structural strain-Resource bricolage Combination (i.e.SS-RB Combination). The results of the study not only deepen and broaden the conditions for the formation of individual creative deviance, but also provide a reference for enterprises to adopt targeted innovation strategies.

OB: **Does Cyberloafing Always Impair Creative Performance? A Knowledge-Based Perspective**

Author: **Jingni Dong**, *School of Business, Renmin U. of China*
Author: **Wenxin Du**, *Renmin Business School Renmin U. of China*

The use of the Internet as a critical component of business activities has led to increasing interest in the impact of employee cyberloafing. While much of the extant research has focused on the negative effects of cyberloafing, we advance the literature by examining how and when cyberloafing may facilitate employee creative performance. In taking a knowledge-based perspective, we specifically focus on browsing-related cyberloafing and propose that it can enhance creative performance due to its positive relationship with knowledge acquisition. We also hypothesize that job demands serves as a key boundary condition to this pathway such that when job demands is lower (rather than higher), the positive relationship between browsing-related cyberloafing and creative performance via knowledge acquisition is strengthened. Our results using multi-level path analysis from a two-wave field study involving 203 employees and their 35 direct supervisors provide support for our hypothesized relationships. We discuss the implications to the cyberloafing literature and the managerial practice.

OB: **Employee Deep Learning and Surface Learning in the Workplace**

Author: **Changjun Li**, *Wuhan U., Economics and Management School*
Author: **Kunjing Li**, *School of Innovation and Entrepreneurship, Hubei U. of Economics*
Author: **Xu Huang**, *Hong Kong Baptist U.*
Author: **Jingyu Dong**, *Xi'an Jiaotong U.*

Learning is crucial for employees' self-improvement and work success. While some forms of learning are effective in promoting expected results, certain types of learning might be inefficient and less helpful, draining organizational resources and hindering performance improvement. In three studies, we propose and differentiate two workplace learning strategies—deep learning and surface learning that employees may adopt in job-related learning. We theorize that deep learning focuses on truly comprehending knowledge, whereas surface learning merely focuses on memorizing and reproducing knowledge. Given such difference, we hypothesize that only deep learning, instead of surface learning, is effective in enhancing employees' cognitive flexibility and subsequent creativity, especially when completing complex tasks. We also propose that deep learning tend to be triggered by learning-related job demands, while surface learning is likely to be induced by performing-related job demands. In Study 1, using four independent samples with qualitative and quantitative data, we developed the conceptualizations and measures of deep and surface learning. In Study 2, we examined the consequences and antecedents of deep and surface learning in an on-site training context. Results showed that compared to surface learning, deep learning had a stronger positive effect on employees' cognitive flexibility and subsequent creativity. Learning demands were positively associated with deep learning, whereas performing demands were positively associated with surface learning. We replicated these findings in Study 3, a three-wave, multi-source survey conducted in a general field context. Additionally, Study 3 also found that the advantages of deep learning became more salient in complex (vs. simple) tasks.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Why Are You Behaving So Badly?

Session Moderator: **Jarrold Haar**, *Massey U. Business School*

OB: The Causes and Consequences of Deviant Side Hustles: A Three Sample Exploration    

Author: **Jarrold Haar**, *Massey U. Business School*
Author: **David Brougham**, *Massey U. Palmerston North*

The idea of a 'side hustle' has received growing interest due to the global cost-of-living crisis. This study explores deviant side hustles (DSH) when employees aim to earn additional income from an additional job at the same time as their main job. We conduct two studies to extend our understanding on side hustles relating to doing two jobs simultaneously. Study 1 has two samples (n=769 employees and n=268 managers) and we explore the antecedents (e.g., working-from-home) of a DSH. We find shared and distinct drivers for each sample, and we find a DSH occurs at low levels, although managers have significantly higher levels than employees. Study 2 explores behavioral outcomes of engaging in a DSH using time-lagged data on 596 workers. We find largely detrimental effects – higher turnover intentions and counterproductive work behaviors – but also a beneficial effect towards innovation behaviors. The overall conclusion is that DSH appear real and occur infrequently, but when they do occur, they are largely detrimental for employees and their employers.

OB: The Sun is Bright, but too Bright to Stare at: Employee Approach and Avoidance Networking Behaviors

Author: **Tingxi Wang**, *Xi'an Jiaotong-Liverpool U.*
Author: **Qi Wang**, -
Author: **Yue Xu**, *Xi'an Jiaotong-Liverpool U.*

There are inconsistent conclusions on the effectiveness of leader sacrifice. Revisiting the two faces of leader sacrifice (i.e., benefiting the collective while being personally risky), we propose that leader sacrifice is a double-edged sword. Drawing on the fundamental approach and avoidance behavioral system, we explore how and when leader sacrifice shapes employee networking behaviors. Specifically, leader sacrifice's bright side of benefiting the collective can facilitate employee elevation, further promoting employee approach behaviors of leader-directed citizenship behavior. On the other hand, the leader sacrifice's dark side of being personally risky can elicit employee self-interest concern, resulting in employee avoidance behaviors of alienation toward the leader. Further, employee collectivism will influence when leader sacrifice's bright or dark sides exhibit. Results from a time-lagged field study with 241 employees and their paired leaders in China supported our hypothetical model. Theoretical and practical implications are discussed.

OB: Effect of Family Motivation on Time Theft from An Impression Management Perspective

Author: **Dandan Li**, *Shanghai International Studies U.*
Author: **Liang Meng**, *Shanghai International Studies U.*
Author: **Biyun Hu**, *Shanghai International Studies U.*








Employee time theft, a prevalent unethical work behavior, can incur substantial costs for organizations, thus garnering increased attention from both scholars and practitioners. Family motivation, a primary driver for many employees, may exhibit a dual relationship with time theft, potentially increasing such behavior due to individuals' self-interest-seeking tendencies while also decreasing it due to concerns about job security. Thus, understanding the intricate relationship between family motivation and time theft is of paramount importance. Drawing from an impression management perspective, we posit that employees with strong family motivation are inclined to reduce time theft as a means to cultivate a positive professional image. This tendency is particularly pronounced in workplaces where time theft norms are strong. Through a three-wave online survey and a scenario-based experiment, our findings support that employees with higher family motivation are more likely to manage the impressions others form of them, leading to fewer identifiable time theft behaviors, including taking unsanctioned breaks, falsifying work hours, and excessive socialization, particularly when they work in organizations where strong time theft norms are in place.

OB: Do They See Eye to Eye? Supervisor and Employee Perspectives of Unethical Pro-Organization Behavior  

Author: **Soojin Lee**, *Korea U. at Sejong*
Author: **Ji Hoon Lee**, *Southern Illinois U.*
Author: **Gukdo Byun**, *Chungbuk National U. South Korea*

Drawing on the halo effect, this study examines how employees' unethical pro-organizational behavior (UPB) is perceived by their supervisors and how it affects overall evaluation of employees. First, we propose that an employee's UPB may be seen as either UPB or organizational citizenship behavior (OCB) depending on the supervisor's perspective. Second, we suggest that the employee's task performance serves as a boundary condition for whether the supervisors perceive the employee's UPB as UPB or OCB. Third, we contend that the overall evaluation of the employee differs depending on whether the supervisors perceive the employee's UPB to be UPB or OCB. A total of 280 supervisor-employee pairs were analyzed to test our hypotheses. Our findings suggest that supervisors see an employee's UPB as either UPB or OCB, and the intensity of this perception is moderated by the employee's task performance. Specifically, a supervisor perceives an employee's UPB to be lower when the employee's task performance is high, regardless of whether the employee's UPB was high or low. Additionally, we found that supervisors perceive an employee's UPB more as OCB when the employee's task performance is high rather than low. Furthermore, our findings demonstrate that the supervisor's perception of an employee's UPB—whether it be UPB or OCB—impacts the overall evaluation of the employee. Lastly, theoretical and practical implications are discussed.

KEY TO SYMBOLS

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

Nature, Nurture, and Emotions

Session Moderator: **Kimberly K. Merriman**, *U. of Massachusetts, Lowell*

OB: **Nature at Work: Unraveling the Psychological Valuation of Biophilic Work Environments** 

Author: **Kimberly K. Merriman**, *U. of Massachusetts, Lowell*
Author: **Nabi Ebrahimi**, *UMass Lowell Manning School of Business*
Author: **Sarah Kostanski**, *PhD Student at UMass Lowell*

Organizations increasingly design workplaces to incorporate biophilic elements – i.e., elements of nature. Whereas extant research follows the evolutionary foundation of biophilic theory to emphasize the effect of nature on workers, this study extends inquiry to the sensemaking pathways through which individuals ascribe value to biophilic work environments. Drawing on hedonic valuation and affective events theory, we delineate a preference and “willingness to pay” for nature at work via a direct path of anticipated hedonic utility and an indirect path of affective spillover and attributions towards the employing organization. We triangulate support for this model through national survey data (Study 1), a between-person experiment (Study 2), and a within-person experiment combined with qualitative data (Study 3). These findings contribute an interpretivist perspective to biophilic theory and inform understanding of subjectively perceived physical work environments and non-pecuniary workplace benefits, particularly in relation to biophilic design.

OB: **Examining Stressors' Impact on Occupational Attitudes: A Psychological Resource Framework Study**  

Author: **Hsin-Hung Chen**, *Feng Chia U.*
Author: **Julia Anna Przybylska**, *College of Management, Yuan Ze U.*
Author: **Ching-Fang Wei**, *ORGANIZATIONAL BEHAVIOR*
Author: **Khine Zar Lwin**, *College of Management, Yuan Ze U.*

This investigation extends the theoretical foundations of the Conservation of Resources (COR) framework by scrutinizing the impact of challenge and hindrance stressors on employees' work engagement and meaningful work. The study delves into the underlying mechanisms and contextual nuances of these associations, elucidating the roles of ego depletion and psychological capital as potential mediators, and social support as a moderator. Employing structural equation modeling, the research administers 238 questionnaires in a two-stage data collection process, encompassing both single and multiple job holders. The findings underscore the pivotal role of both internal and external resources in mitigating the effects of stressors, ultimately fostering positive working attitudes among employees. This investigation provides actionable insights for managers and organizations, facilitating a nuanced understanding and effective management of the intricate impacts of stressors on employee engagement and meaningful work.

OB: **Beyond Happiness: Toward a Resource-Based Understanding of Emotional Preferences**  

Author: **Florence Bernays**, *U. of Zurich*
Author: **Lauren Christine Howe**, *U. of Zurich*
Author: **Jochen I. Menges**, *U. of Zurich*








We introduce emotional preferences to management research, capturing the specific emotional states people want to feel at work. Integrating control theory with a resource-based perspective, we propose that emotional preferences reflect the ideal states that employees pursue when regulating their emotions at work and that the degree to which employees can experience their emotional preferences at work – what we call emotional fit – predicts how depleted employees become in the short (daily) and longer-term (over weeks). Specifically, we argue that daily emotional fit predicts task performance in the short term and that accumulated emotional fit predicts job satisfaction and emotional exhaustion in the long term. We further outline why these long-term effects of accumulated emotional fit depend on how consistently emotional preferences are experienced over time. Data from an experience sampling study generally supports our hypotheses and shows that the effect of emotional fit is different from happiness and general positive affect. Together, our findings demonstrate the importance of considering individual preference in theories of positive emotions and in doing so, spark new lines of inquiry to examine the nomological network of emotional preferences in management and beyond.

OB: **Differential Impacts of Binary Work Stressors on Work Procrastination**

Author: **Jiajing Wang**, *School of Management, Harbin Institute of Technology*
Author: **Huimin Luo**, *School of Management, Harbin Institute of Technology*
Author: **Ali Hasan Mumtaz**, *Harbin Institute of Technology*
Author: **Li Zhang**, *Harbin Institute of Technology*

The high costs of work procrastination underscore the necessity of understanding this phenomenon. Drawing from the emotional events theory and the regulatory focus theory, this paper adopts an emotional-based perspective to suggest differential effects of binary work stressors on work procrastination, mediated by two forms of emotions (work attentiveness and emotional exhaustion) and moderated by individual regulatory focus. A two-wave survey study tests the proposed model; challenge stressors impede employees from engaging in work procrastination through increased work attentiveness, especially among those with a high promotion regulatory focus. Hindrance stressors prompt work procrastination through increased emotional exhaustion, especially among employees with a high prevention regulatory focus. These findings have notable practical and theoretical implications.

KEY TO SYMBOLS

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

Are You Talking to Me? Communication at Work

Session Moderator: **Lan Wang**, *Peking U.*

OB: **A Digital Heart in the Gig Economy: How Algorithmic Norms Influence Doctors' Compassion Expression**   

Author: **Lan Wang**, *Peking U.*

Author: **Xiao-Ping Chen**, *U. of Washington*

Author: **Chen Chen**, *The Chinese U. of Hong Kong, Shenzhen*

Existing research has extensively examined injunctive and descriptive norms in traditional work settings. However, little is known about how gig workers respond to norms shaped by algorithms. We conceptualize “algorithmic norm,” defined as people’s perception of behavioral patterns shaped explicitly or implicitly by the logic embedded in algorithm(s) adopted by digital platforms. Using a dataset of 1,470 doctors and 225,766 responses collected over 472 days from a digital health platform in China, along with six vignette-based experiments involving 1,164 doctors, we investigate how and why the algorithmic norm supersedes descriptive and injunctive norms to impact web doctors’ compassion expression. Drawing on the focus theory of normative conduct, we predict that prior to algorithm adoption, web doctors conform to the descriptive norm to seek social approval from peers. However, post-algorithm implementation, their focus gradually shifts towards the algorithmic norm, motivated by a desire for system approval. Results across all studies support these predictions. Additionally, we find the enduring independent influence of injunctive norms in shaping individual online behavior. Our findings thus extend the focus theory into a bi-focal framework. This research underscores the significance of theorizing and examining the algorithmic norm as a key driver of worker behavior in the gig economy.

OB: **The Backlash of Email Punctuation for Women: Warmth and Discriminatory Behavioral Intentions**  

Author: **Jaelyn Ann Margolis**, *Pepperdine U.*

Author: **Jennifer Franczak**, *Pepperdine U.*

Research has shown that the behaviors of men and women are often interpreted differently in the workplace. However, the existing literature has largely focused on the gendered implications of face-to-face interactions, with less attention being placed on the gendered implications of computer-mediated communication. This study aims to better understand how (un)friendly computer-mediated communication can be beneficial or costly for employees. Adopting parallel-constraint-satisfaction theory (PCST), which holds that neither a stereotype nor observed behavior can fully explain impression formation alone, the current study posits that friendly communication in the form of email exclamation mark usage (i.e., the behavior) will ultimately be interpreted differently for men and women (i.e., the stereotype). Building upon the stereotypical expectation of women to be more communal than men, it is predicted that women who adhere to the norm of friendliness via their exclamation usage in emails are perceived as warm and encounter fewer discriminatory behavioral intentions. However, women who buck this norm and do not use exclamation marks face backlash in the form of increased discriminatory behavioral intentions as a result of perceived lowered levels of warmth. It is predicted that men’s exclamation usage does not have as large of an impact on recipient discrimination assessments. Results across two samples, an experimental manipulation and an analysis of actual emails received, provide support for the proposed model.

OB: **Local and Global Status Concerns Independently Predict Jargon Use**

Author: **Zachariah Brown**, *HKUST Business School*

When do academicians utilize circumlocutions and sesquipedalian pleonasms to elucidate discoveries and promulgate pedagogical proclamations? That is, when do scientists use jargon to describe their research? We argue that a speaker’s social goals, above and beyond their communicative ones, influence their language use. The current research explores the use of one form of language—jargon—to symbolically signal a speaker’s social standing. Existing theories in sociology, economics, and linguistics, which suggest that higher-status and embedded individuals within professional networks use more jargon than lower-status and newer members. In contrast, we propose that low status, both global (e.g., organizational status within an industry) and local (e.g., individual status within a team), increase jargon use in the hopes of securing higher status from audiences. To test our hypotheses, we constructed a novel dataset using seven years of academic poster titles presented at the largest annual personality and social psychology conference (N = 8,239). As public presentations, posters represent a highly evaluative context where people hope to secure respect from an audience. Analyses revealed that both global and local status concerns independently predicted jargon use in poster titles. For global status, the status of the authors’ universities predicted jargon use; authors from lower-status schools included more jargon in their poster titles. For local status, first authors with a co-author from a higher-status university included more jargon in their titles. These results suggest that individuals use jargon to secure status, regardless of whether the source of their status concerns are global or local.

OB: **Supervisor Positive Gossip and Employee Receivers: The Moderation of Performance Goal Orientation** 

Author: **Fangliang Zhang**, *Guangxi U.*

Author: **Xiaoyu Wang**, *Guangxi U.*

Author: **Wanwan Huo**, *School of Business, Renmin U. of China*

Author: **Yanfang Xu**, *Renmin U. of China*

Although research on supervisor gossip has taken a balanced view to examine its functions and dysfunctions for employee receivers, there is notable gap in the exploration of supervisor positive gossip compared to negative gossip. By integrating social comparison theory and goal orientation theory, we contend that the influences of supervisor positive gossip on employee receivers’ self-efficacy and job performance depend on the level of receivers’ performance goal orientation (PGO). Specifically, we propose a negative effect of supervisor positive gossip on receivers’ self-efficacy for high-PGO receivers, and a positive effect for low-PGO receivers. Furthermore, we argue that receivers’ self-efficacy mediates the relationship between supervisor positive gossip and their job performance. Empirical findings from dyadic data collected from 161 supervisors and 556 employees in a Chinese company provides support for our hypotheses. This study contributes to the nuanced understanding of the dual nature of supervisor positive gossip, and deepens the integration of goal orientation theory into the gossip literature.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Taking Control: Self-Regulation Processes at Work

Session Moderator: **Jie Guo**, *U. of North Georgia*

OB: The Opposite of Procrastination? Conceptualization and Measurement of Workplace Precrastination   

Author: **Jie Guo**, *U. of North Georgia*

Author: **Inchul Cho**, *U. of North Georgia*

Author: **Sushil Nifadkar**, *U. of Nebraska, Lincoln*

Author: **Rao Fu**, *U. of Wisconsin at Madison*

Precrastination is the phenomenon wherein individuals exhibit a propensity to rush task-related activities and complete them as soon as possible. Studies have demonstrated that precrastination is a common phenomenon in several domains; due to its widespread use in everyday life (e.g., answering emails quickly, finishing work rapidly), precrastination has received significant media and scholarly attention. However, despite growing interest in the topic, no psychometrically sound measure exists to capture precrastination, which impedes progress in precrastination research in organizations. This is important, as some scholars view precrastination as conceptually and empirically opposite to the more commonly known construct of procrastination. In this study, we develop and validate a measure of workplace precrastination for use in future research. Our findings suggest that precrastination is distinct from procrastination and that it contributes unique variance to several organizationally relevant behavioral and attitudinal constructs.

OB: A Cross-National Meta-Analytic Investigation of Antecedents and Consequences of Regulatory Focus  

Author: **Yan Tu**, *Central China Normal U.*

Author: **Lixin Jiang**, *U. of Auckland*

Author: **Guanyu Zhang**, *U. of Auckland*

Regulatory focus theory (Higgins, 1997) has attracted increasing attention in management and organizational behavior research. Building on and expanding upon the current application of regulatory focus theory, we develop a theory-driven nomological network of regulatory focus to comprehensively understand its predictors and outcomes and to unravel the mechanisms and boundary conditions for its implications. Specifically, our meta-analysis aims to: (a) summarize demographic, dispositional, and contextual antecedents and various outcomes of regulatory focus, (b) investigate the processes (i.e., work engagement and emotional exhaustion) underlying regulatory focus effects, and (c) explore theoretical (i.e., cultural individualism-collectivism) and methodological moderators (i.e., regulatory focus types and behavioral rating sources) for regulatory focus implications. Based on 213 articles with 250 samples and 70,673 participants from 30 countries/regions, we found that individual dispositions and contextual factors of leadership and job characteristics were meaningful predictors of regulatory focus. Promotion focus influenced distal attitudinal and behavioral outcomes (except task performance) via both work engagement and emotional exhaustion, whereas prevention focus affected distal work outcomes via work engagement but not via emotional exhaustion. Additionally, the fit between prevention focus and national collectivist cultures enhanced work engagement and reduced emotional exhaustion. Common method bias inflated the relationships between promotion focus and work behaviors. Our findings have important theoretical and practical implications.

OB: Development and Validation of a Work Regulatory Mode Scale

Author: **WEICHENG LU**, *Peking U., School of Psychological and Cognitive Sciences*

Author: **Guiquan Li**, *Peking U., School of Psychological and Cognitive Sciences*

Author: **Haixin Liu**, *Beijing Jiaotong U.*

Regulatory Mode Theory articulates two core components of self-regulation: locomotion, which focuses on the aspect of movement implementation towards achieving goals, and assessment, which involves critical deliberation and comparison of alternatives. While the theory inherently posits both chronic and situational aspects of these modes, empirical research has predominantly concentrated on the chronic component. This skew in focus is largely due to the lack of a reliable measure for the situational aspect, resulting in a critical gap in the theory's application and understanding, particularly in dynamic settings such as the workplace. Addressing this crucial shortfall, we introduce the development and validation of a Work Regulatory Mode Scale, explicitly designed to assess the situational component of regulatory modes. This research is pivotal as it not only provides a much-needed empirical tool to measure situational regulatory modes at the workplace, but also aligns theoretical postulations with practical research applications, enhancing the comprehensiveness of Regulatory Mode Theory.

OB: Proactive or Withdrawal? When and How Digital Learning Demands Influences Employee Behavior 

Author: **Jie Liu**, *School of Economics and Management, Beijing U. of Posts and Telecommunic*

Author: **Hui Chen**, *Beijing U. of Posts and Telecommunications*

Author: **Xiao-Hua Wang**, *Beijing Normal U.*

Author: **Xin-Qian Ding**, *Beijing U. of Posts and Telecommunications*

Digital learning demands refers to the requirement for employees to acquire knowledge and skills related to digital technologies and to adapt to new work methods and processes. Drawing on the conservation of resources theory, this study aims to provide a nuanced understanding of the impact of digital learning demands on employee psychological states and behaviors. We propose that digital learning demands can either lead to employee proactive behavior by enhanced energy or result in withdrawal behavior through increased ego depletion, with digital transformational leadership serving as a crucial boundary condition that determines whether digital learning demands may lead to positive vs. negative employee outcomes. We tested our conceptual model using three-wave multi-source survey data collected from 425 employees and 55 team leaders across various private enterprises in China. The results showed that when digital transformational leadership is high, digital learning demands has a positive indirect effect on proactive behavior through energy. Conversely, when digital transformational leadership is low, digital learning demands exerts a positive indirect impact on withdrawal behavior through ego depletion. Theoretical contributions and practical implications of the findings are discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Good and Bad of Leadership

Session Moderator: **Hai Viet Nguyen**, *National Sun-Yat Sen U.*

OB: Leader-Member Fit on Follower Perceptions of Authoritarian Leadership and Self-Efficacy

Author: **Hai Viet Nguyen**, *National Sun-Yat Sen U.*

Author: **Hao-Chieh Lin**, *National Sun Yat-Sen U.*

Effective management requires adaptable behaviors and leadership styles tailored to staff needs and circumstances. However, research often isolates individual leadership styles, overlooking their interaction and the intricate dynamics between leaders and followers. Leaders exhibit behavior fluctuations daily or based on individual followers, warranting exploration into how and when they adapt styles to grasp nuanced leadership dynamics. Drawing on complementary fit theory and ambidextrous leadership theory, we propose that the degree of fit between leader transformational leadership and follower proactive personality will determine his/her control toward the follower, captured by follower perceived authoritarian leadership. As leadership control is also crucial to organizational effectiveness, we also examine the relationship between authoritarian leadership and follower self-efficacy. Our study of 102 leaders and 342 followers in Taiwan reveals that misalignment heightens perceived authoritarianism. Also, authoritarian leadership exhibits a U-shaped relationship with follower self-efficacy, peaking when leaders display very high or very low authoritarianism. This study significantly contributes to team leadership and followership literature by illuminating adaptive leadership dynamics. Our findings offer key insights for effective leadership practices, emphasizing the intricate connections between leader styles, follower perceptions, and outcomes.

OB: Crossover Effects of Servant Leadership on Employee Spouses: The Social Mindfulness Lens

Author: **Zhou Xiaozhou**, *School of Management, Harbin Institute of Technology*

Author: **Jie Zhong**, *School of Economics and Management, Tsinghua U.*

Author: **Chuqi Hang**, *Harbin Institute of Technology*

Author: **Li Zhang**, *Harbin Institute of Technology*

Drawing on work-family enrichment theory, the study focus on how servant leadership as an other-oriented leadership style enhances employee spousal ratings of family life quality through its effect on employees' other-orientedness. Specially, we propose that servant leadership can increase employees' social mindfulness (i.e., perspective taking and empathic concern) so that to understand spouses' thoughts and care for their feelings, which improve their perception-family life quality. Besides, the study examines the moderating effect of job demands on the relationships. A statistical analysis of 307 three-wave, employee-spouse dyad data shows that both perspective taking and empathic concern mediate the positive effect of servant leadership on employee spouses' family life quality. Job demands positively moderates the relationship. The indirect effect of servant leadership on employee spouses' family life quality be strengthened when employees are in high job demands context. Finally, we discuss the theoretical and practical implications as well as future research directions of the findings.

OB: The Dual Effects of Leader Self-Complexity on Leadership Adaptability: The Underlying Mechanisms 

Author: **Lanyue Fan**, *Surrey Business School*

Author: **YanJun Guan**, *U. Nottingham Ningbo China*

Author: **Zhuang Liu**, *U. of Western Ontario*

In a complex and dynamic business world, effective leadership requires adaptability. Researchers have long recognized the importance of leader self-complexity in enhancing this adaptability. However, the underlying mechanisms by which leader self-complexity affects adaptability remain unclear. Furthermore, current theories and empirical studies on leader self-complexity mainly emphasize its advantages in facilitating leadership adaptability, while often overlooking potential costs. This research employs conservation of resources theory to uncover two distinct processes linking leader self-complexity to adaptability: a cognitive pathway (i.e., cognitive flexibility) and an affective pathway (i.e., role conflict and well-being), thereby exploring its dual effects. Data were collected from 330 US leaders at three time points. The results demonstrated that different components of leader self-complexity influenced adaptability via cognitive and affective pathways differently. The number of leadership roles did not show any significant positive or negative effect on adaptability through either pathway. Differentiation among roles increased role conflict and decreased well-being, which in turn negatively influenced cognitive flexibility and adaptability. Conversely, integration among roles showed positive effects on adaptability through both pathways.

OB: The Impact of Shared Leadership on Informal Learning and Team Commitment: A Cross-Level Analysis

Author: **Lauren D'Innocenzo**, *Drexel U.*

Author: **Will Ramey**, *US Army*

Author: **Michael Kukenberger**, *U. of New Hampshire*

In contemporary work environments, there is a shift towards distributing leadership roles within teams based on members' talents, emphasizing shared leadership where influence and responsibilities are collectively shared among team members. Extensive research has shown that shared leadership positively impacts team performance, cognitive and motivational processes, and various team behaviors. However, limited attention has been paid to how shared leadership affects individual team members. This study investigates its influence on informal learning within teams. Additionally, it examines the impact of shared leadership on team commitment at both individual and team levels. We explore our hypothesized relationship between shared leadership, individual informal learning, and team commitment in two distinct samples, including 55 teams in a Fortune 500 manufacturing firm and 58 student teams working on a complex semester-long simulation. By delving into these dynamics across different levels of analysis, this research aims to provide insights into the multifaceted effects of shared leadership on individual learning and commitment within teams, offering valuable implications for organizations seeking to foster collaborative leadership and enhance team effectiveness and commitment.

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Selected as a Best Paper

Leaders Are People, My Friends: Leadership Traits Research

Session Moderator: **Yue Wang**, *U. of Illinois at Chicago*

OB: **How Leader Workaholism Influences Follower Job Satisfaction and Goal Progress** 

Author: **Yue Wang**, *U. of Illinois at Chicago*

While workaholic leaders are common in today's workplace, the influence of leader workaholism in the workplace remains a question requiring further exploration. Drawing on workaholism literature as well as social information processing theory, we proposed an individual-level model from an other-centric perspective to answer the questions of how, why, and when leader workaholism influences followers' work attitude and performance. Results of a three-wave survey study with a sample size of 135 suggested that leader workaholism has a positive relationship with follower work effort pressure. Through follower work effort pressure, leader workaholism has negative indirect relationships with follower job satisfaction and goal progress. In addition, we found that task-oriented leading behaviors strengthen the indirect relationships between leader workaholism and follower job satisfaction and goal progress through follower work effort pressure. Altogether, our investigation advances theory by improving the understanding of workaholism's impacts in the workplace.

OB: **CEO Humility and Strategic Inertia: A Moderated Mediation Model of the CEO-TMT Interface** 

Author: **Sicheng Luo**, *The Hong Kong Polytechnic U.*

Author: **Pepijn Van Neerijnen**, *U. of Amsterdam*

Author: **Siqi Luo**, *Macau U. of Science and Technology*

Author: **Roger Chou**, *Advanced Business Consulting, Inc*

In today's dynamic business landscape, firms grapple with constant shifts in technological, political, economic, and social dimensions, necessitating strategic change for sustained relevance. However, strategic inertia afflicts many firms, hindering adaptation and impeding progress. Existing literature primarily explores industry and organizational antecedents, leaving it unclear how managers, especially CEOs, influence strategic inertia. To fill the void, we turn to the literature on CEO-TMT interface, proposing that CEO humility—a positive personality trait exhibited by CEO—shapes TMT reflexivity, which is a shared cognitive state vital for adaptive decision-making. The findings based on multiple sources and three-wave survey data from 141 firms indicate that CEO humility indirectly affects strategic inertia through TMT reflexivity. Moreover, the relationship is moderated by the CEO-TMT exchange differentiation. Our study offers insights into reducing organizational inertia, elucidating the microfoundations and cognitive dynamics of strategic change. We also advance the understanding of strategic implications of humble CEOs by exploring their interaction with TMT members.

OB: **Romanticism: A Trait That can Turn Narcissistic Leaders into Visionaries** 

Author: **Martin Buss**, *U. of Potsdam, Germany*

Author: **Eric Kearney**, *U. of Potsdam*

Author: **Mara Metzger**, *U. of Potsdam*

Although there are many examples of highly narcissistic leaders who were celebrated for their visionary foresight, empirical studies have thus far provided only mixed and indirect evidence for the idea that leader narcissism could be an antecedent of visionary leadership. In this research, we argue that narcissism alone does not make a visionary leader, but that narcissism only engenders visionary leadership and positive follower outcomes when leaders possess an additional trait: romanticism. We draw on contingencies of self-worth theory to argue that it is the combination of a narcissist's extreme desire to feel special paired with the romantic tendency to search for and passionately work toward a more abstract ideal that fosters visionary leadership. We propose that leader narcissism's effects on visionary leadership and, in turn, follower identification with the leader and follower performance are more strongly positive for leaders high in romanticism. We find support for these predictions in a three-wave, lagged design field study with 310 leader-follower dyads. Overall, our research suggests that it is romanticism that turns narcissistic leaders into visionaries.

OB: **Directing or Not? An Adaptive Leadership Perspective on Directive Leadership**

Author: **Hua Li**, *Xi'an Jiaotong U.*

Author: **Haoyu Wang**, *Xi'an Jiaotong U.*

Although the value of directive leadership has been widely recognized, there is a very limited understanding on the antecedents of such leadership behaviors. By integrating adaptive leadership theory and trait-activation theory, we propose that leaders' directive behaviors are their adaptive outcomes through the interaction with team members: high core self-evaluation (CSE) leaders are more likely to adopt directive leadership behaviors when team collective CSE is lower, but reduce such behaviors when team collective CSE is higher. We further hypothesize a three-way interaction in which team collective CSE and team performance jointly moderate the relationship between leader CSE and directive leadership. Results from a multi-source two-wave field study with 203 leaders and their team members corroborated our hypotheses. Overall, the research illustrates a contingency model of directive leadership's origins. We advance directive leadership literature by offering new insights into the complex adaptation processes that facilitate or constrain leaders to demonstrate directive leadership.

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Selected as a Best Paper

Repetition Pays: Insights from ESM Research

Session Moderator: **Chen Kangyu**, *school of management, Jinan U.*

OB: **Family Strain, Work Passion Drain: The Impact of Daily Family Demands on Daily Work Passion**

Author: **Chen Kangyu**, *school of management, Jinan U.*

Author: **Guan Zehui**, *school of management, Jinan U.*

Author: **Lihua Shi**, *Guangzhou U.*

Author: **Jessica (Yongyi) Liang**, *school of management, Jinan U.*

The determinants of work passion have garnered increased attention from scholars and practitioners. However, little is known about whether and how family-related factors impact work passion. Drawing on Conservation of Resources (COR) theory, this research investigated the effects of daily family demands on daily work passion by examining the mediating role of daily psychological detachment from family and the moderating roles of work-life balance self-efficacy and availability of family-friendly policies. Employing a daily diary design involving 161 participants across three consecutive weeks, this study reveals that employees encountering a day with high family demands tend to experience diminished psychological detachment from family on the subsequent day. This, in turn, translates to decreased levels of work passion. Furthermore, employees' work-life balance self-efficacy and availability of family-friendly policies buffer the adverse impact of daily family demands on daily psychological detachment from family and attenuate the indirect effects of daily family demands on daily work passion via daily psychological detachment from family. This research extends the literature on work passion and psychological detachment by shifting the current focus the work to the family domain.

OB: **Strategic Utilization of Microbreaks: Linking Regulatory Focus for Enhanced Work Outcomes**

Author: **Zhuyi Li**, *Renmin U. of China*

Author: **Sooyeol Kim**, *National U. of Singapore (NUS)*

Challenging the traditional notion of microbreaks as merely a passive response to work demands, our research introduces a novel perspective: microbreaks can be strategically utilized by employees to fulfill their specific work goals. By integrating the goal-setting framework with the regulatory focus theory, we investigate how employees' daily goals, especially prevention-focused and promotion-focused ones, serve as catalysts for taking four unique microbreaks: relaxation, nutrition-intake, social, and cognitive, and the subsequent impact on their work outcomes. In our research, we conducted two studies: a multi-wave study and an experience sampling method (ESM) study, encompassing 113 full-time employees across 10 days, accumulating 1,005 daily observations. Our findings suggest that when driven by prevention-focused goals, employees were more inclined to take relaxation microbreaks, which decreased fatigue and subsequently increased task performance and reduced work withdrawal. Conversely, when driven by promotion-focused goals, employees were more inclined to take social microbreaks, leading to an increase in state self-efficacy and subsequently enhanced task performance and creative behaviors.

OB: **Microbreaks and Recovery at Home**

Author: **Sooyeol Kim**, *National U. of Singapore (NUS)*

Author: **Kai Chi Yam**, *National U. of Singapore*

Author: **Wonjoon Chung**, *Soongsil U.*

Drawing from effort-recovery model, the current study examines the spillover effects of employees' short recovery at work (i.e., microbreaks) on their recovery at home (i.e., relaxation, psychological detachment, mastery, and physical activity) as well as sleep quality. To test our hypothesized model, we conducted two experience sampling method (ESM) studies, encompassing 133 full-time employees in the U.K. across 10 days, accumulating 1,038 daily observations (Study 1) and 113 full-time employees in South Korea across 10 days, accumulating 1,005 daily observations (Study 2). Our findings suggest that on days when employees take more microbreaks at work, they are less likely to experience energy depletion at the end of the workday, which increased more high-effort recovery experiences (i.e., mastery and physical activity), engage in less relaxation, and experience increased sleep quality. Additionally, Study 2 suggested employees' boundary management strategy (separation vs. integration) as a cross-level moderator that shapes the relationship of energy depletion after work with microbreaks at work.

OB: **Toward Understanding Employees' Pro-Social and Pro-Self Reactions to Coworkers' Proactive Behavior**

Author: **Yahua Cai**, *Shanghai U. of Finance and Economics*

Author: **Weili Zheng**, *Shanghai U. of Finance and Economics*

Author: **Sebastian C. Schuh**, *China Europe International Business School (CEIBS)*

Author: **Kan Ouyang**, *Shanghai U. of Finance and Economics*

Author: **Depeng Liu**, *Shandong U.*

Building on social-learning and self-enhancement theories, we develop and test a dual-path model that explains when and why observing coworkers' team-oriented proactive behavior can trigger positive (i.e., pro-social behavior) and negative (i.e., unethical pro-self behavior) employee responses. We tested our model in three studies, including a multi-wave, multi-source study using a round-robin design (Study 1), a pre-registered experience sampling study (Study 2), and a pre-registered scenario experiment (Study 3). Consistent with our hypotheses, we found that when employees witnessed their co-workers engaging in team-oriented proactive behaviors, they experienced heightened pro-team motivation and, subsequently showed more team-oriented and citizenship behaviors. However, observing coworkers' team-oriented proactive behavior was also positively related to employees' self-enhancement motive, which enhanced their unethical pro-self behavior. Moreover, these effects depended on observers' identification with their teams. Specifically, as employees' team identification increased, the positive impact of coworkers' team-oriented proactive behavior on pro-team motive (self-enhancement motive) was strengthened (weakened). We discuss the theoretical and practical implications of this new, observer-oriented perspective to proactive behavior.

 **OB: Using the “Situational Eight DIAMONDS Model” to Understand Daily Moral Disengagement at Work**

Author: **Babatunde Ogunfowora**, *Haskayne School of Business, U. of Calgary*

Author: **Varun Sharma**, *Indian Institute of Management Indore*

Author: **Mohammad Khalilnejad**, *Haskayne School of Business, U. of Calgary*

Author: **Kimberly Weston Moore**, *North Carolina Central U.*

According to Bandura (1986), people employ moral disengagement not only to justify wrongdoing on a grand scale, but also in everyday situations. However, our understanding of how daily situational encounters activate moral disengagement at work is limited. Integrating the Situational Eight DIAMONDS model with the Self-enhancement/Self-protection framework, the current research a) explores the key characteristics of work situations associated with daily fluctuations in moral disengagement, b) investigates whether in such daily situations, “good” or “normal” people are likely to morally disengage in line with Bandura’s assertion, and c) tests the impact of daily moral disengagement on daily enactment of genuine and instrumental OCBs. In a three-week diary study, we find broad support for our prediction that daily self-protection (characterized by Adversity/Negativity) and self-enhancing (Deception) situations trigger daily moral disengagement at work. Unexpectedly, work situations perceived to have sexual/romantic potential (“Mating”) also triggered moral engagement. All four situation effects were significant for employees low to moderately high (up to the 74th percentile) on trait Honesty-Humility. Lastly, daily moral disengagement was subsequently associated with greater daily instrumental OCB and fewer genuine OCB, especially for low to moderately high Honesty-Humility. We discuss the implications of our findings for moral disengagement theory and research.

KEY TO SYMBOLS



Teaching-oriented



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Research-oriented



Diversity-oriented



Selected as a Best Paper

Qualitative Insights Regarding New Workplace Phenomena and Challenges

Session Moderator: **Arik Cheshin**, *U. of Haifa*

OB: Digital Emotional Labor: Unravelling the Benefits and Challenges of Text-Based Service Exchanges 

Author: **Arik Cheshin**, *U. of Haifa*

Author: **Einat Lavee**, *U. of Haifa, Department of Human Services*

Although it is well-established that emotional labor presents many challenges for service employees, much of the preexisting literature is based on assumptions and empirical research grounded in face-to-face or voice-to-voice service exchanges. Within this qualitative work, we delve into the emotional labor experience of customer service representatives (CSRs) who engage in emotional labor via two modalities - phone and text-based chat. Using qualitative interviews of 40 CSRs from a large utilities company, as well as additional 7 managers and experts from other service organizations, and observations of the service center, we compared their experiences. We found that text-based service yields a different experience of emotional labor. First and foremost, despite the presence of emotions in text-based service, they are experienced as more subdued and have less of an impact on the CSR compared with traditional emotional labor. Moreover, the ability to interact in text-based exchanges with multiple customers at once, and the leanness of non-verbal cues, such as demographic indicators, make the customers seem more like tasks than people. Yet, CSRs are now faced with a new challenge - to appear human and prove they are not bots. We refer to this new form of emotional labor - digital emotional labor.

OB: High Visibility: The Internal Processing and Management of Visibility in Micro-Celebrities 

Author: **Brandon Mathew Fogel**, *U. of Nebraska, Lincoln*

Author: **Amy Bartels**, *U. of Nebraska, Lincoln*

Author: **Jonathan Hendricks**, *U. of Nebraska, Lincoln*

Research on visibility has provided insights into how others perceive the visible, yet there has been little consideration of how visible employees process and manage their own visibility. We develop a grounded theory model of the internal experience of visibility through 52 interviews conducted with micro-celebrities, or individuals famous in a specific community. We find that after becoming visible, these individuals are dropped into a "pressurized environment" that stimulates their desires and expectations about their visibility. These individuals then make choices surrounding their reactions to and strategies to manage their high visibility. Our findings reveal four visibility management approaches that capture their focus, presentation, and primary audience and prompt a unique set of consequences for the individual. Our grounded process model serves as an initial step in uncovering how the visible feel about their own visibility.

OB: Negotiating the Challenges of Relational Work Meaningfulness: Multiple Role Images in Nursing Home

Author: **Jiaxin Lin**, *PhD candidate, School of Economics and Management*

Author: **Chen Qian**, *School of Economics and Management Tsinghua U.*

I draw upon a year-long inductive study involving 42 interviews, observations and archival documents, surrounding nursing workers who face daily challenges presented by their clients (the elderly), and how they navigate the meaningfulness of their work. Through an inductive analysis of these interviews and observations, we discern four distinct 'role experiences' and scrutinize how employees react to and cope with challenges, as well as the ensuing ramifications.

OB: Solitude in Remote Work: Navigating the Challenges of Agency and Self-Management  

Author: **ZhengPeng(Matt) Wang**, *U. of Toronto*

Author: **Jana L. Raver**, *Queen's U.*

Employees returned to in-person work globally with ease of the COVID-19 pandemic, yet working remotely for at least a portion of one's workdays (i.e., hybrid work) has remained prevalent and popular. Employees are therefore choosing to continue working alone in solitude. Scholars have often assumed that solitude leads to loneliness, but this sole focus on the negative side of solitude does not allow for the possibility that many employees embrace and enjoy solitude in remote work. In this research, through a qualitative study that analyzes 801 employees' naturalistic reports of solitude from Reddit, we explore employees' experiences of solitude in remote work from a more balanced perspective. We find that employees' experiences of solitude depend on how well they internalize and mentally represent their immediate, physical environment, as well as their distant, socially embedded community. Such representations and preservations then depend on the implicit relationship theories about the relationships between their selves and these two environments that they form and carry with them from in-person work. These theories influence their experiences of solitude, at the beginning, and their coping with such experiences afterward.

KEY TO SYMBOLS



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Selected as a Best Paper

When Emotions Drive Work Outcomes

Session Moderator: **Bo Lv**, *Renmin U. of China*

OB: **When Follower Expresses Anxiety to the Leader: Leader Emotional Reaction and Cognitive Inference**      

Author: **Bo Lv**, *Renmin U. of China*

Author: **Xin Liu**, *Renmin U. of China*

Author: **Byron Y. Lee**, *China Europe International Business School (CEIBS)*

Author: **Long Zhang**, *Hunan U.*

While emotional expression literature has garnered considerable attention in the field of organizational behavior, research has mainly paid attention to the effect of leader emotional expression on follower outcomes. However, an increasingly prevalent phenomenon that followers express emotions to the leader has been unexamined. In this regard, our research shifts the focus of emotional expression from a leader-centric to a follower-centric lens by exploring the impacts of follower anxiety expression to the leader on the leader's role performance (i.e., leader effectiveness) and well-being (i.e., insomnia). Drawing upon the EASI model, we propose that follower anxiety expression hurts leader effectiveness and enhances the likelihood of insomnia through leader anxiety as an emotional pathway, whereas it also benefits leader effectiveness and reduces insomnia through leader feeling trusted as an inferential pathway. Moreover, servant leadership acts as a vital contingency which amplifies the double-edged impacts of follower anxiety expression on leaders through both emotional and inferential pathways. The results from a pre-registered two-wave, multi-source survey study containing 286 leader-follower dyads from China supported our hypotheses. Theoretical contributions to the literature on emotional expression, servant leadership, and trust are discussed.

OB: **Workplace Fun Practices and Their Influences on Job Outcomes: An Affective Events Theory**

Author: **Thomas A. Birtch**, *U. of Exeter*

Author: **Zhenyao Cai**, *Shanghai U.*

Author: **Flora Chiang**, *China Europe International Business School (CEIBS)*

This research investigated the effect of workplace fun (WPF) practices on two job attitudinal outcomes (job satisfaction and job stress). Building on affective events theory (AET), this study proposes a mediating role of fun experience and a moderating role of employee cynicism between WPF practices and two job outcomes. Two independent studies were conducted to test the hypotheses. Study 1 includes the data collected from three service organizations in Hong Kong, China and study 2 includes the data collected through an online survey platform. The results show that fun experience mediates the relationship between WPF practices and two job outcomes. Moreover, employee cynicism serves as a boundary condition between WPF practices and fun experiences. A first-stage moderated mediation model was supported. Discussion and future research directions were discussed.

OB: **Exploring the Impact of Parenting Stress on Employees' Intention to Quit and Work-Family Balance**

Author: **Juthaporn Boonyaphen**, *Southwestern U. of Finance and Economics*

Author: **Yang Ye**, *Southwestern U. of Finance and Economics*

Author: **Siyuan Li**, *Southwestern U. of Finance and Economics*

Parenting stress poses a significant challenge for working parents, impacting their well-being and work outcomes, especially when considering traditional gender role contexts. This study employs a dual-stage moderated mediation model to explore the way parenting stress influences employees' intention to quit and work-family balance. Using data from the Household, Income, and Labor Dynamics survey in Australia (HILDA) spanning from 2002 to 2021, we apply a Generalized Structural Equation Modeling (GSEM) and bootstrapping for empirical analysis. A positive link between parenting stress and the intention to quit is identified, alongside an impact on work-family balance mediated by factors as work pressure and self-discrepancy. Crucially, gender and marital status emerge as key determinants in defining the impact of parenting stress.

OB: **When Follower Anxiety Expression Promotes Task Performance? A Self-Concordance Model Perspective**     

Author: **Bo Lv**, *Renmin U. of China*

In the face of escalating competition, followers are increasingly susceptible to anxiety. In this regard, an important approach that might help to alleviate anxiety is to express it to the leader. However, it remains unclear about the intrapersonal effects of follower anxiety expression on follower task performance. Building upon the self-concordance model, we posit that follower anxiety expression enhances task performance through both individual (i.e., recovery level) and social (i.e., leader empathy) resource pathways. However, this positive effect is offset when followers have higher trait narcissism due to the incongruity between their anxious expressions and grandiose personality tendencies. Our pre-registered two-wave, multi-source survey study data involving 273 leader-follower dyads from China largely supported our hypotheses. Theoretical contributions to emotional expression, SCM, narcissism, and leadership literature are also discussed.

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Selected as a Best Paper

It's About Time: The Meaning of Time and Work

Session Moderator: **Natasha Zimmerman**, *U. of Canterbury*

OB: Belongingness at Work: The Unveiled, Relational, and Seen Selves

Author: **Natasha Zimmerman**, *U. of Canterbury*

Author: **Joana Kuntz**, *U. of Canterbury*

Author: **Sarah Wright**, *U. of Canterbury*

The extant literature suggests that belongingness is a human imperative, and a necessary element of a fulfilling life. Whereas belongingness and its proximate constructs have been explored in a variety of contexts, an understanding of its essence remains elusive in organisational contexts. This qualitative research explores employees' experiences of belongingness at work. Data were collected from in-depth interviews of twelve participants in the United States and New Zealand. A grounded theory approach was utilised to develop three theoretical categories identified as the unveiled self, the relational self, and the seen self. These dimensions of self illuminate the importance of authenticity, meaningful workplace relationships, and recognition as unique contributions to belongingness at work. The data further reveals the ways in which employees covertly survey the organisational environment for cues of belongingness and moderate their behaviour accordingly.

OB: Chasing Two Hares at Once: The Perils of Mixed Goal Orientations in Teams

Author: **Wonbin Sohn**, *Shidler College of Business, the U. of Hawaii at Manoa*

Author: **Jean-François Harvey**, *HEC Montréal*

In an era where team dynamics are central to organizational success, we studied the interplay between team goal orientations and its impact on performance, revealing the potential pitfalls of teams simultaneously pursuing both learning- and performance goal orientations. Three-wave, multisource data were collected from 109 teams at a large North American mortgage company. We found that teams that pursue both learning- and performance goal orientations find their task less meaningful, ultimately hindering their performance. Indeed, the relationship between team learning goal orientation and team performance via team task meaningfulness becomes more positive when team performance goal orientation is lower, and the relationship between team performance goal orientation and team performance via team task meaningfulness becomes more positive when team learning goal orientation is lower. Theoretical and managerial implications are discussed.

OB: Time is Hunting: Investigating Time Pressure and Bottom-Line Mentality with an Eye-tracking Approach 

Author: **Zhe Zhang**, *School of Management, Xi'an Jiaotong U.*

Author: **Xingze Jia**, *Xi'an Jiaotong U. School of Management*

Author: **Rebecca Lee Greenbaum**, *Rutgers U., New Brunswick*

Author: **Nazifa Zaman**, *Rutgers U., School of Management and Labor Relations*

Taking a static approach and treating bottom-line mentality (BLM) as an individual difference limits our understanding of when and why people adopt BLM thinking as an activated mental state or strategy. This research explores the dynamic antecedents of the BLM state. Based on threat rigidity theory, we propose that time pressure can drive people to adopt BLM through local processing. We also propose that temporal leadership moderates the relationship between time pressure and local processing, thus mitigating subsequent BLM. In Study 1, we conduct a laboratory experiment with an eye-tracking approach to establish causal support for the effect of time pressure on local processing. In Study 2, we perform an online experiment and then test the causal link between local processing and BLM by manipulating local processing. In Study 3, we test the proposed full theoretical model through an experience sampling methodology study for 10 workdays with data from 93 employees. Obtained results supported our hypotheses. We conclude this research by discussing the theoretical and practical implications of our findings as well as future research directions.

OB: Responsible Leadership and Employees' Innovative Work Behavior: A Moderated-Mediation Analysis  

Author: **PRIYANKA PATHAK**, *Indian Institute of Management Mumbai*

Author: **Sumi Jha**, *National Institute of Industrial Engineering (NITIE), Mumbai, India*

Recently, the concept of responsible leaders in business has received significant attention and motivated scholars to explore its dominance in different cultures. Accordingly, the study examines the relationship between instrumental and integrative responsible leadership behavioral styles (RLBS) and employees' innovative work behaviors with a mediating role of meaningful work (MFW). Knowledge sharing is a moderator, and the study is anchored on social learning theory. Data has been collected from 230 employees at different levels working in India's manufacturing and service sectors. The PROCESS macros were used to analyze moderated mediation, mediation, and moderation results. All the hypothesized relationships are supported except the mediating role of MFW in the integrative RLBS-innovative work behavior relationship, which is partially supported. The findings demonstrated that knowledge-sharing strengthens the instrumental and integrative RLBS direct effect on MFW and its indirect effect on employees' innovative work behavior. The study would be helpful to industrial experts and academicians to create an innovative environment in the organization.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Social Network Dynamics

Session Moderator: **Yixi Chen**, *Columbia Business School*

OB: **How Culturally Gendered Identity Shapes Professional Tie Formation**  

Author: **Yixi Chen**, *Columbia Business School*
Author: **Paul Ingram**, *Columbia U.*

Existing research has found that women's networks tend to be less advantageous than those of men, with women often occupying peripheral positions and reaping fewer career benefits from networking. However, past study often conflates gender with sex, and therefore invokes an implicit assumption that female disadvantage equals feminine disadvantage in professional networks. Our study challenges this assumption by disentangling the cultural meaning of gender from sex categories and examining their separate influences on professional network formation. By analyzing the professional networks of executive MBA students, we find that women with more masculine identity elements are more likely to be selected as network contacts, particularly among men. Our follow-on experiment reveals that masculine women are rated higher on competency without suffering likability loss. Our work provides new insights into the role of gender identity in professional network formation and contests the prevailing assumptions of female disadvantage in managerial professional networks. This research highlights the importance of considering cultural perceptions of gender when examining professional networks and contributes to a more nuanced understanding of how gendered perceptions of identities shape network outcomes.

OB: **When Leaders Follow: The Effect of One's Path to Power on Conformity Behavior**  

Author: **Kelly Nault**, *IE Business School*
Author: **Andy Jiexiong Yap**, *INSEAD*

Employees attain positions of power via different paths, such as the support of their professional networks and/or their valued domain-specific expertise. Once in these positions, powerholders are tasked with motivating their followers to achieve organizational objectives, acting as leaders even in difficult situations where there may be conformity pressures to comply with existing opinions and beliefs. Can leaders' paths to power influence their propensity to conform? Across 4 studies including leveraging 10 years of voting history data from the US Senate, we show that individuals who attain positions of power via their network (vs. expertise) conform more to the opinions of others because of their awareness of their dependency on these others. Studies 1-2 demonstrate that individuals attaining positions of power due to their networks (vs. expertise) are more likely to conform to others once in these positions. Study 3 experimentally identifies a key mechanism of this effect, revealing that individuals gaining positions of power due to their network (vs. expertise) conform at higher rates because they are more aware of their dependency on these others. Study 4 examines the positive relationship between dependency and conformity in the context of high-stakes powerholders: US senators. Our research demonstrates that how one attains their position of power affects their behavior once in that position. Securing a position of power via one's network may encourage leaders to follow, rather than to lead.

OB: **How and Why Others Affect Employee Task Crafting and Job Satisfaction: A Social Networks Approach**   

Author: **Juan Du**, *U. of Mississippi*
Author: **Cynthia Kay Maupin**, *U. of Mississippi*








Job satisfaction is critical for both job performance and organizational effectiveness. A major contributor to employee job satisfaction is creating effective fit between an employee and their job responsibilities. Although traditional work design models have emphasized the role of managers in creating jobs that fit employees to enhance job satisfaction, contemporary organizations have recognized the importance of employee job crafting, whereby employees have control over designing their jobs to more closely fit their capabilities. Job crafting, and specifically task crafting (i.e., changing the number, scope, and procedures of tasks), plays an important role in fulfilling employees' personal preferences and improving their job satisfaction. However, little is known about the sources of potential task crafting approaches. Adopting a social networks approach, we propose that weak instrumental ties and strong expressive ties play a critical role for both task crafting and job satisfaction. This study contributes to the job crafting literature by creating a framework that defines who provides the social resources that are critical to task crafting and explaining how and why different social resources embedded in different workplace relationships promote the task crafting process.

OB: **On Getting Ahead: How Proactive Personality Contributes to Friendship and Competence Perceptions** 

Author: **Evgenia Dolgova**, *Erasmus U. Rotterdam*
Author: **Zuzana Sasovova**, *Vrije U. Amsterdam*
Author: **Michaela Schippers**, *Erasmus U. Rotterdam*

To understand how people form relationships in teams, we explore how proactive personality affects the interplay between perceptions of competence and friendship formation. We theorize and explore how proactive personality influences a reciprocal relation between perceptions of task competence and friendship—perceiving others as competent fosters friendship formation and team members attribute higher competence to their friends. We used longitudinal data obtained from 650 individuals working in 130 project teams to analyze these processes. Stochastic actor-based modeling of network dynamics (RSiena) indicated that participants attributed higher competence to proactive individuals, which, in turn, positively influenced friendship formation. Proactive individuals also recognized (actual) competence of their peers better. Overall, proactive individuals changed their friends more frequently. Our findings extend existing research on microfoundations of social network formation by highlighting how proactive individuals leverage on the self-reinforcing loop between perceptions of competence and friendship. Doing so, we contribute to better understanding of how proactive individuals shape their social environment through their perceptions and behaviors.

KEY TO SYMBOLS

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

Diversity, Equity, and Inclusion Practices: Unveiling the Unforeseen Outcomes



Organizer: **Priyanka Dwivedi**, *Texas A&M U., Mays Business School*
Organizer: **Lionel Paoella**, *U. of Cambridge*
Coordinator: **Sumera Naaz**, *Texas A&M U., Mays Business School*
Discussant: **Robin J. Ely**, *Harvard Business School*
Participant: **Shoshana Schwartz**, *Christopher Newport U.*
Presenter: **Isabel Fernandez-Mateo**, *London Business School*
Participant: **Herminia Ibarra**, *London Business School*
Participant: **Dana Kanze**, *London Business School*
Presenter: **Anja Krstic**, *York U., Toronto*
Presenter: **Anthea (Yan) Zhang**, *Rice U.*
Presenter: **Emilio J. Castilla**, *MIT Sloan School of Management*
Participant: **Francesco Sguera**, *UCP - Católica Lisbon School of Business & Economics*

Promoting Diversity, Equity, and Inclusion (DEI) is crucial for organizations, yet these efforts can inadvertently lead to negative consequences for women and racial minorities. This symposium aims to delve into the underlying mechanisms of these unintended outcomes and highlight effective solutions. By inviting leading scholars in this domain to share ongoing research, this platform seeks to dissect the complexities of DEI implementation, paving the way for more nuanced strategies. It also aims to identify proactive measures to minimize negative impacts and amplify positive outcomes. With a forward-looking approach, this symposium endeavors to shape the future trajectory of DEI research and practice, offering valuable insights for fostering inclusive and equitable organizational environments.

Gender differences in perceptions of meritocracy

Author: **Shoshana Schwartz**, *Christopher Newport U.*
Author: **Isabel Fernandez-Mateo**, *London Business School*
Author: **Herminia Ibarra**, *London Business School*
Author: **Dana Kanze**, *London Business School*

Parental Leaves and Men's Communitary Advantage at Work

Author: **Anja Krstic**, *York U., Toronto*

Caught Between Female Tokenism And Female Dominance

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

The Gendering of Job Application Sources: Analyzing Hiring Outcomes across Job Titles, Organizations

Author: **Emilio J. Castilla**, *MIT Sloan School of Management*
Author: **Francesco Sguera**, *UCP - Católica Lisbon School of Business & Economics*

KEY TO SYMBOLS

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

Understanding Dual-Dynamic Processes: The Coevolution of Networks and Individual Attributes



Organizer: **Shihan Li**, *Heinz College - Carnegie Mellon U.*
Organizer: **Travis Grosser**, *U. of Connecticut*
Discussant: **Noshir Contractor**, *Northwestern U.*
Presenter: **Andrew Parker**, *Durham U. Business School*
Panelist: **Steffen Triebel**, *U. of Exeter Business School*
Panelist: **Christian Waldstrom**, *Aarhus U.*
Presenter: **Stefano Tasselli**, *U. of Exeter Business School*
Panelist: **Ziyue Cui**, *The U. of Connecticut*
Panelist: **Robert Wilhelm Krause**, *Gatton College of Business and Economics, U. of Kentucky*
Panelist: **Nynke Niezink**, *Carnegie Mellon U. - Dietrich College of Humanities and Social Sciences*
Presenter: **Shihan Li**, *Heinz College - Carnegie Mellon U.*
Presenter: **Travis Grosser**, *U. of Connecticut*

The past decades have witnessed an increasing appeal for considering the critical roles individuals play in facilitating the building and leveraging patterns of social relations in organizations for their benefits at work in response to the extreme structural perspective, which regards individual behaviors, affect, cognitions, and other outcomes as the result of social structure in which individuals are embedded. Recent methodological advances and theoretical frameworks have opened the door for researchers to examine the interplay of individual attributes and social networks with greater fidelity. The papers in this symposium build on these recent developments. The result is a set of papers that explore the dynamic relationship between various individual attributes and intraorganizational networks and, in doing so, give a more accurate account of the reciprocal relationship between individual agency and social structure. Specifically, the first two papers explore the processes through which network brokerage and individual predispositions (i.e., personality traits and different types of brokerage orientations) mutually influence each other over time. The third paper investigates the dynamic relationship between work self-efficacy and help-seeking network ties and how the strength of this relationship is dependent upon a focal employee's predisposition for self-monitoring. The last paper examines the effect of friends' turnover on employees' organizational commitment and how its direction and magnitude vary as a function of leavers' organizational commitment and the stayers' gender. These cutting-edge research projects aim to spur discussions on the complex and multifaceted phenomenon of the dynamic interplay between individual attributes and social networks.

The Effect of Brokerage Orientation and Structural Brokerage on Network and Performance Dynamics

Author: **Andrew Parker**, *Durham U. Business School*
Author: **Steffen Triebel**, *U. of Exeter Business School*
Author: **Christian Waldstrom**, *Aarhus U.*

Brokerage, Personality Change, and Performance

Author: **Stefano Tasselli**, *U. of Exeter Business School*

The Coevolution of Work Self-Efficacy and Help-Seeking Ties

Author: **Travis Grosser**, *U. of Connecticut*
Author: **Ziyue Cui**, *The U. of Connecticut*
Author: **Robert Wilhelm Krause**, *Gatton College of Business and Economics, U. of Kentucky*

Changing Commitment After Friends' Turnover? The Roles of Leavers' Commitment and Stayers' Gender

Author: **Shihan Li**, *Heinz College - Carnegie Mellon U.*
Author: **Nynke Niezink**, *Carnegie Mellon U. - Dietrich College of Humanities and Social Sciences*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Talking About Our Own Emotions and the Emotions of Others at Work



Organizer: **Christina Bradley**, *U. of Michigan, Ross School of Business*
Organizer: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*
Discussant: **Stéphane Côté**, *U. of Toronto*
Presenter: **Jeremy Yip**, *Georgetown U., McDonough School of Business*
Participant: **Kelly Lee**, -
Participant: **Gerben Alexander Van Kleef**, *U. of Amsterdam*
Presenter: **Emily Hsu**, *Washington U. in St. Louis, Olin Business School*
Participant: **William Bottom**, *Washington U. in St. Louis*
Presenter: **Olivia Jurkiewicz**, *U. of California, San Diego*
Participant: **Yumeng Gu**, *U. of California, San Diego*
Participant: **Isaac Raymundo**, *Columbia Business School*
Participant: **Christopher Oveis**, *U. of California, San Diego*
Presenter: **Yajun Cao**, *Harvard Business School*
Participant: **Amit Goldenberg**, *Harvard Business School*

Emotions have important implications for social interaction in the workplace. However, research has primarily focused on the effects of non-verbal displays of one's own emotions and responses to the emotions of others. Important questions remain regarding the consequences of how individuals talk about their own emotions and the emotions of others at work. The five papers presented cover a broad range of interrelated topics (e.g., collective emotion regulation, verbal emotional expression) and represent different theoretical and empirical perspectives. Our discussant, Stéphane Côté, a leading scholar in the study of emotions, will close our session by offering a synthesis of papers and discussing with the audience future directions for the study of talking about emotions in the workplace. Through this symposium, we aim to generate new insights about how scholars can continue to study and improve the research on talking about the emotions of oneself and others at work.

Emotional Expression and Exploitation

Author: **Jeremy Yip**, *Georgetown U., McDonough School of Business*
Author: **Kelly Lee**, -

Leader Emotional Explication: Leaders Explaining the Reasons for Their Emotions Affects Followers

Author: **Christina Bradley**, *U. of Michigan, Ross School of Business*
Author: **Gerben Alexander Van Kleef**, *U. of Amsterdam*

More than Fashion: Nostalgia's Rose-Colored Glasses for Crisis and Interpersonal Emotion Management

Author: **Emily Hsu**, *Washington U. in St. Louis, Olin Business School*
Author: **William Bottom**, *Washington U. in St. Louis*

Positive Empathy Emerges When People Neurobiologically Sync Up

Author: **Olivia Jurkiewicz**, *U. of California, San Diego*
Author: **Yumeng Gu**, *U. of California, San Diego*
Author: **Isaac Raymundo**, *Columbia Business School*
Author: **Christopher Oveis**, *U. of California, San Diego*

Strategy but not Goal Determines Group Emotion Regulation Effectiveness

Author: **Yajun Cao**, *Harvard Business School*
Author: **Amit Goldenberg**, *Harvard Business School*

KEY TO SYMBOLS



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Selected as a Best Paper

Be Who You Are? Identity And Organizational Challenges To Authenticity



Presenter: **Jacob Brown**, *U. of Illinois Urbana-Champaign*
Presenter: **Erica Bailey**, *Haas School of Business, UC Berkeley*
Presenter: **Belinda Zakrzewska**, *U. of Sussex Business School*
Presenter: **Julianna Pillemer**, *New York U.*
Discussant: **Brianna Barker Caza**, *U. of North Carolina, Greensboro*

As described in decades of authenticity research, there are numerous psychological and social benefits to authenticity in and outside of the workplace. For example, authenticity is a robust predictor of subjective well-being (Sutton, 2020) and higher quality relationships (Brunell et al., 2010; Le & Impett, 2013). In addition, experiencing authenticity at work can increase engagement with work tasks (Bailey et al., 2023; Cable et al., 2013), less depleted (Reis et al., 2016), and even increase work performance (Van den Bosch & Taris, 2014). For those in leadership positions, authenticity reaps significant benefits in terms of increasing support (Steffens et al., 2021) and commitment by followers (Leroy et al., 2012). Indeed, “authenticity” was Merriam-Webster’s word of the year in 2023, suggesting a strong societal hunger for understanding the topic and its application in personal and professional life. Given these seemingly numerous benefits to authenticity, less is known about how individuals can access or increase authenticity (Beer & Brandler 2021) and the identity-based constraints surrounding who can be authentic (Martinez et al., 2017). Even more crucially for workers, the nature of authenticity in constrained roles, demanding organizations, or challenging identities remains elusive. Given this, the goal of this symposium is to bring together a set of researchers seeking to understand authenticity in context, specifically situating authenticity in specific roles, identities, and situations. By positioning authenticity in terms of social demands, our findings provide concrete prescriptions on the antecedents of this important construct. We have curated a broad collection of studies which consider the concept of authenticity at various levels of analysis and using various methods, and which address the key points of identity and organizational constraints in distinctive yet complementary ways. We believe that this symposium will offer a productive opportunity to consider how the pursuit and achievement of authenticity in the workplace is enabled and undermined, pursuant to important scholarly and practical innovations in the study of authenticity at work.

Leveraging Authenticity for Marketplace Creation and Maintenance

Author: **Belinda Zakrzewska**, *U. of Sussex Business School*

Small Donors Give Politicians The Allure Of Authenticity

Author: **Erica Bailey**, *Haas School of Business, UC Berkeley*

Audience Entanglement: How Creative Workers on Digital Platforms Manage the Pressures of Widespread

Author: **Julianna Pillemer**, *New York U.*

The Need for Authenticated Self-Awareness: Toward a Theory of Connective Authenticity

Author: **Jacob Brown**, *U. of Illinois Urbana-Champaign*
Author: **Lyndon Earl Garrett**, *Boston College*

KEY TO SYMBOLS

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

Session Type: **Symposium**

Program Session: **1615** | Submission: **12292** | Sponsor(s): **(OB, HR)**

Scheduled: **Monday, Aug 12 2024 3:00PM - 4:30PM CT (UTC-5)** at **Swissotel Chicago in Élevé River View 2**

New Frontiers in Employee Voice Research

Organizer: **Jewel Tai**, *U. of Sydney Business School*

Discussant: **Chak Fu Lam**, *City U. of Hong Kong*

Presenter: **Jewel Tai**, *U. of Sydney Business School*

Participant: **Sunghoon Kim**, *U. of Sydney Business School*

Participant: **Pinnaree Tea-makorn**, *Sasin Graduate Institute of Business Administration, Chulalongkorn U.*

Presenter: **Fangzhou Liu**, *Huazhong U. of Science and Technology*

Participant: **Limei Zhang**, *School of Management, Xi'an Jiaotong U.*

Participant: **Sijun Kim**, *Texas A&M U., Mays Business School*

Presenter: **Saskia Schaefer**, *Kings College London*

Participant: **Uta K. Bindl**, *King's College London*

Participant: **Tara Reich**, *King's College London*

Presenter: **Patrick Flynn**, *North Carolina State U.*

Participant: **Melissa Chamberlin**, *Iowa State U.*

Participant: **M. Audrey Korsgaard**, *U. of South Carolina*

Participant: **Sherry M. B. Thatcher**, *U. of Tennessee, Knoxville*

Presenter: **Riley Cooney**, *Tippie College of Business, U. of Iowa*

Participant: **Daniel Newton**, *U. of Iowa*

Employee voice is a major concern of management scholarship. This symposium explores new lines of thought in employee voice research. A concern in contemporary voice literature is the intricate social dynamics that involve multiple voice actors and diverse voice channels. In addition to the well-examined role of voicer, interest is growing in other voice actors, such as voice endorsers, voice cultivators, voice allies, and voice implementers. This evolution of the voice literature coincides with the development of digital technology that has dramatically transformed when and where employees work and, consequently, how, when and the way employees communicate and speak up their ideas, concerns and suggestions. The digitization of the workplace challenges many conventional understandings of employee voice that were developed when people took it for granted the traditional 'physical' workplace and in-person communications. In this symposium, we bring together an internationally diverse team of scholars to discuss and extend the voice literature theoretically, empirically and methodologically (e.g., applying machine learning techniques to analyze big data on e-voice) with a shared focus on employee voice processes in the new workplace environment. More specifically, the symposium includes five presentations, in which authors 1) apply machine learning techniques to explore employees' online voice activities, 2) report novel empirical insights about voice rejection and subsequent idea generation processes, 3) theorize about issue-selling processes specific to environmental issues, 4) share conceptual developments of employee voice as learned pattern of behavior within teams as network configurations, and lastly 5) examine employee voice in remote/virtual contexts. These studies also cover individual, team, and firm levels of analysis.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sleep and Work: Implications for Performance and Human Sustainability



Organizer: **Matej Cerne**, School of Economics and Business, U. of Ljubljana, Slovenia
Organizer: **Miha Skerlavaj**, U. of Ljubljana, School of Economics and Business
Discussant: **Christopher Barnes**, U. of Washington

This symposium covers diverse aspects of the relationship between sleep, work performance, and well-being. The first study investigates the influence of entrepreneurs' creative work on entrepreneurial action, revealing that daily variations in entrepreneurial activities are linked to creative work, particularly when entrepreneurs experience poorer physical recovery. The second study focuses on professional handball players, finding that muscle soreness is associated with poorer sleep outcomes, with deep sleep quality significantly mediating the relationship between muscle soreness and cognitive focus. The third study explores the connection between nightly variations in sleep quantity and quality, particularly REM sleep, and improved employee task performance. The fourth study delves into the impact of sleep quality on work demands, highlighting the role of individual beliefs about sleep and proposing that addressing these beliefs could enhance workplace well-being. Lastly, a time-lagged design study reveals a bidirectional relationship between sleep and counterproductive work behaviors, challenging the assumption of a unidirectional link and demonstrating a complex, reciprocal relationship over time. Overall, the studies contribute valuable insights into the interplay between sleep, work-related outcomes, and well-being across different professional contexts, and inform setting up the work-nonwork interface in a way to maximize beneficial individual outcomes (focus, creativity, performance) and minimizing negative ones (strain, depletion, counterproductive work behavior). Taken together, themes of work-nonwork spill-over effects, conceptualizations of performance across contexts, demands/control and resource replenishment, and human sustainability emerge, and also a more objective approach of capturing sleep in natural settings using validated wearable devices with a longitudinal approach, comparing these to self-perceptions and individual beliefs of sleep.

When Does Creativity Lead to Entrepreneurial Action: A Diary Study among Entrepreneurs

Author: **Mateja Drnovsek**, U. of Ljubljana
Author: **Alenka Slavec**, U. of Ljubljana
Author: **Melissa S. Cardon**, U. of Tennessee, Knoxville

Sleep, Soreness Recovery and Focus: A Longitudinal ESM Study of Professional Handball Players

Author: **Jure Andolšek**, U. of Ljubljana School of economics and business
Author: **Matej Cerne**, School of Economics and Business, U. of Ljubljana, Slovenia
Author: **Primož Pori**, U. of Ljubljana
Author: **Tomaz Cater**, U. of Ljubljana, School of Economics and Business
Author: **Maša Košak**, School of Economics and Business, U. of Ljubljana
Author: **Miha Skerlavaj**, U. of Ljubljana, School of Economics and Business
Author: **Amadeja Lamovšek**, School of Economics and Business, U. of Ljubljana

Nightly Sleep and Daily Job Task Performance: An Experience Sampling Study

Author: **Ingvild Müller Seljeseth**, Kristiania U. College
Author: **Henrik Sørli**, U. of Bergen
Author: **Janne Grønli**, U. of Bergen
Author: **Sverre Kalgraf**, Tryg
Author: **Helge Ræder**, U. of Bergen

Beyond Rest: Do Beliefs about Sleep Buffer the Effect of a Bad Night's Sleep?

Author: **Anna Luca Mackenbach**, Goethe U. Frankfurt, Germany
Author: **Veronika Job**, Technical U. of Dresden
Author: **Christopher Mlynski**, U. of Vienna
Author: **Jana Kühnel**, Goethe U. Frankfurt

Am I Counterproductive Because I'm Tired or Tired from Counterproductivity? A Longitudinal Study

Author: **Brittany Kathleen Mercado**, Elon U.
Author: **Stephan Dilchert**, City U. of New York, Baruch College
Author: **Yilei Wang**, -
Author: **Deniz S Ones**, U. of Minnesota

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership Starts from Within: The Role of Identity Threat and Impostorism for Leader Identity



Organizer: **Timothy George Holmes**, *Durham U. Business School*
Organizer: **Susanne Helena Braun**, *Durham U.*
Discussant: **Julia Lee Cunningham**, *U. of Michigan*
Presenter: **Olga Epitropaki**, *Durham U.*
Participant: **Paola Gatti**, *U. of Milano-Bicocca*
Participant: **Yuyan Zheng**, *Surrey Business School*
Presenter: **Karolina Wenefrieda Nieberle**, *Durham U.*
Presenter: **Caitlin Demsy**, *Oakland U.*
Participant: **Greg Thrasher**, *Oakland U.*
Participant: **Michelle Hammond**, *Oakland U.*
Presenter: **Mattias Sjoberg**, *Durham U. Business School*
Participant: **Ronit Kark**, *Bar Ilan U.*
Participant: **Emilia Wojanek**, *Durham U. Business School*
Presenter: **Aldijana Bunjak**, *U. of Stavanger*

Identity is crucial for our understanding of how and why individuals categorize themselves as leaders. Leader identities are dynamic, and they can shift momentarily due to internal and external influences. Theoretical and empirical evidence to explain how and why identity influences the leadership process is currently limited. Accordingly, there is a need for further theorizing and investigation into the antecedents, situational triggers, boundary conditions and outcomes of leader identity dynamics. As well as further validation and precision of measurement tools. We aim to fill these gaps in the literature by integrating the conceptual spaces of identity threat and impostorism as complementary perspectives to explain how and why leader identities change. Through a combination of five theoretical and empirical papers, this symposium contributes to the field by examining the influence of identity conflict and enhancement on meaningful work, unearthing the triggers of identity threat, testing the effects of leader identity and impostorism on wellbeing, enhancing the measurement of leader impostorism and offering new directions for authentic leadership theory. To conclude, an expert in the psychology of identities in organizations will synthesize and critically review the insights from the five presentations to kick off a fruitful discussion with the audience.

Professional-Leader Identity Conflict and Enhancement and Meaningful Work

Author: **Olga Epitropaki**, *Durham U.*
Author: **Paola Gatti**, *U. of Milano-Bicocca*
Author: **Yuyan Zheng**, *Surrey Business School*

Under Threat: Leader Identity Threat Triggers in Work and Non-Work Domains

Author: **Karolina Wenefrieda Nieberle**, *Durham U.*
Author: **Olga Epitropaki**, *Durham U.*
Author: **Yuyan Zheng**, *Surrey Business School*

The Daily Doubt: The Toll of Impostorism and Identity-Activation on Well-being

Author: **Caitlin Demsy**, *Oakland U.*
Author: **Greg Thrasher**, *Oakland U.*
Author: **Michelle Hammond**, *Oakland U.*

Measuring Leader Impostorism in Context

Author: **Mattias Sjoberg**, *Durham U. Business School*
Author: **Timothy George Holmes**, *Durham U. Business School*
Author: **Ronit Kark**, *Bar Ilan U.*
Author: **Emilia Wojanek**, *Durham U. Business School*
Author: **Susanne Helena Braun**, *Durham U.*

Dynamic Identity in Authentic Leadership: A Fresh Perspective on Self-Regulation

Author: **Aldijana Bunjak**, *U. of Stavanger*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Research on Meaningful Work: Planting the Seeds for the Future



Organizer: **Justine Murray**, *Harvard Business School*
Presenter: **Justine Murray**, *Harvard Business School*
Organizer: **Jon Michael Jachimowicz**, *Harvard Business School*
Discussant: **Jon Michael Jachimowicz**, *Harvard Business School*
Organizer: **Kira Franziska Schabram**, *U. of Washington*
Discussant: **Kira Franziska Schabram**, *U. of Washington*
Discussant: **Christopher G. Myers**, *Johns Hopkins Carey Business School*
Discussant: **Scott Sonenshein**, *Rice U.*
Discussant: **Shoshana Dobrow**, *London School of Economics*
Discussant: **Jennifer Tosti-Kharas**, *Babson College*
Discussant: **Evgenia Lysova**, *Vrije U. Amsterdam*
Presenter: **Yuna Cho**, *HKU Business School, The U. of Hong Kong*
Presenter: **Solomiya Draga**, *U. of Toronto*
Presenter: **Greg Fetzer**, *U. of Liverpool*
Presenter: **Luke Hedden**, *U. of Miami*
Presenter: **Kai Krautter**, *Harvard Business School*
Presenter: **Yuxin Lin**, *U. of Arizona*
Presenter: **Jordan Nielsen**, *Purdue U.*
Presenter: **Shawn Xiaoshi Quan**, *U. of Washington*
Presenter: **Benjamin Alan Rogers**, *Boston College*
Presenter: **Sarah Ward**, *U. of Illinois at Urbana-Champaign*
Presenter: **Molly L. Weinstein**, *Northwestern U.*
Presenter: **Hannah Weisman**, *Harvard Business School*

The last two decades have seen a significant uptick in research on meaningful work, defined as work that is purposeful and significant. Prior work has established the link between experienced meaningfulness and positive organizational and employee outcomes, revealed how workers can make their jobs more meaningful, and illuminated numerous downsides of experiencing one's work as meaningful. Recent reviews highlight that meaningful work has become a central topic in the organizational literature. At the same time, these reviews also highlight several limitations that currently hold the field back, including a predominant focus on calling orientations, an assumption that work orientations are static, a lack of standardized definitions and measures, and limited generalizability. Having now firmly established its place in the organizational literature, we believe it is time to "take stock" of where we are and, with a thought to addressing these limitations in mind, set the foundation for the next generation of meaningful work research. This symposium aims to take a step toward addressing this gap. It features the work of 13 early career researchers whose work begins to build on and move beyond these limitations. Guided by experienced scholars who will act as discussants, we hope this forum will encourage dialogue that will guide and enhance the next generation of meaningful work research. By showcasing diverse methods and topics, we also aim to attract scholars beyond the meaningful work community, fostering new perspectives and integrating them into the field.

Work Meaningfulness During a Merger

Author: **Yuna Cho**, *HKU Business School, The U. of Hong Kong*
Author: **Winnie Jiang**, *INSEAD*
Author: **Lucas Dufour**, *Toronto Metropolitan U.*

How, why, and with what consequence passionate nurses cope with promotion out of meaningful roles

Author: **Solomiya Draga**, *U. of Toronto*

A change is gonna come: How life events shape changes in work orientation

Author: **Greg Fetzer**, *U. of Liverpool*
Author: **Elise B. Jones**, *US Coast Guard Academy*

Finding and Feeling Meaningfulness in an Invisible Occupation

Author: **Luke Hedden**, *U. of Miami*

There's Always More You Can Do: The Perils of Being Too Passionate for Work

Author: **Kai Krautter**, *Harvard Business School*
Author: **Wen Wu**, *Beijing Jiaotong U.*

Collective mental time travel as a way to unite dispersed stakeholders addressing grand challenges

Author: **Yuxin Lin**, *U. of Arizona*

Self-Imposed Constraints in Meaningful Work: The Role of Constraints and the Agency to Craft Them

Author: **Justine Murray**, *Harvard Business School*
Author: **Kira Franziska Schabram**, *U. of Washington*
Author: **Jon Michael Jachimowicz**, *Harvard Business School*

Thwarted Prosocial Impact in Organizations: Consequences, Mechanisms, and Boundary Conditions

Author: **Jordan Nielsen**, *Purdue U.*
Author: **Daniel Goering**, *Missouri State U.*

Let My People Go Hunting and Gathering: The Meaning of Work in Rural Alaska

Author: **Shawn Xiaoshi Quan**, *U. of Washington*
Author: **Kira Franziska Schabram**, *U. of Washington*

How Role Archetypal Narratives Shape the Experience of Meaningfulness Amidst Distress

Author: **Benjamin Alan Rogers**, *Boston College*

A Tripartite Approach to Meaningful Work: Examining Purpose, Significance, and Coherence

Author: **Sarah Ward**, *U. of Illinois at Urbana-Champaign*
Author: **Vlad Costin**, *U. of Sussex*








Meaningful Work Ideology Theory (MWIT)

Author: **Molly L. Weinstein**, *Northwestern U.*
Author: **Eli Finkel**, *Kellogg School of Management, Northwestern U.*

Pursue Your Higher (And) Lower Calling? A Construal Approach to Calling Orientation Maintenance

Author: **Hannah Weisman**, *Harvard Business School*
Author: **Haoyue Zhang**, *Nanyang Business School, NTU Singapore*
Author: **Stuart Bunderson**, *Wash U.*

KEY TO SYMBOLS

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

Session Type: **Showcase Symposium**

Program Session: **1619** | Submission: **14978** | Sponsor(s): **(OB, OMT, HR)**

Scheduled: **Monday, Aug 12 2024 3:00PM - 4:30PM CT (UTC-5)** at **Swissotel Chicago** in **Vevey 4**

Evaluating the State of Leadership Research: Fatal Flaws or Growing Pains?



Organizer: **Chad Hartnell**, *Georgia State U.*

Organizer: **G. James Lemoine**, *U. at Buffalo, The State U. of New York*

Organizer: **Alexander Lyle Effinger**, *U. of Illinois Chicago*

Panelist: **Deanne N. Den Hartog**, *U. of Amsterdam*

Panelist: **Susan J. Ashford**, *U. of Michigan*

Panelist: **Bruce Avolio**, *U. of Washington*

Panelist: **Terri A Scandura**, *Miami Herbert Business School*

Leadership research has garnered tremendous interest from researchers and practitioners alike. Recently, however, critical reviews have called into question the validity of leadership constructs yet vary in the severity of their conclusions. Some maintain that reports of leadership constructs' flaws are exaggerated, whereas others determine that fatal flaws exist in their conceptual foundations, while still others conclude that issues exist, but these challenges represent a normal part of a construct's evolution (i.e. growing pains). This panel symposium brings together a set of distinguished leadership scholars to discuss problems endemic to the leadership domain and illuminate perspectives on how to overcome them. The panelists will draw from their combined experience of 120 years studying leadership and publishing nearly 350 leadership manuscripts to address critical questions, challenges, and opportunities that confront the next decade of leadership research. The insights shared will aid attendees in understanding the current criticisms of leadership research and offer guidance for avoiding fatal pitfalls and pursuing the most viable paths forward in the leadership landscape.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Navigating Paradox: Exploring Contradictions in Organizational Change

Session Moderator: **Jean M. Bartunek**, *Boston College*

ODC: **Liberating Resistance**

Author: **Jean M. Bartunek**, *Boston College*

Author: **Hans Hansen**, *Texas Tech U.*

Author: **Mara Cable**, *Boston College*

Author: **Angela Ianniello**, *Boston College*

Resistance to change is often treated as the shadow side of organizational change or control. In a sense, it is tethered to these constructs. However, it is important to liberate resistance from change and control, to recognize both its positive value in its own right and its conceptual contributions to dialectics and paradox. In this paper we present three examples of resistance that illustrate facets of these contributions. Our examples include the differing responses of evangelical Christians and Human Rights groups to lessening strictures on marriage by World Vision, a humanitarian aid association, Roman Catholic women religious' response to a Vatican Apostolic Visitation, and the steps taken by attorneys in Texas to enable prisoners convicted of murder to escape the death penalty but be sentenced to life in prison instead. These examples illustrate ways that resistance can surface deep rooted societal conflicts, can help foster and clarify identity, and sustain differences in ways that keep them salient. All of these highlight means through which resistance can generate productive dialectical and paradoxical processes.

ODC: **(Un) Knotting Paradoxes to Dynamic Disequilibrium: A Process Study of Cross-Units Collaboration**

Author: **Changwei Guo**, *School of Business, Renmin U. of China*

Author: **Fengbin Wang**, *School of Business, Renmin U. of China*

Author: **Yuan Li**, *Saint Mary's College of California*

Multiple paradoxes within cross-unit collaboration intertwine to form paradox knots. However, the process through which these paradoxes are knotted and unknotted, impacting dynamic disequilibrium, remains unclear. This paper conducts a longitudinal case study on the growth of a newly established online unit navigating multiple paradoxes in cross-unit collaboration. Our research reveals how multiple paradoxes transition from latent states to salient conditions, thereby influencing organizational disequilibrium through a cyclical process of knotting and unknitting. We introduce a process model that delineates two sub-processes affecting dynamic disequilibrium. Firstly, organizational-level generative reorganization and transparadoxical metaphor render paradoxes salient, while elastic enactments at the business unit level knot these paradoxes, amplifying disequilibrium. Secondly, this disequilibrium triggers new generative reorganizations that make the paradoxes latent and unknot them, thus returning the organization to a state of orderly disequilibrium. The study contributes to paradox theory by integrating the concepts of latency and salience into paradox knots, offering a cyclical process from knotting to unknitting, and providing insights into the states of dynamic disequilibrium.

ODC: **Revisiting the Paradox of Change and Stability in a Turnaround by Flexing Time and Boundaries**

Author: **Alperen Manisalıgil**, *BOGAZIÇI U.*

Author: **Oguz N. Baburoglu**, *Sabancı U.*

We examine how organizations manage the boundaries of the paradoxical poles to make progress toward turnaround. We conducted a single case study in a manufacturing firm in Turkey, collecting data through observations, semi-structured interviews, and archival sources over a period of three years. We build on the dynamic equilibrium model of the organization to illuminate the turnaround process, and in turn, our findings about effective turnaround management extend the dynamic equilibrium model of the organization. First, we find that multiple temporal foci, i.e., attention to past, present, and future time, perpetuate the opposite poles of change and stability in the turnaround process. We also show that the boundaries of the paradoxical poles are fluid and asymmetric, and in the turnaround context, this fluidity and asymmetry is constituted by multiple domains of change and domains of stability. This multiplicity helps managers adapt the organization to different conditions throughout the turnaround process by contracting or expanding the paradox boundaries without stopping change or stability as a whole.

ODC: **Going Circular in a Linear Business Context: Squaring the Circle?**

Author: **Sophie Felicia Graessler**, *Maastricht U., School of Business & Economics*

Author: **Hannes Guenter**, *Maastricht U.*

Author: **Simon Barend De Jong**, *Maastricht U., School of Business & Economics*

In this paper, we explore tensions that organizations may encounter when transitioning from linear to circular modes of operation. We adopt a paradox perspective to gain insights into these tensions, and to investigate how project members respond to them. We conducted a multiple case study involving five circular economy change initiatives in a multinational life sciences organization. Our findings indicate that circular economy change initiatives create three kinds of paradoxical tensions: the paradox of organizing, the paradox of scale, and the paradox of responsibility. Moreover, we uncover several ways in which project members deal with these paradoxical tensions. Initially, project members tried to integrate linear and circular demands by engaging in learning and aligning efforts. If unsuccessful, project members would focus on one-sided approaches by (a) questioning the paradox, (b) avoiding the paradox, (c) sacrificing circular product features, or (d) prioritizing linearity more broadly. We contribute with this paper to the literature on paradoxes in circular economy transitions and their responses and develop a theoretical framework as a potential starting point for future research.

Author: **Alice Alosi**, *Scuola Superiore Sant'Anna*

Author: **Katrin Katana**, *Linköping U.*

Author: **Eleonora Annunziata**, *Institute of Management, Scuola Superiore Sant'Anna, Pisa*

Author: **Murat Mirata**, *Linköping U.*

Author: **Francesco Rizzi**, -

Author: **Marco Frey**, *Scuola Superiore Sant'Anna*

Despite the growing body of literature on paradox theory, the research has only marginally extended beyond companies' boundaries, missing exploring inter-organisational dynamics. This study analyses the interlinks between paradox theory and Industrial Symbiosis (IS), investigating the identification and management of paradoxical tensions in eight case studies. The empirical analysis shows that IS relationships trigger paradoxical tensions at the strategic level, concerning performing, belonging, and organising tensions, and at the operational level, concerning performing tensions. Notably, these paradoxical tensions surfaced within and across the organisations. Furthermore, similarities in paradoxical tension management emerged at organisational and inter-organisational levels regarding the role of open dialogue, transparency and collaboration. Thus, this study contributes to the literature on both paradox theory at the inter-organisational level and IS development by providing insights into the factors influencing the integration of tension and IS management and revealing that dialogue and trust are not sufficient conditions to establish active management of tensions. The study concludes with managerial implications concerning the pivotal role of facilitators in unleashing paradoxical tension management benefits.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1621** | Submission: **16578** | Sponsor(s): **(ODC, SAP)**
Scheduled: **Monday, Aug 12 2024 3:00PM - 4:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Lakeview**

It is Time for Change: Understanding the Design and Implementation of Circular Strategies



Coordinator: **Sven M. Laudien**, *media Akademie - Hochschule Stuttgart (mAHS)*

Panelist: **Nicole Odette Stofberg**, *Amsterdam Business School, U. of Amsterdam*

Panelist: **Jantje Halberstadt**, *Leuphana U. Lüneburg*

Panelist: **Ekaterina Albats**, *LUT U.*

Panelist: **Katja-Maria Prexl**, *Oslo Business School, OsloMet*

While circular strategies have become a relevant topic of interest for business practice and research for the last years, only little is known about how to properly design and implement them in a way that they are not only from an ecological, but also from a social and especially an economic point of view viable. In this panel symposium, we will outline relevant strategic approaches to circularity and discuss their basic determinants, preconditions of their application and ways how they can successfully be implemented. We will further address their possible future impact on firms as well as society in general.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Theorizing Gender Impacts on Organizational Outcomes: Who Runs the World?



Session Moderator: **Minjae Kim**, *Rice U.*

OMT: **Unanswered Outreaches: Mechanisms of Gender-Based Network Segregation in Entrepreneurship**  

Author: **Minjae Kim**, *Rice U.*

Author: **Ethan Poskanzer**, *U. of Colorado*

Network segregation is one of major culprits behind gender-based inequality in entrepreneurship. But while the popular message of “lean in” implies that “outreach homophily”—e.g., women’s tendency to reach out to other women more than to men—is the sole or more responsible factor for such network segregation, “acceptance homophily”—e.g., men’s tendency to accept outreaches from fellow men more—may also or instead be more responsible. These mechanisms are separately examined here in an entrepreneurship accelerator in the northeast US, where budding startup founders (as resource-seeking “mentees”) and seasoned advisors (as resource-holding “mentors”) cultivate interactional ties by sending mentorship requests or accepting them. Although advisors are more likely to form such relationships with same-gender founders, both female and male founders are equally likely to reach out to advisors of either gender. Instead, we find that such network segregation is driven by male (but not female) advisors accepting more outreaches from founders of their own gender. These patterns seem largely explained not by selection but by cultural fit male advisors may perceive as lower when considering outreaches from female founders. The upshot is evidence of acceptance homophily as a sufficient and distinctive mechanism of network segregation in entrepreneurship.

OMT: **Unpacking the Gender Gap in Technology Entrepreneurship: A Set-Analytic Approach**

Author: **Milan Miric**, *U. of Southern California -Marshall School of Business*

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

The gender gap in technology entrepreneurship has been extensively documented, and a number of recent studies have sought the impact of individual factors such as education or professional experience. However, these factors are highly related and potentially offer compounding advantages or disadvantages to entrepreneurs. In this paper, we use a set-analytic approach that allows us to understand the combination of factors commonly exhibited by successful founders within the highly important context of digital technology ventures. We find that men have more pathways to tech entrepreneurship, and these pathways are less complex (more flexible), enabling more individuals to become founders. Reducing the gender gap in entrepreneurship requires finding opportunities for women to become founders through a greater variety of business and educational backgrounds.

OMT: **Political Polarization and Gender: Audience Reactions to Gender Disclosure in Women-Owned Businesses** 

Author: **Xiaofei Qu**, *U. Carlos III de Madrid*

This study investigates the interaction between political polarization and audience responses to gender identity disclosure by women-owned businesses. Grounded in organizational identity and gender role theory, we explore the divergent impact of gender disclosure on organizational popularity and appeal, and how this is moderated by political polarization. We posit that in a politically polarized environment, gender identity disclosure shifts audience evaluations from neutral to gender-focused appraisals, influenced by heightened political awareness. Utilizing a quasi-experiment on Yelp, which introduced a “Women-Owned” highlight in March 2019, we analyze the responses to women-owned small and medium-sized enterprises (SMEs). We employ a difference-in-differences approach complemented by propensity score matching, analyzing data from 3,740 women-owned businesses across eight states over an 11-month period. Our findings contribute to understanding the effects of social identity and audience heterogeneity in organizational evaluation. We demonstrate how gender identity disclosure, interwoven with political polarization, affects organizational performance. This research provides insights for female entrepreneurs on navigating gender-based evaluations in politically diverse environments, highlighting the significance of audience perception in shaping business outcomes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Expression in Art and Politics: Interplay of Artistic and Social Discourse in Creative Industries



Organizer: **Jiwon Byun**, *Stanford Graduate School of Business*
Organizer: **Abraham Oshotse**, *Emory U., Goizueta Business School*
Discussant: **Giacomo Negro**, *Emory U.*
Participant: **Balazs Kovacs**, *Yale School of Management*
Participant: **Yonghoon Lee**, *Texas A&M U.*
Participant: **Greta Hsu**, *U. of California, Davis*
Participant: **Amanda Sharkey**, *U. of Notre Dame*
Participant: **Yong Kim**, *Texas A&M U.*
Participant: **Jingyuan Li**, *cuhksz*
Participant: **Matthew Yeaton**, *HEC Paris*
Participant: **Sameer B. Srivastava**, *U. of California, Berkeley*

Recent scholarship indicates renewed interest in the intersections between political life and cultural production. Polarization (Rawlings & Childress, 2023), boundaries (Oshotse, Berda, & Goldberg, 2023; Godart, Hsu, & Negro, 2023), and associations (Goldberg & Stein, 2018) that initially manifested in the political sphere have begun to play out in cultural production and consumption. In this symposium, we bring four papers together that explore the intricate relationship between culture and political dynamics within the realms of creative industries. Each paper focuses on expression, either in art or politics, and highlights organizational and social factors that impact such expression and drive further important ramifications in markets, organizations, and society. Collectively, they call attention to the growing intersection between the two realms of social life and offer implications for management theory and practice. Hsu, Kovács, and Sharkey investigate how gatekeepers in the literary world influence artistic expression, driving a balance between conformity and differentiation among artists. Byun's research examines how artists penetrate non-local markets in the popular music industry and investigates the impact of their initial entry strategies on subsequent behavior and performance within these markets. Lee, Kim, and Li explore the intersection of art and politics, examining the career impacts on artists entangled in political blacklisting scandals in South Korea. Oshotse, Yeaton, and Srivastava present a study on the effects of public opinion expression on political polarization and entrenchment. Together, these papers offer novel insights into how creative industries navigate the complex interplay of art and politics, highlighting both the challenges and opportunities arising from this dynamic relationship.

The Impact of Large Publishers on Conformity and Differentiation in the Literary World

Author: **Greta Hsu**, *U. of California, Davis*
Author: **Balazs Kovacs**, *Yale School of Management*
Author: **Amanda Sharkey**, *U. of Notre Dame*

Crossing Rhythms: Navigating the Global and Local Identities in Non-Local Market Entry for Artists

Author: **Jiwon Byun**, *Stanford Graduate School of Business*

Blaming the Victims of Injustice: The Career Repercussion to Korean Blacklist Scandal

Author: **Yonghoon Lee**, *Texas A&M U.*
Author: **Yong Kim**, *Texas A&M U.*
Author: **Jingyuan Li**, *cuhksz*

The Mere Expression Effect: Public Stances and Opinion Entrenchment in Group Discourse

Author: **Abraham Oshotse**, *Emory U., Goizueta Business School*
Author: **Matthew Yeaton**, *HEC Paris*
Author: **Sameer B. Srivastava**, *U. of California, Berkeley*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Systemic Paradoxes In Times of Transition and Crises: Containing Multitudes



Session Moderator: **Derek Dubois**, *U. of Rhode Island*

OMT: **Paradoxes in the US Political News Media Supply Chain**

Author: **Derek Dubois**, *U. of Rhode Island*

Author: **Muhammad Hasan Ashraf**, *California State U., Long Beach*

Author: **Mehmet Gokhan Yalcin**, *U. of Rhode Island*

Transferring intangible product/service offerings (PSOs) from service suppliers to service consumers is a pathway to value creation in the services sector (Baltacioglu et al., 2007). However, while news media has been singled out as an industry in the service supply chain (Berry et al., 2006), the structure of the news media supply chain has not yet been conceptualized into an operational framework. Meanwhile, the industry has recently changed due to the impacts of New Media and sociocultural upheaval fostering political polarization. These shifts have transformed the supply chain, enabling the rise of niche news that caters to specific political ideologies. As a result, paradoxes have emerged, such as the organizational tensions embedded in supply chain transformation, the shifting importance of objectivity at the center of political journalism, and how the supply chain defines customer satisfaction when so much news content is created to engender outrage and anxiety. Paradox theory may point the way forward with recommendations to embrace these tensions and respond in ways that permit creative solutions. This paper aims to categorize unique paradoxes within the news media supply chain and evaluate what paradox theory says about working through paradoxical tensions. Addressing destabilizing paradoxes can repair the eroding trust in the news media institution and extend the literature on service supply chains.

OMT: **Firms' Resilience During Crises as a Function of a Paradoxical Approach to Sustainability Tensions**

Author: **Vincio Di Iorio**, *Sant'Anna School of Advanced Studies*

Author: **Francesco Testa**, *Scuola Superiore Sant'Anna*

Author: **Daniel Korschun**, *Drexel U.*

Author: **Guia Bianchi**, *Scuola Superiore Sant'Anna*

The notion of sustainability, or “meeting the needs of the present without compromising the ability of future generations to meet their own needs,” suggests inherent tensions and tradeoffs. Corporate sustainability initiatives require a delicate balance which make them quite susceptible to exogenous shocks. This paper examines the resiliency of firms' sustainability commitments in the face the Covid-19 pandemic. We contend that firms that exhibit more of a paradox approach to sustainability-related tensions are better equipped to handle competing demands and stark choices during such a crisis. This variance-based study examines interviews, internal company data, and external communications from 2018 to 2021, finding not only that firms with such a paradox approach were more resilient than peers but that some were able to use the crisis as a springboard for a deeper commitment (what we call transformational resilience). Furthermore, we trace the decision-making process through which firms with a paradox approach interlace absorptive and adaptive capabilities. The research contributes to the theory on resilience during a crisis by linking a paradox approach to strategy change and by challenging the notion that linear and deliberative decision making is always the best path to reconcile competing demands and tradeoffs.

OMT: **A State-Business Paradox Under State Capitalism: An Outside-the-System View of Tensions**

Author: **Bing Wu**, *East China U. of Science and Technology*

Author: **Ping Deng**, *Cleveland State U.*

Paradox theory has become an increasingly influential theory by advocating an integrative (both/and) approach to organizational tensions and their management. But an exclusive focus on innate tensions limits paradox scholarship only to market capitalism. To preserve paradox's vitality, we unpack tensions into two categories – within-the-system tensions and outside-the-system tensions, with the former intrinsic to organizing and the latter inherent in macro-institutional context. An outside-the-system view of tensions helps to depict the paradoxical nature of state capitalism as its survival hinges on interdependent contradictions of politics and economics. Because of formidable state power supremacy, such latent country-level paradoxical tensions may inevitably manifest in corporate strategic decisions (e.g., innovation), reflecting the political-economic nature of firms. Based on empirical analysis of Chinese firms' innovation from 2001-2019, we verify an outside-the-system view and identify government resources as a pivotal mechanism to rendering country-level state-business tensions into salient organizational paradoxes. We contribute to the literature on paradox and innovation under state capitalism in three ways: finding a new way of thinking about organizational paradoxes, integrating paradox and institutional complexity, and bridging political and economic views of firms.

OMT: **Waxing and Waning: A Comparative Case Study of Transitional Events in Organizational Paradoxes**

Author: **Jiayi Sun**, *Nanjing U. School of business*

Author: **Sen Xu**, *nanjing tech U.*

Author: **Yi Ren**, *Montclair State U.*

Prior research has focused on how organizations manage paradoxes to achieve dynamic equilibrium. However, it is not clear how organizations change from one equilibrium to another. To understand the dynamics between equilibrium and disequilibrium, we investigate organization paradoxes in two scientific research and technology transfer institutions. We found four states of paradox: paradox retention, paradox concentration, paradox shift, and paradox fusion. Our analysis reveals that transitional events prompted paradox state conversion through three mechanisms: consolidating, activating, and shaping. Through constantly moving between equilibrium and disequilibrium, organizations navigated paradoxical tensions to achieve transient resolutions that enabled further development. Our study makes two contributions. First, we reveal the role of transitional events as triggers that reframe the paradox state. Second, we delineate organizational paradox as an ongoing process through dynamic equilibrium, fueled by tensions lurking within each fragile equilibrium.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Discourse, Rhetoric and Dialogue: All The World's a Stage

Session Moderator: **Chiara Giulia De Leo**, *U. of Bologna*

OMT: **"The Medium is the Message:" Discourse, Meaning, and Materiality**

Author: **Chiara Giulia De Leo**, *U. of Bologna*

This paper extends the literature on materiality, meaning, and multimodality by exploring the meaning potentials of texts as material artifacts. Drawing on publicly available materials produced by the International Council of Museums over twenty years, we investigate how discourse's verbal, visual, and material characteristics interact in producing, reproducing, and stabilizing field-level meanings around digital transformation. We highlight how the verbal, visual, and material are semiotic modes with different meaning potentials realized in the materialization of discourse, showing that texts' materiality should not be understood only as a medium but as an integral mode in discourses' configuration. We found that materiality can trigger the emergence and consolidation of meaning by reifying and embodying the message that the visual depicts and evokes and the verbal specifies and argues.

OMT: **Narratives in Organizations: A Review and Future Directions**

Author: **Rebecca Elea Senger**, *European Business School, Wiesbaden*

Author: **Markus Kreuzer**, *EBS Business School*

Author: **Tobias Gutmann**, *EBS Business School*

Narratives are increasingly important in organizational and management research, as they offer insights into the meanings, experiences, and actions of individuals and groups. However, the literature on narratives is diverse and fragmented, lacking a coherent synthesis and a common terminology. In this paper we address this gap by reviewing over 30 years of research on narratives in organizations, from various disciplines and perspectives. We propose a conceptual framework that integrates existing knowledge and defines key concepts and categories. The framework consists of eight narrative categories: quality, functions, themes, types, levels, forms, objects, and temporality and space. We discuss how these categories can be used to analyze and compare different types of narratives in organizations, and how they can inform future research directions and applications. We contribute to the advancement of narrative research in organizational and management studies, by providing a systematic and integrative overview of the field.

OMT: **The Grammar of Imagined Futures: A Social Semiotic Approach to Multimodal Representation**

Author: **Ines Kuric**, *WU Vienna*

How do social actors construct multimodal representations of the future—that is, representations of imagined futures using different combinations of modes (e.g., words, images, numbers)—to enable and constrain audiences in engaging with the future? Despite growing interest in the role of imagined futures, research has not fully addressed this question, with extant work positing that imagined futures are either enacted together or imposed on audiences by more powerful actors. Highlighting the shared act of representation, we argue that these two approaches can be merged into a new understanding, bringing to light how the structure or 'grammar' of multimodal representations of the future can construe opportunities for participation in different gradients between openness and closure. We conceptualize representations of the future as incomplete, malleable, and evaluative, and employ social semiotic theory to draw out the implications of taking seriously their multimodal character. Drawing on a multimodal corpus of archival urban planning data, we show how representations constitute different multimodal configurations offering, recommending, demonstrating, or predicting imagined futures. Our study advances research on the communicative underpinnings of imagined futures by moving beyond the dichotomy of open and closed futures. We further contribute to multimodal scholarship in organization and management theory by unpacking the affordances of multimodality for imagined futures.

OMT: **The Organizational Field as a Dialogical Space**

Author: **Luc K. Audebrand**, *FSA ULaval (Laval U.)*

The notion of a field continues to be a topic of discussion in organizational scholarship, even after nearly a century of theoretical exploration. Scholars are increasingly acknowledging the importance of addressing both heterogeneity and homogeneity in how participants share issues within a field. In this essay, I suggest a dialogical account of the field, inspired by the work of the late Russian literary scholar Mikhail Bakhtin. I begin by presenting key concepts from Bakhtin's dialogical perspective, and I show how these concepts can improve understandings of fields' dynamics. I then describe the field as a dialogical space in which issues are shared in various ways, in terms of degree of concern and controversy. By combining those two dimensions, I identify four broad "zones": axiomatic, consensual, conflictual, and idiosyncratic. I conclude with directions for future research on field dynamics.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Institutional Innovation and Change: One Giant Leap

Session Moderator: **Ashenafi Gebremichael Biru**, *RMIT U.*

OMT: **Circumventing the Hurdles: How Small Firms Bypass Institutional Challenges in a Developing Economy** 

Author: **Ashenafi Gebremichael Biru**, *RMIT U.*

Author: **Pia Maria Arenius**, *EMLYON Business School*

This paper explores how small firms that cannot abide by or defy institutional challenges manage to survive and persist in an ambiguous and complex environment. We seek to extend current literature by investigating the strategies of small firms in a developing country context that are not in the position to conform to institutions or alter them, which was the prominent assumption in previous studies. Drawing on in-depth interviews with Ethiopian small business owners, our findings show that bypassing strategies are evident in constraining institutional environments, and elaborate on how these strategies enable organizations to persist and perform. We argue that the institution-bypassing view can help us to understand how business enterprises attenuate the influence of institutions or use them to their advantage. We conclude by offering theoretical and policy implications for future work on the interaction between institutions and small firms.

OMT: **Responsible Innovation In the Wild: Institutionalising Responsibility in Digital Innovation** 

Author: **Sam Applebee**, *Nova School of Business and Economics, U. Nova de Lisboa*

Author: **Leid Zejnilovic**, *NOVA School of Business and Economics*








We propose a new decentralised and emergent perspective on the institutionalisation of responsible innovation 'in the wild', complimenting the existing top-down, centralised account of structured settings. Drawing on case studies of heterogeneous networks of organisations jointly developing digital innovation projects for civil war settings, we identify heterogenous approaches to managing tensions between the conflicting institutional logics of 'disruptive innovation' and 'social responsibility', shaping the potential for institutional change. As the power and pervasiveness of digital innovation outpaces regulation for managing the consequences, the development of effective governance mechanisms has been recognised as a societal imperative. For policymakers seeking to promote responsible innovation our findings elevate the importance of cultivating organisationally diverse innovation networks, particularly in the context of digital innovation.

OMT: **Saving Bees: Understanding Cross-Field Institutional Work of Swiss Beekeepers**

Author: **Anna Kravchenko**, *ESSEC Business School*

Grand challenges can potentially be solved by changing the institutional context in which they are embedded. However, these social and environmental problems are so large and complex that they call for institutional work across multiple fields. Previous research has tended to focus on institutional change within single fields or between pairs of fields, but has paid only limited attention to the more complex architectures of fields and the ways in which interested actors can engage in institutional work across multiple fields. This study examines the institutional work of Apisuisse, the Swiss umbrella organization of beekeeping associations, and shows that this actor navigated across fields of different levels and types in an attempt to alter the institutional context outside its focal field and tackle the grand challenge of bees. The findings also reveal mediated institutional work as attempts to have an influence on the target field by working in another, intermediate field, which included relying on vertical, i.e., hierarchical, and horizontal relationships between fields, as well as drawing on the composite nature of fields. This study advances research on fields, institutional work, and grand challenges.

KEY TO SYMBOLS

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

Organizations and Political Processes

Organizer: **Sukanya Roy**, *Ross School of Business, U. of Michigan*
Organizer: **Maxim Sytch**, *Ross School of Business, U. of Michigan*
Organizer: **Anusha R. Kallapur**, *Ross School of Business, U. of Michigan*
Discussant: **Jordan Siegel**, *U. of Michigan, Ross School of Business*
Presenter: **Lori Qingyuan Yue**, *Columbia Business School*
Presenter: **Sinziana Dorobantu**, *NYU Stern School of Business*
Presenter: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Presenter: **Sukanya Roy**, *Ross School of Business, U. of Michigan*
Participant: **Yuni Wen**, *Said Business School*
Participant: **Channing Spencer**, *Harvard Business School*

This symposium features scholarship on how organizations engage with political processes, including how organizations work to actively shape their legal or political environments. Papers in this session consider interactions between firms and other organizational forms, including courts, governments, and non-governmental organizations. The four papers in this symposium propose a framework for theorizing about institutional variation in stakeholder governance, consider how political polarization affects the U.S. hydraulic fracturing industry, investigate corporate contributions to judicial elections, and examine firm-state disputes in international investment.

Stakeholder Governance and the Institutional Environment

Author: **Sinziana Dorobantu**, *NYU Stern School of Business*

Elite Conflict and Industry Regulation

Author: **Lori Qingyuan Yue**, *Columbia Business School*
Author: **Yuni Wen**, *Said Business School*








Judicial Capture: Corporate Political Activity in the Judiciary after Large Financial Penalties

Author: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Author: **Channing Spencer**, *Harvard Business School*

More Power to Whom? Contestation and Influence in Investor-State Dispute Settlement

Author: **Sukanya Roy**, *Ross School of Business, U. of Michigan*
Author: **Maxim Sytch**, *Ross School of Business, U. of Michigan*
Author: **Jose Uribe**, *Indiana U. - Kelley School of Business*

KEY TO SYMBOLS

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

Environmental Dynamics and Organizational Responses in Sustainability Research



Session Moderator: **Brooke A. Lahneman**, *Montana State U.*

ONE: **(Re) Focusing on Planetary Boundaries for Corporate Sustainability Research**

Author: **Brooke A. Lahneman**, *Montana State U.*

With a growing body of conceptual work making a strong case for using the 'social-ecological systems' (SES) framework to theorize on corporate sustainability, we need to pursue more empirical research in this domain. In this paper, I advocate for a (re)focus on the planetary boundaries framework as an effective foundation for empirical research in corporate sustainability that adopts an SES perspective. I combine a review of the literature on planetary boundaries in management with characteristics of the framework itself to develop a conceptual model of how scholarship can utilize this framework to progress our empirical research through an SES perspective. With this conceptual model, I offer three pathways for future research on corporate sustainability applying an SES lens, including: focusing on organizations' interactions with individual PBs rather than the framework as a whole; investigating organizations' interactions with interdependencies among PBs; and researching whether and how collaborations with scientific groups with expertise on PBs can be most effective, with a focus on scale and place.

ONE: **The Effects of Natural Disasters on Green Innovation**

Author: **Lisa Keding**, *RWTHAachen U.*

Author: **Marten Christian Ritterrath**, *U. of Cologne*

The impacts of climate change are already shaping people's lives today: Natural disasters are increasing in frequency and severity. Innovation is often hailed as the only path to sustainable prosperity. In this article, we study how inventors respond to natural disasters. We combine patent data with the geolocations of French inventors and spatially match these to detailed information on local natural disasters for the years 1994-2014. We exploit this quasi-experimental variation of the disasters to estimate event study designs. We find that in affected areas exposure to natural disasters leads to a persistent increase in green patents of roughly 20%, compared to the sample average. Green patents are patents pertaining to technologies or applications for mitigation or adaptation against climate change. The strongest disasters lead to an increase of about 50%, and the most unexpected to an increase of up to 70%. The effect is primarily driven by mitigation technologies aiming to reduce emissions, thus by the technologies combating the root cause of climate change. We find that disasters have no effect on non-green innovation. Natural disaster exposure carries information on climate change for the inventors. Our results imply that there is an opportunity for policy to act, by providing the information carried by the disasters

ONE: **Is It Still None of My Business? Firms' Exposure to CC-Related Natural Disasters and GHG Emissions**

Author: **Soolim Park**, *George Washington U.*

Although natural disasters, exacerbated by climate change, disrupt businesses, the existing literature on natural disasters and climate change is fragmented when it comes to explaining how a firm's exposure to natural disasters can lead to the adoption of climate change mitigation strategies. Through the lens of the literature on the attention-based view, this study aims to investigate whether the number of climate change-related natural disasters at headquarters and facilities can explain changes in firms' greenhouse gas (GHG) emissions. Using data on large GHG emitters in the U.S., this study explores whether a firm's exposure to natural disasters can explain climate change mitigation by the firm. Specifically, it will delve into the relationship between a firm's headquarters' and facilities' exposure to natural disasters and the subsequent reduction in GHG emissions. This study seeks to integrate the literature on natural disasters and climate change by elucidating how exposure to natural disasters leads to climate change mitigation based on the attention-based view. Additionally, it aims to contribute to the attention-based view by examining the relationships between top-down and bottom-up attentional processes at headquarters and facilities.

ONE: **How First-Responder Occupations Condition Climate Futures**

Author: **Laura Albareda**, *LUT Business School*

Author: **Oana Branzei**, *Ivey Business School*

Author: **Marc Castellnou**, *GRAF*

Adopting an insider-outsider approach and combining multi-sited and public ethnographies, we induce a process model of occupational adaptation to climate change. We focus on first-responder occupations, following firefighters in one of the regions in the Mediterranean regions over a 14-year window (2009-2023) as they brace for three successive transitions in the fire regime. Our inductive insights reveal the critical role of first-responders as temporal workers who recognize and leverage temporal leads to futureproof expertise in anticipation of undesirable futures. Before worse comes, experts derive key contingencies by reaching out across occupational jurisdictions and rehearsing responses to next generation fires in their own. We contribute to the literature on occupational adaptation to changes in technical, social and environmental regimes, extend the emerging literature on future-making, and inform the sociology of tomorrow's expertise.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Corporate Social Responsibility: Employee Engagement and Organizational Dynamics



Session Moderator: **Subhadarsini Parida**, *lecturer, U. of South Australia*

ONE: **CSR and Employee Constructive Deviance: The Roles of Calling and CSR Attribution**

Author: **Xue Han**, *Renmin U. of China*

Author: **Yuhui Li**, *Renmin U. of China*

Author: **Vivien Lim**, *National U. of Singapore*

Author: **Jie Li**, *Xi'an Jiaotong-Liverpool U.*

Drawing from social information processing theory (SIP) and attribution theory, we proposed a moderated mediation model, through which we examined how corporate social responsibility (CSR) impacts employee constructive deviance. Data were collected from two studies, a scenario experiment (N = 168) and a time-lagged survey (N = 281), which provided support for our hypotheses. Specifically, we found that CSR is positively related to employee constructive deviance, and calling mediates this relationship. CSR perception translates into greater calling and more constructive deviance when employees attribute CSR to intrinsic attribution than extrinsic attribution. Implications for research and practice are discussed.

ONE: **Can 'Psychological Reactance' be the Secret Sauce to Pro-Environmental Behaviours?**

Author: **Subhadarsini Parida**, *lecturer, U. of South Australia*

Author: **Deepak Sardana**, *College of Business and Law, RMIT U.*

Author: **Narain Gupta**, *Management Development Institute Gurgaon*

Author: **Sameer Deshpande**, *Griffith U., Australia*

Author: **Graham Bradley**, *Griffith U., Australia*

This paper explores the complex relationship between psychological reactance and individuals' willingness to engage in pro-environmental behaviours (WEPEB). The study draws upon the Theory of Planned Behaviour (TPB) and Agency theory to investigate how psychological reactance impacts subjective agency factors such as subjective personal norms and green identity differently from individual agency factors such as personal causal contribution and climate change distress, as they can differentially influence individuals' commitment to ethical and environmentally friendly practices. This quantitative study collected data from 3,915 individuals in Australia. The study reveals the duality nature of psychological reactance as moderator, reflecting as suppressor for subjective personal norms and green identity on WEPEBs and enabler for personal causal contribution and climate change distress. By recognizing the nuanced interplay between reactance and various factors, our study is important for organizations and policymakers to develop more effective strategies for promoting ethical and environmentally responsible practices.

ONE: **Integrating CSR into Executive Compensation: Board Characteristics and Institutional Pressures**

Author: **Yuting Hou**, *Public U. of Navarre*

Author: **Alejandro Bello-Pintado**, *Public U. of Navarre*

Author: **Teresa Garcia-Marco**, *U. Publica de Navarra*

This study explores the core determinants that drive the adoption and implementation of Corporate Social Responsibility (CSR) contracting through the lenses of agency theory and institutional theory. Examining a dataset comprising 4,716 firm-year observations from European companies spanning 18 countries between 2016 and 2022, we investigated how board characteristics and institutional pressure impact CSR contracting. Employing a multilevel regression analysis, our findings highlight the positive impact of board specific skills and independence on CSR contracting. Notably, the study reveals the significant role of institutional pressure in shaping CSR contracting, specifically showcasing a positive correlation with control of corruption while indicating a negative association with regulatory quality. Moreover, the interaction between board characteristics and institutional pressures offers crucial insights for practitioners, policymakers, and regulators concerning corporate governance mechanisms and the country governance system in formulating corporate strategies.

ONE: **Sustainability Managers' Moral Role Identity and Moral (Dis) Engagement**

Author: **Carina Keller**, *EBS U. für Wirtschaft und Recht*

Author: **Diane Sophie Owin**, *EBS Business School EBS U. für Wirtschaft und Recht*

Author: **Karin Kreutzer**, *EBS U.*

Author: **Myriam N. Bechtoldt**, *EBS U. of Business and Law*

To address the responsibility to mitigate climate change, organizations employ sustainability managers who consider themselves moral 'change agents'. While previous research has pointed to the moral role identity of sustainability managers, it remains unclear how sustainability managers (de-)construct their moral role identity over time, and what follows from this (de-)moralization for their climate commitment. These questions were the focus of a longitudinal qualitative study involving 36 sustainability managers. Based on interview, observational, and documentary data, we explored how sustainability managers' role identity work involved (de-)constructing their own moral standards and relationality with others. We systematically identified four factors that influence moral commitment in the work of sustainability managers. These factors include the behavioral and material (ir)responsibility associated with their work role, as well as the affective and relational (dis)engagement associated with their work environment. Our findings suggest that these four determinants influenced how far sustainability managers guided climate (in)action showing deep moral commitment, surface moral commitment, or conditional moral commitment. The paper contributes to the literature on (moral) identity work and moral disengagement, as we elucidate how moral disengagement serves as a coping mechanism to intra-personal role identity conflicts, thereby being both detrimental and conducive to fostering moral organizational objectives.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1630** | Submission: **13320** | Sponsor(s): **(ONE, SIM)**
Scheduled: **Monday, Aug 12 2024 3:00PM - 4:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon A**








Engaging Sustainability in and From the Field: Innovative Practices from ONE Teaching Award Winners



Organizer: **Stuart A. Allen**, *Robert Morris U.*
Moderator: **Stuart A. Allen**, *Robert Morris U.*
Facilitator: **Divya Singhal**, *Goa Institute of Management*
Presenter: **Rae Andre**, *Northeastern U.*
Presenter: **Christopher Craig**, *Murray State U.*
Presenter: **Sara B. Soderstrom**, *U. of Michigan*
Facilitator: **Georg Reischauer**, *WU Vienna & JKU Linz*

When learning in and from the field, students become psychologically and physically immersed with the objects of their inquiry and navigate the dynamics of doing so. For our purposes, a broader conceptualization of fieldwork includes various forms of learning that get the students out of the classroom and into the natural environment, as well as the manager's natural environment, or bring that environment into the classroom. Fieldwork can be leveraged to holistically develop a sustainability mindset amongst future managers, giving students exposure to innovative approaches to sustainability within communities and organizations. To promote fieldwork in sustainability courses, this symposium aims to share insights on how and when faculty can integrate fieldwork into their sustainability courses to enable students to develop a sustainability mindset. For this purpose, past ONE Distinguished Educator Award and ONE Early Career Teaching Award winners will provide insights from their teaching strategies, especially those that get students into the field, bring the field into the classroom, expose students to sustainability innovations in or from real-world contexts, or incorporate service-based learning or community immersion.

KEY TO SYMBOLS

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

Project Management

Session Moderator: **Chunlin Yu**, *The London School of Economics and Political Science*

OSCM: **Exogenous and Endogenous Capability Development in PBEs: A Resource Orchestration Perspective**

Author: **Chunlin Yu**, *The London School of Economics and Political Science*

Author: **Juliano Denicol**, *U. College London*

Author: **Andrew Davies**, *SPRU U. of Sussex UK*

This paper investigates an unexplored question of how project-based enterprises (PBEs) manage to build capabilities from scratch within a limited period of time for project delivery. This paper conducts a multi-case study of five PBEs that act as the leading organization in delivering five large-scale and complex projects in China, based on a combination of 103 semi-structured interviews and substantial documental data. The findings show that PBEs orchestrate resource to build their capabilities exogenously and endogenously through two underlying mechanisms – dynamic resource configuration and recursive learning cycle. Overviewing the overall capability building trajectory, PBEs' role in resource orchestration transforms from “resource possessor” to “resource integrator” during exogenous process then to “capability iterator” during endogenous process. Dynamic capabilities are the essence of such organization evolution and capability building. This study thus extends and enriches the operations management (OM) literature on resource orchestration theory by providing new empirical insights on the operations strategy of developing capabilities in PBEs. This work highlights how two research areas of OM – resource orchestration and dynamic capabilities – are fruitfully combined to gain new insights into capability building.

OSCM: **The Comparison of Benefits in the Project Investment Decision**

Author: **Mehdi Rajabi Asadabadi**, *The U. of Western Australia*

This paper addresses a long-standing problem as to how the non-monetary benefits of projects can be compared in the project selection process. Executives often face the challenge of making a project investment decision, that is, to select projects that will most enhance the organisation's performance. This requires the comparison of the different characteristics of projects, the resources needed to complete the project, and the benefits offered by the projects. The literature often treats the project investment decision as a problem with multiple criteria, where projects are evaluated with respect to these criteria, and the best projects to fund are identified. It might be straightforward to compare some characteristics of projects such as the costs and monetary (aka financial) benefits. However, there is less clarity around how to compare non-monetary benefits when projects are quite different and deliver a range of disparate benefits (e.g. the benefits of a hospital construction project vs. a railway). This paper develops a novel straightforward method to compare project dissimilar benefits. In addition to this methodological contribution, this paper also contributes to the literature by facilitating an effective comparison of the non-monetary benefits (and hence enhancing the quality of the project investment decision). The paper also sheds light on how the reasoning structures of different projects decision makers may be impacted by their degree of optimism.

OSCM: **Supply Chain Narratives and the Success of Crowdfunding**

Author: **Jiaying Ou**, *School of Mathematics, Shenzhen U.*

Author: **Shuijing Jie**, *Xi'an Jiaotong-Liverpool U.*

Author: **Yifu Li**, *International Institute of Finance, School of Management, U. of Science*

Author: **Peng Luo**, *School of Mathematics, Shenzhen U., Shenzhen, China*

This study aims to investigate the impact of the narratives of supply chain-related information on the success of crowdfunding campaigns. We developed a supply chain dictionary to measure the supply chain narratives in crowdfunding through text mining. Our empirical results show that more comprehensive supply chain narratives significantly positively lead to higher financial performance in crowdfunding projects. Additionally, we identified an “inverted U-shaped” relationship between the narratives of the “deliver” in the supply chain and the project's success. Results of the moderating analyses show that the number of images, videos, and updates negatively moderates the narrative-crowdfunding success relationship.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Networked Impact: Harnessing Inter-Organizational Synergy for Public Good

Session Moderator: **Robin Hargroder Lemaire**, *Louisiana State U.*

This presentation will examine the efficacy of social capital among leadership during disasters, the challenges of jurisdictional boundaries in policing, the strength of purpose-oriented networks, and the potential of place-based collaborations for impactful cross-sectoral work.

PNP: A Place-Based Perspective of Cross-Sectoral Collaborations

Author: **Lei Liu**, *U. of Exeter Business School*

Author: **Angela Aristidou**, *UCL SoM & Stanford CASBS*

Cross-sectoral collaborations (XSPs) are promising solutions to addressing societal problems. Yet the understanding is limited regarding how these collaborations unfold when they are bounded in a geographical location (i.e., place-based) and organizations need to repeatedly collaborate due to limited choice of partners. To develop insights into the dynamics in place-based XSPs, we conducted a qualitative study of the collaborations between a National Health Service hospital and third-sector organizations in a community located in the East England area. We found that informal relationships play crucial roles and interact with formal relationships to drive place-based XSPs. We demonstrated how the shadow of the past and the shadow of the future jointly affect XSPs in both positive and negative ways, shaping the management of challenges in these collaborations. Moreover, we revealed the unique externalities of place-based XSPs. Integrating our findings, we developed a model to theorize how different components interact in place-based XSPs and the associated outcomes. By bringing the role of places to the surface, we provide a comprehensive depiction of the dynamics in place-based collaborations and contribute to the literature on XSPs and on interorganizational relationships.

PNP: Crime May “Know No Boundaries” but Police Departments Do: Examining Boundaries by Rank in Policing

Author: **Donna Sedgwick**, *Virginia Tech*

Author: **Stacey Clifton**, *Radford U.*

This study explores the dynamics of interorganizational relationships (IORs) among police departments in a region in Southwest, Virginia. We focus on the perceptions of jurisdictional/organizational and policy/procedure boundaries in regional IORs, closely following Giacomantonio's (2014) typology of policing boundaries. Through a qualitative analysis of over 700 excerpts that resulted from 22 semi-structured interviews with law enforcement personnel, we identified significant themes of 'bridging' and 'separation' across these boundaries. Data revealed more discussion of bridging in jurisdictional/organizational boundaries (82%) compared to policy/procedure boundaries (60%). Findings suggest that bridging and separating at jurisdictional/organizational and policy/procedure boundaries is influenced by rank within law enforcement agencies. Variations in perceptions of IORs by rank align with fragmentation of police occupational culture within an agency (Reuss-Ianni 1983; Paoline 2003; Cohen 2018). We argue that our findings support the inclusion of boundary types in collaborative process frameworks and also add to understanding the complexities of law enforcement IORs when developing strategies to enhance and improve these efforts across varying ranks of law enforcement.

PNP: Purpose-Oriented Networks and System Robustness: Core Redundancy and Diversity

Author: **Robin Hargroder Lemaire**, *Louisiana State U.*

Author: **Donna Sedgwick**, *Virginia Tech*

Author: **Lauren McKeague**, *U. of Montana*

In the aftermath of the COVID-19 pandemic, there is greater recognition of the important aim of strengthening the robustness of service systems. As an aim of some purpose-oriented networks (PONs) is to strengthen service systems, we argue robustness should be considered as an outcome for these cross-organizational collaborative efforts in public administration. Thus, the question motivating our research is how collective efforts, like PONs, can improve the robustness of a system? Specifically, our research is guided by the questions of which structural factors may be key to achieving system robustness and how does a PON strengthen the system to achieve those structural characteristics? Drawing on a longitudinal mixed methods study of a child education and development (CED) network, we examine the change in the CED system structure from dependence on a few hub organizations, and the inherent vulnerabilities of that structure, to one with a large core and less likely to fragment. We then analyze how redundancy and diversity of the core increases the robustness of the system. Last, we identify the PON processes that lead to these core characteristics. We use our findings to offer implications for theory and practice on how PONs can strengthen the robustness of service systems.

PNP: The Weakness of Weak Ties: Do Social Capital Investments Among Leaders Pay off During Disasters

Author: **Brenda Nowell**, *North Carolina State U.*

Author: **Toddi Steelman**, *U. of Saskatchewan*

The theoretical literature on social capital and disasters, as well as conventional wisdom, suggests the importance of pre-disaster relationship building among leaders of responding organizations and agencies for disaster readiness and response. Often implied, but rarely tested empirically, research presumes a positive and linear relationship associated with investments in social capital for effective disaster response. Any amount of relationship building is better than none, but more is better. But is it? In this article, we use a rare longitudinal, pre-post disaster dataset of dyadic ties among leaders to examine key questions related to investments in social capital before a disaster, the expected payoffs from these investments, the actual payoffs of these investments and the marginal effects of such investments. Our findings indicate that pre-disaster relationship building has a non-linear relationship to expected payoffs and actual payoffs. Marginal effects analysis suggests three interesting, though perhaps counter-intuitive, relationships between the investment and expected and actual payoffs in social capital. First, leaders reported expecting disproportionately high payoffs from relatively small relationship investments prior to the incident. Second, infrequent pre-disaster interactions were found to be no different than no prior interaction when looking at actual payoffs from these investments. Finally, relationships that were deemed most problematic were among those with weak ties. Overall, results suggest that the efficacy of pre-disaster relationship building is more complicated than one would expect based on extant literature. More investment in social capital may be better in some cases, but the benefits from these investments appear only after a certain threshold is met and, in some cases, may have diminishing returns. Potential theoretical drivers for these seemingly counter-intuitive findings are discussed while calling for further research to investigate these dynamics in other contexts.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Shadows in Service: Addressing Misconduct & Stigma in Public Work

Session Moderator: **Diep Nguyen**, *Northumbria U.*

This presentation will explore the dark side of public workplaces, sharing research on the nuanced relationships between supervisor humor and employee well-being, moral disengagement and workplace bullying, police misconduct and community trust, and public sector stereotypes and job appeal.

PNP: **Moral Disengagement's Impact on Ethical Leadership, Witnessing Bullying and Meaningful Work**  

Author: **Diep Nguyen**, *Northumbria U.*

Author: **Stephen Teo**, *La Trobe U.*

Author: **Nhung Nguyen**, *Newcastle Business School, Northumbria U., UK*

Observing workplace bullying could shape bystanders' undesirable perceptions of their work. This study addresses a gap in the scarce literature on witnessing workplace bullying within public administration by examining the moderating role of moral disengagement in the relationships between ethical leadership (EL), witnessing workplace bullying, and employee perceptions of meaningful work (MNW). Aligned with Bandura's (1991) overarching social cognitive theory of morality, we posit that EL, a critical component of work environment, diminishes instances of workplace bullying witnessed by bystanders while concurrently enhancing the perceived MNW of public servants. However, considering moral disengagement as cognitively moral judgement, it could crucially influence the impact of EL on witnessing workplace bullying and the subsequent effect of witnessing workplace bullying on perceived MNW. Leveraging a two-wave study involving 246 public sector employees in the United States, our findings reveal a negative association between EL and witnessing workplace bullying, alongside a positive relationship between EL and MNW. Moreover, witnessing workplace bullying is negatively associated with MNW. Intriguingly, low moral disengagement amplifies the impact of high EL on witnessing workplace bullying while intensifying the detrimental influence of witnessing workplace bullying on MNW. These results align with the social cognitive theory of morality perspective. We discuss theoretical contributions and offer managerial insights, particularly relevant for the public sector and broader organizational contexts.

PNP: **"You are Not That Funny": Supervisor's Humor Use on Psychological Contract Breach and Mental Health**   

Author: **Stephen Teo**, *La Trobe U.*

Author: **Diep Nguyen**, *Northumbria U.*

Author: **David Chee-mun Cheng**, *Australian National U.*

The examination of humor use by supervisors has garnered an increasing attention in organizational behavior literature, revealing its dual impact on employees' mental well-being. Grounded in the benign violation theory of humor and social exchange principles, this study delves into the adverse influences of humor use on psychological contract breach (PCB) and psychological distress among public sector employees during a period of persistent change and uncertainty in the Australian public administration. Two studies were conducted to gather data: an experimental study and a time-lagged cross sectional field work. In the first study, a cross-sectional sample of 101 working adults were surveyed to explore the impact of leader humor on PCB and psychological distress. The findings provided empirical support for the positive and causal effect of a humorous leader on PCB. Additionally, evidence emerged for an indirect effect of a humorous leader on psychological distress, mediated by PCB. The second study employed a four-week internal separation design, involving 236 public sector employees who participated in an online survey assessing their perceptions of immediate supervisor's use of humor, PCB and psychological uncertainty during organizational change period in Time 1, and the ultimate psychological distress in Time 2. The results indicated that a supervisor's humor use had an indirect effect on psychological distress, mediated by PCB. Furthermore, psychological uncertainty intensified the positive relationship between the use of humor by a supervisor and PCB. This study sheds lights on the nuanced dynamics of humor use in the workplace, revealing potential detrimental effects on employees' psychological well-being amid organizational change and uncertainty.

PNP: **It's Not Always as We Think: The Missing Link Between Public Sector Stereotypes and Attraction** 

Author: **Mette Jakobsen**, *Aarhus U., Department of Management*

Author: **Fabian Homberg**, *Department of Business and Management, LUISS Guido Carli U.*

Public sector workers are often negatively portrayed with ascriptions such as 'ineffective' and 'lazy'. Such negative connotations might disadvantage public sector organizations when trying to attract applicants, as it can reflect negatively on individuals' social identities. With this pre-registered experimental study, we therefore examine stereotypes of similar administrative occupations across the public and private sector and how this influences attraction in the initial phases of a job search before tangible job attributes even become visible. Our study among 290 job seekers in the United Kingdom provides evidence for a generic public worker bias, but this bias diminishes when the specific occupation is known. Further, we do not find that sector affects attraction or that this relationship is moderated by stereotypes. We discuss theoretical and practical implications of the findings and provide directions for future research.

PNP: **Police Misconduct and the Social Connectedness Between the Police and Small Business Communities**

Author: **Cheng Wang**, *California State U. Sacramento*

Author: **Dali Ma**, *Drexel U.*

This study examines police officers' perceptions of two types of misconduct behaviors related to small business communities – the community-based misconduct and the self-interests-based misconduct. This study proposes that police officers' occupational characteristics – the job duty and the rank as a supervisor, can impact their perceptions of the seriousness of the two types of police misconduct. Using data from the Police Corruption in Thirty Agencies in the United States – 1997, this study shows the strong consensus that the majority of police officers perceive the community-based misconduct as less serious, but perceive self-interests-based misconduct as more serious. This study has implications for the relationship between police and small business communities in creating and maintaining community collective goods. The community-based misconduct differs from the self-interests-based misconduct because the former can establish and enhance social connectedness and solidarity between the organization and the community. This study also shines lights on the conversation of organizational misconduct. Organizational misconduct behaviors differ not only by their seriousness but also by their nature, such that some misconduct behaviors contribute to the community's public goods while some misconduct behaviors are more the pursuits of self-interest.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1634** | Submission: **14156** | Sponsor(s): **(PNP, DEI, SIM)**
Scheduled: **Monday, Aug 12 2024 3:00PM - 4:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Embassy Room**

Power, Equity, and Justice in Community Philanthropy – How a Field is Changing



Organizer: **Marlene Walk**, *U. of Freiburg*
Organizer: **Megan LePere-Schloop**, *Ohio State U.*
Presenter: **Lauren Dula**, *Indiana U., Bloomington*
Presenter: **Laurie Paarlberg**, *Indiana U. / Purdue U., Indianapolis*
Presenter: **Maham Ali**, *Ohio State U.: John Glenn College of Public Affairs*
Presenter: **Megan LePere-Schloop**, *Ohio State U.*
Participant: **Jamie Levine Daniel**, *New York U.*
Participant: **Heng Qu**, *Texas A&M U.*
Participant: **Yue Ming**, *Indiana U. - Lilly Family School of Philanthropy*
Discussant: **Julie Langer**, -

This symposium leverages the context of community foundations (CFs), public charities that raise and distribute philanthropic funds in a defined geographic place to meet broad community needs, to examine how community foundations pursue change towards justice philanthropy in light of an environmental context that increasingly politicizes DEI. Specifically, papers in this panel conceptually explore the relationship between power and philanthropy, describe the institutional logics shaping justice philanthropy in community foundations, and empirically examine community foundation practice to advance social equity and justice.

Philanthropic Foundations and the Exercise of Power: A Systematic Review of the many Faces of Power

Author: **Lauren Dula**, *Indiana U., Bloomington*
Author: **Laurie Paarlberg**, *Indiana U. / Purdue U., Indianapolis*

The Community Consequences of Foundation Logics

Author: **Laurie Paarlberg**, *Indiana U. / Purdue U., Indianapolis*
Author: **Yue Ming**, *Indiana U. - Lilly Family School of Philanthropy*
Author: **Heng Qu**, *Texas A&M U.*

Institutional Logics, Black Lives Matter, and Community Foundations' Social Justice Claims

Author: **Maham Ali**, *Ohio State U.: John Glenn College of Public Affairs*
Author: **Megan LePere-Schloop**, *Ohio State U.*

Leader Imprinting and Organizational Shifts Toward Equity: Insights from Community Foundations

Author: **Megan LePere-Schloop**, *Ohio State U.*
Author: **Marlene Walk**, *U. of Freiburg*
Author: **Jamie Levine Daniel**, *New York U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Methodological Advances and Challenges in Management Research

Session Moderator: **Daniel A. Newman**, *U. of Illinois at Urbana-Champaign*

RM: **EventMining: Natural Language Processing-based Event Discovery for Online Business Information**   

Author: **Mingze Xu**, *Leeds U. Business School*
Author: **Chee Yew Wong**, *Leeds U. Business School*
Author: **Christina Wong**, *Hong Kong Polytechnic U.*
Author: **Sakun Boon-itt**, *Thammasat U.*

Unexpected events can have a “Black Swan” effect on companies and lead to operations and market disruption. Researchers have been exploring various events to support companies in optimizing their strategies, where recognizing events is the first and most important step. However, in an era of information explosion, discovering events from mass volume of online information is literally a challenging work for both researchers and managers. In this paper, we propose EventMining, an approach to discover events from online information combines natural language processing (NLP) and machine learning (ML) techniques. Through integrated functions of online information scanning, NLP model development, textual data preprocessing and hyperparameter analysis, event cases are automatically generated and can be used to research for findings. In doing so, EventMining can provide a significant step forward for advancing the traditional event recognition approach with more efficient and insightful features, helping researchers and managers better discover events and also contribute to managers in advancing their operations and strategy-making.

RM: **Diversity Hiring with Local Accuracy: Local, Meta-analytic, and Bayesian Approaches**

Author: **Chen Tang**, *American U., Kogod School of Business*
Author: **Daniel A. Newman**, *U. of Illinois at Urbana-Champaign*
Author: **Chelsea Song**, *Indiana U. - Kelley School of Business*
Author: **Serena Wee**, *U. of Western Australia*

For reducing adverse impact, the diversity-validity tradeoff curve approach provides sets of selection predictor weights that can often substantially enhance diversity (increase AI ratio and number of minority job offers), with no loss of job performance in comparison to unit weights (Wee et al., 2014). A key limitation of this diversity-enhancing approach is the tendency for tradeoff curves to shrink, leading to lesser job performance and diversity outcomes upon cross-validation (Song et al., 2017). The current paper evaluates and compares tradeoff curve shrinkage (both validity shrinkage and diversity shrinkage) using three types of validity evidence/calibration studies: (a) a local validity study, (b) a meta-analysis (Schmidt & Hunter, 1977), and (c) a Bayes-analysis with empirical priors, which is a weighted combination of both a local study and meta-analysis (Newman et al., 2007). Using simulation, we show conditions where each approach performs best, offering recommendations on ideal methods for diversity improvement (reducing shrinkage and maximizing cross-validity) in local selection settings. Results guide selection practitioners in novel methods (integrating the advantages of meta-analysis, Bayes-analysis, and Pareto-optimal weighting) to best combine predictors to simultaneously achieve job performance and diversity objectives in local selection settings.

RM: **Hypothetical Nudges Provide Misleading Estimates of Real Behavior Change**  

Author: **Linnea Gandhi**, *The Wharton School, U. of Pennsylvania*
Author: **Anoushka Kiyawat**, *Harvard Business School*
Author: **Colin F. Camerer**, -
Author: **Duncan J. Watts**, *U. of Pennsylvania*

Hypothetical scenarios provide a popular alternative to field experiments for scholars interested in nudging behavior change, comprising a substantial proportion of such studies in the domains of finance, transportation, and sustainability. Yet their validity as proxies for real-world contexts is unclear. To investigate, we designed four styles of hypothetical scenarios to approximate five recent field studies of nudges in distinct domains, running a total of 20 pre-registered experiments (N=16,071, n>200 per cell). This design allows clear comparison of old field data with new hypothetical data. We find that hypothetical outcomes are consistently biased upwards – participants engage more in target behaviors by a median factor of 3.81 compared to the original field experiment – while their estimations of treatment effects are unpredictable: sometimes bigger, sometimes smaller, sometimes calibrated. Further, none of our four hypothetical designs reliably reduced estimation error. Without a gold standard approach to constructing hypothetical scenarios, behavioral researchers and practitioners should use caution when employing this low-cost but unreliable tool to evaluate nudge interventions.

RM: **Revisiting the Paradoxes of Knowledge Diversity and Network Structure for Team Innovation**

Author: **XIN GAO**, *U. Of Chicago*
Author: **Jarder Luo**, *Tsinghua U.*
Author: **Song Wang**, *Zhejiang U.*
Author: **Peter Ping Li**, *Copenhagen Business School*

Innovation output within a team is nurtured by the combination of team members' diverse knowledge in the context of collaborative teamwork. Most previous research has assumed a linear, interactive effect of knowledge diversity and network structure in predicting team innovation. However, more recent research suggests that the relationship among knowledge diversity, network structure, and team innovation is a multifaceted and dynamic issue. A critical question remains: How does the interaction of high or low knowledge diversity with high or low network density contribute to team innovation? To address this question, we adopted the perspective of 'knowledge networks' and conducted a machine-learning inductive method to examine the interactive effect of knowledge diversity and network density on team innovation. We gathered multisource data from 2,202 teams within a large high-technology firm in China spanning from 2014 to 2017. The results indicate that knowledge diversity and network density exhibit a curvilinear interactive effect on team innovation. The two factors reinforce each other in the initial stage and reach the optimum outcome at a moderate level. However, beyond this threshold, the two factors start restraining each other. This study deepens our understanding of the paradoxical joint effects of knowledge diversity and network density on team innovation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1636** | Submission: **12477** | Sponsor(s): **(RM)**
Scheduled: **Monday, Aug 12 2024 3:00PM - 4:30PM CT (UTC-5)** at **Swissotel Chicago** in **Montreux 1**

How to Analyze and Build Theory on Silence and the Unspoken in Qualitative Work?



Organizer: **Hodar Lam**, *Lingnan U.*
Organizer: **Chujiao Zhou**, *W. P. Carey School of Business, Arizona State U.*
Organizer: **Mirjam Werner**, *Erasmus U. Rotterdam*
Panelist: **Gail T. Fairhurst**, *U. of Cincinnati*
Panelist: **Bryant A. Hudson**, *IÉSEG School of Management*
Panelist: **Laurence Romani**, *Stockholm School of Economics*
Panelist: **Tammar B. Zilber**, *Hebrew U. of Jerusalem*

With growing scholarly interest in qualitative research in organizational studies, a critical challenge lies in navigating through qualitative data pertaining to silence and the unspoken in interviews or observations. Even though there is scant yet relevant attention in the organizational and psychotherapy literatures, how qualitative researchers, especially early-career ones, should make sense of the type of data has yet to receive methodological exploration or discussions. In this instructional symposium, a new format at RM Division, we bring together worldwide qualitative scholars to share their experiences and insights into how they have handled and managed silence and the unspoken in potentially stigmatized or sensitive contexts. In addition to a panel discussion facilitated by the organizers, participants will join roundtables and discuss how to analyze, theorize, and present data on silence and the unspoken for theory building. We aim to provide both theoretical and practical insights into being aware of and making good use of data on silence and the unspoken for interested qualitative researchers.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **1637** | Submission: **23006** | Sponsor(s): **(SAP)**
Scheduled: **Monday, Aug 12 2024 3:00PM - 4:30PM CT (UTC-5)** at **Offsite** in **The Northman Beer & Cider Garden**
on the Riverwalk








SAP-EAP Meet-up

Organizer: **Alex Christian**, *TUM School of Management, Technical U. of Munich*
Participant: **William B. Gartner**, *Babson College*

The SAP-EAP meet-up is a great opportunity to meet informally with scholars interested in Strategizing Activities and Practices (SAP) and Entrepreneurship as Practice (EAP). Join us to explore how both fields use practice theory, how their approaches may align or differ, and what future opportunities there are for research and further community building.

Venue Address: 233 East Riverwalk, Chicago, IL 60601

KEY TO SYMBOLS

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

Strategists' Identities and Subjectivities

Session Moderator: **Anniina Rantakari**, *U. of Oulu*

SAP: **Exploring Middle Manager Identity Work During Strategic Change** 

Author: **Lisa Day**, *U. of Liverpool*
Author: **Julia Balogun**, *U. of Liverpool*
Author: **Carola Wolf**, *U. of Liverpool*

Research has shown middle managers to be important players in strategic change implementation. As strategic change agents they provide a pivotal link between top-down strategy and operational delivery. However, we know much less about why some individual middle managers adapt well to this strategic change agent role whilst others do not, or why sometimes managers that appear likely to adapt well, surprisingly, do not. Through a two-year, real-time study of an internal merger, this paper explores how middle managers' identity work influences the adaptation of their role as strategic change agents. We develop a process model of the interplay between individual identity work and identity regulation during strategic change, and extend understanding of middle manager strategizing behaviour through a processual analysis of individual level identity dynamics

SAP: **Senior Strategists' Self-Narratives: Positioning Occupational Background to Frame Strategic Identity**

Author: **Diogo Campos-Teixeira**, *Macquarie Business School, Macquarie U.*
Author: **Yvonne Breyer**, *Macquarie Graduate School of Management*
Author: **Eric Knight**, *Macquarie Business School, Macquarie U.*

Although much of the strategy scholarship to date has examined the narratives of strategists primarily in terms of how they shape the work of the organization, this document explores how strategists frame their occupational backgrounds to position their self-narratives. Self-narratives, therefore, not only have the capacity to reveal the challenges experienced by individuals but also the senses of self that emerge in response. Their sense of self constructs their professional identity as strategists, which we denominated strategic identity. We analyzed the self-narratives from 47 senior strategists operating across a variety of sectors and geographies, who took very different paths to obtain their current full-time, in-house strategy positions. This analysis showed that senior strategists frame their self-narratives in order to highlight, downplay, or selectively emphasize aspects of their occupational backgrounds. Consequently, they can position strategic identity as technical, humanistic, and processual identity respectively according to present necessities and previous experiences. Understanding how strategists frame their occupational backgrounds to construct their identities is an important issue for organizations' hiring decisions. Due to their strategic skills, organizations hire strategists with a varied occupational background for leadership positions, in which their identity has to be framed strategically.

SAP: **Celebrity and Reputation Uncertainty in a Rapidly Growing Financial Services Firm**    

Author: **Hongqin Li**, *Nottingham U. Business School*
Author: **William Stopford Harvey**, *Melbourne Business School*
Author: **Jingjing Qu**, *Shanghai Artificial Intelligence Laboratory*








We offer novel insights into the role of celebrity in navigating reputation uncertainty, based on a rapidly growing financial services firm. Unusually, celebrity was used to signal prudence, and helped draw attention to changes in the firm's product mix in response to a favourable regulatory change that had the effect of mitigating reputation uncertainty. Yet paradoxically, the inherently fleeting nature of celebrity raised persistent worries about the firm's future. We draw out the implications of these findings for how we theorize celebrity in relation to reputation reconstruction. First, as spatially and temporarily bounded and conditioned. Second, as symbiotically linked to particular organizations. Third, through the co-usage of media and traditional social ties. Finally, we argue that successful reputation building cannot succeed without the ability to pick favourable circumstances.

SAP: **Shifting Organizational Roles in Creating Exceptional Strategic Performance**

Author: **Anniina Rantakari**, *U. of Oulu*

This paper examines the relation between role ambiguity and exceptional strategic performance. In particular, this study reveals how organizational actors purposefully created ambiguity in organizational roles and how continuously shifting roles and role expectations build and sustain extreme strategic performance in and through daily practices. We draw on in-depth empirical material collected over three years from a professional Finnish ice hockey organization that has been able to be exceptionally successful both in terms of 'the game' and 'the money'. Our analysis reveals how different organizational members shift between different and sometimes even contradicting roles and expectations in their pursuit of extreme strategic performance. Based on our analysis we conceptualize three shifts in organizational roles: temporal shifts, embodiment shifts, and priority shift. With these findings we contribute to our understanding of the fluid nature of organizational roles as well as how these shifting roles impact strategic performance.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **1639** | Submission: **21905** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 12 2024 3:00PM - 4:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Belmont**

SIM Best Dissertation Award Finalists and SIM Best Book Award Finalists Presentations

Organizer: **Cristina Neesham**, *Newcastle U.*

Organizer: **Michelle Karen Westermann-Behaylo**, *U. of Amsterdam*

Organizer: **Erica Steckler**, *U. of Massachusetts, Lowell*

Finalists for SIM's Best Dissertation Award and Best Book Award will present synopses of their work.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Ethics (Or Not) at Work: Wrongdoing, Unethical Pro-Organizational Behavior (UPOB), and Moral Repair

Session Moderator: **Scott Reynolds**, *U. of Washington*

SIM: Gaming Rules in Liminal Settings Leading to Corruption: An Experimental Approach

Author: **Miguel Velasco**, *CUNEF U.*

We examine the question of why corruption exists and what may explain its resilience in the face of efforts to eradicate it. We focus our analysis on the psychological antecedents of corrupt behavior and develop the hypothesis that an adaptive form of problem-solving behavior called gaming is at the heart of corruption. We show how the adoption of small unethical actions can evolve into organizational routines more rapidly and with less awareness than agents who engage in these behaviors expect. Over time, if left unchecked, the behaviors of gaming can become a de facto way of achieving goals. In settings in which the performance of the agent is embedded within a specific organization, this dependence on gaming can extend to organizational level performance. Under this analysis corruption emerges as an intentional behavior in which deception is used to cover up the prevalence and dependence on gaming as a means of achieving goals in organizational settings. Once intentionality is present and deception is deployed, corruption becomes institutionalized and self-sustaining. In what follows we address two questions: (1) what type of situation or problem prompts the behaviors of gaming? and (2) in the face of the prevalence of gaming, what strategies of thinking lead to the transition from gaming to corrupt acts as an acceptable or even preferred form of problem solution? We adopt a cognitive approach to answer these questions. Using Simon's concept of bounded rationality as a guiding principle, we develop the concept of gaming and describe its psychological foundations, framing it as an adaptive and frequent form of problem-solving behavior that takes advantage of ambiguity in rules to achieve a personal advantage. We first present a framework for the study of corruption based on our analysis of gaming and the unintended consequences it has in organizational settings. We then test our framework with an experiment.

SIM: Group Allegiance Versus Societal Norms: Cultural Influences on Unethical Pro-Organizational Behavior

Author: **Shaun Parkinson**, *Washington State U.*

Author: **Jay Bates**, *Washington State U.*

Author: **Jeremy M. Beus**, *Washington State U.*

This study explores unethical pro-organizational behavior (UPB) within the context of varying cultural values. We explore how societal norms and group allegiances, shaped by cultural underpinnings, influence the propensity of individuals to engage in UPB. Central to our investigation are two societal values: group well-being (collectivism) and hierarchical orientation. Using a meta-analytic approach with a sample size of 43,648 across 166 studies, we examine the moderating role of these cultural dimensions on the propensity to prioritize subgroup interests over societal expectations. Our findings show the complexities associated with individual ethical frameworks and their societal environment. In cultures with a strong emphasis on group well-being, we observe a heightened propensity for individuals to prioritize organizational interests, but also find that in these same environments, the negative relationship between societal expectation adherence and UPB is exacerbated, meaning individuals that give higher self-meaning to their adherence to morals are even less likely to commit UPB. Additionally, in hierarchical societies, we generally find support for a de-emphasis of societal norms evidenced by a strengthening of both the relationship between organizational bonds and UPB, as well as the relationship between moral disengagement and UPB. We explore and offer potential explanations for some of the conflicting findings in this study. This research contributes to organizational ethics literature by underscoring the pivotal role of cultural context in shaping individual ethical decision-making, offering valuable insights for multinational organizations in understanding and managing ethical behaviors across diverse cultural landscapes.

SIM: When Moral Leads to Immoral: Differential Effect of Corporate Social Responsibility on Employee UPOB

Author: **Xiang Yi**, *Jacksonville State U.*

Author: **Shuhong A. Wang**, *Radford U.*

Author: **Benjamin Biermeier-Hanson**, *Radford U.*

Author: **Yueru Ma**, *Central South U.*

Author: **Weibo Cheng**, *Central South U.*

In recent years, Corporate Social Responsibility (CSR) has gained prominence as a reflection of a company's commitment to ethical and sustainable practices, alongside its contribution to societal well-being. However, CSR as a multifaceted concept with diverse dimensions that can influence various organizational outcomes has rarely been examined. This paper explores CSR's intricate nature by distinguishing between key dimensions focused on employees, customers, and society. We examine how these dimensions exert varying impacts on employee unethical behaviors that, paradoxically, aim to benefit the organization. These behaviors, referred to as Unethical Pro-organizational Behaviors (UPOB), often emerge when employees believe that their ethically questionable actions can be justified in the name of the organization's benefit. We found that CSR activities focused on employees and customers could have different impacts on employee UPOB, and these impacts may be subjective to the interaction with ethical leadership and CSR activities focused on society. We discuss how the findings shed light on the complexities of ethical practices and environments in an organization. Limitations and directions for future research are also discussed.

SIM: Manager-Facilitated Moral Repair: What Managers Think Helps vs. What Does Help

Author: **Mengjiao (Rebecca) He**, *Gettysburg College*
Author: **Kenneth D. Butterfield**, *Washington State U.*
Author: **Kristine Kuhn**, *Washington State U.*
Author: **Thomas M. Tripp**, *Washington State U.*
Author: **Natalie Liberman**, *Indiana U., Bloomington*

Although there is growing awareness of the importance of moral repair in understanding processes and outcomes of workplace wrongdoing, we know little about the role of the manager in facilitating moral repair of offenders. Based on qualitative accounts from 70 managers, Study 1 develops an inductive model of the manager-facilitated moral repair process, including motivating factors, manager-initiated actions intended to facilitate offender moral repair, facilitators and inhibitors, and outcomes of the moral repair process. Study 2 tests the proposed relationships between manager-facilitated moral repair actions and offender-related outcomes using quantitative survey data from 283 employees. The results of both studies indicate that manager-facilitated moral repair actions can positively influence offender satisfaction, commitment, and organizational citizenship behaviors, and reduce the likelihood of reoffending. Contrary to manager expectations, however, Study 2's results suggest that including third parties in reparative meetings may be counterproductive in terms of improving offender outcomes. Implications for incorporating organizational dynamics in the study of moral repair and for improving management practice are discussed.

SIM: The Dark Side of Manager-Facilitated Moral Repair

Author: **Mengjiao (Rebecca) He**, *Gettysburg College*
Author: **Kenneth D. Butterfield**, *Washington State U.*
Author: **Kristine Kuhn**, *Washington State U.*
Author: **Thomas M. Tripp**, *Washington State U.*

While prior research indicates that managers' efforts to facilitate moral repair in the aftermath of workplace wrongdoing can benefit both offenders and organizations, in this study we build on the restorative justice and unethical prosocial behavior theoretical frameworks to examine the potential dark side of managerial-facilitated moral repair. Results from a multi-wave survey of 244 full-time employees, where employees were asked to recall an incident where they had intentionally or unintentionally caused harm at work, show that their managers' restorative justice actions are associated with employees engaging in unethical pro-supervisor behavior (UPSBS). This effect is mediated by their gratitude, desire to reciprocate, and identification with their manager. Importantly, the relationships between offending employees' gratitude and desire to reciprocate positive treatment and UPSBS are weaker for employees with a strong moral identity. Implications for restorative justice theory and managerial practice are discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Social Responsibility and Human Resource Management (HRM)

Session Moderator: **Jegoo Lee**, *U. of Rhode Island*

SIM: How and When Socially Responsible HRM Influences Promotive and Prohibitive Ethical Voice

Author: **Hanyue Dai**, *School of Management, Northwestern Polytechnical U., Xi'an, Shaanxi, China*

Author: **Wang Juan**, *Northwestern Polytechnical U.*

Author: **Ming Jia**, *Northwestern Polytechnical U.*

Author: **Wenxiu You**, *Northwestern Polytechnical U.*

Although employees' ethical voice is important for organization development. Knowledge about how to inspires employees' ethical voice is limited. Drawing on conservation of resources theory, we develop and test a theoretical model that exploring how and when socially responsible human resource management influence employee promotive and prohibitive ethical voice. Using data from 265 employees at two time points, our results show that SRHRM practices increase employees' promotive ethical voice via improve their job calling, and improve their prohibitive ethical voice via decrease their job anxiety. Furthermore, we find that promotion climate strengthens the positive relationship between SRHRM and job calling. Our findings help scholars and managers understanding the key role of SRHRM in triggering employees' different kinds of ethical voice, and shed light on the social impact of SRHRM.

SIM: Humanizing Performance Measurement: Assessing the Non-Maleficence of Performance Measurement Systems

Author: **Veronica Casarin**, *ESSEC Business School*

Author: **Stefan Linder**, *ESSEC Business School*

It is widely acknowledged that employers have a duty to protect the well-being of their employees. This paper develops and validates a measurement instrument to capture the extent to which an organization's performance measurement systems (PMS) avoid harming the well-being of employees. PMS are pervasively used in today's organizations and extant research suggests that PMS can harm employees' well-being by heightening job-related stress, the likelihood of anxiety, burnout, or feelings of anomie, disgrace, futility, and isolation. Scholars as well as practitioners, therefore, stand to gain from being better able to assess organizations' PMS in terms of how well they avoid harming employees' well-being. Drawing on the conceptualization of non-maleficence in bioethics, data collected in two independent samples from 179 and 188 employees in the U.S. and the UK, we develop and validate a parsimonious five-item measurement instrument, which allows to measure reliably and validly the non-maleficence of an organizations' PMS.

SIM: How and When Does Socially Responsible Human Resource Management Improve Employee Thriving at Work

Author: **Zhe Zhang**, *School of Management, Xi'an Jiaotong U.*

Author: **Ke Shang**, *Xianjiaotong U., School of Management*

Existing studies have established that socially responsible human resource management (SRHRM) positively affects employee outcomes. However, all of these investigations overlook the impact of SRHRM on employee thriving, a positive psychological state that may contribute to organizations' long-term sustainability. Guided by ethical climate theory and the multi-experience model of ethical climate, we investigate whether, how, and when SRHRM improves employees' thriving at work. Using a scenario-based experiment (Study 1, a 2 × 2 design) and a multi-wave field study (Study 2), we find that SRHRM positively predicts employees' thriving at work, and this relationship is mediated by other-focused and self-focused climates. Furthermore, the relationship between SRHRM and the two types of ethical climates is strengthened by promotion-focused ethical leadership but weakened by prevention-focused ethical leadership. Moreover, the indirect relationship between SRHRM and employees' thriving at work via the two types of ethical climates is strengthened by promotion-focused ethical leadership but weakened by prevention-focused ethical leadership. Our study extends SRHRM literature and meaningfully guides organizations that aim to sustain a thriving workforce.

SIM: Creating Shared Value Through Meta-Organizational Common Good Human Resource Management

Author: **Maria Strobel**, *TUM School of Management, Technische U. München*

Author: **Kelsey Taylor**, *U. of Manitoba*

Author: **Lydia Bals**, *Mainz U. of Applied Sciences*

Author: **Eugenia Rosca**, *U. of Groningen*

Research on the role of Human Resource Management (HRM) in fostering sustainability has pointed to the difficulty of changing organizations that have been built and optimized for economic profit. An emerging stream of research on sustainable businesses therefore focuses on organizations that are designed for sustainability from inception. Based on qualitative data, this empirical study investigates the design and functionality of HRM systems in companies that have received awards for their high level of environmental sustainability. Moreover, it examines how these systems contribute to the creation of shared value for the common good. Integrating existing insights from common good HRM and meta-organizational HRM, we elaborate theory of shared HR value creation by firms with exceptional environmental performance. We identify five principles through which common good HR practices are implemented and related outcomes of the HRM system. Our elaborated framework highlights relevant inputs, practices and outputs required for common good HRM and meta-organizational characteristics enabling the shared value creation of the HRM system. Our research has implications for designing strategically targeted HRM systems for environmental sustainability.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Examining Purpose: Conceptual and Empirical Insights for Responsible Organizing

Session Moderator: **David Wasieleski**, *Duquesne U.*

SIM: How Corporate Purpose Shapes Companies' Actions on the SDGs: Goal-Based and Duty-Based Perspectives    

Author: **Kyoko Sasaki**, *Monash U.*
Author: **Wendy Stubbs**, *Monash U.*

The growing severity of societal issues such as climate change and widening inequalities has raised questions about companies' purpose and their roles in solving these issues. The Sustainable Development Goals (SDGs), adopted in 2015 at the United Nations (UN) Sustainable Development Summit, are expected to transform companies' corporate purpose and business models to address societal challenges. However, the literature about the relationship between corporate purpose and companies' actions on the SDGs is sparse and largely conceptual. This paper poses the research question: how does corporate purpose shape companies' actions on the SDGs? It explores this relationship drawing upon interviews with 28 managers from 16 large companies in Australia and Japan. The findings indicate that the two perspectives of corporate purpose (goal-based and duty-based) facilitate how companies integrate the SDGs into their management practices. The paper also revealed that companies implementing both perspectives of corporate purpose ("hybrid type") are more advanced in integrating the SDGs and their corporate purpose than those who implement only one perspective. The paper contributes to the corporate purpose and corporate sustainability literatures by identifying an "ideal type" of corporate purpose and implementation pathways to integrate the SDGs more comprehensively into organizations.

SIM: How to Make Organizations Highly Resilient. The Role of Purpose-Driven Leadership and Shared Purpose 

Author: **María Paula Florez-Jimenez**, *U. of Navarra*
Author: **Alvaro Lleo**, *U. of Navarra*
Author: **PABLO RUIZ-PALOMINO**, *U. de Castilla-La Mancha*
Author: **Carlos Rey**, *U. Internacional de Catalunya*

Some authors have noted that when corporations are resilient, they may be better positioned and prepared to deal with the demands of high-impact events and be able to seek opportunities and gains despite or even because of uncertainty. Thus, being resilient has become an important goal for organizations and some scholars have stated that when organizational purpose is shared among the members of the organization, it enhances organizational resilience. However, there is a lack of literature that thoroughly explains the mechanisms underlying the occurrence of a genuine shared corporate purpose and how this impacts each of the organizational resilience dimensions, namely planned and adaptive resilience. With a sample of 3,750 employees across 20 worldwide organizations, we demonstrated using structural equation modelling analysis that purpose-driven managers and purpose-driven co-workers are critical drivers of shared corporate purpose, and that shared corporate purpose, in turn, enhances planned and adaptive organizational resilience. Our findings have critical implications because they suggest that managers should not only lead with a clear purpose in mind but also involve all organizational members in the proper implementation of such purpose, such that the shared corporate purpose achieved as a result can make organizations become highly resilient.

SIM: Purpose and Identity Work: How to Stay Purpose-Driven in a For-Profit Professional Service Firm? 

Author: **Clara Scheve**, *Institute of management and Organization, Leuphana U. of Lüneburg*
Author: **Ines Lietzke-Prinz**, *FH Westküste*
Author: **Markus Reihlen**, *Leuphana U. Lüneburg*

Recent management research and practitioners suggest that purpose is vital for enhancing social impact and economic performance. Surprisingly, this zeitgeist debate reflecting the pronounced sense of purpose has not been reflected in the field of professional service firms (PSFs), mainly driven by what has been called "commercialized professionalism". This study investigates the purpose-organizational identity nexus by conducting a case study of a B Corp-certified marketing agency. Methodologically, we use the Zaltman Metaphor Elicitation Technique (ZMET), which uses visual imagery and in-depth interviews to uncover people's subconscious thoughts and feelings. Our study shows how organization members establish and sustain their firm's purpose through explorative and affirmative identity work. Explorative identity work is a form of organizational learning, ultimately leading to an adaption of organizational identity. In contrast, affirmative identity work uses established organizational routines that help reconstitute the organizational identity.

SIM: For Whom do We Exist: Firm Purpose in the Eyes of the Stakeholders








Author: **Sybille Sachs**, *U. of Applied Sciences in Business Administration Zurich*
Author: **Johanna Kujala**, *Tampere U.*
Author: **Riikka Tapaninaho**, *Tampere U.*

Although discussions of the purpose of firms and for whom firms exist have been the focal elements of stakeholder theory since Ed Freeman's seminal book was published in 1984, little is known about how the motivation and orientation of firms regarding value creation from the stakeholder perspective relate to different types of firm purpose. Using intrinsic and extrinsic motivational states and single and multiple value orientations, the present study proposes the following types of firm purpose: (1) self-serving purpose, (2) strategic purpose, (3) moral purpose and (4) problem-solving purpose. Moreover, the study examines the concept of firm purpose in relation to different types of stakeholder cooperation strategies and impacts of cooperation on value creation, leading to four propositions that could serve as a foundation for future empirical research.

Author: **Andrew Montandon**, *HEC Paris*

To demonstrate a commitment to a corporate purpose, firms will often enact a range of Corporate Social Responsibility (CSR) actions which benefit society and the natural environment. Despite their efforts, however, we theorize that in general an increased number of CSR actions will induce confusion for employees about their firm's corporate purpose. Using literature on incongruent signaling, we argue that firms enacting a great number of CSR actions will on average be interpreted by employees as an incongruent set of signals relating to organizational goals which will degrade employee perceptions of purpose clarity. However, if firms can demonstrate salience for a narrower range of societal or environmental issues – increased CSR actions should have the opposite effect. We test this theory using survey data from 600,000+ employee-observations within 120 public firms between the years 2015-2021. We find a direct and negative relationship between the number of CSR actions communicated to employees and Purpose-Clarity. When we include an interaction term of Issue Specialization – the effect of CSR actions becomes strongly positively moderated. Our results support the idea that firms which specialize in solving similar social issues can offer a clearer conception of purpose for their employees, while continuing to engage purposefully with society and/or the environment.

KEY TO SYMBOLS

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

Leveraging Digital Technologies: Social Innovation, Sustainability, and Governance Considerations

Session Moderator: **Felix Arndt**, *U. of Guelph*

SIM: CSR and Firm Performance in Times of Crisis: The Roles of Resilience and Digital Technology

Author: **YAO ZHANG**, *Harbin Institute of Technology*

Author: **SHASHA LIU**, *Shandong U.*

Despite many firms actively embracing Corporate Social Responsibility (CSR) in times of crisis, the impact of CSR on firm performance in such situations remains uncertain. Drawing on stakeholder theory and dynamic capabilities theory, this study aims to examine the influence of CSR on firm performance during crises. Furthermore, we explore the mediating effect of organizational resilience and the moderating effect of digital technology. By analyzing data collected from 2,294 Chinese listed firms amid the COVID-19 pandemic, and by disaggregating organizational resilience into two dimensions—stability and flexibility—the study reveals several key findings. Firstly, CSR has a positive effect on firm performance. Secondly, stability and flexibility act as sequential mediators in the relationship between CSR and firm performance. Thirdly, digital technology strengthens the impact of CSR on stability, as well as the impact of stability on flexibility, whereas digital technology weakens the impact of CSR on firm performance. These findings offer fresh insights into how CSR, combined with organizational resilience and digital technology, impacts firm performance during crises, thereby enabling firms to navigate crises and achieve sustainable development in the future.

SIM: Responsible Innovation in Digital Health and Welfare: A Longitudinal Study of Start-Up Governance and Stakeholder Engagement

Author: **Tatiana Iakovleva**, *U. of Stavanger*

Author: **Raj Kumar Thapa**, *Nordland Research Institute*

Author: **Anna Szopa**, *U. of Central Florida*

Digital innovations, particularly in the healthcare and welfare sectors, promise enhanced productivity, improved outcomes, and increased reliability for users. The effective realization of these benefits, however, hinges on the strategic management of the innovation process to address the concerns and expectations of stakeholders, users, and the public. This is especially pertinent in the context of complex social challenges, such as the sustainability and cost-effectiveness of health and welfare services. Responsible Innovation (RI) is posited as a strategic framework for guiding the development of innovations towards socially beneficial outcomes. RI emphasizes inclusive stakeholder engagement in decision-making, proactive anticipation of needs and challenges, reflective practices, and adaptability to stakeholder feedback. Despite the theoretical appeal of RI, empirical investigations into its practical applicability in guiding firm-level innovation processes are limited. This research seeks to bridge this gap by examining the innovation processes within digital healthcare and welfare start-ups over an extended period from 2016 to 2023. Our methodology involves longitudinal case studies of six start-ups, tracking their innovation journeys, pivotal moments, and the evolution of need-solution dynamics through the prism of RI's four key constructs: inclusion, anticipation, reflexivity, and responsiveness. The principal contribution of this paper lies in its analysis of RI's effectiveness as a governance tool in the realm of digital innovations. We discovered that ongoing interactions between the innovating entities (the firms) and various stakeholders (distributed agencies) foster a dynamic ecosystem of need-solution pairings. This, in turn, cultivates desirable innovation outcomes, affirming the utility of RI principles in governing digital innovation processes in the health and welfare sectors.

SIM: Value-Sensitive Digital Social Innovations for Marginalized Individuals: Towards a Research Agenda

Author: **Larissa Gebken**, *U. of Hamburg*

Author: **Ingrid Schirmer**, *U. of Hamburg*

Author: **Judith Simon**, *U. of Hamburg*

Author: **Paul Drews**, *Leuphana U. Lüneburg*

In this paper, we introduce Value-Sensitive Digital Social Innovation (VSDSI) as a new research field. Integrating insights, goals and methods from Digital Social Innovations (DSI), Value Sensitive Design (VSD), Participatory Design and Research Ethics guidelines, we propose a new research agenda for a more ethically and socially responsible research, design and development of novel technologies. We argue that VSDSI can improve research and design processes in general, but is particularly needed when developing technologies for and with marginalized groups and individuals.

SIM: A Moderated Mediation Model Linking Digital Transformation to Sustainable Supply Chain Performance

Author: **Adnan Ali**, *School of Management, Northwestern Polytechnical U., Xi'an, Shaanxi, Chi*

Author: **Qian Yang**, *Northwestern Polytechnical U.*

Author: **Zeeshan Ali**, *Three Gorges U.*

Author: **Wenzong Zhang**, *Xi'an Jiaotong U. School of Management*

In the contemporary digital landscape, organizations are increasingly adopting digital transformation strategies to elevate operational efficiency and gain a competitive edge within their supply chain processes, thereby influencing overall performance outcomes. However, existing literature lacks a thorough exploration of the effects of digital transformation on sustainable supply chain performance (SSCP) and the intricacies of the underlying mechanisms involved. To bridge these knowledge gaps, this research, grounded in the dynamic capability view, introduces a comprehensive Moderated Mediation (MODMED) model. This model delves into the relationship between digital transformation and SSCP, emphasizing the mediating role of environmental collaboration with suppliers (ECS) and the moderating influence of dynamic capability. Examined through a sample of 293 Chinese firms spanning diverse industries, the findings reveal a positive impact of digital transformation on SSCP, with ECS playing a mediating role. Furthermore, the MODMED analysis indicates that dynamic capability acts as a moderator, influencing the indirect impact of digitalization on firm SSCP through ECS. This study contributes valuable insights to the evolving literature on digitalization and supply chain management in the sustainability context, offering a nuanced understanding of the relationship between digitalization and SSCP, along with the associated mechanisms.

Author: **Aaron McDonald**, *California State U., San Marcos*

Author: **Catalin Ratiu**, *California State U., San Marcos*

Author: **Beverlee Anderson**, *California State U. San Marcos*

Disruptive technologies and innovations (DTI), such as artificial intelligence, big data, and cryptocurrencies, are increasing in creation, development, and adoption rates. As such, DTIs impact on markets and society is growing in prominence, and DTI governance is increasing in importance. Yet, DTI governance has remained challenging given the high knowledge barriers to understanding the technology and how quickly DTIs develop and deploy. Given these challenges and the growing impact of DTIs, we propose a scalable market-based governance model for DTIs. This conceptual framework utilizes an independent oversight board at the firm level to mitigate the information asymmetry between the governing body and the governed DTI firm. The independent oversight board will then expand to a social alliance and eventually create an industry association to produce standards and practices for the DTI industry. We discuss the model's theoretical and practical contributions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1644** | Submission: **21811** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 12 2024 3:00PM - 4:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom IV**

STR 2024 Best Dissertation Finalists' Presentations

Division Chair-Elect: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*

This session features the five finalists for the 2024 STR Division Wiley Blackwell Outstanding Dissertation Award. The finalists will present summaries of their dissertations. The finalists are:

Sukhun Kang (PhD from London Business School), Assistant Professor at University of California, Santa Barbara. Dissertation Title: "Essays on Innovation Commercialization", Dissertation Chair: Gary Dushnitsky

Amisha Miller (PhD from Boston University (Questrom)), Assistant Professor at New York University (Stern). Dissertation Title: "Changing the System, Not the Seeker: How Do Investment Organizations' Evaluation Practices Shape the Demographic Diversity of Innovators Funded?", Dissertation Chair: Siobhan O'Mahony

Michael Park (PhD from University of Minnesota (Carlson)), Assistant Professor at INSEAD. Dissertation Title: "Essays on the Politics of Innovation", Dissertation Co-Chairs: Aks Zaheer and Russell Funk

Xiaoli (Shirley) Tang (PhD from Washington University (Olin)), Assistant Professor at Bocconi University. Dissertation Title: "The Transparency Dilemma: Competition, Innovation, and Organizational Performance with Corporate Transparency", Dissertation Co-Chairs: Nicholas S. Argyres and Lamar Pierce

Daniel H. Wilde (PhD from University of Pennsylvania (Wharton)), Assistant Professor at Indiana University (Kelley). Dissertation Title: "Cognitive Microfoundations of Industry Foresight and Strategic Commitments: Evidence Within the Global Automotive Industry", Dissertation Chair: Rahul Kapoor

The winner of the 2024 STR Dissertation Award will be announced during the STR Business meeting, which follows this event in the same room.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **1645** | Submission: **14934** | Sponsor(s): **(STR, SIM)**

Scheduled: **Monday, Aug 12 2024 3:00PM - 4:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Mississippi**

Short-Term Versus Long-Term Thinking in Corporations and Markets: A Half-Decade Update



Organizer: **Yuan Shi**, *Cornell SC Johnson College of Business*

Organizer: **Yu Zhang**, *China Europe International Business School (CEIBS)*

Panelist: **Mary J. Benner**, *U. of Minnesota*

Panelist: **Dhvani Badwaik**, *U. of Rhode Island*

Panelist: **Valen Boyd**, *Ivey Business School*

Panelist: **Weiru Chen**, *China Europe International Business School (CEIBS)*

Panelist: **Rosa Kim**, *Oklahoma State U.*

Panelist: **Paul Nary**, *The Wharton School, U. of Pennsylvania*

Panelist: **David Souder**, *U. of Connecticut*

This symposium addresses short-termism, marked by a preference for immediate gains over long-term value by managers and investors. Half a decade after the 2019 symposium on the same topic, extensive research has illuminated the multifaceted nature of short-termism. Despite recent advancements, many concerns and opportunities surrounding this phenomenon still remain unexplored. To address this, a panel of experts will share reflections and updates over the past five years of research, fostering nuanced dialogue on firm and market time horizons. Particularly relevant to scholars interested in the role of time in strategy, innovation, organizations, and society, this symposium provides a platform for interdisciplinary discussions on the temporal dimensions of organizational choices and outcomes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Predictive Technologies and Firm Innovation

Organizer: **Puneet Sachdeva**, *U. of Texas at Austin*
Organizer: **Jong Sig Chung**, *McCombs School of Business, U. of Texas at Austin*
Discussant: **Natarajan Balasubramanian**, *Syracuse U.*
Discussant: **Kenneth Guang-Lih Huang**, *National U. of Singapore*
Presenter: **Matteo Tranchero**, *Haas School of Business, UC Berkeley*
Presenter: **Hyunjin Kim**, *INSEAD*
Presenter: **Abhishek Bhatia**, *London Business School*

This symposium explores how organizational factors affect the adoption of predictive technologies (e.g., AI, algorithms, and IoT sensors) and the performance implications of utilizing such technologies in innovation contexts. Four empirical studies in this symposium investigate how the successful use of predictive technologies relies on the interplay between organizational factors such as domain knowledge, existing resources, and flexibility, and task characteristics such as knowledge generation, evaluation, or implementation. These studies explore antecedents and outcomes of using predictive technologies in diverse sectors such as pharmaceuticals, entrepreneurial finance, mutual funds, and video games. Methodologically, these studies employ rigorous data collection, robust empirical designs, or carefully controlled field experiments.

Finding Diamonds in the Rough: Data-Driven Opportunities and Pharmaceutical Innovation

Author: **Matteo Tranchero**, *Haas School of Business, UC Berkeley*

Data Driven Discovery of Entrepreneurial Opportunities

Author: **Abhishek Bhatia**, *London Business School*

Machine Predictions and Causal Explanations: Evidence from a Field Experiment

Author: **Hyunjin Kim**, *INSEAD*

AI in the Creative Arena: Incumbency, exploration, and Game Performance

Author: **Puneet Sachdeva**, *U. of Texas at Austin*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **1647** | Submission: **15521** | Sponsor(s): **(STR, TIM)**

Scheduled: **Monday, Aug 12 2024 3:00PM - 4:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Ontario**

Scaling Strategies: Enabling Scalability and Overcoming Constraints



Discussant: **Justin J.P. Jansen**, *Erasmus U. Rotterdam*

Organizer: **Gianluigi Giustiziero**, *IE Business School*

Organizer: **Jingya You**, *U. of Illinois at Urbana-Champaign*

Recently there has been a growing interest in the topic of scaling from both academia and practitioners. However, our knowledge of the processes that lead to scaling, as well as their implications for organizational design, ecosystems, human capital management, and corporate strategies, remain significantly understudied. The proposed symposium addresses this pressing challenge by bringing together a set of scholars from diverse research streams to advance our understanding of how firms undertake scaling strategies by both enabling scalability in their businesses and mitigating constraints to scaling. The papers in this symposium have different foci with respect to the symposium theme, including one conceptual work, one theory-building case study, and two empirical studies. The papers are also different in their focal research problem, including issues related to the scaling lifecycle, challenges to scaling in less “hospitable” locations (e.g., outside Silicon Valley), human capital strategies for scaling, and scaling-related acquisitions by startups. We suggest that through a combination of complementary perspectives the proposed symposium advances a more comprehensive and nuanced view on the scaling phenomenon and creates a platform for further research on the topic.

Scaling Regimes and Scalability

Author: **Gianluigi Giustiziero**, *IE Business School*

Author: **Thorbjørn Knudsen**, *Frankfurt School of Finance & Management gGMBH*

Author: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*

You Don't Have to be in Silicon Valley Anymore: Global Resource Webs for Scaling Businesses

Author: **Esther Tippmann**, *U. of Galway*

Author: **Vanessa Bretas**, *Dublin City U.*

Author: **Jonathan Levie**, *U. of Galway*

Scaling Out? Geographic Expansion and Venture Hiring Strategy

Author: **J. Daniel Kim**, *The Wharton School, U. of Pennsylvania*

Author: **Liinus Hietaniemi**, *IESE Business School*

When Startups Acquire Startups: Insights from a Negative Shock to Venture Scaling

Author: **Jingya You**, *U. of Illinois at Urbana-Champaign*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **1648** | Submission: **14862** | Sponsor(s): **(STR, TIM, IM)**

Scheduled: **Monday, Aug 12 2024 3:00PM - 4:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Fountainview Room**

Geography and Strategic Management: Innovation and Firm Location Decisions



Organizer: **Roxanne Jaffe**, *Vanderbilt U.*
Organizer: **Min Jung Kim**, *U. of Illinois at Urbana-Champaign*
Discussant: **Minyuan Zhao**, *Washington U. in St. Louis, Olin Business School*
Discussant: **Maryann P. Feldman**, *Arizona State U.*
Presenter: **Siddharth Sharma**, *Indian School of Business*
Participant: **Wilbur Chung**, *U. of Maryland*
Presenter: **Exequiel Hernandez**, *Wharton*
Participant: **Elena Kulchina**, *North Carolina State U.*
Participant: **Jaeho Kim**, *The Wharton School, U. of Pennsylvania*
Presenter: **Prithwiraj Choudhury**, *Harvard U.*
Participant: **Dany Bahar**, *Brown U.*
Participant: **Sara Signorelli**, *Ecole Polytechnique*
Participant: **James Sappenfield**, *The Brattle Group*
Presenter: **Gianni De Bruyn**, *Darla Moore School of Business, U. of South Carolina*

Geography plays an important role in firms' decision-making and consequent performance. Firms choose geographic locations for a variety of reasons, such as expanding to new markets, accessing new resources—including knowledge and human capital—or benefiting from positive agglomeration spillovers (Shaver and Flyer, 2000). Yet, understanding the relationship between firm strategy and geography is challenging, given variations in competition levels, regulatory intensity, and other institutional factors across different geographic markets and over time. The objective of this symposium is to bring together a diverse set of papers and scholars interested in the intersection of geography and strategy. The symposium highlights four papers related to how geography shapes firm knowledge flows and innovation, as well as firm location choices.

Firm Capabilities, Heterogeneous Business Environments, and Geographic Expansion Limits

Author: **Roxanne Jaffe**, *Vanderbilt U.*
Author: **Siddharth Sharma**, *Indian School of Business*
Author: **Wilbur Chung**, *U. of Maryland*

Immigrants and The Assignment of Expatriate Managers: Evidence from South Korean MNCs

Author: **Elena Kulchina**, *North Carolina State U.*
Author: **Jaeho Kim**, *The Wharton School, U. of Pennsylvania*
Author: **Exequiel Hernandez**, *Wharton*

Talent Flows and The Geography of Knowledge Production: Casual Evidence from Multinational Firms

Author: **Dany Bahar**, *Brown U.*
Author: **Prithwiraj Choudhury**, *Harvard U.*
Author: **Sara Signorelli**, *Ecole Polytechnique*
Author: **James Sappenfield**, *The Brattle Group*

Policy Uncertainty, Innovation, and Geographic Agglomeration

Author: **Gianni De Bruyn**, *Darla Moore School of Business, U. of South Carolina*
Author: **Min Jung Kim**, *U. of Illinois at Urbana-Champaign*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Corporate Influence in Innovation Ecosystems

Session Moderator: **James Bessen**, *Boston U.*

TIM: Competing for Talent: Large Firms and Startup Growth

Author: **James Bessen**, *Boston U.*

Author: **Felix Poege**, *Bocconi U.*

Author: **Ronja Röttger**, *BU*

This paper explores the impact of large firms' hiring in local labor markets on the salaries offered by startups and on startup growth and performance. We analyze firm data matched to help-wanted ads and find strong evidence of "crowding out." A standard deviation increase in the share of ads posted by large firms raises startup pay offers by 5-10% for critical managerial, STEM, and sales jobs, and it reduces expected startup growth by 36%. Crowding is diminished by employee mobility and by spillovers to startups in closely related businesses. It is increased by big firm markups, which may have a large effect on startups. Results are robust to a shift-share instrumental variable strategy. Crowding has important implications for firm strategy, regional policy, and for understanding the slowdown in the aggregate growth of startup firms.

TIM: Does a Future Exist After the Acceleration Program? The Challenges of Collaboration

Author: **Michal Banka**, *Warsaw U. of Technology*

Author: **Magdalena Marczewska**, *U. of Warsaw*

Author: **Norbert Chmiel**, *Warsaw U. of Technology*

Start-ups that are members of accelerator programs gain the experience necessary for further development and selling the solutions offered on the market, and most importantly, they establish relationships with corporations. The established relationships represent the starting point for further market negotiations concerning start-ups' need to carry out commercial sales of products and services. This paper aims to explore the preferred forms of collaboration between start-ups and corporations once the acceleration phase is over. There are four basic forms of interaction in the post-acceleration phase: 1) purchase of services and, products, 2) licensing, 3) venture building, 4) acquisition of /investment in the start-up. Next, the attitudes of start-ups towards each of the above-mentioned forms of collaboration were examined, and it was verified whether these attitudes change depending on the start-up characteristics. The characteristics encompassed: a) the start-up development phase, b) the moment of establishing collaboration with the corporation, c) the length of market operation, d) the average level of monthly revenues, e) the positions held by foreigners in the start-up. The survey was carried out in a population of 101 start-ups that collaborated with corporations by participating in acceleration programs managed by start-up accelerators.

TIM: Value Dynamics in Corporate Startup Programs - Organizational Framework and Theoretical Explanations

Author: **Benedikt Unger**, *Free U. of Bozen-Bolzano*

This systematic literature review provides an in-depth analysis of Corporate Startup Programs (CSPs), focusing on the different configurations and mechanisms and how these influence the value dynamics and outcomes of these programs. CSPs, including but not limited to corporate accelerators, have become a focus of both corporate practice and academic research because they are perceived as a reliable, safe, and fast way to bridge the gap between entrepreneurial innovation and established corporate structures and to tackle incumbent inertia and rigidities. However, they are not a panacea for all types of corporate innovation challenges, as was perhaps initially expected. Therefore, this study goes beyond views of CSPs as a one-size-fits-all solution to innovation challenges and recognizes the diverse value they provide to their sponsoring companies, including often overlooked effects that go beyond the often-cited innovation insourcing applications. Moreover, the study not only synthesizes different strands of existing literature, but also applies a meta-analytic approach to provide generalizable insights and theoretical explanations into the mechanisms that influence firm-level outcomes in different CSP scenarios. Therefore, based on a thorough literature review of more than 900 papers and a detailed analysis of 60 key publications, the study applies a CIMO (Context, Interventions, Mechanisms, Outcomes) approach to deconstruct the complex value dynamics within CSPs. The findings make a dual contribution: they advance the theoretical understanding of CSPs and provide a nuanced, practical guide for their effective implementation and execution. In addition, a four-point agenda for future research in this area is presented, and finally, the implications of these findings for the development of corporate venturing systems and strategies are discussed.

TIM: Crossing the Valley of Death: Venture-Incumbent Collaborations in Capital-Intensive Industries

Author: **Susanne Koster**, *Erasmus U. Rotterdam*

Author: **Ivanka Visnjic**, *ESADE Business School*

Author: **Luiz Felipe Monteiro**, *INSEAD*

Large incumbent firms in capital-intensive industries currently face important challenges, such as the transition to renewable energy and the digital transformation. Although many incumbents in less capital-intensive industries have positive experience in collaborating with ventures that invent the necessary transformative innovations, incumbents in capital-intensive industries rarely collaborate with them because, in these industries, ventures face a "valley of death" in which financial and human capital to scale their inventions is extremely scarce. We, therefore, investigate the conditions under which collaboration with large incumbent firms allows ventures to scale in capital-intensive industries. We collected a unique dataset of more than 1,000 collaboration proposals submitted by ventures that requested access to the test facilities, infrastructure, and engineers of a large European incumbent energy firm. We compared the scale-up outcomes of ventures that were selected for collaboration by the energy firm to those of ventures that were nearly selected for collaboration. Our results reveal that collaborating with an incumbent firm indeed helps ventures to scale, as it increases their survival rate and exit probabilities, and it allows ventures to attract more employees, investors, and partners. We also did not find that collaborating with a large incumbent firm pushes ventures into a technological lock-in. While we control for sorting and signaling, our results show that access to complementary assets is an important mechanism through which large incumbent firms offer ventures a way out of the valley of death.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovation Leaders and Laggards

Session Moderator: **Shilong Jia**, *School of Economics and Management Tsinghua U.*

TIM: How Non-Dominant Laggards Remedy Challenges Inherent in Continuous Innovations   

Author: **Shilong Jia**, *School of Economics and Management Tsinghua U.*
Author: **Delin Yang**, *School of Economics and Management Tsinghua U.*
Author: **Qian Ma**, *School of Economics and Management Tsinghua U.*
Author: **Pengxiang Zhang**, *Guanghua School of Management, Peking U.*

Continuous innovations substantially benefit customer adoption yet exert negative effects. As most of the economy, non-dominant (non-market-leading) laggards (long technological legacies) face unique challenges in continuous innovations compared to dominant leaders. By studying six B2B products in China's software industry, we develop a theoretical framework for how they remedy challenges inherent in continuous innovations: Patching on the Dark Side. They are patching (1) to the future market leadership, (2) to the present legacy lever, and (3) between the present and the future. This process effectively balances and combines future iterative time and existing technology complexity, primarily contributing to continuous innovations of non-dominant laggards. Broadly, we contribute to technology evolution on customer adoption by clarifying remedy effectiveness among effective non-dominant laggards.

TIM: Hold or Hurry? How Firms Adjust Their Speed of Imitation in the Face of Technological Transitions 

Author: **Claudio Giachetti**, *Alma Mater Studiorum U. di Bologna*
Author: **Marco Balzano**, *Ca' Foscari U. of Venice*

This study delves into the determinants of the pace at which firms imitate innovations introduced by rivals, particularly examining periods of technological stability compared to those of technological transition. By bridging theories of rivalry-based and information-based imitation with the existing technological change literature, we argue that during periods of technological transition the speed of imitation of rivals' innovations is lower than during periods of technological stability. Furthermore, we explore various contingencies that influence this relationship, including the characteristics of the imitator, the imitated firm, and the imitated technology. We test our hypotheses using data on more than 9,000 mobile phone models and related technological innovations introduced from 1992 to 2019. Overall, this study contributes to the current literature on imitation and technological change.

TIM: Shaping Hypercompetitive Industries: Implications for Innovation and Imitation Strategies   

Author: **Stefano Li Pira**, *Warwick Business School*
Author: **Adrien Querbes**, *U. of Manchester*








This research addresses a critical gap in strategic management literature by integrating macro-dynamics and micro-dynamics in analyzing innovation and imitation strategies within hypercompetitive industries. We propose a simulation model emphasizing the interplay between industry-level complexities and firm-level responses. Our model explores how firms actively shape their competitive landscapes, considering the impact of industry macro-dynamics on firm micro-dynamics, and highlighting the dual analysis of external competition and internal resource accumulation. Grounded in the fundamental importance of innovation and imitation for firms' growth and competitive advantage, we extend existing models by incorporating shaping strategies into the NK model. This model underscores the dynamic calibration required in hypercompetitive environments, where firms actively shape industry contexts to align with emerging opportunities. Our findings provide nuanced insights into the sustainability of competitive advantages in hypercompetitive environments. The first and second scenarios demonstrate outcomes achieved by countering imitators' technological displacement, resulting in differentiation between firms or competence-destroying transformations. The third scenario, involving adaptive innovative search and coordinated industry shaping, yields significant successes but vulnerability to imitation. These insights deepen our understanding of the complex dynamics governing competitive advantage sustainability in hypercompetitive environments, offering valuable strategic implications for firms in such contexts.

TIM: Market Size Inversion: How Diffusion Dynamics Obfuscate the Market Size of Novel Innovations   

Author: **Ryan Allen**, *U. of Washington*

This study examines "market size inversion": where novel innovations succeed despite initially low market size projections, and traditional innovations fail despite high projections. Contrasting the strategy literature's supply-side competition-centric view, this paper introduces a demand-side model. It posits that because customer evaluations of novel innovations are heavily influenced by early adopters, a significant portion of demand is observable only post-diffusion. Therefore, pre-launch observable demand for novel innovations is downward biased. Utilizing agent-based diffusion simulations and empirical analysis of over 33,000 consumer product launches, the results confirm that novel products outperform non-novel ones with equivalent pre-launch observable market sizes. Further analysis demonstrates that successful innovation selection by firms involves balancing novelty with observable market demand. This paper contributes to the strategic innovation literature by offering a demand-side perspective on the value of novel innovations, and articulating the limits of data-driven innovation.

KEY TO SYMBOLS

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

Industry Partnerships for Green Innovation

Session Moderator: **Tomonari Komiyama**, *Hitotsubashi U.*

TIM: Technological Collaboration and Green Innovation: Role of R&D Structure and Managerial Orientation

Author: **Songyang Wu**, *Queen Mary U. of London*
Author: **Lutao Ning**, *Queen Mary U. of London*
Author: **Shijun Mu**, *Queen Mary U. of London*

Green innovation literature emphasises that technological collaboration can help firms to absorb the extensive knowledge required to develop green innovations. However, we know little about the potential drawbacks of technological collaboration on green innovation and the specific role of firms' R&D structure and managerial orientation in this process. Drawing upon the knowledge- and attention-based views, this study investigates the effect of technological collaboration on green innovation performance with the moderating roles of R&D decentralisation and the managerial short-term orientation. Using panel data of 2,333 Chinese listed manufacturing firms from 2010 to 2020, our results reveal that the technological collaboration has an inverted U-shaped relationship with the firms' green technological innovation. High-level technological collaboration could hinder firms' green innovation performance by diverting attention away from valuable knowledge recombination. Moreover, R&D decentralisation and short-term orientation can flatten the curvilinear relationship and mitigate the drawbacks of high-level technological collaboration.

TIM: Intellectual Property Protection, Managerial Perception and Green Innovation

Author: **Jingwen Yi**, *School of Economics & Management, Tongji U.*
Author: **Kaicheng Liao**, *Institute of Economics, Tsinghua U.*
Author: **Feifei Xv**, *Business School of Jishou U.*

Given that enhancing green innovation capability is crucial for achieving economic green transformation and is a significant driving force for sustainable development, this study employs the Intellectual Property Rights City Policy (IPRP) as a quasi-natural experiment and designs a staggered difference-in-differences (DID) model to examine the green innovation effects of intellectual property policy. The findings indicate that IPRP can improve the quality and quantity of corporate green innovation, with a more pronounced impact on enhancing the quality. However, the impact is influenced by top management teams' (TMT) green perception (TGP) and subjective perception of economic policy uncertainty (SEPU). Specifically, TGP weakens the impact of IPRP on green innovation, while SEPU strengthens the positive impact. Heterogeneity test reveals that the green innovation effects of IPRP are more prominent in enterprises that are non-state-owned, with political resources, and with lower managerial shortsightedness. Additionally, industries characterized by light to heavy pollution, high technology, and high competition exhibit better green innovation outcomes. The findings not only enrich the policy-effect studies on IPRP, but also provide policy implications to realize green economy and managerial insights to improve green innovation.

TIM: Structural Ambidexterity and Coopetition Capability: Incubation of Japan's Hydrogen Station Industry

Author: **Tomonari Komiyama**, *Hitotsubashi U.*








"Why can industry partners work together to incubate a new industry at the expense of their own core business interests and opportunities?" From an economics-based theory, this phenomenon cannot occur. However, the energy industry today faces this conundrum as the transition to a carbon-neutral society is accelerated toward the year 2050 under the Paris Agreement. To answer this paradoxical research question, under the theoretical framework of ambidexterity, which can shed analytical light on both exploitation and exploration, a case study method is applied to the formation process of an industrial collective enterprise that consolidates the hydrogen station business units spun off from each Japanese fossil fuel firm. A conceptual model is proposed to explain why and how, under structural ambidexterity, industrial partners in competition with each other cooperate to establish a collective enterprise for an industry incubation to solve climate change at the expense of their core businesses. This study contributes to the research on extending the concept of structural ambidexterity from the firm level to the industry level, as well as the proximity between coopetition capability and structural ambidexterity to manage the paradoxical tension. This study also shows practical implications that promoting structural ambidexterity at the industry level under government initiatives may be useful in implementing policies to promote industrial structural transformation in response to climate change, accelerating the development of renewable energy while transitioning away from fossil fuels.

TIM: The Impact of Multidimensional Proximity on Enterprise Cooperative Innovation Performance

Author: **Ling Zhang**, *the school of management of Xi'an JiaoTong U.*
Author: **Jianjun Yang**, *Xi'an Jiaotong U.*

From the perspective of governance mechanism, based on transaction cost theory and social exchange theory, this paper discusses the relationship between multi-dimensional proximity and enterprise cooperative innovation performance under different governance mechanisms (contract governance and trust governance). Through the empirical test of the questionnaire survey data of 242 manufacturing enterprises, the research shows that: (1) There is a significant U-shaped relationship between geographical proximity and cooperative innovation performance. (2) Organizational proximity and technological proximity have significant positive effects on enterprise cooperative innovation performance of. (3) Contract governance positively moderates the U-shaped relationship between geographic proximity and cooperative innovation performance, and negatively moderates the positive impact of organizational proximity on cooperative innovation performance. (4) Trust governance positively regulates the relationship between geographic proximity, organizational proximity, technological proximity and cooperative innovation performance.

KEY TO SYMBOLS

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

Ecosystem Coordination

Session Moderator: **Thomas Draschbacher**, *Graz U. of Technology*

TIM: How Bottlenecks Shape Coordination Choices During Ecosystem Evolution

Author: **Thomas Draschbacher**, *Graz U. of Technology*

Author: **Michael Rachinger**, *Graz U. of Technology*

An important role in innovation ecosystems comes to the task of coordinating actors' contributions. This coordination task is especially complex in an ecosystem's bottleneck areas. Additionally, the requirements for this task constantly change as the ecosystem evolves. Although existing studies have stressed the importance of coordination choices in these contexts, it remains unclear, how coordination choices in bottleneck areas change as nascent innovation ecosystems evolve. We fill this gap by empirically tracking central actors' coordination choice changes in bottleneck areas of their ecosystems over the course of the first phases of the ecosystem lifecycle. We apply a multiple case study research design, focusing on original equipment manufacturers of battery electric vehicles and the coordination mechanisms they apply in bottleneck areas. We show how coordination choices evolve over an innovation ecosystem's lifecycle, and reveal the rationale behind coordination choice changes. The results of this study provide guidance to practitioners in coordinating other actors so that the emergence of their ecosystems can be promoted despite bottlenecks.

TIM: Modularization of Activities in Ecosystems and Business Models

Author: **Sergei Mozheiko**, *Roskilde U.*

This theoretical paper integrates ecosystems and business models as teleologically related concepts on two different levels of observation: cross-firm and cross-industrial activity systems. Drawing on modularity theory I argue that succumbing to advantages of specialization and integration, and on the premise that coordination technology is in place, industries increasingly evolve towards ecosystems comprised of very fine-tuned mutually dependent business models, incorporating both advantages that prior came at the expense of one another. The paper develops a framework to help researchers and practitioners identify and anticipate modularization of value activities in ecosystems and business models.

TIM: The Evolving Role of Strategic Leadership in (Platform-Based) Innovation Ecosystem

Author: **Angelo Cavallo**, *Politecnico di Milano*

Author: **Henri Burgers**, *U. of Queensland Business School*

While an abundance of research is present on established context, little is known about (platform based) innovation ecosystem development and evolution within nascent industries. The formation of new ecosystems entails strategic challenges for leaders because of the definition of interactions, governance structure, and platform market scope to put in place and manage. This research project aims to deep-dive into how does strategic leadership deal with (platform-based) innovation ecosystem emergence and evolution within emerging industries. These questions are addressed by thoroughly investigating the emergence and evolution of two intertwined platform ecosystems driven by the established Space and Services company Spacel in the nascent "new space economy" industry. Three main phases of evolution are identified, within which the decisions of the different members of the ecosystems play a crucial role in shaping it. Based on these insights, implications for the role of strategic leadership in innovation ecosystem evolution are developed.

TIM: Manoeuvring National Innovation Systems-Catalysed Innovation Ecosystems Under Salient Paradox

Author: **Jiang Yu**, *Chinese Academy of Sciences*

Author: **Yingxiu Zhang**, *University of Chinese Academic of Science*

Author: **Haibo Zhou**, *U. of Nottingham, China*

Author: **Jin Han**, *U. of Nottingham, China*

Author: **Feng Chen**, *U. of China Academy of Science*

The development of emerging industries requires close interaction between national strategies and market entities by establishing a national innovation system catalysed innovation ecosystem (NIS-catalysed IE). However, the different needs of stakeholders lead to conflicts, which requires the focal firm to adopt a paradoxical perspective for ecosystem governance. We investigate the strategies adopted by Baidu Apollo, one of the leading autonomous driving enterprises in China to govern the paradoxes of the ecosystem to achieve its goal of business growth as well as the national requirement of industry leadership. We find that the focal firm proposed strategies including 1) Trust-driven motivation construction, 2) third-party orchestration, and 3) intertemporal value acquisition to address the paradox exists in NIS-catalysed IE as conflicts in different aspects. We contribute by unveiling the importance of the intertwining of national strategic direction and commercial development in emerging industries and by detailing how the focal firm performs ecosystem governance in the context of NIS-catalysed IE.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1653** | Submission: **21737** | Sponsor(s): **(CAR)**
Scheduled: **Monday, Aug 12 2024 4:00PM - 5:30PM CT (UTC-5)** at **Swissotel Chicago** in **Vevey 1**

Innovating Careers for the Future: Policy, Purpose, and Organizations

Organizer: **Daniel Spurk**, *U. of Bern*

Participant: **Gina Dokko**, *U. of California, Davis*

Participant: **Andreas Hirschi**, *U. of Bern, Work and Organisational Psychology*

Participant: **Jennifer A. Harrison**, *EM Normandie Business School, Métis Lab, France*

Participant: **Mo Wang**, *U. of Florida*

In the CAR Division Plenary trending and innovative topics of career research will be discussed. Panelists, which are experts from the field of career studies, will share and discuss their opinions about how careers and career research is related to this years conference theme. All other attendees of the session are invited to share their opinions and discuss their questions with the panelists.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **1654** | Submission: **22980** | Sponsor(s): **(ODC)**

Scheduled: **Monday, Aug 12 2024 4:00PM - 5:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Clark**

ODC Business Meeting and Award Ceremony

Program Chair: **Michael Jarrett**, *INSEAD*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

OSCM Division Best Student Paper Award Session  

Session Moderator: **Anand Nair**, *Northeastern U., D'Amore-McKim School of Business*

 **OSCM: Are Chief Sustainability Officers Guardians of Environmental Justice? An Empirical Evaluation**

Author: **Finn Petersen**, *U. of Minnesota Carlson School of Management*
Author: **Vibhuti Dhingra**, *Schulich School of Business, York U.*
Author: **Rachna Shah**, *U. of Minnesota Twin Cities*

The U.S. have a environmental injustice problem. Manufacturing facilities in underserved communities release more toxic waste than facilities in better-served communities. In this study we examine the potential of a firm governance decision– appointing a Chief Sustainability Officer (CSO)– to reduce toxic releases. We use data from 2004-2020 on the toxic releases of U.S. manufacturing facilities and a difference-in-differences research design with matching to account for the endogenous decision to appoint a CSO. Our findings show that appointing a CSO leads to a reduction of toxic releases and that this reduction is mostly driven by facilities that are located in underserved communities. Thereby decreasing environmental injustice. These findings contribute to the sustainable operations management literature by introducing the concept of environmental justice and by empirically demonstrating the environmental benefits of appointing a CSO.

 **OSCM: Health Insurance and Labor Productivity in US Manufacturing: Evidence from Medicaid Expansion** 

Author: **Yasaman Asayesh**, *U. of Minnesota Carlson School of Management*
Author: **Anant Mishra**, *U. of Minnesota*
Author: **Arzi Adbi**, *National U. of Singapore (NUS)*

How does health insurance affect labor productivity? We examine this question in the context of the US manufacturing sector by leveraging the quasi-exogenous variation across states in the adoption of Medicaid expansion in 2014. We conduct a difference-in-differences analysis of county-level labor productivity data and find a notable positive impact (2.5%) of Medicaid expansion on labor productivity in the US manufacturing sector. This finding remains robust using synthetic control method, falsification tests, and alternative productivity measures. Our analysis of underlying channels reveals that this positive impact is driven not by a reduction in employment but by increased economic output. In addition, we examine the heterogeneity of Medicaid expansion's impact on labor productivity. We find that the positive impact on labor productivity is discernible only in counties with adequate health capacity. Furthermore, we observe that political partisanship plays a crucial moderating role in the impact of Medicaid expansion on labor productivity. Divided branches of government tend to attenuate the positive impact, while divided legislatures amplify it. By elucidating the impact of health insurance on labor productivity, the underlying channels driving this impact, and the conditions that can moderate this impact, this study advances the literature on policy, politics, and productivity.

OSCM: Governance Trajectories Addressing Multiple Paradoxical Tensions in Public-Private Collaboration 

Author: **Liumiao Qin**, *School of Economics & Management, Tongji U.*
Author: **Qinghua HE**, *School of Economics and Management, Tongji U.*
Author: **Ge Wang**, *Chongqing U.*








How to implement appropriate governance arrangements in response to a dynamically changing environment poses one of the greatest challenges in sustaining public-private collaborations. While previous studies have acknowledged the significant impact of complexity and tensions on governance arrangements, insufficient attention has been given to the sources of complexity that shape the emergence of governance trajectories and their co-evolution with multiple paradoxical tensions. To address this gap, our longitudinal process study examines the West Bund Media Port project and its successful implementation of governance arrangements in the face of diverse complexity sources and multiple paradoxical tensions. Our theoretical process model captures the rational adjustments in governance that effectively address complexity arising from increased actor numbers or diversity, ultimately leading to a more-than response to multiple paradoxical tensions. We thus contribute to scholarship on public-private collaboration by highlighting the importance of adapting governance arrangements to different complex contexts to achieve effectiveness. Moreover, our findings contribute to paradox theory by shedding light on how responses to multiple paradoxical tensions co-evolve with governance trajectories.

 **OSCM: The Impact of Reshoring on Firm Risk and Operational Efficiency in Global Disruption** 

Author: **Shukai Zhang**, *U. of Bristol Business School*
Author: **Minhao Zhang**, *U. of Bristol Business School*
Author: **Xiaojun Wang**, *Birmingham Business School, U. of Birmingham*
Author: **Yusen Xia**, *Georgia State U.*

This study investigates the impact of reshoring on firm risk and operational efficiency among U.S. manufacturing firms during the COVID-19 pandemic, framed within the Transaction Cost Economics (TCE) theory. Utilizing data from the Bureau van Dijk ORBIS and Compustat databases, and employing a propensity score matching and difference-in-difference regression approach, we analyze the performance of reshored firms against non-reshored firms. Our findings reveal a nuanced trade-off: it significantly reduces firm risk by mitigating the vulnerabilities of global supply chains, aligning with TCE's emphasis on minimizing transaction risk in uncertain environments. However, this risk reduction comes at the cost of operational efficiency. The increase in local production costs, such as switching costs and higher labor expenses, especially during the pandemic, leads to a decrease in operational efficiency. This study advances the understanding of reshoring within the TCE framework, highlighting the critical balance between risk management and operational efficiency in the face of global supply chain disruptions.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **1656** | Submission: **21628** | Sponsor(s): **(OSCM)**
Scheduled: **Monday, Aug 12 2024 4:00PM - 5:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Durable**

Journal of Operations Management (JOM) Session

Journal of Operations Management (JOM) Session

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1657** | Submission: **21774** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 12 2024 4:00PM - 5:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Wright**

Conversations With The Editors: AMP

Presenter: **Michael L. Barnett**, *Rutgers U.*

Meet the new AMP editor and associate editors to learn their vision for the journal and tips on how to write a successful paper. All are welcome!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1658** | Submission: **21726** | Sponsor(s): **(RM)**
Scheduled: **Monday, Aug 12 2024 4:00PM - 5:00PM CT (UTC-5)** at **Swissotel Chicago** in **Lucerne I**

Research Methods Division Business Meeting

Division Chair: **Andreas Schwab**, *Iowa State U.*
Division Chair-Elect: **Le Zhou**, *Texas A&M U.*
Past Director: **Kris Byron**, *Georgia State U.*
Program Chair: **Jason Huang**, *Michigan State U.*
Professional Development Workshop Chair: **Michael C. Withers**, *Texas A&M U.*
Representative-at-Large: **Lindsey Greco**, *Oklahoma State U.*
Representative-at-Large: **Mary E Graham**, *Syracuse U.*
Representative-at-Large: **Yihao Liu**, *U. of Georgia*
Representative-at-Large: **Louis Tay**, *Purdue U.*
Representative-at-Large: **Sarah Wolfolds**, *Cornell U.-The Charles H. Dyson School of Applied Economics and Management*
Participant: **Markus Andreas Fitza**, *Frankfurt School of Finance & Management*
Participant: **Hoda Vaziri**, *U. of North Texas*
Participant: **Xavier Martin**, *Tilburg U.*
Participant: **Njoke Thomas**, *Boston College*
Participant: **Jeffrey R. Edwards**, *U. of North Carolina*
Participant: **Justin A. DeSimone**, *U. of Alabama*

Please join us for an informative session about the recent activities, awards, and upcoming plans of the Research Methods Division. It is a great setting for members who are interested in the ongoing progress and future direction of our division.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1659** | Submission: **13733** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 12 2024 4:00PM - 5:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom III**

TIM Plenary

Organizer: **Susan K. Cohen**, *U. of Pittsburgh*
Representative-at-Large: **Raffaele Conti**, *ESSEC Business School*
Representative-at-Large: **Abhishek Nagaraj**, *UC Berkeley & NBER*
Panelist: **Scott Stern**, *Massachusetts Institute of Technology*
Panelist: **Karim R. Lakhani**, *Harvard U.*
Panelist: **Lynn Wu**, *The Wharton School, U. of Pennsylvania*
Moderator: **Aija Elina Leiponen**, *Cornell U.*

Please join us for the TIM Division's Plenary session, entitled: Contrary Views on AI in Science and Innovation. The session brings together a distinguished set of panelists to explore the general question: "How can AI advance scientific discovery and technology development, with what implications for organizing R&D?" Our plenary panelists include: Scott Stern (MIT), Karim Lakhani (Harvard Business School), and Lynn Wu (Wharton), with Aija Leponin (Cornell) moderating the session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1660** | Submission: **21833** | Sponsor(s): **(HCM)**
Scheduled: **Monday, Aug 12 2024 4:15PM - 6:15PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Crystal Room**

HCM Business Meeting & Provan Award Presentation

Division Chair: **Cheryl Rathert**, *Saint Louis U.*

Division Chair-Elect: **Nicholas Edwardson**, *U. of New Mexico*

Program Chair: **Deirdre McCaughey**, *U. of Calgary*

Professional Development Workshop Chair: **Amber Stephenson**, *The David D. Reh School of Business, Clarkson U.*

All members of the Health Care Management Division and those interested in the Division are encouraged to attend. This meeting features reports on the state of the division, presentation of division awards, discussion of involvement opportunities, and more.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1661** | Submission: **10518** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 12 2024 4:15PM - 5:45PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Michigan 1B**

IM Division D'Amore-McKim Award: Finalists for Best Dissertation in International Management

Program Chair: **Klaus Meyer**, *Ivey Business School*

Session Chair: **Joao Albino Pimentel**, *U. of South Carolina, Darla Moore School of Business*

Speaker: **Yuxi Cheng**, *U. of Liverpool Management School*

Speaker: **Soni Jha**, *Pennsylvania State U.*

Speaker: **Diana Jue-Rajasingh**, *Rice U.*

Speaker: **Michael Herbert Wolfesberger**, *WU Vienna*

The finalists for the D'Amore-McKim School of Business, Northeastern University Best Dissertation Award will introduce their work

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1662** | Submission: **10293** | Sponsor(s): **(MH)**
Scheduled: **Monday, Aug 12 2024 4:30PM - 6:00PM CT (UTC-5)** at **Swissotel Chicago** in **Montreux 3**

Management History Business Meeting

Program Chair: **Matteo Cristofaro**, *U. of Rome TorVergata*

A planning session for the next year and a recap for the previous.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1663** | Submission: **21704** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 12 2024 4:30PM - 5:30PM CT (UTC-5)** at **Swissotel Chicago** in **Lucerne III**

OB Division Lifetime Achievement Award (2024 Winner)

Organizer: **Rebecca J. Bennett**, *U. of Central Florida*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Evolving Approaches to Spillover Research: The Implications of Diverse, Nonwork Encounters



Organizer: **Brandon Mathew Fogel**, *U. of Nebraska, Lincoln*
Organizer: **Jinfeng Chen**, *Purdue U., West Lafayette*
Organizer: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*
Presenter: **Min Yu**, *Arizona State U.*
Participant: **Edward McClain Wellman**, *Arizona State U.*
Presenter: **Katelyn Zipay**, *Purdue U.*
Presenter: **Sophie Pychlau**, *Iowa State U.*
Participant: **Troy Smith**, *U. of Nebraska, Lincoln*
Participant: **Amy Bartels**, *U. of Nebraska, Lincoln*
Participant: **Alexandria Lauren Garcia**, *U. of Nebraska, Lincoln*
Participant: **Wu Wei**, *Wuhan U.*
Participant: **Jordan Nielsen**, *Purdue U.*
Presenter: **Brandon Mathew Fogel**, *U. of Nebraska, Lincoln*
Presenter: **Jinfeng Chen**, *Purdue U., West Lafayette*
Discussant: **Lieke Laura Ten Brummelhuis**, *Simon Fraser U.*

As management scholars have attempted to paint a more complete picture of the employee experience, the connection between the work and nonwork domains remains a large part of the conversation. While a vast collection of research focuses exclusively on an employee's work-specific factors, an ever-increasing body of literature acknowledges that the work and nonwork domains consistently spill over into one another (Edwards & Rothbard, 2000; Greenhaus & Beutell, 1985; Greenhaus & Powell, 2006). The literature has long recognized that these domains can come into conflict with one another while simultaneously enriching each other. Yet, the interplay between personal and professional has become increasingly complicated for the modern employee. Changes in the shape and structure of both the family and work domains have proven that these domains are not as static as once thought (Powell, Greenhaus, Allen, & Johnson, 2019). Instead, employees exist beyond the tight bounds of a single work domain and family domain with a spouse and kids. In response, the study of these domains has attempted to look beyond the common parameters of conflict and enrichment and turn instead to the lived experience of individuals as they traverse between the domains. Indeed, the latest concentrations on specific populations, such as breastfeeding mothers (Gabriel, Volpone, MacGowan, Butts, & Moran, 2020), or on specific activities in the nonwork domain, like exercise (Calderwood, Gabriel, ten Brummelhuis, Rosen, & Rost, 2021; ten Brummelhuis, Calderwood, Rosen, & Gabriel, 2022), inform that the nonwork domain contains a wide range of experiences. Recognizing these changes for employees, our symposium takes new angles to common types of spillover (including leisure activities' influence on work performance and the crossover effects from partners) while also considering new types of social interactions (such as online dating or participating in team-based leisure activities) that spillover in distinct ways. Through these explorations of spillover, we aim to provide novel examples of how the nonwork domain affects the work domain that better represents the modern workforce. Specifically, the papers in our symposium explore well-being outcomes of dating app usage, in-role and extra-role behavioral outcomes of partner sacrifice, proactivity benefits of hobby job participation, and team learning outcomes of team-based leisure activity participation.

"Swiping left or right": Individual dating app experiences and the influence on work

Author: **Jinfeng Chen**, *Purdue U., West Lafayette*
Author: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*
Author: **Jordan Nielsen**, *Purdue U.*

Grateful yet guilty: The emotional and behavioral consequences of receiving daily partner sacrifice

Author: **Min Yu**, *Arizona State U.*
Author: **Edward McClain Wellman**, *Arizona State U.*

Passion projects outside the 9-5: Exploring expressiveness and the nostalgic impact on work outcomes

Author: **Katelyn Zipay**, *Purdue U.*
Author: **Sophie Pychlau**, *Iowa State U.*

Leisure as a source of team skill-building: Team impacts of group-based leisure learning

Author: **Brandon Mathew Fogel**, *U. of Nebraska, Lincoln*
Author: **Amy Bartels**, *U. of Nebraska, Lincoln*
Author: **Troy Smith**, *U. of Nebraska, Lincoln*
Author: **Alexandria Lauren Garcia**, *U. of Nebraska, Lincoln*
Author: **Wu Wei**, *Wuhan U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Agency, Care and Vulnerability

Session Moderator: **Marco Distinto**, *The Open U. Business School*

CMS: Mnemonic Strategies of Resistance: Environmental Analysts Resisting Bolsonaro

Author: **Amon Barros**, *FGVEAESP Sao Paulo School of Business Administration*
Author: **Mariana Silveira**, *FGVEAESP Sao Paulo School of Business Administration*
Author: **Gabriela Lotta**, *Fundação Getulio Vargas - EAESP*
Author: **Alexandra Bristow**, *The Open U. Business School*

We bring together literatures on occupations and memory to investigate the case of an invasion of one occupation by another, in which battles over memory constituted key strategies of the jurisdictional dispute. During Jair Bolsonaro's presidential term in Brazil, he embarked on destroying the occupation of environmental analysts (EAs) as part of his anti-environmental agenda. This involved appointing the military to key leadership positions in the Ministry of the Environment (ME) to infiltrate and destroy the EAs' mission and ethos from within. Drawing on 54 in-depth interviews with EAs, combined with document analysis, we explore the meaning and role of occupational memory in enabling and empowering the EAs' resistance. We identify four strategies of mnemonic resistance involving occupational remembrance used by EAs to hold out against the strategies of occupational forgetting they saw the military employ against them. Our analysis highlights the importance of a deeper engagement between Occupations and Professions in Organizations (OPO) and Organizational Memory Studies (OMS) research. We argue for understanding occupations as mnemonic communities and jurisdictional battles as mnemonic battles, in which occupational memory – conceptualised as embodied mnemonic practices, routines, and shared remembering – can act both as a target and a weapon for the warring sides.

CMS: Controlling Care and Caring Control: The Role of Pastoral Power in Organising Refugee Integration

Author: **Marco Distinto**, *The Open U. Business School*
Author: **Cinzia Priola**, *The Open U. Business School*
Author: **Alexandra Bristow**, *The Open U. Business School*

This paper investigates the organisation of migrant integration, drawing on ethnographic research at two Italian refugee reception centres. We use Foucault's concept of pastoral power to expose the paradoxical power dynamics involved in the integration, showing how various stakeholders' discourses, interactions and practices shape the integration process, and how tensions in the ethics of the pastoral relations of care simultaneously empower and control the migrants. Acting as pastors, reception centre staff translate migration policies into practices aimed at promoting integration and autonomy, while reinforcing dominant discourses around citizenship as becoming self-responsible subjects. We argue that the integration process serves as a means to govern migrants' subjectivities in ways that both sustain and constrain their freedom and agency. Subsequently, we call for a greater awareness of such tensions as a step forward in the search for more caring and ethical frameworks for organising migrant reception.

CMS: "PLUS ÉCOUTÉ-E-S MORT-E-S QUE VIVANT-E-S": Gluing As Commoning to Challenge Social Norms

Author: **Louise Lecomte**, *PSL U. - U. Paris Dauphine*
Author: **Lucie Chartouny**, *PSL U. - U. Paris Dauphine*

In this article, we explore the organizing of a social movement that challenges gender and heteronormative norms and wants all lives to be considered as grievable (Butler, 2021). To do so, we rely on commoning as a way to operationalize Butler's works. Commoning has indeed been described as a social organizing process emerging through social actors' embodied interactions; the recognition of members' corporeal vulnerabilities creates reciprocity and embodied relationality in a group (Mandalaki & Fotaki, 2020). We explore the following question: how can commoning be a vehicle to challenge social norms? To do so, we rely on interviews and online observations of the feminist movement Collages Féminicides. We develop the concept of Gluing, in both a metaphorical and literary way. Gluing is a meta-practice of commoning, challenging social norms through recognizing precarized subjects, showing vulnerability while denouncing it, and enabling mourning conditions.

CMS: Performativity in Women's Courts' Initiatives for Gender-Based Violence Prevention in India

Author: **Poonam Barhoi**, *Institute of Management Technology Ghaziabad, India*
Author: **Ranjeet Nambudiri**, *Indian Institute of Management, Indore*

Scholars in the past have suggested that gender-based violence (GBV) can be studied with a performativity lens, as the act of violence is performative, which is performed to assert power and machoism over others. This study uses a performativity lens to explore all women's courts' GBV prevention initiatives that work with the restorative justice approach. While the literature indicated that the restorative approach can be helpful in creating empowering experiences for victims/survivors, many scholars have raised concerns about the reinforcement of gender roles and gender appropriation through the restorative approach. These contrasting perspectives provide opportunities for us to explore the work of women's courts in India that work in rural localities for GBV solutions and prevention. We analyze a few cases of GBV to uncover different performativity aspects in women's courts' work. For discussion, we borrowed from Butler's performativity lens. Our analysis adds to the literature on violence and performativity in three ways: (i) it discusses the relationship between GBV and gender performative expectations; (ii) it explores intersectional performative regulations by discussing boundaries of caste, class, and gender; and (iii) it discusses the disciplinary aspects of the women's court's application of the restorative approach with Foucauldian perspective. Keywords: Women's court, Gender-based Violence, Performativity, Intersectionality.

Author: **Hadar Elraz**, Swansea U.

Author: **Jen Remnant**, Edinburgh Business School - School of Social Sciences

This article draws on qualitative empirical data to examine how employees with mental health conditions (MHCs) have learnt to manage their condition in the contemporary, ableist workplace. Reflecting on contemporary debates relating to disability and ill-health in relation to work, the article identifies the significance of disclosure and stigmatisation in the experiences of disabled workers, and that they require further discussion to truly understand their continued marginalisation. Using data from 42 interviews with employees managing MHCs in the workplace, this paper focuses on two central methods by which employees reject with marginalisation at work. They do this firstly by identifying the value they place on employment, beyond income, and secondly by developing a collection of individual coping strategies to manage their MHCs without employer support. The findings show that work holds meaning to individuals in terms of their perceived value and that employees with MHCs resort to neoliberal understandings of personal responsibility.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Warriors, Rebels and Environmental Justice



Session Moderator: **Stephanie Daher**, *Grenoble Ecole de Management*

CMS: **Organizing at the End of the World: Ontological Perspectivism as an Approach to Ecological Crises**

Author: **Stephanie Daher**, *Grenoble Ecole de Management*

Ecological crises in the Anthropocene era pose fundamental challenges to concepts and practices of organizing, demanding a radical rethinking of how actors relate to each other and to a rapidly changing natural environment. The current paper discusses the question of relationality inherent to organizing in the Anthropocene, drawing on Amerindian perspectivism, a non-western translation of Indigenous knowledge. As an articulation of critical approaches and relational ontologies, we propose 'ontological perspectivism' as a kind of critical relational stance to organizing. We elaborate this stance by examining perspectivism in its ethical, ontological, epistemological and methodological dimensions. Because perspectivism radically decenters essentialist and anthropocentric categories, emphasizing species multiplicity and acknowledging difference, we argue that it can open pathways to address organizing questions at the Anthropocene. This study contributes to critical environmental discussions in and around organizations, extending relational approaches and responding to calls to engage with non-anthropocentric knowledge to think possible futures in organizational theory and practice.

CMS: **Body-Territory in Energy Transition: Wayúu Women's Struggle in Colombia**

Author: **Jacobo Ramirez**, *Copenhagen Business School*
Author: **Claudia Vélez-Zapata**, *U. Pontificia Bolivariana*
Author: **Rajiv Maher**, *EGADE Business School, Tecnológico de Monterrey*
Author: **Fabrina Acosta-Contreras**, *Asociación Evas&Adanes*

This article contextualises the implications of green-energy investment on the body-territories of the indigenous Wayúu women of La Guajira, Colombia. We conducted a qualitative study to explore the struggles of Wayúu women to preserve and defend their territories when impacted by large-scale investments through the theoretical frameworks of decolonial feminism and body-territory. The multidimensional problem that underpins wind-energy investment in La Guajira is intertwined with community conflicts caused by disputes over territorial control and lack of respect for indigenous peoples' epistemologies. This is economic colonialism under the rhetoric of a pressing need to invest in green-energy. Wayúu women are ready to use decolonial feminism to protect their lands from new green-investor colonists in defence of Mother Earth due to their cosmovision of body-territory: bodies suffer when the land suffers. We contextualise a dichotomy between 'decolonial feminism practices through body-territory cosmovision in defence of Mother Earth' and 'territorial control perpetrated by new green-investor colonisers'. Long-term investment and energy transition rhetoric that respects indigenous peoples' ancestral territories could aid in the development of coherent public policies towards decarbonisation while protecting the rights of indigenous women.

CMS: **The Underground Rebels: The History of Arab Resistance Against the Fossil State**

Author: **HELA YOUSFI**, *I'U. Paris-Dauphine (Paris IX), PSL*

Drawing upon the colonial history of Gafsa Phosphate Company (Tunisia) and that of workers' struggles, this article aims at exploring possibilities for resisting the dominant models of fossil economy. While these resistance movements are often framed in terms of the distribution of wealth, social justice or national sovereignty, I will develop the thesis that ecological issues and social or national struggles are more interconnected than they may appear. I will focus specifically on a topic seldomly discussed in managerial literature: the interpenetration of politics and religion in the anatomy of resistance to the fossil economy.

CMS: **Critical Governance Lessons from a Mining Dam Failure Disaster in Brumadinho, Brazil**

Author: **ALEX JOSE DE ALMEIDA**, *PUC Minas*
Author: **Patrícia Daniela Souza Dos Anjos**, *Pontifical Catholic U. of Minas Gerais*
Author: **Carolina Mateus De Melo**, *Brumadinho*
Author: **Armando Dos Santos De Sousa Teodosio**, *Pontifical Catholic U. of Minas Gerais*

On January 25, 2019, the rupture of Vale S.A.'s mining tailings dam in Brumadinho, State of Minas Gerais, Brazil, marked the largest workplace disaster in Brazilian history, resulting in 272 deaths and substantial environmental and social impacts. Given the significant implications of this mining industry disaster in the state of Minas Gerais, especially considering it is not the first of its kind in recent history, it is crucial to examine, using supportive critical literature, the governance model applied in the territory's reparation involving the actors in the process. This study aims to bridge the gap between analyses of governance in mining territories and investigations evaluating reparation in the post-disaster context of Brumadinho. The research delves into Governance in Mining Territories and Intersectoral Partnerships, drawing on critical concepts such as Transnational Power, exercised by mining companies, and Translocal Governance, emerging as an alternative for territory management. Additionally, the study provides theoretical insights into Brumadinho and its Reparation Governance, elucidating the applied reparation model. Employing a qualitative approach, the investigation explores concepts and ideas emerging from critical theories that challenge traditional forms used in the management of mining territories and persist in the reparation of Brumadinho's territory. As a result, beyond a comprehensive reflection on Reparation Governance five years after the studied disaster, this research facilitates discussions on popular participation, introduces new study agendas, and proposes perspectives for improvements in the ongoing model.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **1667** | Submission: **16421** | Sponsor(s): **(CMS, DEI)**

Scheduled: **Monday, Aug 12 2024 4:45PM - 6:15PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Royal Room**

Innovating for ‘Middle Age’: Critical Management Education in Practice.



Organizer: **Jennifer Manning**, *Technological U. Dublin*

Organizer: **Richard Longman**, *The Open U., United Kingdom*

Panelist: **Todd Bridgman**, *Victoria U. of Wellington*

Panelist: **Alessia Contu**, *U. of Massachusetts, Boston*

Panelist: **Alexandre Faria**, *EBAPE/FGV*

Panelist: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*

This Panel Symposium on Critical Management Education (CME) aligns with the overall conference theme, “Innovating for the Future” in its focus on the interplay of innovation, policy, and purpose and in its attempts to rethink conventional ways of leading, managing, and organizing. Perriton and Reynolds (2018) suggest that Critical Management Education (CME) is reaching “middle-age,” a stage potentially marked by introspection and a need for evolution in practice. We begin by recognizing that CME holds a precarious position within business schools (Zald, 2002), and that questions remain about whether Critical Management Studies itself can survive in universities whose finances rely heavily on business education (Parker, 2021). The critique issued by Perriton and Reynolds (2018) regarding CME’s silence over its own privileges is invaluable. They highlight Breen’s (2013) findings on how criticality in CME varies based on educators’ seniority and gender, echoing Vince’s (2010) call for a reflexive examination of CME that addresses the emotions and politics of educational practice. This symposium aims to extend these conversations, focusing on the practical implementation of CME – both within our classrooms and institutions, and exploring the strategies that CME educators are employing. The evolving and dynamic nature of CME is evidenced by its diverse thematic contributions. Recent work demonstrates a critical pedagogy of management might be possible (c.f., Grey et al., 1996), encompassing themes such as the ethics of care in management education (Heath et al., 2019), the organization of work (Dashtipour and Vidaillet, 2020), class privilege and social inequality (Zulfiqar and Prasad, 2021), and the identity work integral to teaching (Knights et al., 2022). We are keen to explore how these themes materialize into practices – be it through developing critical awareness, implementing innovative and participatory teaching methods, addressing diversity and inclusion, understanding classroom dynamics, or balancing theory and practice. We aim to explore these themes, and allied questions, examining key elements crucial to CME practice. For instance, how might more innovative teaching methods, for example emphasizing improvisation, collaboration, and creativity (Bishop et al., 2022), help move from critical content to critical process? Could consciousness-raising experiences challenge students to confront how racial and ethnic differences lead to issues of diversity and inclusion (Edmondson et al., 2022)? How should critical scholars respond to calls for a performative turn in CMS (e.g., Contu, 2020)? Could this be embodying critical values in their teaching, curriculum development, and institutional engagement – could this be a form of intellectual activism praxis (Manning, 2023)?

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Technology, Organizational Change, and Values

Session Moderator: **Richard Guse**, *Karlsruhe Institute of Technology*

CTO: **Displacing Purpose: How Public Libraries are Being Reconfigured in the Digital Era**

Author: **Wanda J Orlikowski**, *MIT*

Author: **Susan Scott**, *Imperial College Business School*

How are public libraries being remade in the digital era? Cultural institutions are increasingly expected to encompass 'digital' and prior research on digitalization in other sectors suggests that this will structure ways of organizing. Using longitudinal qualitative data, we explore how digital practices are creating significant changes in public libraries — not just shifting processes and services, but also critically, the very notion of what a public library is. We theorize our findings using agential realism which focuses us on performative outcomes. We consider how digitalization led to multiple shifts in the library's processes and services, generating direct changes in library work practices manifesting as intended and unintended consequences. We then extend our analysis to include the indirect corollary effects of library digitalization, examining how these dynamics are challenging core norms and values of the library. We find that digital transformation is displacing the central purpose of public libraries, with far reaching implications for the vital role that this cultural institution serves in sustaining communities. These findings shed a sobering light on the likely performative outcomes of digitalization for other cultural institutions.

CTO: **The Development of Value Proposition in Healthcare in the Course of Digital Transformation**

Author: **Richard Guse**, *Karlsruhe Institute of Technology*

Author: **Scott Thiebes**, *Karlsruhe Institute of Technology*

Author: **Philipp Winterhoff**, *Karlsruhe Institute of Technology*

Author: **Martin V. Alzate**, *Karlsruhe Institute of Technology*

Author: **Jonas Stangier**, *Karlsruhe Institute of Technology*

Author: **Ali Sunyaev**, *Karlsruhe Institute of Technology*

Recent research differentiates digital transformation from former transformations by the concept of value proposition. However, with this distinction, it remains unclear, particularly in knowledge-intensive sectors such as healthcare, how the core value-defining activities change and when they are considered extended or changed. As it is expected in research and practice that the healthcare sector is facing a fundamental digital transformation, this sector is particularly suitable for exploring how a changed value proposition can be conceptualized. This is particularly relevant as it helps further understand healthcare's underlying transformation dynamics. To identify core value-defining activities and their changes, we conducted 15 semi-structured interviews with employees from various healthcare organizations. We analyze the interviews with the inductive category formation of qualitative content analysis. The analysis enables us to classify the identified categories into five non-transformative cases, in which the value-adding activities of an organization are supported by IT, and four transformative cases, in which the value-adding activities of an organization are redefined. Overall, our findings contribute to a better understanding of the digital transformation at the organizational level in the healthcare sector. Furthermore, we highlight important areas for future research based on the four identified DT characteristics.

CTO: **Constructing Automation: Rethinking the Automation-Augmentation Paradigm in the Age of AI**

Author: **Roni Shen**, *U. of California, Santa Barbara*

There is a long-standing discussion in the technology and organizing literature regarding whether technology should automate or augment human labor, predominantly framing various approaches to technology use as either/or. The extant research on automation technology and technology use in practice has focused on the automation of manual, routine tasks or processes as most commonly thought of in manufacturing and service contexts. However, in the age of machine learning and algorithms that adapt to changing inputs, the definition of automation looks very different when applied to data-heavy, complex cognitive tasks such as decision making. Rethinking the concept of automation as constructed through structural, psychological, and ideological factors that shape user orientations towards algorithmic predictions may explain how these tools are used differentially in situ. The technology is not an automation or augmentation technology in and of itself or in relation to the task at hand, but the orientation of the user towards the technology as either a prescriptive or advisory tool determines whether the technology is used to automate or augment cognitive work. This theory is illustrated using ethnographic data drawn from a comparative field study of data-driven decision making in dairy farming.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

AI, Digital Transformation, and Work Skills

Session Moderator: **Terri Griffith**, *Simon Fraser U.*

CTO: **Developing a Digital Transformation Skills Framework: A Systematic Literature Review**

Author: **Machiel Bouwmans**, *Hogeschool Utrecht*
Author: **Xander Lub**, *Hogeschool Utrecht*
Author: **Marissa Orlowski**, *MV Hospitality Solutions, LLC*
Author: **Thuy-Vy Nguyen**, *Hogeschool Utrecht*

Digital transformation (DT) involves integrating digital technologies into organizations to improve productivity, efficiency, and quality. Investing in the workforce's skillsets is essential for successful DT. However, it remains unclear which skills are essential. As such, our aim is to identify and define the essential skillsets needed for exploiting the full potential of DT, and to consolidate the identified skills into a comprehensive framework of DT skills. Using the PRISMA approach and thematic analysis, we conducted a systematic literature review of 37 articles. Based on our review, we developed the Digital Transformation Skills Framework (DTSF), which contains six overarching skillsets and 44 underlying skills. Our framework covers key skillsets in the areas of digital work, entrepreneurship, evidence-based work, collaboration, communication, and adaptation. By offering a comprehensive understanding of essential skills for today's evolving organizations, the DTSF addresses a critical gap in existing literature. It is also valuable for organizations and HR professionals, serving as a foundation for re- and upskilling initiatives.

CTO: **The Impact of Employees' Perceived Usefulness of AI on Creativity and Task Performance**

Author: **Yichuan Zeng**, *China Agricultural U.*
Author: **Fuxi Wang**, *China Agricultural U.*

Employees' interaction with emerging technologies such as artificial intelligence (AI) is not merely a passive acceptance process but also an active, bottom-up initiative to embrace change. Current research lacks exploration from the employee perspective on how individual perceptions of AI impact behaviors and outcomes. Through empirical analysis of 231 samples, we construct a moderated mediation model to investigate the effect of employees' perceived usefulness of AI on skill crafting behaviors, and in turn, on creativity and task performance. The findings reveal that perceived AI usefulness positively influences skill crafting. Skill crafting fully mediates the relationship between perceived AI usefulness and both employee creativity and task performance. Furthermore, transformational leadership positively moderates these direct effects and the indirect effect of perceived AI usefulness on creativity. These results extend the job crafting theory and offer suggestions for organizational management practice.

CTO: **Who Benefits from AI Adoption? Skill Complementarity and Labour Market Dynamics**

Author: **Dongmiao Zhang**, *Utrecht U., Department of Human Geography and Planning*








Recent studies on artificial intelligence (AI) and labour market outcomes often focus on the automation effects of AI. However, which skills might complement AI technologies and how AI adoption shapes employment and wage dynamics remain under-explored at the occupation level. Moving beyond the classic measurement of skills such as education, tenure or specific skill categories, I assess how many skills are combined in an occupation and their respective complexity. I refer to this as "complexity intelligence" and propose that occupations with high complexity intelligence will complement AI technologies. Most notably, the findings show that complex occupations are more likely to adopt AI technologies. In addition, there is a positive correlation between AI adoption and employment growth. AI adoption is associated with an increase in wage growth on average, with a larger increase for complex occupations.

CTO: **Redesigning Work for Artificial Intelligence in the Public Sector**

Author: **Reihaneh Bidar**, *U. of Queensland*
Author: **Ida Someh**, *The U. of Queensland*
Author: **Tapani Rinta-Kahila**, *The U. of Queensland*
Author: **Katie Williams**, *The U. of Queensland*
Author: **Marta Indulska**, *U. of Queensland*
Author: **Ian Ryan**, *Taranix*

Government organizations are increasingly seeking agility by leveraging artificial intelligence (AI) to change traditional ways of working. We explore different approaches to such work redesign through four case studies of government AI projects. Based on our findings, we provide a risk-informed work-redesign framework for AI implementation. It provides a four-pronged classification for tasks (mundane, high-reliability, expert, and wicked tasks) that can be handled by AI. Our recommendations guide public sector managers seeking to successfully incorporate AI into their processes while minimizing risks.

KEY TO SYMBOLS

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

Platform Worker Relationships: Gig Workers and Gig Work

Session Moderator: **Melike Nur Findikoglu**, *Ozyegin U.*

CTO: **How Algorithmic Management Shapes Sticky Platform-Worker Relationships**      

Author: **Jing Zhan**, -

Author: **Meizhi Pan**, *Durham U. Business School*

Platform companies striving to mitigate the discontinuous intent of gig workers employ algorithmic systems. However, the role of algorithmic management under gig work settings is controversial. This study, grounded in the conservation of resources (COR) theory and the job demands-resources (JD-R) model, investigates how algorithmic management impacts workers' discontinuance intention. We conducted a three-wave, time-lagged survey among 331 Chinese gig workers, and discovered that algorithmic management is an effective managerial tool as it helps minimize gig workers' perceived work intensification, which in turn alleviates their discontinuance intention in the boundaryless organizational context. Also, algorithmic management is an invaluable external resource for gig workers with limited positive cognitive resources (i.e., uncertainty tolerance). This research contributes to the burgeoning body of literature on algorithmic management and provides several managerial implications for platform companies to sustain stable platform-worker relationships. We also discuss the directions for future research.

CTO: **Burning Desires & Cold Starts: Older Workers and Motivation-Reputation Misalignment in Platform Work**  

Author: **Sienna Helena S. Parker**, *U. of California, Santa Barbara*

Profession-based freelancing platforms use algorithmic reputation systems to match labor supply and demand by signaling a worker's competence through a platform-specific reputation. Freelancers new to a platform encounter the cold start problem; they lack platform-specific reputations and the interactions used by the platform's algorithms to build one. Studies on workers who overcome the cold start problem assume they are motivated to gradually build platform-specific reputations because they have a committed and long-term orientation to their work. Yet, these assumptions overlook groups with other motivations and how they can be successful. Older workers are one of the fastest-growing demographics of freelancers, which research suggests violates the assumptions of long-term and committed orientation. Because it is unknown how older workers can successfully overcome the cold start problem, we conducted a qualitative study of older workers who transitioned from conventional employment to online freelancing through Upwork. We found that older workers realized that building platform-specific reputations required accepting jobs misaligned with their initial motivations for pursuing platform work. This misalignment was particularly pronounced for older workers tethered to their career occupations who often decided to stop using the platform. In contrast, those who persisted in building reputations were less tethered to their prior occupations. Ironically, as these occupationally untethered older workers established platform-specific reputations, they found that the platform funneled them into taking jobs related to the occupations they intended to leave behind. We elaborate on how this ironic dynamic occurs and its implications for theories of platform work and the aging workforce.

CTO: **Follower Survival Strategies in a Virtual Context**

Author: **Diansha Wang**, *U. of York*

Author: **David Collinson**, *Lancaster U.*

Recent research on followership has highlighted the neglected importance of followers' agency and contribution to leadership processes. More critical studies have located followers in asymmetrical organizational power relations. This paper builds on earlier insights from critical organization studies to explore followers' survival strategies in a virtual and international workplace. The research draws on data from 40 semi-structured interviews with employees based in an outsourcing organization based in India employing financial assistants in China on temporary, insecure contracts. The findings show that the assistants engaged in two survival strategies in the virtual context: fiddling time and mental escaping. The strategies enabled them to limit their work engagement whilst simultaneously communicating to remote analysts their ever-present engagement, constant availability and commitment through two forms of what we term "dramaturgical presence": constantly available and insider. Followers are invited to rationalize, resist and even transform the inconsistent, contradictory but inherently interdependent leadership control and authority in the virtual and physical contexts. This paper, therefore, argues that the concept of "survival strategies" can be helpful and valuable in critical research on followership. We highlight the important role of virtual context as an amplifier of follower agency and knowledgeability, follower conformity and disguised dissent and resistance.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Technology-Driven Stress: Causes and Consequences

Session Moderator: **Martina Hartner-Tiefenthaler**, TU Wien

CTO: **From Distraction to Excessive Use: Examining the Influence of Distractions on Employees' Performance**

Author: **Sumera Saleem**, School of Management, U. of Science and Technology of China, Hefei
Author: **Feng Yang**, U. of Science and Technology of China

Despite the heightened levels of distraction caused by social networking sites (SNSs), its detrimental effects on user's life such as the emergence of conflicting behaviors, have not been adequately investigated. Given the importance of employee well-being to sustain their productivity, this represents a critical gap in the existing research. By utilizing stressor strain outcome (SSO) theory, our study addresses this gap by proposing a framework for analyzing employees' excessive use of social networking sites (ESU) through distractions within and outside SNS (D_WO SNS), ultimately influencing user behavior. The purpose of our study is to investigate the intricate relationship between D_WO SNS and excessive use of SNSs. We especially highlight how excessive use of SNSs impacts work performance and the emergence of task and relationship conflicts. In addition, we integrate dual theory into our study to investigate the moderating role of SNS use habit in shaping the impact of D_WO SNS on excessive SNS usage. The results of this research, which are based on cross-sectional data collected from 394 users in China, indicate that stressors do indeed contribute to behavioral strain in the form of ESU, which in turn increases the proclivity of TR conflicts and decreases work performance. However, our research uncovered a peculiar and counterintuitive stressor effect associated with D_WO SNS. We provide an extensive overview of this phenomenon and offer nuanced perspectives on its ramifications for the multifaceted dynamics of D_WO SNS in organizational contexts.

CTO: **The Dual Impact of Social Media-Induced Fear of Missing Out in Workplace**

Author: **Xiao Deng**, China U. of Political Science and Law
Author: **Jiayu Li**, China U. of Political Science and Law
Author: **Yaying Huang**, China U. of Political Science and Law

With the growth of social media and popularization of online offices, social media-induced fear of missing out (FoMO) has attracted widespread attention. How individuals respond to FoMO is unclear. Based on stress transaction and coping theories, and through a questionnaire survey of 192 employees, this study found that FoMO increased employees' active work interruption, which in turn leads to job burnout. In addition, FoMO leads employees to engage in more social network interactions, which in turn promote workplace relations. The perceived competitive climate positively moderates the indirect positive relationship between workplace FoMO through active work interruptions and job burnout. This study expands the understanding of the impact of workplace FoMO on employees and informs how managers can address FoMO in the workplace.

CTO: **Navigating the Tech-Driven Strain : How Technostress Connects to Knowledge Sharing**

Author: **Xiao Deng**, China U. of Political Science and Law
Author: **Yaying Huang**, China U. of Political Science and Law
Author: **Jiayu Li**, China U. of Political Science and Law








Purpose –With the widespread use of ICT in the workplace, it has brought employees convenience as well as technostress. Numerous studies have showed the prevalence of this condition, prompting our interest in discussing how organizations and employees navigate and cope with technostress. The primary objective of this study is to investigate how technostress impact on employees' knowledge sharing behavior. And the diverse mechanisms of technostress to individuals and within various contexts have also captured our attention, so we explored two different boundary conditions. Design/methodology/approach –We collected questionnaires from 161 employees across various teams in China by using well-established scales in five waves. We analyzed the data using SPSS software for correlation analysis, linear regression analysis and path analysis. Findings –The result revealed that technostress positively influenced knowledge sharing behavior through the mediating role of employees' learning orientation. Employee' s resilience and team learning climate positively moderate the effect of technostress on knowledge sharing behavior through employee learning orientation. Originality –The findings of this study broaden the understanding of the impact of technostress on workplace behavior and provide suggestions on how to properly apply this influence mechanism.

CTO: **Self-Control Interventions for Digital Distractions**

Author: **Krutheeka Baskaran**, National U. of Singapore
Author: **Atreyi Kankanhalli**, National U. of Singapore
Author: **Narayan Ramasubbu**, U. of Pittsburgh

As more and more of our personal and professional activities shift online, we are increasingly subject to digital distractions that can offer respite at times, but also divert our focus and attention. Distractions, which are irrelevant interferences to be ignored, can be externally driven such as a notification on a smartphone, or internally driven such as the compulsion to refresh a social media webpage to get updates. Digital distractions often lead to task abandonment, delay or compromises in task execution. How then are we to mitigate the adverse effects of digital distraction? Prior research has mainly focused on analyzing and designing interventions for attention deviation due to IT interruptions that are purposefully attended to as a secondary task, and not digital distractions. Furthermore, a majority of the proposed interventions are restrictive and short-lived in nature, which aim to prevent individuals from accessing non-task related websites and apps rather than focusing on self-control interventions and their long-term effects. We build on recent research on self-control and conceptualize a process model that facilitates interventions aimed at attention regulation and breaking the cycle of digital distractions. We derive propositions based on the model that can be empirically examined in future. This paper contributes towards understanding self-control interventions for alleviating digital distraction with the ultimate aim of enhancing productivity and wellbeing.

KEY TO SYMBOLS

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

Leadership Bias and Disparity

Session Moderator: **Tiffany Lilly Owens**, *Doctoral Student, U. of Houston*

DEI: A Human and Social Capital Perspective on Institutional Owner Reactions to Black CEO Appointments

Author: **Tiffany Lilly Owens**, *Doctoral Student, U. of Houston*
Author: **Curtis Wesley**, *U. of Houston*
Author: **Hermann Ndofor**, *Indiana U., Indianapolis*
Author: **Maria Del Carmen Triana**, *Owen Graduate School of Management Vanderbilt U.*

This study builds on recent research on Black CEO appointments by juxtaposing a pessimistic view, whereby discrimination leads to negative market responses, and an optimistic view, where accumulated human and social capital held by appointees overcomes prejudices, leading to positive market responses. As an influential firm shareholder, we focus on the institutional owner buy/sell behavior around CEO succession announcements. We hypothesize that their fiduciary responsibilities and interpretation of public and privileged information lead to more positive market responses for Black CEOs with high levels of human and social capital. Using a matched sample of 104 Black and non-Black CEO appointments from 1997 to 2022, we find an appointed Black CEO's accumulated human and social capital positively moderates the relationship between their announcement and institutional owner buy/sell behavior. Our findings support the optimistic view and contribute to the literature that addresses minority representation in the upper echelons. Keywords: minority CEOs, institutional owners, human capital, social capital

DEI: Called to Speak Up: How BIPOC Women Academics' Improved Sense of Power Leads to Constructive Voice

Author: **Tina Sharifi**, *York U., Toronto*
Author: **Ayesha Tabassum**, *York U., Canada*
Author: **Souha R. Ezzedeen**, *York U.*

Constructive voice behavior aims at challenging an organization's status quo and has been found to yield a myriad of individual- and organizational-level benefits. Despite these positive implications, speaking up is risky and can result in backlash for challenging existing power structures, particularly in university settings which are the focus of this investigation. These challenges are particularly pronounced for Black, Indigenous, People of Color (BIPOC) women academics who have historically experienced a reduced sense of power in higher education settings. Yet, little remains known about BIPOC women academic's sense of power, constructive voice behaviors, and contextual factors. Drawing on approach/inhibition theory of power and theory of planned behavior, we advance a novel framework exploring the moderating role of calling orientation between BIPOC women academic's sense of power and constructive voice behavior. We consider how the three psychological antecedents of voice behavior, namely attitude toward the behavior, subjective norms, and perceived behavior control, can be strengthened through calling orientation, motivating BIPOC women academics to enact constructive voice behavior. This relationship is examined through the two foci of calling, self-realization, and unification, which we posit will differently strengthen these psychological intentions of voice behavior. This paper presents significant theoretical and practical implications.

DEI: The Young Leader's Dilemma: Facing Implicit and Explicit Age Bias in Leadership Roles

Author: **Christoph Daldrop**, *Christian-Albrechts-U. of Kiel*








We examine the 'dilemma' for young leaders created by implicit and explicit age biases others hold against them. These biases are contrasted with those directed at older adults, women, and the intersections of age and gender. Across three experimental studies (N = 1,001, two pre-registered), we assess whether age-based discrimination is less recognized (implicit bias) and perceived as more fair (explicit bias) than age-based discrimination against older adults or gender-based discrimination. We argue that the bias toward young leaders is rooted in unique factors: young age's perceived relevance to leadership roles, its perceived controllability, and a lack of specific legal protections against age discrimination at work. Our results from three studies consistently illustrate implicit biases related to age in professional domains. However, findings on explicit biases are less consistent, suggesting they might be context-dependent, particularly in varied settings like political leader roles versus business leaders. The findings contribute to the expanding literature on age bias, workplace discrimination, and perceptions of justice, thereby illuminating the unique challenges that young leaders face

DEI: Beyond Bias: Gendered Action Potential and Its Role in Leadership Disparity

Author: **Kayla Stajkovic**, *U. of California, Davis*
Author: **Alexander Stajkovic**, *U. of Wisconsin, Madison*

Despite continued efforts to achieve gender equality in leadership roles, progress has stalled. This conceptual paper explores an alternative hypothesis to traditional theories of gender bias, positing that the work performed by women often goes unnoticed and unrecognized, contributing to the gender gap in senior leadership positions. We introduce the Gendered Action Potential (GAP) hypothesis, which suggests that gendered affordances in the workplace lead to greater invisibility of women's work. This lack of visibility is not solely attributable to bias but also to a lack of observable information, which influences the evaluation of job performance. By bridging the literature on domestic labor and perception affordances, this paper discusses how gendered perceptions of the potential for action in the workplace create disparities in workload distribution and recognition of work tasks, ultimately exerting downstream effects on evaluations and promotions. Addressing the gender gap in leadership requires multifaceted approaches targeting various underlying factors. The GAP hypothesis does not contradict existing theories on social roles and gendered work behaviors but rather complements them, offering novel insights for developing equitable recognition and promotion practices within organizations. Through this lens, we seek to promote dialogue on how to create a more equitable professional landscape.

KEY TO SYMBOLS

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

Disadvantage and Vulnerability

Session Moderator: **Brandon Legacy**, *Smith School of Business, Queen's U.*

DEI: Barriers That Disadvantaged Women Face When Starting a Business in a Crises-Laden Country Context

Author: **Hayfaa A. Tlaiss**, *King Fahd U. of Petroleum and Minerals*

Author: **Dmitry Mikhail Khanin**, *The U. of New Mexico*

Author: **Stephen Page**, *U. of Hertfordshire*

Author: **Abdullah Al-Mashyekhi**, *King Fahd U. of Petroleum and Minerals*

Informed by postcolonial feminist theory and intersectionality theory, this study explores the barriers that women face with starting a business in a crisis, country-specific Arab context. It adopts an exploratory, qualitative, in-depth interviews-based approach as it explores the narratives of senior women who came from modest socio-economic backgrounds and never held a formal job. The findings highlight the adversities that these women are facing and how their role as mothers incentivizes them to start a business to support their families albeit with a lack of human capital. The findings also demonstrate the resistance that women face from family members in a patriarchal context and the importance of their agency which unfolds as political strategies that women use to fend off objectors. This study stresses the importance of contextualizing women entrepreneurs' studies within local contexts to better understand the embeddedness of their experiences, the barriers they face, and their agency and the various forms it takes to realize their entrepreneurial intentions.

DEI: Disadvantaged Young Men Falling Behind: A Review and Agenda for Diversity Management Research

Author: **Brandon Legacy**, *Smith School of Business, Queen's U.*

Author: **Eddy S. Ng**, *Queen's U.*

Author: **Alain Klarsfeld**, *Toulouse Business School*

While women are seeing positive advances regarding educational attainment and career opportunities, men from disadvantaged backgrounds are experiencing a negative trend on these fronts. Technological advancements, changing demographics, and cultural shifts have affected the labour market in a way that these men are inadequately prepared to navigate. Although men are generally considered to be privileged beneficiaries of patriarchal structures, we draw attention to contexts in which men are disadvantaged in employment and contemporary society. We first explore why disadvantaged young men are falling behind and identify the mega trends that affect these men entering the labour market. We then provide practical recommendations and propose suggestions for a future research agenda. Our paper highlights the specific issues young disadvantaged men face, which has been overlooked in diversity management scholarship.

DEI: Through Thick or Thin? The Impact of Racial Microaggressions on Social Network Ties

Author: **Feigu Zhou**, *The U. of Memphis*

Author: **Kyle Stockdall**, *The U. of Memphis*

This paper explores the impacts of racial microaggressions on interpersonal relationships. We leverage theory on social networks to distinguish how different types of relationships face unique challenges posed by microaggressions. We propose a conceptual model to describe how microaggressions interact with various types of relationships. Additionally, we explore longitudinal impacts of microaggressions that can potentially reshape the content of workplace relationships, or alter the structure of workplace networks altogether. Our paper extends understanding of microaggressions to include the victim's relationships with their aggressor, as well as exploring the longitudinal consequences of racial microaggressions.

DEI: Racial Dissimilarity, Psychological Safety, and the Effect of Vision on Facades

Author: **Patricia Faison Hewlin**, *Columbia U. - Teachers College*

Author: **Meredith Flowers Burnett**, *American U.*

Author: **Sung Soo Kim**, *U. of Denver*

Across three separate studies, we find that racially dissimilar individuals are likely to create facades of conformity due to feeling psychologically unsafe. We also find that a leader's visionary leadership behavior can heighten the negative relationship between racial dissimilarity and psychological safety. Findings show that when organizational members perceive their leader as having more vision, the tendency to suppress personal values and pretend to embrace organizational values in response to low psychological safety is heightened. We contribute to existing scholarship within multiple streams of literature and theoretical perspectives.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Inclusive Leadership Strategies

Session Moderator: **Maria Ximena Hincapie**, *School of Management, U. de los Andes*

DEI: Fostering Hybrid Teams' Performance Through Inclusive Leadership Strategies 

Author: **Maria Ximena Hincapie**, *School of Management, U. de los Andes*
Author: **Patricia Costa**, *Instituto U. de Lisboa (ISCTE-IUL) Business Research Unit (BRU-IUL)*

Over the past years, hybrid teams have emerged as a prevalent phenomenon in the new work arrangements. Effective inclusive leadership strategies are essential for leveraging the full potential of hybrid teams, fostering collaboration, achieving high performance, and improving team members' well-being. Hybrid teams have members who frequently shift between co-located and remote working. This made them face unique challenges with technology-mediated communication (e.g., trust development) and the leader's need to balance the preferences and needs of co-located and remote team members. Leaders must thus ensure that all team members feel valued and included, regardless of location or schedule, to achieve team objectives and enhance well-being. This paper explores hybrid team leaders' challenges in managing diversity, equity, and inclusion, offering evidence-based strategies and practical recommendations. Specifically, we emphasize strategies for building trust and psychological safety, leveraging diversity as a strength, promoting cross-cultural understanding, establishing clear communication channels, and encouraging collaboration. By empowering hybrid team leaders with these insights, we aim to foster a culture of inclusion and create an environment where all team members feel valued, ultimately leading to enhanced individual and team performance and team member well-being.

DEI: Someone Like Me Can Lead: Supervisors, Social Comparisons and Women's Leadership Aspiration

Author: **Vedika Lal**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Kathleen Ann Stephenson**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Janneke Oostrom**, *Tilburg U.*

The purpose of this study was to identify which factors can enable women to relate to and aspire for stereotype inconsistent roles, like leadership. Across two studies, we tested the effects of supervisor gender and supervisor characteristics (agency vs. communality) on women's social comparisons (perceptions of similarity and identification with their supervisors), and in turn, their leadership aspiration. In our first experiment (N = 465) we found that women had higher social comparisons with female supervisors and with communal supervisors. In our second, survey study (N = 303) we found that women had higher social comparisons with communal supervisors irrespective of supervisor gender. Across both studies, we found that these social comparisons served as a mediator by which supervisor communality enhanced women's leadership aspiration. By focusing on social comparisons as a psychological mechanism, we address the value of stereotype inconsistent supervisors as presenting women with the opportunity to relate to such exemplars and imagine themselves as occupying roles that dismantle existing gender-leader stereotypes through increased leadership aspiration. Keywords: gender stereotypes, supervisors, communality, social comparisons, leadership aspiration

DEI: Tracing Inclusive Leadership: A Systematic Literature Review and Recommendations for Future Research

Author: **Farhat Haque**, *XLRI-Xavier School of Management, Jamshedpur, India*
Author: **Anita Sarkar**, *Xavier Labour Relations Institute*
Author: **Alok Raj**, *XLRI-Xavier School of Management*
Author: **Prashant Kumar**, *XLRI-Xavier School of Management, Jamshedpur, India*








This study reviews the literature on inclusive leadership (IL), a leadership approach that facilitates the fulfilment of relatedness, distinctiveness and competence needs of employees. We develop a conceptual framework for IL through integrative review. By analysing 194 articles, this study (a) captures the theories considered in IL studies, (b) examines significant constructs studied in the existing literature, and (c) develops a nomological network. The empirical results of IL studies show elicitation of multiple positive outcomes, but critical examination of IL is rare in literature. Further, the co-citation and co-occurrence analyses of the bibliometric review is conducted for thematic tracing of IL literature. The patterns in the evolution of IL field, followed by observations of the current state and the trends in IL literature is presented. Therefore, our study provides a nuanced understanding of IL research and highlights the gaps in existing literature for future research.

DEI: Feeling Included in a Remote Working World: The Role of Virtual Leader Behavior

Author: **Magdalena Schertler**, *U. of St. Gallen*

Both remote work and workplace inclusion have gained relevance in recent years, spurred by increasing diversity, globalization, and digitalization. At least since COVID-19, remote work has become the new normal for many employees and is likely here to stay. Therefore, this study aims to investigate the potential side effects of remote work on workplace inclusion. Building on sociometer theory, we argue that remote settings hinder the successful signaling of inclusionary cues, thereby introducing a barrier to perceived inclusion in employees. Further, one potential lever for mitigating adverse effects – namely, virtual leader behavior – is explored. Employing correlated random effects models, we test our hypotheses in 1'092 employees of a German automotive company who participated in three online surveys over the course of six months. Our results indicate no significant main effect between higher extents of remote work and inclusion. However, when introducing virtual leader behavior as a moderator, a significant interaction emerges, with a negative relationship between remote work and inclusion in employees whose leader shows only low levels of appropriate virtual leader behavior. Our results have strong practical implications and highlight the importance of leaders in maintaining inclusion within teams, especially in remote settings.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **1675** | Submission: **12883** | Sponsor(s): **(DEI, HR, OB)**
Scheduled: **Monday, Aug 12 2024 4:45PM - 6:15PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall G**

Bridging Perspectives: Trends, Methodology, and Future Directions in Diversity and Social Networks Research

Moderator: **Alondrea Michelle Hubbard**, *Rutgers U., School of Management and Labor Relations*

Organizer: **Jessica R. Methot**, *Rutgers U., School of Management and Labor Relations*

Panelist: **Raina A. Brands**, *UCL School of Management*

Panelist: **Adina D. Sterling**, *Columbia Business School*

Panelist: **Adam M. Kleinbaum**, *Dartmouth College, Tuck School of Business*

Panelist: **Meredith Lauren Woehler**, *Purdue U.*

This panel symposium will explore new directions at the intersection of diversity and social networks research as we take stock of where we've been and where the research is headed. We aim to expand our understanding of topics including, but not limited to, gendered networks (e.g., Brands, Ertug, Fonti, & Tasselli, 2022; Sterling & Perry-Smith, 2013; Woehler, Cullen-Lester, Porter, & Frear, 2021; Wood, Kleinbaum, & Wheatly, 2023), the network utilization of underrepresented minorities (e.g., Khattab, van Knippenberg, Pieterse, & Hernandez, 2020; Obukhova & Kleinbaum, 2022), and intersectional identities in explaining network outcomes (e.g., Smith, Watkins, Ladge, & Carlton, 2019). Panelists will address questions regarding methodological and analytical issues, publishing barriers, and ways in which each domain complements the other. Considering the Academy of Management theme "Innovating for the Future," we see this as an emerging space for rethinking gender and racial/ethnic inequities that impact, and are deeply rooted in, established ways of organizing, managing, and leading. In this symposium, we aim to foster a platform for panelists to synthesize the current literature, identify promising trends, and spotlight ways to advance the field.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1676** | Submission: **16986** | Sponsor(s): **(DEI, OB, MOC)**
Scheduled: **Monday, Aug 12 2024 4:45PM - 6:15PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Michigan 1C**

Stratification and Synergy: Navigating Social Class Dynamics in Contemporary Management

Session Chair: **Jiyin Cao**, *Chinese U. of Hong Kong*
Session Chair: **Siyu Yu**, *U. of Michigan*
Participant: **Nadav Klein**, *INSEAD*
Presenter: **Jean Joohyun Oh**, *Carnegie Mellon U. - Tepper School of Business*
Presenter: **Jiyoun Kim**, *Northwestern Kellogg School of Management*
Participant: **Peter Belmi**, *U. of Virginia*
Speaker: **Stephane Côté**, *U. of Toronto*

The symposium makes substantial contributions toward elucidating the influence of social class in the workplace. From exploring the social costs of upper-class networks to the trust dividends of upward mobility, the impact of class on creativity, and the intersection of founder and investor class origins, each study offers fresh insights into longstanding debates. Together, they challenge and refine our understanding of social class as a critical dimension of management, providing empirical evidence and theoretical advancements that pave the way for more nuanced approaches to leadership and organizational strategy in an era of increasing socioeconomic awareness.

The Social Costs of Upper-Class Networks: Network Social Class Reduces Prosocial Behavior

Author: **Jiyin Cao**, *Chinese U. of Hong Kong*
Author: **Siyu Yu**, *U. of Michigan*

Upward Mobility Increases Trust

Author: **Nadav Klein**, *INSEAD*
Author: **Stephane Côté**, *U. of Toronto*








Novelty vs. Usefulness? Examining Social Class Differences in Creativity

Author: **Jiyoun Kim**, *Northwestern Kellogg School of Management*
Author: **Peter Belmi**, *U. of Virginia*

Privilege or Humble Beginnings? Founder and Investor Social Class Origins Affect Investor Interests

Author: **Jean Joohyun Oh**, *Carnegie Mellon U. - Tepper School of Business*

KEY TO SYMBOLS

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

Social Capital and Leadership: Building Human Capital in Organizations



Session Moderator: **Bibi Zhang**, *Swansea U.*

HR: **Objectification at Work: A Review, Synthesis, and Research Agenda**

Author: **Bibi Zhang**, *Swansea U.*
Author: **Barbara Wisse**, *U. of Groningen*

Objectification – treating human beings as instrumental tools that are deprived of agency and experience – is inherent in many organizational practices, as employers hope that it may further their interests of profit-making. However, objectification undermines target employees' interests and well-being. This review seeks to address this conflict by discussing relevant theories and empirical studies on workplace objectification. Specifically, this review summarizes and integrates what is known about antecedents and consequences of objectification from three different perspectives: Objectifying others, self-objectification, and experiencing objectification. This review shows that people often objectify others to achieve their extrinsic goals, such as money and power, or to reduce subjectivity uncertainty, while thwarting the objectified targets' fundamental control, belonging, and self-esteem needs. We provide a comprehensive framework that integrates the extant literature on objectification and offer theoretical and methodological recommendations. We conclude by discussing how juxtaposing conflicting elements in objectification can help create a more virtuous cycle.

HR: **The Interplay of Line Managers' HR Self-Efficacy, Brokerage and HRM Implementation**

Author: **Huadong Yang**, *U. of Liverpool*
Author: **Julia Brennecke**, *U. of Potsdam*
Author: **Salma Raheem**, *U. of Liverpool Management School*

Line managers' HRM implementation is a key challenge in achieving HRM competitive advantages. Drawing on the Ability-Motivation-Opportunity (AMO) framework and the social and human capital perspective, we investigate the joint effect of line managers' HR self-efficacy and their role as information brokers in HR advice-seeking networks on HRM implementation, and further explore the consequences of HRM implementation for team performance and identity. We conducted a survey study in six manufacturing firms in Indonesia and collected data from 88 line managers, 325 team members, and 69 directors. Our findings reveal an inverted U-shape relationship between HR self-efficacy and HRM implementation, with both low and excessive self-efficacy levels correlating with inadequate HRM implementation, whereas a medium level relates to better HRM implementation. The findings also confirm the moderating effect of brokerage on this relationship: the inverted U-shape curve flattens for line managers who are information brokers. Finally, the findings show that HRM implementation is positively associated with team performance and identity. These findings offer new insights into the interplay between human and social capital in HRM implementation. They also enhance our understanding of the configuration of ability, motivation, and opportunity within the AMO model in this context of HRM implementation.

HR: **Become Brokers Among Multiplex Relationships: Multiplex Brokerage, Trust and Leadership Emergence**

Author: **Man Cao**, *Nanjing U. of Science and Technology*
Author: **Yixuan Zhao**, *Nanjing U.*
Author: **Jiaxi Chen**, *Nanjing U. School of business*

Brokerage has been not only acknowledged as a critical social network concept but also a pervasive organizational phenomenon. Whereas prior research has documented multiple advantages of brokerage, a predominant point suggests that brokerage does not foster trust and even undermine it given the specific positions and related control benefits. In this paper, we challenge this point and identify a specific type of brokerage, multiplex brokerage, the brokerage in multiplex networks, that could promote trust. We contend that individuals' multiplex brokerage can enhance team members' trust, which ultimately promotes their leadership emergence. Further, we propose that gender plays a moderating role in the aforementioned relationships. By analyzing the whole network data from 91 teams and 604 employees, we found that team members' cognitive trust mediates the relationship between multiplex brokerage and leadership emergence, and the indirect effect is stronger when the focal person is male rather than female. However, the mediating role of team members' affective trust is not supported.

HR: **Shared Ambidextrous Leadership – Introducing a Collective Approach to Foster Innovative Performance**

Author: **Lena Rudolf**, *U. of St. Gallen*

This paper introduces shared ambidextrous leadership as a new approach for fostering innovative performance collectively. Despite the positive effects of vertical ambidextrous leadership on performance, recent studies have shown that the paradoxical requirements cause tension for leaders and employees. Drawing on the job demands-resources (JD-R) model, I argue that collective resources can help to resolve ambidexterity-induced tensions by sharing ambidextrous leadership tasks within the team. Combining shared and ambidextrous leadership research, I question the vertical conceptualization of ambidextrous leadership and introduce shared ambidextrous leadership to the field. In the first step, the mechanism identified by vertical ambidextrous leadership studies is examined before I explore antecedents and boundary conditions of shared ambidextrous leadership. Building on the JD-R model, social capital is introduced as an essential lever for strengthening the shared ambidextrous leadership–innovative performance link. The resulting moderated mediation model is tested in a sample of 646 work units from 73 companies, including 5,315 employees. The findings unveil the positive effect of shared ambidextrous leadership on unit innovative performance, moderated by social capital. Further, vertical transformational leadership acts as an antecedent for shared ambidextrous leadership. This study offers a new path to relieve leaders and employees from the increased demands in ambidextrous work contexts by sharing opening and closing leadership within a team. Leveraging collective resources in this way enables companies to increase their innovative performance.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Strategic HRM: Aligning HR Systems With Organizational Goals

Session Moderator: **Joonyoung Kim**, *U. of Missouri*

HR: **Does Investment in Formal HRM Pay off for New Firms? A Meta-Analytic Review**

Author: **Joonyoung Kim**, *U. of Missouri*
Author: **Huikun Chang**, *Seoul National U.*
Author: **Dongchul Kim**, *U. of Missouri*

Despite the growing interest in how human resource management (HRM) influences the success of new firms, there is considerable debate about its effectiveness, especially given the unique challenges these firms face. This paper presents a comprehensive meta-analysis of the relationship between formal HRM and new firm performance, exploring how various organizational and institutional factors moderate this relationship. Drawing on the liability of newness theory, the study investigates how the internal and external environments of a new firm, such as IPO status, firm size, employment regulations, and labor market conditions, interact with formal HRM to impact firm performance. The analysis, based on extensive literature search and rigorous criteria, encompasses 83 correlations encompassing over 200,000 organizations. The findings reveal a positive but context-dependent impact of formal HRM on new firm performance, with significant variations observed across different moderators. The study highlights that while formal HRM can be beneficial, its effectiveness is greatly influenced by a firm's alignment with various internal and external factors. These insights offer valuable theoretical and practical implications and set a direction for future research in the fields of HRM and entrepreneurship.

HR: **Voices for Innovation: The Interplay of Worker Representation and High-Performance Work System**

Author: **Ki-Jung Kim**, *Eastern Kentucky U.*

Innovation thrives on empowered voices of workers, but how individual (human resource management) and collective (worker representation) forms of voice interact remains murky. This study argues that worker representatives cultivate a cooperative environment where high-performance work systems can boost innovation. Analyzing South Korean data from 2005-2013 with establishment and year fixed-effects regressions, this study finds that worker representatives' involvement in strategic-level decision making strengthens the link between high-performance work systems and innovation. This research reframes worker representatives as innovation enablers, reconciles the human resource management-worker representation debate, offers an integrative voice framework, and expands the context to non-Western economies. By effectively combining voice channels and fostering good labor relations, organizations can unlock their innovation potential and drive equitable growth.

HR: **The Ripple Effect: Employee Variability in HPWS Perceptions, Well-Being, and Firm Performance**

Author: **Chloé Tuteleers**, *KU Leuven*
Author: **Patrick Wessa**, *KU Leuven, Faculty of Economics and Business*








To date, researchers have formulated contradicting theoretical views on employee variability in HPWS perceptions. The first view argues that consensus on perceptions should be created and variability eliminated while the second one argues that HR investments should be differentiated and employee variability in perceptions allowed to achieve optimal firm outcomes. Our research empirically examines the consequences of employee variability in HPWS perceptions for the workforce and the organization. Drawing on social information processing theory, we argue that variability in HPWS perceptions in the workforce affects exchange relationships within the workforce, which in turn would harm collective well-being but not firm performance. We test our hypotheses via a partial least squares multilevel model in R, relying on a sample of 839 employees nested in 72 Belgian SMEs. Results show that variability in employee-perceived HPWS is linked to (1) lower collective social exchange, which decreases collective affective organizational commitment (AOC) and firm performance and (2) higher collective economic exchange, which decreases collective AOC, and increases collective exhaustion and firm performance. The total effects found illustrate the need for investing in employee consensus, as employee variability in HPWS perceptions is negatively linked to collective AOC and firm performance and positively linked to collective exhaustion.

HR: **Unravelling the Threads: The Dynamics of HR Implementation and Employee Perceptions of HRM**

Author: **Hussein Kurdi-Nakra**, *Trinity College Dublin, Ph.D. Graduate*

The divergent patterns in human resource (HR) implementation and the variability in employee perceptions of HR practices are critical yet underexplored areas. This conceptual study develops insights into internal contextual factors within an organization that are central to explaining the variability in both areas. I view contextual factors, including HR policy design and institutional pressures (i.e., influence exertions and competing demands), as critical determinants in the early stages of the HR implementation process. I first elucidate the role and challenges of front-line managers (FLMs) in human resource management (HRM), explore the relational dynamics in HR implementation, and address variability in employee perceptions of HRM. This clarification involves integrating insights from FLMs' studies with literature on employee perceptions of HR practices. I then develop a framework for describing and studying the influence of contextual factors on FLMs' involvement in HR implementation and subsequent effects on employee perceptions of HRM. This framework draws on three theoretical perspectives: institutional logic, contingency, and sensemaking. I use the different perspectives to develop a set of testable research propositions. This article concludes with a discussion of the practical and theoretical implications of the proposed framework, capturing the dynamic interplay between HR implementation and employee perceptions of HRM. Keywords: HR implementation; flexible HR policy design; influence exertion; competing demands; front-line managers; sensemaking

KEY TO SYMBOLS

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

Cultivating Human Capital: New Dimensions in Job Performance and Inclusion



Session Moderator: **Jason Marshall**, *Creighton U.*

HR: **Performance: A Review and Integration**

Author: **Jason Marshall**, *Creighton U.*

Author: **Herman Aguinis**, *George Washington U.*

Author: **Jose R. Beltran**, *Rutgers U.-Camden*

Performance is a critical construct across micro and macro management subfields (e.g., human resource management, organizational behavior, entrepreneurship, strategic management). However, there is little consensus on how performance should be conceptualized. There are parallel and siloed research streams addressing firm- and individual-level performance, and a never-ending search for seemingly novel theories without satisfactory progress toward explaining relations among them. To address these challenges, we engaged in an inductive review process to systematically integrate performance-related theories. We reviewed 15,535 journal articles published in 44 journals from 1946–2022 and uncovered 239 unique performance-related theories that we integrated into six meta-theoretical clusters: firm-level (1) capabilities, (2) structures, and (3) transactions; and individual-level (4) knowledge, skills, abilities, and other characteristics (KSAsOs), (5) roles, and (6) relationships. Moreover, we discovered that the meta-theoretical clusters are isomorphic across levels, which resulted in the CORE model of performance applicable at both levels of analysis: Performance (P) = Capacity (C) + Opportunity (O) + Relevant Exchanges (RE). Based on these findings, we describe how the CORE performance model will enable researchers to stop working in theoretical silos, stop aiming for illusory theoretical contributions, stop thinking dichotomously about performance as behaviors or outcomes, and start examining intersections among performance system components.

HR: **Founder CEO Human Capital, Workforce Gender Diversity, and Venture Firm Performance**

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

Author: **Youngsang Kim**, *Sungkyunkwan U.*

Author: **Yangxin Wang**, *business school of Central South U.*

Prior studies grounded in the categorization-elaboration model (CEM) have shown that gender diversity has negative, positive, or mixed effects on the outcomes of units. By integrating the CEM, resource complementarity, and human capital resource perspectives, we investigate whether the founder CEO's human capital resources can change the effect of workforce gender diversity as an untapped strategic resource on venture firm performance. We mainly focus on the context of knowledge- and technology-intensive venture firms and suggest that workforce gender diversity and the CEO's human capital resources can jointly influence on venture firm performance. To consider the different functional effects of the founder CEO's human capital resources, we categorize the resources into three types of prior work-related experience: entrepreneurial experience, human resource (HR) management experience, and same-industry experience. In an analysis of 1,413 venture firms, we find that gender diversity has a non-significant effect on venture firm performance but the founder CEO's entrepreneurial experience has a functional effect on the relationship between gender diversity and venture firm performance. We also find that the functional effect is stronger when venture firms are in the rapid growth stage. Our findings indicate that the founder CEO's human capital resources have a functional effect on the impact of gender diversity. This important finding contributes to the diversity and strategic human capital resource literature.

HR: **Wilting Under the Spotlight: The Darling Effect and Its Influence on Performance**

Author: **Patrick F. McKay**, *East Carolina U.*

Author: **Kent Alipour**, *East Carolina U.*

Author: **Joy Humphries Karriker**, *East Carolina U.*

Author: **Thomas Vitti II**, *East Carolina U.*

Author: **Caroline Harris**, *East Carolina U.*

Author: **Adam Tresidder**, *East Carolina U.*

Author: **Ashley Dickerson**, *East Carolina U.*

Author: **Madison Jones**, *East Carolina U.*

The present study introduces the darling effect concept, defined as the social conferral of high success expectations upon an individual, based on early performance success, which can inadvertently undermine subsequent performance. We drew from the performance and status literatures to propose that 'darlings' who fail to meet socially-conferred performance expectations face potential status loss. As such, we predicted that darling status would be associated with reduced performance under conditions of adversity and/or high negative scrutiny. Study hypotheses were tested across samples of professional boxers (Study 1) and top-20 ranked U.S. Professional Golf Association (PGA) golfers (Study 2). Study 1 results showed that darlings (Olympic medalist boxers) won a significantly lower percentage of their world title fights across their careers than matched, non-darling boxers (i.e., high-flyers) under adversity (i.e., losing their first world-title bout). Study 2 measured darling status continuously based on PGA golfers' pre-tournament ranks for The Masters, PGA Championship, The U.S. Open, and Open Championship tournaments from 2009–2019. Results showed that, compared to lower-ranked darlings, higher-ranked darlings performed worse (i.e., required more total strokes to complete golf tournaments) under conditions of high versus low negative media scrutiny. We discuss the theoretical and research implications of our findings.

Author: **Beini Liu**, *Beijing Technology and Business U.*

Author: **Huamei Cao**, *Beijing Technology and Business U.*

Author: **Baihui Sun**, *Beijing Technology and Business U.*

While organizations strive to cultivate high-performing employees, certain influential factors may originate outside the purview of the organization. Parenting styles experienced at an early age exert a profound and enduring influence on individuals' developmental outcomes, yet our understanding of their impact on workplace performance remains limited. To address this research void, we examine the relationships between early-age authoritative parenting and employee task performance and creativity. Drawing from self-determination theory, we argue that early-age authoritative parenting indirectly impacts employee task performance and creativity via resilience, with job stress functioning as a second-stage moderator. Results from multi-source, time-lagged data of 300 employees and their direct supervisors support our predictions. Specifically, early-age authoritative parenting was positively associated with employee task performance and creativity through resilience, with the positive effects being more pronounced for those experiencing higher levels of job stress. This paper thus expands our understanding of the link between employees' early family experiences and workplace effectiveness, providing a springboard for future research from parenting to productivity. It also provides valuable insights for organizations seeking to improve employee performance.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Enhancing Resilience in Global Operations

Session Moderator: **Joel Hassan**, *Victoria U. of Wellington (PhD student)*

IM: Situational Control and New Zealand SMEs Strategic Responses During a Global Supply Chain Disruption

Author: **Joel Hassan**, *Victoria U. of Wellington (PhD student)*

Author: **Monica Ren**, *Macquarie U.*

Author: **Hongzhi Gao**, *Victoria U. of Wellington*

Motivated by the global impact of COVID-19 on supply chains and the lack of understanding of supply chain resilience from an SME exporter perspective in the international business literature, this paper sets out to explore how New Zealand SME exporters achieve resilience during the pandemic. The study adopts a qualitative, multiple case studies approach to identify the key strategic drivers and contextual factors influencing supply chain resilience. We offer a nuanced understanding of three strategic choices during a global supply chain disruption: buffer, bridging and mixed strategies. Our study is guided by resource dependence theory and information processing theory; our study places exporters' situational control in the center of drivers to firms' strategic responses. We make a novel attempt to incorporate the contextual conditions of the COVID-19 pandemic into the theorization of supply chain resilience. We make managerial recommendations to help SME exporters navigate global supply chain disruption challenges.

IM: The Dark Side of GVC Resilience: A Complex Adaptive System View

Author: **Naomi Lutskes**, *WU Vienna*

Author: **Michael Herbert Wolfesberger**, *WU Vienna*

This paper explores the concept of GVC resilience. We offer a more nuanced view of how GVCs operate in a disruptive environment by applying the notion of complex adaptive systems (CAS) to our study of GVC resilience. We furthermore uncover trade-offs of GVC resilience, a topic that has otherwise received limited attention in the existing literature. We find that high levels of resilience, associated with close collaboration with long-term GVC partners, tight routines, and a risk-averse company culture, can hinder learning, exploration, and innovation. Consequently, we argue that GVC resilience should be conceptualized as a combination of robustness - the degree of steadiness in performance, and adaptability - the pace of recovery. Robustness, although advantageous for short term performance under disruptive circumstances, can nonetheless hinder exploration and impede long-term performance. Adaptability, however, enables firms to grow beyond the pre-disruption performance. This advantage of adaptability corresponds to the far-from equilibrium state of CAS theory which holds that systems that are forced to explore their range of possibilities tend to develop more diverse structures and novel patterns of connections. We investigate this mechanism in a GVC context and conduct a multi case study, focusing on three carmakers and the automotive industry, which is particularly relevant due to its complex GVCs and recent challenges like the semiconductor shortage and the COVID-19 pandemic.

IM: Toward a Loose Coupling View of Foreign Subsidiary Resilience in Emerging Multinationals

Author: **Chao Zhou**, *China International Intellectech Management Consulting Co.ltd*

Author: **Jian Du**, *Zhejiang U.*

Author: **Sihan Li**, *Zhejiang U.*

Emerging multinational corporations (EMNCs) depend on their dispersed foreign subsidiaries to search, obtain and utilize overseas resources, and subsidiary resilience hence acts as an important premise for their continuous expansion and international competitive advantage, in which headquarter-subsidiary structure (HQS) plays a critical role. Extant research has not reached a consensus on the relationship between HQS structure and subsidiary resilience. It remains to be addressed on how to choose HQS structure to help subsidiaries cope with the conflicting demands between resource slack and operational flexibility. Therefore, this paper introduces loose coupling theory, utilizes the dialectical attributes of responsiveness and distinctiveness contained in this construct, and tries to provide a solution from a new perspective for the resilience construction of foreign subsidiaries in emerging multinationals. Furthermore, the linking-leveraging-learning (LLL) capability view, which is proposed in the context of emerging economies, is further incorporated into the research framework to reveal the internal and external mechanisms and boundary conditions between HQS structure and foreign subsidiary resilience, providing a systematic explanatory framework for EMNCs to manage globally-dispersed subunits, which has important theoretical guidance and practical significance.

IM: A Synergic Approach for Resilience and Sustainability? An In-depth Study in a Semiconductor GVC

Author: **Federica Sacco**, *U. of Pavia*

Author: **Giovanna Magnani**, *U. of Pavia*

We are living in the "Decade of Action": 10 years - starting from 2020 - that should lead to the achievement of the Sustainable Development Goals (SDGs). In this context, multinational enterprises (MNEs) are regarded as playing an active role in establishing a sustainable development approach to the economy. Moreover, the challenges caused by environmental and social decay have made it imperative for MNEs to develop resilient production networks within their global value chains (GVCs). By addressing the underlying similarities between resilience and sustainability, the present study proposes to investigate whether MNEs can adopt synergistic approaches to achieve sustainable and resilient GVCs. The study develops an in-depth single-case study contextualized in the semiconductor industry.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

How Does Top Managers Human Capital Shape Firm Strategy and Practices?



Session Moderator: **Dana B. Minbaeva**, *King's College London*

IM: **Leveraging Multicultural Human Capital for Competitive Advantage of MNEs**

Author: **Chanhyuk Shin**, *Korea U.*

Author: **DuckJung Shin**, *Korea U. Business School*

Managing a multicultural workforce is essential for multinational enterprises (MNEs) operating globally, yet its impact on organizational outcomes remains relatively underexplored. Drawing upon the recent integrated framework of multiculturalism and human capital resources emergence, we explore how multicultural human capital can be transformed and amplified into unit-level resources, contributing to the enhancement of MNEs' competitiveness. Additionally, we identify three distinct emergence enablers that amplify its positive impact on competitive advantage: (1) the cultural experiences of top management team (TMT) members; (2) the prominence of foreign languages within MNEs; and (3) the inflow of multicultural human capital. Utilizing a sample of 472 MNEs across 24 manufacturing sectors, encompassing 36,757 managers and employees from 2006 to 2015 in South Korea, we found a positive relationship between multicultural human capital and MNEs' competitive advantage. Moreover, the moderation effects of all three emergence enablers were supported. The findings underscore the importance of fostering a multicultural workforce and implementing supportive practices to enhance competitive advantage in the global business landscape.

IM: **Being from Abroad: CEO Foreignness and MNE Regional Strategic Focus**

Author: **Che Tang**, *U. of St. Gallen*

Author: **Dimitrios Georgakakis**, *U. of Leeds*

Author: **Winfried Ruigrok**, *U. of St. Gallen*

Whilst extant international business (IB) research has acknowledged the factors that drive most large multinational enterprises (MNEs) toward a regional (versus global) strategic orientation, relatively little attention has been paid to the role of corporate decision makers in this process. Taking a lens of IB strategic leadership, we theorize that foreign CEOs have strong international capabilities to apprehend the challenges of inter-regional diversification and are subject to personal liability of foreignness in the home country of their companies. Thus, although they tend to invest more internationally, they prefer a focused regional strategy in the quest of economizing internationalization risks. We also postulate that a foreign CEO's tenure in the MNE's home country, and other executives' level of foreignness impact this effect. Data from European MNEs from 2003 to 2018 support our predictions. Overall, our study demonstrates the crucial role strategic leaders play in MNE regional strategy.

IM: **CEO's Early Life Experience of Marketization and Corporate Internationalization**

Author: **Chen Huang**, *Central South U.*

Author: **Ya Su**, *Central South U.*

Author: **Liang Zhang**, *Business School, Central South U.*

Author: **Zhuang Pan**, *Central South U.*

Author: **Xiin Li**, *central south U. business school*

Author: **Yangfan Han**, *Central South U.*

Despite the growing literature exploring how CEOs' imprints shape their and corporate behaviors, little attention has been paid to the influence of changes in the institutional environment in a CEO's early life. We combine imprinting theory with literature on early life experience to investigate how growing up in China during market transition impacts CEOs' internationalization strategies. We argue that experiencing different stages of the transition may have an asymmetric impact on internationalization decisions. Specifically, we find that experience of the preliminary stage of marketization in a CEO's early life is negatively associated with corporate internationalization, while experience of the profound stage is positively associated with internationalization. We further find that whether the CEO lived in a former treaty port weakens the negative relationship between CEOs' experiences of the preliminary stage of marketization and their firms' internationalization, and the relationship is strengthened if a CEO who has educated abroad. Additionally, we find that foreign education experience strengthens the positive relationship between CEOs' experiences of the profound stage of the transition and their firms' internationalization. This study enriches the literature on the early lives of CEOs and provides new insights into the relationship between their early life experience and their company strategies.

IM: **The Role of International Experience in Executive Decision-Making and Fraud Prevention**

Author: **Nick Hajli**, *Loughborough U., School of Business and Economics*

Author: **Tahir M. Nisar**, *U. of Southampton*

This study uses upper echelons theory to explore how an executive's international experience influences their likelihood of engaging in corporate fraud. Executives who have lived or worked abroad gain exposure to various legal and corporate environments, potentially cultivating a deeper understanding of ethical practices, such as inclusivity and social responsibility. This international exposure is hypothesized to shape these executives into advocates for ethical corporate governance upon their return home. The study investigates the link between international experience and the incidence of corporate fraud using data from China's A-share listed companies over the period 2010-2020. It examines whether executives with international backgrounds demonstrate a lower propensity for engaging in fraudulent activities, which can harm stakeholders and tarnish the company's reputation. Additionally, the study looks at how international experience influences executive compensation. Our findings indicate a negative correlation between international background and the likelihood of corporate fraud. Robustness tests further reinforce these results, maintaining their validity across varied variables. A deeper examination shows that international executives in these companies exhibit a lesser connection between compensation and fraudulent behavior, compared to their peers in non-state-owned enterprises. Furthermore, executives with international work experience are found to have a more significant deterrent effect on fraud than those with only overseas study experience. The study also reveals that while executive compensation incentives generally discourage fraudulent practices, the addition of international experience amplifies this effect. These insights highlight the value of integrating executives with international experience in global business management strategies. Such executives bring a wider perspective and a stronger commitment to ethical business conduct, which is crucial for companies aiming to foster a culture of integrity and reduce the risk of fraud in an increasingly interconnected global business environment.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Perspectives on Culture in International Management

Session Moderator: **Steve Michael Loren**, *U. of Massachusetts, Boston*

IM: Exploring Gender Inequality: A Comparative Study of Legal Origins and the Varieties of Capitalism

Author: **Steve Michael Loren**, *U. of Massachusetts, Boston*

The persistence of patterned disparities in gender segregation and the broader spectrum of labor market inequalities across nations is a complex issue that continues to defy resolution. Researchers delving into the 'gendered' nuances of capitalism's varied forms have shed light on the multifaceted nature of gender-based disparities internationally. These include the representation of women in prestigious roles, the gender-specific development of skills that correlate with national social policy, and the segmentation and hierarchy of labor markets along gender lines. Yet, despite these advancements in understanding, there are still critical gaps when it comes to explaining the divergent rates of female labor force engagement and other gender-specific variations in employment. This current analysis introduces an alternate framework rooted in the theory of legal origins, particularly building on the model found in Scandinavian countries. This method provides insights into a wider array of issues and places the discussion of gendered variations in capitalism within a more expansive theoretical structure. By doing so, this research adds to the body of work on Legal Origins and Diversity, Equity, and Inclusion (DEI) within the realm of International Business, pinpointing and elucidating the distinct aspects of the Scandinavian legal tradition.

IM: How Socially Responsible Firms Make International Investment Decisions?

Author: **Huimin Liang**, *Warwick Business School*
Author: **Irina Minodora Surdu**, *Warwick Business School*
Author: **Nigel Driffield**, *Warwick Business School*

There is increasing pressure on multinational enterprises (MNEs) to push the sustainable development goals global agenda forward. Multinationals are amongst the firms most exposed to the tensions and trade-offs between social, environmental, and economic aspects of growth. Although we are reminded of firms' efforts to engage in CSR, we know little of the real consequences on MNE investment. We explore the questions that do socially responsible firms protect high standards of social performance when investing in international markets? And when are firms open to adapt to weaker host market CSR norms? Contrary to most previous studies, we used a sample of 13,779 FDI events between 2013 and 2019 and found that socially responsible MNEs do not necessarily 'protect' their reputation by investing in international markets to maintain control over their operations. In fact, the top social performers, tend to opt for local partnerships when they are faced with normative, CSR distance between the home and host country.

IM: Between Past and Present: Unraveling Values across Generations

Author: **Audra I. Mockaitis**, *Maynooth U., Ireland*
Author: **Vilmante Kumpikaite-Valiuniene**, *Kaunas U. of Technology, School of Economics and Business*
Author: **Ineta Zickute-Daugelaviciene**, *Kaunas U. of Technology*
Author: **Jurga Duobiene**, *Kaunas U. of Technology*
Author: **Irma Baneviciene**, *Kaunas U. of Technology, School of Economics and Business*
Author: **Vilmante Liubiniene**, *Kaunas U. of Technology*

This study examines the change in individual-level cultural values of Lithuanians over time. We analyze available data for Lithuania from the European Social Survey (ESS) in six waves, to identify changes in values during the years 2010-2020. Using a cross-sectional repeated survey design and a total sample of 11,615 respondents, we compare Schwartz's higher order values dimensions over time and across birth cohorts. We find large differences in values within and across waves of the ESS as well as across birth cohorts. Generation effects are apparent for the openness to change and conservation values dimensions. Within cohorts, as people get older, self-enhancement declines and self-transcendence increases. Over time, Lithuanians are become more, not less, conservative.

IM: Impact of Gender and Ethnic Diversity on International Success of Hollywood Movies

Author: **Madhumita Nanda**, *U. Of Sydney*
Author: **Chinmay Pattnaik**, *U. Of Sydney*
Author: **Qiang (Steven) Lu**, *U. Of Sydney*

Does it pay to be more socially inclusive and diverse in cultural industries? We examine this research question in the context of the Hollywood movie industry by looking at the impact of women's representation and ethnic diversity of actors on the international box office success of movies. We argue that diversity is multifaceted and thus needs to be examined in a nuanced manner when it comes to cultural products. While a greater representation of women may be appreciated by the global audience, the same is not true for ethnic minorities due to the historically negative portrayal of ethnic minorities in Hollywood movies. Our findings, based on 20 years of data from 2000 to 2021 for more than 3000 Hollywood movies, suggest that representation of women has a positive impact, but representation of ethnic minorities has a negative impact on the international success of Hollywood movies. The relationship between gender and ethnic diversity and international success is, however, contingent on the movie genre (culture neutral versus culture sensitive) and the internationalization co-production of movies.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gender Diversity and Pathways to International Business

Session Moderator: **Malika Richards**, *Pennsylvania State U.*

IM: How Political Ideology and Informal Societal Institutions Shape Gender Diversity on Board Committees → 🖱

Author: **Patricio Duran**, *U. of Richmond*
Author: **Roxana Turturea**, *Stockholm School of Economics*
Author: **Purseu Heugens**, *Rotterdam School of Management, Erasmus U.*
Author: **Jean Luc Arregle**, *EMLYON Business School*
Author: **Marc Van Essen**, *U. of South Carolina*

While gender diversity on the board of directors (BODs) has increased in recent years, the representation of women on major board committees has advanced at a slower pace. This indicates 'policy decoupling,' a form of tokenism whereby firms appoint women to their BODs to comply with regulatory and societal pressures but deny them access to positions of substantive influence. However, policy decoupling varies across societies, and women are more likely to 'take the gavel' in certain contexts than in others. We present a theory explaining how incumbent governments' political ideology, in isolation and in conjunction with the informal societal institutions of gender equality values and civil society participation, shapes policy decoupling. Our findings show that female representation in major board committees, relative to the overall percentage of women on BODs, is higher in countries ruled by left-leaning governments. Contrastingly, gender equality values weaken this positive effect, pointing to a diffusion of responsibility between government and society in tackling gender inequality. Lastly, civil society participation does not weaken the focal relationship, likely because strong civil society actors vigilantly prevent left-leaning governments from shifting responsibility for including women in positions of real influence elsewhere.

IM: Female Managers, Host-Country Social Patriarchy, and Family Firm Internationalization → 🖱

Author: **Patricio Duran**, *U. of Richmond*
Author: **Sam Tavassoli**, *Deakin Business School Melbourne Australia*
Author: **Viroj Jienwatcharamongkhol**, *Blekinge Institute of Technology*
Author: **Francesco Chirico**, *Macquarie Business School, Macquarie U.*
Author: **Maria Lapeira**, *Suffolk U.*

Family firms tend to lag in export intensity compared to their non-family counterparts. Scholars attribute such exporting gap to the agency costs perceived by family firms in internationalization decisions. We argue, however, that this perspective overlooks gender distinctions in risk attitudes among agents. Therefore, we explore the role of female managers, theorizing that their unique risk attitudes and decision-making qualities alleviate family firms' managerial constraints, enhancing these firms' export intensity. Yet, we propose that the effectiveness of female managers in narrowing family firms' exporting gap is contingent on host countries with lower social patriarchy. Discriminatory attitudes against females may lead to perceiving female managers as liabilities in internationalization, intensifying constraints on family firms' export efforts, thus limiting their exporting scope. Based on a dataset of 11,915 Swedish private firms (2004–2016), we advance theory on family firm internationalization, providing evidence that female managers serve as facilitators of family firms' exporting. We also respond to calls for more research on host countries on family firms' internationalization by investigating the role host-country social patriarchy as a critical institutional contingency.

IM: Is it a Man's World?: Performance Consequences of Gender Diverse Top Management Team → 🖱

Author: **Farhad Uddin Ahmed**, *Assistant Professor in International Business at Maynooth U. Ireland*
Author: **Jia Li**, *Swansea U.*
Author: **Natasha Evers**, *Trinity Business School, Trinity College Dublin*
Author: **Mohammad Jasim Uddin**, *Coastal Carolina U.*
Author: **Md Imtiaz Mostafiz**, *U. of Leicester, Leicester, UK*
Author: **Md Nafizur Rahman**, *Bangladesh U. of Professionals*

Drawing upon upper echelon theory (UE), we examine how strategic renewal impacts the relationship between top management team (TMT) composition – team size and team gender diversity – and early internationalizing firms' (EIFs) performance. Utilizing a sample of 195 EIFs, derived from the Bangladeshi apparel industry, we test these hypothesized relationships. We find that the TMT size and team gender diversity positively affects EIFs' performance and that strategic renewal mediates the relationship between team gender diversity and EIFs performance. Our study advances theoretical understanding by demonstrating the strategic renewal and performance consequences of gender diversity in TMT.

IM: Entrepreneurial Internationalization: Gender, Centralization, and Resource Fungibility (WITHDRAWN) → 🖱

Author: **Di Song**, *U. of electronic science*
Author: **Xuan Huang**, *U. Nottingham Ningbo China*

Several international entrepreneurship studies have suggested that new ventures led by female entrepreneurs are less likely to engage in risky international expansion than those led by male counterparts. We argue that our understanding of the gender-based difference in new venture internationalization could be enhanced by considering the circumstances where entrepreneurs make their decisions. In this study, we integrate the upper echelons theory and the gender literature to propose that managerial discretion will exhibit differential effects on female and male entrepreneurs' international engagement. Our findings show that, while there is indeed a gender-based difference in new ventures' international expansion, this gap is wider when the centralization of decision-making and resource fungibility increases.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented

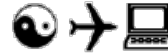


Diversity-oriented



Selected as a Best Paper

Strategies and Innovations in Africa's Organizations



Organizer: **Bernadine J. Dykes**, -
Organizer: **Ikenna Stanley-Paschal Uzuegbunam**, *Howard U.*
Presenter: **Aloysius Marcus Newenham-Kahindi**, *U. of Victoria*
Participant: **Charles Edward Stevens**, *Rutgers U.*
Presenter: **Brett Gilbert**, *American U.*
Participant: **Andrea Marie Hodge**, *Florida State U.*
Presenter: **Mzamo P. Mangaliso**, *U. of Massachusetts, Amherst*
Presenter: **Ioana Stefan**, *Mälardalen U.*
Participant: **Oana-Maria Pop**, *HYPE Innovation*

The objective of this symposium is twofold. First, this symposium highlights the nexus of cultural (and indigenous) factors and organizational strategies for innovation and value creation. In doing so, the symposium illuminates informal institutional conditions that enable or constrain long-term strategies in under-resourced institutional contexts in Africa. Second, this symposium reveals novel organizational and inter-organizational forms that support strategies that are aimed at balancing social and economic value creation. Findings from the studies of these novel organizational forms offer theoretical insight for the strategy and innovation literature.

Mitigating Environmental Challenges using Grassroots' Creative Innovation

Author: **Aloysius Marcus Newenham-Kahindi**, *U. of Victoria*
Author: **Charles Edward Stevens**, *Rutgers U.*

Innovation in Small Emerging Economies: Population Resistance and Strategies for Overcoming

Author: **Brett Gilbert**, *American U.*
Author: **Andrea Marie Hodge**, *Florida State U.*

Emergent Innovative Strategies from Ubuntu: Implications for Management Discourse

Author: **Mzamo P. Mangaliso**, *U. of Massachusetts, Amherst*

Entrepreneurial Ecosystem Nascence and Dynamics in West Africa

Author: **Ioana Stefan**, *Mälardalen U.*
Author: **Oana-Maria Pop**, *HYPE Innovation*

KEY TO SYMBOLS

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

Inclusion: Addressing Challenges and Driving Innovations

Session Moderator: **Bryan McCusker**, *Management Consultant*

This session explores innovative approaches to promoting inclusion in organizations. Topics include dynamics in community foundations, strategies for managing resistance to diversity initiatives, and the impact of organizational size on inclusive practices.

MC: **Big or Small -- Does Organizational Size Matter? A Comparative Analysis for Consulting**

Author: **Bryan McCusker**, *Management Consultant*

Author: **Therese F. Yaeger**, *Benedictine U.*

Author: **Heather Jarvis**, *Benedictine U.*

Author: **Peter Sorensen**, *Benedictine U.*

According to Forbes, 99.9% of businesses across the U.S. are small businesses. Although the nation's largest corporations get media coverage, headlines and spotlight, according to the U.S. Small Business Administration the reality is that the vast majority of businesses in the U.S. are small businesses. In the United States, while 33.2 million small businesses exist, the majority of organizational research data is from large organizations. Using the voice of the employee specific to trust and communication, is there a difference between small companies and a big corporation? Employee survey data from three organizations explores the elements of trust and communication efforts of middle managers. Employee survey responses from one large corporation, and two smaller organizations (small organization-1 in USA, and small organization-2 in Mexico), are comparatively analyzed. Findings indicate that communication and change styles are somewhat different with respect to organizational size. As organizational change efforts, trust and communication impact the levels of employee stress, the implications of communication and stress issues for consultants are discussed. Ongoing research for consultants intersecting the elements of trust, communication and stress within different organizations are discussed.

MC: **Identity in Action: Micro-Level Dynamics in Community Foundations' Pursuit of Social Justice**

Author: **Maham Ali**, *Ohio State U.: John Glenn College of Public Affairs*

DOCTORAL PAPER. This qualitative study investigates the role of social identity in organization-level efforts towards social justice within the community foundation field, where contrasting logics of market and community exist. Despite recent attention to how institutional logics are maintained, contested, or hybridized, a gap persists in understanding the bottom-up processes that facilitate changes in institutional logics. Focusing on community foundations that publicly committed to racial equity following the social movement activity of 2020, this qualitative study employs identity salience and framing theory to explore how individuals use their identity to navigate and shape meaning under coexisting or conflicting logics. The study emphasizes micro-level perspectives to draw attention to the everyday practices of actors as they engage with logics to address organizational demands. The findings contribute to the institutional logics literature by highlighting the bottom-up processes involved in interpreting and reinterpreting logics that move organizations toward change. The findings also contribute to the community foundations literature. The data for this study is based on interviews with leadership and staff in two community foundations in the United States.

MC: **Managing Resistance to DEI Consulting: a Temporal-Cyclical Perspective**

Author: **Caroline Julie Demeyere**, *Copenhagen Business School*

Author: **Florence Villeseche**, *Copenhagen Business School*

Author: **Emily Louise Thorsson Schöller**, *Copenhagen Business School*

Author: **Marie Northeved**, *mnortheved@yahoo.dk*

Resistance to diversity, equity and inclusion (DEI) work is widespread and jeopardizes its possible impact in the workplace. Such resistance is experienced by internal staff but also by an under-studied group of DEI workers: DEI consultants, who are hired to develop, implement or improve an organization's DEI efforts. In this paper we investigate and sketch out how DEI consultants encounter resistance and the tactics they deploy to manage this resistance. Reporting on a three-year project about DEI consultants in Denmark, our qualitative analysis derives insights from 35 interviews. On this basis, we show how DEI consultants' resistance management tactics constitute a three stages, temporal-cyclical process: 1) Preventing resistance - managing resistance before delivering the consulting service via individual and collective preparation 2) Responding to resistance - managing resistance in the moment and at the site of service delivery and 3) Processing and learning from resistance - managing resistance after having met it with peers in networking spaces, with colleagues or with clients. Our findings we offer a processual take on the work of DEI consultants. We thus contribute to better understanding how consultants manage resistance to DEI work before, during and after experiencing it, and how this temporal-cyclical dimensions brings us to consider where and with whom managing resistance to DEI work can be performed.

MC: **Revitalizing the Inanimate: The Influence of Anthropomorphism on Consumers' Repair Behavior**

Author: **Huanyu QIN**, *school of management, USTC*

Author: **Zhipeng Xie**, *Central China Normal U.*

Author: **Xu Yi**, *school of management, USTC*

Anthropomorphism has been recognized as a powerful marketing tool that imbues products with life, enhancing the feeling of aliveness for consumers. Despite the popularity of research into this topic, little attention has been given to its impact on consumers' repair behaviors after purchase. Based on Cognitive Metaphor Theory, this study seeks to understand the influence, mechanism, and boundary conditions of anthropomorphism on consumers' intentions to repair products. Results show that anthropomorphism leads consumers to overestimate a product's self-healing capability, consequently affecting their repair intentions. Specifically, (a) anthropomorphism reduces consumers' repair intentions; (b) the perception of self-healing ability mediates this effect; and (c) the gender features of products moderate the relationship. Products with more masculine characteristics exhibit lower repair intentions compared to those with more feminine attributes. This research offers an insightful look into how consumers interact with anthropomorphic products and provides businesses with valuable guidelines on how to develop product renewal strategies.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovative Approaches to Overcome Change Processes

Session Moderator: **Alexandros Psychogios**, *Loughborough Business School*

Centered on navigating change processes, this session covers topics such as cooperation within non-profit organizations, hybridization within local governments, and the application of neuroscience in change management practices.

MC: **A Brain Based Approach to Change Management: Neuroscientific implications in Managing Change**

Author: **Alexandros Psychogios**, *Loughborough Business School*
Author: **Nikolaos Dimitriadis**, *U. of York, Europe Campus, City College*
Author: **Dritjon Gruda**, *Catolica Porto, Portugal/Maynooth U., Ireland*
Author: **Feim Blakçori**, *AFG College with the U. of Aberdeen*

Drawing on an extensive literature of applied neuroscience and neuropsychology, in this conceptual paper, we propose a set of brain-based incentives to dissolve the detected change resistance, uncertainty, and other perceptions and attitudes about change in organizations. We argue that uncertainty, engagement, and attention may be conditioned with available biases affecting employees' perceptions and attitudes, and in response, outline how neuroscientific concepts can help resolve mistrust, and trigger engagement, and attention. We also discuss the role of mirror neurons in showing empathy, care, and relatedness towards employees, which increases intercommunication and reinforces organizational belongingness. We conclude by suggesting a conceptual model that can be tested through further research projects.

MC: **The Application of Agile HR Practices in Knowledge-Based Organizations**

Author: **Swati Suravi**, *Indian Institute of Management, Calcutta*
Author: **Amit Dhiman**, *Indian Institute of Management, Calcutta*

Knowledge-based organizations (KBOs), such as consulting firms, thrive by using existing knowledge and developing new knowledge to remain competitive and ensure long-term survival. In an increasingly competitive and dynamic business environment, KBOs must effectively and rapidly exploit and explore knowledge to respond to threats quickly and take advantage of opportunities. By adopting agile principles and practices, such as agile HR, in their systems and operations, KBOs can enhance their responsiveness and adaptiveness to sudden and unforeseen environmental changes and customer requirements. The KBOs achieve this by developing agile knowledge, learning, and innovation capabilities through appropriate knowledge management, team, and innovative work behaviours of employees. Such capabilities provide a source of competitive advantage to the KBOs and help them cope with modern-day challenges and uncertainties, such as those pertaining to rapid digital transformations. The paper studies how agile HR practices help KBOs enhance responsiveness and adaptability by achieving fast and efficient knowledge exploitation and exploration through appropriate behaviours of employees, rapid learning, and team processes such as quick relaying of feedback and information and rapid knowledge exchange. The discussion has been encapsulated in the form of a framework, and propositions have been put forth.

MC: **Cooperation of Employees and Volunteers Within NPOs - A Case Study in a French Humanitarian NPO**

Author: **Thibaut .. Dubois**, *CORHIS & U. Paul Valery, Montpellier*

Non-profit organizations are the only ones to employ both volunteers and salaried staff. Many of them structure their operations by adapting management practices according to the status of the actors involved. However, this compartmentalization makes cooperation between actors more delicate, and thus undermines the associations' performance. The aim of this paper is to present the results of a four-month research-intervention with an association, carried out as part of the preparation of a doctoral thesis. The first part (1.) presents the associative sector and our problematic, the second (2.) explains the theoretical and methodological frameworks, and the third (3.) presents our results.

MC: **Hybridization Within Local Authorities: Overcoming Tensions Between Representatives and Managers**

Author: **Eric Scarazzini**, *U. Paul Valery, Montpellier*
Author: **Florence Noguera**, *U. Paul Valery, Montpellier*
Author: **Jean-Michel Plane**, *U. Paul Valery, Montpellier*
Author: **Laurent Cappelletti**, *LIRSA-Cnam Paris*

Over the past thirty years, local and regional authorities have been faced with major reforms that have had an impact on management, particularly senior and middle management. Organizational hybridization, moving from a hierarchical duality to a tripartite relationship with strong stakeholder influence, has generated role tensions, as has unresolved institutional hybridization. The key idea is that in local authorities, the influence of political leadership in governance, which takes precedence over expert leadership, encourages role tensions. These, linked to organizational, relational, environmental or personal variables, have led to dysfunctions that have increased hidden costs. The implementation of a "Horivert" management style, derived from Socio-Economic Approach to Management (SEAM), would facilitate the evolution towards partnership-based governance, which would reduce role tensions, dysfunction and hidden costs. In addition, the use several indicators to measure hidden costs would make it easier to monitor variations in role tensions. Based on an empirical study of a local authority, the aim of this contribution is to analyze the role tensions experienced by local authority managers, to study how they manifest themselves, to measure (partially) the hidden costs and how to reduce them by acting on role tensions.

Author: **Vanessa Susan Hills**, *Western Michigan U.*

Generative organizational change theory presumes organizations are socially constructed and change occurs through new conversations and shared meanings (Bushe, 2020; Marshak & Bushe, 2018). Leaders play a crucial role in hosting the change process rather than controlling it. However, leaders may unconsciously resist relinquishing control or face other unconscious obstacles inhibiting the generative change process (Chouetier, 2023; Gilpin-Jackson, 2013). This conceptual paper proposes using the Free Association Narrative Interview (FANI) method as an intervention to uncover leaders' unconscious obstacles to hosting generative change. FANI techniques elicit narratives based on emotional pathways rather than rational logic; the narrative approach combined with analysis allows for deeper insights into the unconscious (Hollway & Jefferson, 2013). Using FANI in this context could enable leaders to identify unconscious fears, anxieties, and other defense mechanisms that inhibit their capability to embrace and host generative change.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Proactive Innovation Strategies: Survival and Development Imperatives

Session Moderator: **Raphael DE VITTORIS**, *Clermont Auvergne U.*

This session focuses on proactive strategies for innovation and development. Topics include the impact of project requests on risk and performance, the application of disruptive scenario planning, and perspectives on crisis management versus business continuity.

MC: **Crisis Management vs Business Continuity: Perspectives from Practitioners and Researcher**

Author: **Raphael DE VITTORIS**, *Clermont Auvergne U.*

In the realm of crisis management and continuity planning, this practitioner research proposes a groundbreaking approach by fostering interdisciplinary dialogue between traditionally distinct populations: researchers and practitioners. The study implemented a disputatio experience during a dedicated event on crisis management, assembling practitioners, consultants, researchers, and students in a simulated courtroom setting. Two groups presented arguments to a jury regarding the extent of overlap between crisis management and continuity planning. The outcomes of this unique workshop yielded valuable insights, serving as a foundation for subsequent innovation. Approximately a year later, a crisis manager at a multinational corporation employed the ideas generated during the disputatio in effectively navigating the challenges posed by the COVID-19 pandemic. The empirical evidence gleaned from this experiential initiative underscores the potential for innovation through the engagement of populations that traditionally lack opportunities for exchange. The catalysis of new concepts and models emerged as a result, demonstrating the practical applicability of this interdisciplinary dialogue in swiftly implementing organizational strategies during times of crisis. This research advances the understanding of crisis management by emphasizing the importance of cross-pollination between diverse knowledge domains and highlights the tangible benefits that arise from such collaborative endeavors

MC: **The Request for Proposal's Effect on Project Risk and Performance from the Perspective of Knowledge**

Author: **Xin Gao**, *Jilin U.*

Author: **Lawrence Haynes**, *U. of North Carolina-Charlotte*

Author: **Franz Kellermanns**, *U. of North Carolina, Charlotte*

Worldwide, the Request for Proposal (RFP) process is used extensively by industry and all levels of government for the procurement of products and services. While prior research has mostly focused on project execution, we investigate the effects of the overlap between members of the proposal development team who are also members of the corresponding project execution team. Utilizing Transactive Memory Systems (TMS) theory, we specifically investigate the relationship between project requirements risk and project performance and "proposal overlap" from the perspective of knowledge transformation. Implications for research and practice are discussed.

MC: **Winter is Coming: Management Style and Firm Success During the Energy Crisis**

Author: **Jae Cho**, *Ludwig Maximilian U. of Munich (LMU)*

What is the best management style during an energy crisis? I use the California energy crisis of 2000-2001 to investigate what management style allows firms to be more resilient during an energy crisis. I use an unsupervised learning algorithm to define management style based on the managers' personal attributes and their pre-crisis financial decision-making. The algorithm detects two styles of managers, which I designate Style 1 and Style 2. Style 1 managers have a tendency to be (P)resent focused and (L)ess confident about the future. Firms under Style 1 management tend to have (S)hort-term business goals and higher cash flow. Style 2 managers are more (F)uture oriented and more (C)onfident, which motivates them to invest in projects with (L)ong term goals. I adopt acronyms for the characteristics of each management type: PLS (present, less confident, short term) for Style 1 and FCL (future oriented, confident, long term) for style 2. Employing a difference-in-differences approach, I find that FCL managers are positively associated with firm performance during the energy crisis, owing to their flexibility towards labor expense reduction. Further investigation suggests that their flexibility is driven by FCL managers' tendency to invest in machinery before the crisis. The consistency in the alternative measures of managerial style proves the robustness of the findings.

MC: **Navigating Discontinuity: Applying the Disruptive Scenario Approach in Engineering Consultancy**

Author: **Lucas Cornaro**, *U. Of Marburg*

During times of rapid and discontinuous change, decision-making in business environments is increasingly challenging. Traditional approaches often fall short in navigating the complexities of such dynamic contexts. This paper introduces a novel approach termed 'disruptive scenario approach,' designed to enhance decision-making capabilities in times of discontinuous and disruptive change. The method leverages elements of threat / opportunity framing and strategic visualization to confront managers with a realistic, yet disruptive scenario of their industry. This approach was applied to the consulting engineering industry. By presenting a clear and highly likely scenario of industry disruption, the approach aims to overcome decision paralysis, organizational inertia, and cognitive biases inherent in traditional decision-making processes. The paper details the methodology, its application, and the resultant impact on strategic decision-making. We contribute to research on scenario planning and strategic foresight by introducing a potent tool for equipping managers to better navigate and lead through times of discontinuous change.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Social Responsibility and Sustainability

Session Moderator: **Elena P. Antonacopoulou**, *GNOSIS Institute*

MED: Innovating for the Future: A New Management Education Manifesto for a VUCA World      

Author: **Elena P. Antonacopoulou**, *GNOSIS Institute*

As we propel the 5th Industrial Revolution, we are perforce to revisit the essence of management as a concept not only as a business practice. Scientific management principles have shaped organizations' functioning and have defined why we associate their purpose with efficiency and effectiveness as a consistent feature of the history of industriousness. This paper is an invitation to cocreate a new management education manifesto. At the core of such a manifesto lies a reassessment of the practice of management, to not only rethink its essence but also its relationship to leadership, responsibility, practical judgement and collective action. Doing so would initiate a process of rediscovering that management as originally conceived is integral to human flourishing; as, management after all is also MAN-AGEMENT. Hence, management education as a manifesto is not only a pedagogy and a new mode of learning. It is also about cultivating stance-taking and responsabilization integral to human flourishing.

MED: Unlocking Student Action? Uncovering Hidden Curriculum-Responsible Management (Un) Learning Dynamics

Author: **Annette Yunus Pendrey**, *Cranfield School of Management*

Why does inaction persist in students' practice of Responsible Management Learning (RML), despite extensive scholarship and long-standing reforms? Our longitudinal, qualitative study of 41 MBA students at four business schools reveals the key role of a two-way relationship between students' practical beliefs and their school's Hidden Curriculum (HC), which may or may not match. Specifically, we found responsibility (un)learning to be a process of noticing and reacting, then (dis)engaging, before resulting in responsibility undoing (coerced unlearning), overriding (deprioritizing) or unlearning (deliberate forgetting). Our results uncover the role of the job market and the business school career's service at/after graduation in this process. We contribute to scholarship, first through our practice-focused operationalization of the HC concept, which extends prior understandings of how the HC works. Second, our introduction of the post-curriculum concept expands the literature's boundary conditions, suggesting that matters beyond the business school environment are even more critical to students' RM unlearning as the curriculum itself. Keywords Hidden curriculum, responsibility (un)learning, business schools, Bourdieu, practical beliefs, Principles for Responsible Management Education

MED: Ready to Tackle Sustainability Issues? Business Students' Knowledge of Sustainability 

Author: **Talia Stough**, *The Open U., Netherlands*

Author: **Wim Lambrechts**, *The Open U., Netherlands*

Author: **Alexander Brewer**, *Sulitest*

Author: **Arno Eerikki Kourula**, *U. of Amsterdam*

Author: **Dirk C. Moosmayer**, *Kedge Business School*

Author: **Kim Ceulemans**, *Toulouse Business School, TBS Education*

Author: **Maria Castillo**, *IESEG School of Management*

Author: **Aurelien Decamps**, *Kedge Business School*

Author: **Marjolein C.J. Caniels**, *The Open U., Netherlands*

The integration of sustainability has been a burgeoning topic in the field of management education. While business schools have been integrating themes of ethics, responsibility, and sustainability into curricula (i.e., processes) for more than four decades, little is known about business students' knowledge of sustainability (i.e., product). In this research we aim to fill this gap by analyzing business students' scores on The Assessment of Sustainability Knowledge (TASK). We explore business students' knowledge of sustainability by subject and type of knowledge. Our results indicate that for almost every subject, business students' knowledge of sustainability is less than that of their peers (except for 'Microeconomic Considerations, Business, & Industry'). Business students have more knowledge about 'Current State and Trends', but have less integrated knowledge about sustainability (i.e., 'Causes' and 'Effects'). We also analyze influences on business students' sustainability knowledge. Our results demonstrate that taking sustainability-related courses has a significant positive effect. While a moderate level of self-reported sustainability knowledge was positively correlated with TASK score, an expert level was negatively correlated. Congruent with the results of other studies, we found female students exhibit higher attainment of learning outcomes in the RME context. We discuss the implications of these findings for the future of management education.

MED: How Do Learners Make Sense of CSR Tensions? Implications for Sustainability Management Education  

Author: **Pauline De Montpellier**, *UCLouvain*

Author: **Valérie Swaen**, *U. Catholique de Louvain*

Author: **Mariane Frenay**, *UCLouvain*

Management education plays an important role in innovating for the future, particularly when teaching sustainability. This study analyzes learners' various perceptions of the triple bottom line of economic, social, and environmental considerations in companies. We focus on corporate social responsibility (CSR) courses, acknowledging the inherent tensions arising from its multidimensional nature. We examine how learners from different backgrounds make sense of these tensions through a thematic analysis of their CSR perceptions shared in Massive Open Online Courses discussion forums. Our classification into six cognitive frames reveals how learners articulate and navigate links among CSR dimensions. We therefore advance understanding of the framing of CSR perceptions and extend paradox research on CSR, refining business case and paradoxical frames. The study enriches the discussion on innovative pedagogical approaches in management education by promoting a paradoxical perspective for teaching sustainability-related topics, while focusing on the specific context of online educational platforms. It addresses challenges in management education by delving into learners' cognitive frames, emphasizing the importance of guiding learners to embrace complexity. With an enhanced understanding of the interconnectedness of sustainability issues and the ability to navigate tensions, future decision-makers will be better prepared to develop innovative solutions to sustainability challenges.

Author: **Yves Plourde**, *HEC Montreal*

Author: **Nicolas Ricci**, *MINES Paris - PSL Research U., Center for Management Science, i3 UMR CNR*

Author: **Marine Agogue**, *HEC Montreal*

Climate change is a complex issue that is difficult for most people to understand. As management educators, we need to think creatively about how we prepare students for the organizational and managerial challenges. In this paper, we report on the learning outcome of the Net Zero Bike Tour, an experiential learning course that adopts an integrative pedagogy to promote climate leadership. Throughout this nine-day course offered as an elective course in a master's program in management and sustainability, participants focus on real life problems, are asked to use cycling as their main mode of transportation and are invited to share their thoughts in a journal at the end of each day. Building on quantitative and qualitative data collected, we share our insights into the program and show how it impacted participants' learning, including their sense of agency.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Exploring Complexity and Control in Different Contexts

Session Moderator: **Ussama Ahmad Khan**, *London Business School*

MOC: A Mixed Methods Study of the Role of Dignity and Sanctity in Poverty Alleviation in Pakistan

Author: **Ussama Ahmad Khan**, *London Business School*

Millions of people around the world live under conditions of poverty and financial vulnerability. Organizations have played a key role in the fight against poverty. The most rigorous evidence to date gives mixed evidence on the effectiveness of current poverty alleviation interventions. In this paper, I propose that the current understanding of poverty alleviation hinges on the assumption that money is fungible. In this paper, I offer a new perspective built on the research on the social value of money. I propose that organizations give meaning to the money they give to the poor and that this can have effects on their downstream outcomes. For this research, I focused on Akhuwat, Pakistan's largest microfinance organization. Akhuwat charges zero interest on its loans and its mission is, "A poverty-free society built on the principles of compassion and equity". In Study 1, I conducted 44 interviews with Akhuwat borrowers and key stakeholders. I also observed Akhuwat's employees' interactions with the borrowers in their branch offices and during the loan disbursement ceremonies. Moreover, I visited borrowers' places of work to better situate myself in the sociocultural realities in which they were embedded. Finally, I was able to draw on archival data from Akhuwat including internal company documents and video documentaries. Drawing on this rich data, I built a theoretical model describing the role of selfless dignity and sanctity in giving meaning to the money that Akhuwat lends to its borrowers, and the process by which enable these borrowers experience positive outcomes. In Study 2, I conducted a field experiment with a sample of 300 Akhuwat borrowers to provide causal evidence for the model in Study 1. In Study 3, I conducted a multi-wave survey study on a sample of 380 Akhuwat borrowers, broadly replicating the results from Study 1 and 2, providing a test for the mechanisms. Taken together, this study highlights the importance of humanizing the process of poverty alleviation and giving meaning to money that the poor receive.

MOC: Understanding Organizational Control: The Role of Information and Context

Author: **Rebecca Downes**, *Victoria U. of Wellington*

Organizing requires some degree of organizational control, and organizational control requires some amount of information, via monitoring. Examining how we interpret information highlights the importance of context. However, not all environments provide equal access to information and context; for example, remote work reduces the ability to monitor work via observation and in doing so, reduces context awareness. Building on this, I propose that organizational environments can be understood as more or less context-providing, and organizational controls can be understood as more or less context-dependent. Recognizing the need to match highly-context-dependent controls with context-providing environments (and low-context controls with low-context environments) presents a previous unconsidered explanation for why organizational controls do not function equally well in all organizational environments, and can provide guidance for managers when considering which organizational control mechanisms will be appropriate in a given setting.

MOC: A Model Of Representation and Policy Search in Complex Environments

Author: **Stefano Benigni**, *Imperial College Business School*

Mental representations determine how individuals and firms make decisions and have implications for individual and firm performance. However, current research does not distinguish between ways of developing representations of different complexity across distinct dimensions of a decision problem. In this study, I explore the trade-offs associated with the allocation of representation search efforts across the distinct dimensions of a decision problem – that is, with the breadth of representation search strategies. To this end, I develop a NK model of dual search over policies and representations where agents can either refine their representations broadly across dimensions or deeply in one or few dimensions of a decision problem. Results obtained with this model show that the optimal representation search breadth is contingent on the complexity of the decision environment. Contrary to previous research, intermediate levels of search breadth are associated with optimal performance only for moderate levels of complexity. Higher levels of complexity demand narrow search strategies, while broad search strategies are optimal when complexity is low. A second set of results explores the relationship between the breadth of search strategies and the optimal degree of representational complexity. I find that, counterintuitively, less accurate representations can outperform more accurate ones – i.e., that the optimal degree of representational complexity does not necessarily match the true complexity of the environment. However, I show that less accurate representations can outperform more accurate ones only for broad rather than narrow representation search strategies. These findings contribute to research on learning and adaptation in complex environments and on the role of mental representation in organisational decisions.

MOC: Developing an Intersectional Framework of Emotional Expression and Labor

Author: **Terrance L. Boyd**, *Neeley School of Business - Texas Christian U.*

Scholars have studied how employees engage in emotional labor with customers, coworkers, and supervisors in organizations for decades (Grandey, 2000; Hochschild, 1983; Kim et al., 2013; Thomas et al., 2018). A considerable amount of the emotional labor literature explores the impact of gender in the hypothesized relationships, largely positing that women engage more often in emotional labor and feel the consequences more severely than men (e.g., Scott & Barnes, 2011; Simpson & Stroh, 2004; Ward et al., 2020). Although important and enlightening, this approach is limited in recognizing the more complete spectrum of social identities. It inhibits understanding of how other salient facets of one's social identity such as (dis)ability, sexual orientation, or age impact emotional performances. We employ a grounded theory technique to study emotional labor through the intersection of race and gender in the workplace. Through an interpretivist paradigm, we conduct a series of in-depth semi-structured interviews to explore the emotions that men and women from the three largest racial or ethnic groups in the United States – White/Caucasian, Hispanic/Latino/a, and Black/African American communities, respectively (U.S. Census Bureau, 2020) – express in the workplace, their targets, and contexts. Therefore, this work aims to fully consider the holistic person doing the emotional labor. Integral to understanding the whole person is acknowledging multiple, intersecting aspects of their social identities (Crenshaw, 1989; Rosette et al., 2018). This qualitative approach allows for a more open evaluation of the nature and emergence of felt and displayed emotions and their consequences in the workplace.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Entrepreneurial Resilience: Strategies for Success

Session Moderator: **Qiang Zheng**, *South China U. of Technology*

MOC: **Distal or Proximal Driven Goal setting: The Impact of TMT Regulatory Focus on Aspiration Formation**

Author: **Qiang Zheng**, *South China U. of Technology*
Author: **Weiwen Li**, *Sun Yat-Sen U.*
Author: **Manli Huang**, *South China U. of Technology*

Behavioral theory of the firm suggests that aspirations are largely based on social aspirations and historical aspirations (encompassing past historical aspiration and past performance), and are adaptively adjusted in response to environmental information and organizational practices. However, few studies have considered the attention to and selection of external and novel information by strategic leaders, particularly top management teams (TMT). We synthesize the attention-based view and regulatory focus theory to argue that promotion-focused TMTs pay more attention to social aspirations (representing external information) and historical performance (representing novel information) when setting aspirations, while prevention-focused TMTs pay more attention to their own aspirations (representing internal information) and historical aspirations (representing organizational inertia). We provide support for these inferences by utilizing a longitudinal panel of sale goal-setting data disclosed by listed companies in China from 2007 to 2019.

MOC: **How to Turn Crises into Opportunities? The Effect of Uncertainty on Entrepreneurial Overconfidence**

Author: **Xi Chen**, *MacEwan U.*
Author: **Hao-Tien Lan**, *U. of Nottingham Ningbo China*
Author: **Iuliia Pavlova**, *Ivan Boberskyj Lviv State U. of Physical Culture*
Author: **Mariia Paska**, *Ivan Boberskyj Lviv State U. of Physical Culture*

Crises such as the COVID-19 pandemic and the Ukraine war have destabilized company operations and created deep uncertainty for entrepreneurs. Previous research has primarily found a negative effect of uncertainty on entrepreneurial activities. This paper investigates whether the uncertainty instigated by the crises may have a positive effect on entrepreneurial intentions through overconfidence. We argue that uncertainty and difficulty in predicting how the world develops during crises generate cognitive dissonance for entrepreneurs, who may increase their confidence in their knowledge, resulting in overconfidence. An experiment with 106 entrepreneurs in the Greater China region during COVID and a survey with 224 entrepreneurs in Ukraine show that uncertainty increases overconfidence, which is further associated with their intentions to continue the existing business and enter new businesses. The findings have important implications for situational influence on overconfidence and how overconfidence plays a role in addressing the uncertainty instigated by crises.

MOC: **The Framing of Technological Discontinuity**

Author: **Philip Gordon Stiles**, *U. of Cambridge*
Author: **Kishore Sengupta**, *U. of Cambridge*
Author: **Stephen Cassidy**, *Industry*

Research on discontinuous technology has generally devoted little attention to the legacy technology, possibly due to a pro-innovation bias in organizational theory. The usual route for legacy technologies is displacement, in which the technology is assumed to have no further utility and will disappear. The prevailing view that the displaced legacy technology will be simply "swept away" however may mask important issues of transition and identity that are inherent in technological discontinuity. We develop an understanding of discontinuous technology adoption by examining how employees cognitively and emotionally frame the transition between existing and new technologies. Framing is important since discontinuous technologies by their very nature deviate from prevailing logics and mindsets, but we know little about how employees both cognitively and emotionally frame transitions, particularly in displacement contexts. We use an in-depth case study of a major technology company to look at the micro-processes of framing. We highlight a number of core mechanisms and show a continuum from frame contraction, ambivalence through to expansion. We contribute more generally to research on technological discontinuity by developing a process model of employee reframing of the transition between existing and new technologies.

MOC: **Avoiding Critical Entrepreneurial Cognitive Errors Through Linear/Nonlinear Thinking Style Balance**

Author: **Kevin S. Groves**, *Pepperdine U.*
Author: **Charles M Vance**, *Loyola Marymount U.*

This study provides empirical evidence for why linear (e.g., analytical and logical) and nonlinear (e.g., intuitive and creative) thinking style balance is associated with effective entrepreneurial decision making and essential for cultivating organizational innovation. This study examined the relationship between linear and nonlinear thinking style and two common detrimental cognitive biases or errors that often interfere with effective entrepreneurial decision making: representativeness bias and status-quo bias. A sample of 261 business professionals completed a survey measuring linear/nonlinear thinking style profile and decision-making scenarios that assess each cognitive bias. The results provided evidence that linear thinking style is helpful in avoiding the representativeness bias, nonlinear thinking style is beneficial for lessening the status-quo bias, and linear/nonlinear thinking style balance is effective in averting both cognitive biases. We discuss the implications of these results and future research directions for advancing theory and practice, and particularly for guiding the design of entrepreneurship education.







Author: **Sanoon Fathima Fasana**, *U. of Waikato*


Author: **Jenny Gibb**, *U. of Waikato*

Author: **Antoine Gilbert-Saad**, *U. of Waikato*

Entrepreneurial well-being is integral to entrepreneurs' lives, enabling them to effectively overcome challenges while achieving business success. Passionate engagement in entrepreneurial activities enhances well-being by generating positive outcomes. However, entrepreneurial passion also leads to poor well-being outcomes, referred to as obsessive entrepreneurial passion. Obsessively passionate entrepreneurs enjoy the attachment to their business but experience greater stress and negative emotions due to its rigid and controlling nature. Thus, it is critical for entrepreneurs to regulate their passion while coping with stress and associated negative emotions to pursue desired outcomes. To address this issue, we propose a dynamic model to explain how obsessively passionate entrepreneurs can manage negative emotions triggered by stress and to regulate their obsessive entrepreneurial passion to shape their well-being. Using the lens of cognitive appraisal theory, we explain that obsessively passionate entrepreneurs will appraise stress as challenges or threats depending on their goals, beliefs, and ability to access resources to cope with the negative emotions triggered by stress. We highlight entrepreneurs who employ approach strategies to cope with negative emotions can regulate their passion by enhancing the level of obsessive entrepreneurial passion without detriment to their well-being. However, using avoidance strategies will cause them to reduce their attachment towards business, leading to lower well-being.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Networking Dynamics and Gender Equity in Professional Contexts

Session Moderator: **Elizabeth Lauren Campbell**, *Rady School of Management, U. of California San Diego*

MOC: **Gendered Complexity of Sponsorship: Gender, Goals, and Social Network Strategies**  

Author: **Elizabeth Lauren Campbell**, *Rady School of Management, U. of California San Diego*

Sponsorship, when senior colleagues (sponsors), mobilize resources in their social network on junior colleagues' (protégés) behalf, is consequential to career advancement. However, men and women do not benefit equally: male sponsors' protégés experience better outcomes than those of female sponsors. Considering the reputational benefits of being associated with successful protégés, this suggests women do not reap the same returns from providing sponsorship. To explore why gender gaps in sponsor effectiveness exist, we examine men's and women's goals when providing sponsorship and the resulting impact on their approach to mobilizing resources in their social networks. Converging evidence across qualitative and quantitative data shows women view and approach sponsorship as a more complex endeavor than men: female sponsors generate more and different goals than male sponsors (Study 1 & Studies 2a-b). Moreover, this results in female sponsors engaging in suboptimal social network strategies: women balancing multiple goals cognitively activate networks higher in closure (Study 3). Considering these types of networks are less likely to yield a diverse selection of resources, opportunities, and contacts most crucial for effective sponsorship, these findings provide insight into one psychological mechanism likely contributing to gender gaps in sponsor effectiveness.

MOC: **Associative Status Elevation Dynamics Between Women in Lower and Higher Status Occupations**  

Author: **Michelle Checketts**, *U. of Illinois Urbana-Champaign*
Author: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*

An extensive literature on gender status inequality in the workplace shows how such inequality disadvantages women, particularly high-status women. While important, this focus has shed limited light on the experiences of lower occupational status women. For these women, a novel challenge is attaining status in occupations where they must simultaneously navigate two institutional hierarchies linked to lower status—gender and occupation. Drawing from interviews with 42 nurses, we present a model illustrating what we refer to as “associative status elevation” dynamics between low and high occupational status women. Our model highlights how organizational and occupational systems characterized by high gender and occupational status inequality set the stage for low-status women's need for status elevation and explains how such need shapes low-status women's interactions with high-status actors, particularly high-status women. The findings shed new light on gender dynamics in the workplace, reveal a novel explanation for tensions and expectations between women collaborating across occupations, and suggest new avenues for research at the intersection of gender and occupational status inequality in the workplace.

MOC: **A Playful Path to More Professional Equity? Networking Across Diversity via Sport**     

Author: **Jamie L. Gloor**, *U. of St. Gallen*
Author: **Eugenia Bajet Mestre**, *U. of St. Gallen, Switzerland*
Author: **Huong Pham**, *U. of St. Gallen (HSG)*
Author: **Mihwa Seong**, *U. of St. Gallen (HSG)*
Author: **Isabelle Engeler**, *U. of Lausanne, HEC Lausanne*

Leaders develop via all domains of their lives. Yet, leaders' sports involvement has been largely overlooked despite its theoretical and practical relevance, particularly for social development. Moreover, the limited research on the downstream social consequences of leaders' sports involvement reveals different effects for men and women leaders—even opposing effects for the latter. Thus, we integrate social cognitive theory from developmental psychology to make sense of these contradictory findings. We theorize that sports contexts facilitate women's networking with higher-status (male) leaders through its playfulness (i.e., leisurely, spontaneous, and socially interactive). An archival study of 644 leaders' Twitter/X posts shows that sports generate more engagement—especially men interacting with women leaders' sports posts (Study 1). A qualitative study with 58 leaders suggests sports' playfulness facilitates these interactions as well as networking, results that we also quantitatively validated using ChatGPT (Study 2). Two recall experiments (Ntotal = 1,076) showed women leaders' networking in sports (vs. traditional) contexts was more playful, and more playful sports contexts facilitated women (vs. men) leaders' networking across gender and status differences (Pilot Study, Study 3). Our results show that more playful sports contexts facilitate women leaders' successful networking across gender and status diversity—an innovation helping to level the playing field of gendered social capital development and future leadership inequalities in organizations. These results advance our understanding of conventional ways of networking as not always strategic and planned while also adding to diversity research by showing that sports—often framed as exclusionary—can also be inclusive.

MOC: **Network Penalty: Unveiling the Perceptual Consequences of Using Your Network**  

Author: **Jennifer Chijen Lee**, *INSEAD*
Author: **Hazel Lim**, *INSEAD*
Author: **Andy Jiexiong Yap**, *INSEAD*

This research investigates the perceptual consequences of network use in the workplace. We argue that the possession and use of a network to accomplish a task or goal have different implications for perceptual outcomes and workplace relationships. Across 4 studies (N= 1,609), we demonstrate that individuals who use their network (versus their expertise) may incur perceptual penalties, challenging the existing assumption that networks provide benefits to individuals. In Study 1, participants who were asked to recall a colleague who used their network rated their colleague as less competent and were less willing to work with them compared to participants who were asked to recall a colleague who used their expertise or colleague who possessed a network. Study 2 tested the boundary condition of task-interdependence on the relationship between network use and perceptual outcomes, showing that task-interdependence moderates the relationship between network use and perceived competence. In Study 3, we demonstrate that an observer's perception of their colleague's use of network was mediated by procedural fairness. Lastly, Study 4 examined the role of culture norms on the relationship between network use and procedural fairness, demonstrating that cultural norms indirectly influence the perception of those that use the network.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Fostering Creativity and Collaboration in Teams

Session Moderator: **Qianyao Huang**, *Xi'an Jiaotong-Liverpool U.*

MOC: Exploring Team Efficiency and Creativity Under Moral Leadership: A Moral Foundations Perspective

Author: **Qianyao Huang**, *Xi'an Jiaotong-Liverpool U.*
Author: **Jun Yin**, *National School of Development at Peking U.*
Author: **Anni Chen**, *Southeast U., Nanjing, China*

While extant research has examined the relationships between leader morality and team efficiency and creativity, there is still ambiguity regarding whether leader morality can positively impact both team outcomes. Based on moral foundations theory, this paper investigates the mediating roles of leader rule adherence and supervisory justice in connecting leader moral identity internalization to both team in-role performance and creativity. Further, we introduce leader traditionality and leader modernity as distinct manifestations of two moral foundations sets to moderate these relationships. We initially employ the implicit association test to validate the use of traditionality and modernity as measures of moral foundations. Subsequently, survey data, collected through a multiple-source, multiple-wave design, are utilized to scrutinize the proposed model. Our findings reveal that leader moral identity internalization indirectly influences team in-role performance and team creativity via leader rule adherence and supervisory justice respectively. Furthermore, the study uncovers the positive association between leader moral identity internalization and leader rule adherence is significantly strengthened in the presence of high leader traditionality. Leader moral identity internalization is significantly more positively related to supervisory justice when the leader has a high level of modernity. Theoretical and practical implications regarding leader morality and team performance are thoroughly discussed.

MOC: Impasse Work in Creative Processes

Author: **Philip Gylfe**, *Aalto U. School of Business*
Author: **Spencer Harrison**, *INSEAD*
Author: **Saku Mantere**, *McGill U.*
Author: **Henri Schildt**, *Aalto U. School of Business*

In this qualitative study we explore how groups who are deeply engaged in creative work cope with impasses. We take a process and practice approach to creativity and analyze group interaction through which members find new ways for progress when they are stuck in a creative process. Through ethnographic field video data of group interaction at a documentary film production company we theorize practices that creative workers use to overcome such pressing situations. Our multimodal analysis reveals three distinct impasse work practices: isolating, managing competing ideas and sidestepping through which groups move through impasses or fail to do so and we show the implications that each of these practices have for creative group engagement. Leveraging our field video data our study shows that groups sense impasses before they verbally explore novel solutions. Our study is unique in that it combines verbal, embodied and material interaction in the development of a general theory of impasse work in creative processes. The findings have implications for how creative groups deal with deeply engaging work, the role of iteration in creativity and advances the embodied perspective on creative interaction.

MOC: Translating Team's Creative Ideas Into Action: Tension During Idea Elaboration

Author: **Hyunjee Hannah Kim**, *Korea Aerospace U.*








Given the rapid environmental changes resulting from new technological and market trends, work teams are increasingly recognized as a source of organizational innovation. A core challenge for team innovation is the successful translation of creative ideas into innovation through implementation. This study examines the tension between internal and external team behaviors that account for how teams translate their creative ideas into implemented innovation, particularly during the idea elaboration phase. Drawing on conservation of resource theory, this study proposes that motivational underpinnings of team idea generation predict team behaviors that directly affect team innovation implementation. Path analysis of a field survey data collected from 91 teams showed that teams that generated creative ideas proactively for internal interest effectively utilized internal resources via idea reflexivity in elaboration phase, but failed to acquire external resources for innovation implementation due to limited social reflexivity. By contrast, teams that generated ideas in response to external demands effectively acquired external resources via high social reflexivity when elaborate ideas but encountered diminished internal resources. This study offers new theoretical insights into the transition between idea generation and implementation by identifying tension between teams' internal and external behaviors in idea elaboration stage as the core intermediating mechanism.

MOC: Synergies in Silicon: Navigating the Interplay of Tech Alliances, Dynamism, and R&D Signaling

Author: **Parisa Haim Faridian**, *San Diego State U., Fowler College of Business*

This study draws on organizational learning and knowledge transfer theories, to examine the nuanced impact of technological alliances on firm performance through contingencies associated with R&D capabilities, industry dynamism, and age disparity. The findings of this study suggest that despite some of the skepticism surrounding the efficacy and effectiveness of alliances, forming technological alliances improves firm performance in terms of both gross profit and market value. The findings also suggest the negative moderation effect associated with industry dynamism and the positive moderation effect associated with age disparity between alliance partners. Interestingly, R&D capability was shown to strengthen the effect of technological alliances on the subjective and perceived measure of firm market value but the same cannot be said about the objective financial measure of firm profit. This disparity suggests that R&D capabilities strengthen the outcome of technological alliances mainly through mechanisms such as signaling that impact perception of stakeholders, as opposed to processes contributing to tangible outcomes.

KEY TO SYMBOLS

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

The Promises and Pitfalls of Using Algorithms in Organizations

Presenter: **Sophia Pink**, *The Wharton School, U. of Pennsylvania*
Presenter: **William Brady**, *Kellogg School of Management, Northwestern U.*
Presenter: **Jennifer Marie Logg**, *Georgetown U.*
Presenter: **Rafael Batista**, *U. of Chicago Booth School of business*
Organizer: **Sophia Pink**, *The Wharton School, U. of Pennsylvania*

Organizations are increasingly using algorithms to aid with decision-making. However, these algorithms often ignore human psychology, which can lead to both biased algorithms and missed opportunities. The first set of presentations focuses on how algorithms learn from human behavior data. They show how training algorithms on human behavior data without taking psychology into account can lead to unintended consequences, such as discrimination in resume screening or distorted social perceptions fueled by social media algorithms. The latter talks study how employees learn from algorithms. They uncover insights into how people leverage algorithmic advice in real-world situations versus hypothetical scenarios, and present a method for using algorithms to generate novel hypotheses about behavior.

Algorithms that Misunderstand Us

Author: **Sophia Pink**, *The Wharton School, U. of Pennsylvania*
Author: **Sendhil Mullainathan**, *U. of Chicago Booth School of business*
Author: **Katherine Milkman**, *U. of Pennsylvania*

Algorithm-Mediated Social Learning

Author: **William Brady**, *Kellogg School of Management, Northwestern U.*
Author: **Joshua Jackson**, *Northwestern Kellogg School of Management*
Author: **Silvan Baier**, *Kellogg School of Management, Northwestern U.*
Author: **Joseph Abruzzo**, *Kellogg School of Management, Northwestern U.*








Words that Work: Combining Machine Learning and Psychology to Generate Hypotheses from Text

Author: **Rafael Batista**, *U. of Chicago Booth School of business*
Author: **James Ross**, *U. of Chicago Booth School of business*
Author: **Sendhil Mullainathan**, *U. of Chicago Booth School of business*
Author: **Jens Ludwig**, *U. Of Chicago*

A Simple Explanation Reconciles “Algorithm Aversion” and “Algorithm Appreciation”

Author: **Jennifer Marie Logg**, *Georgetown U.*
Author: **Rachel Schlund**, *Cornell U.*

KEY TO SYMBOLS

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

Enhancing Job Performance

Session Moderator: **Huy Le**, *U. of Texas At San Antonio*

OB: Effects of Situational Contexts on the Personality-Job Performance Relationships 

Author: **Huy Le**, *U. of Texas At San Antonio*
Author: **Deeksha Munjal**, *Springfield College, MA*

In this study, we used a cross-classified multilevel model to examine the moderation effects of occupation, organization, societal culture, organizational tenure, and the interaction between occupation and organization on the relationships between personality traits and job performance. We tested our models across Anglo, Latin American, and Confucian Asian cultural clusters using data from 5,202 incumbent workers who completed personality measures and provided standardized supervisor ratings of their workplace performance. The workers were sampled from 16 different O*NET job families. As anticipated, Achievement, a facet of Conscientiousness in the Five Factor Model of personality, is associated with job performance regardless of occupation, organization, or societal culture. Occupation, societal culture, and organization generally did not seem to moderate the relationships between personality and job performance. However, we did find moderating effects for organizational tenure on the relationships between three personality traits, Cooperation, Order, and Achievement, and job performance. As previous research has suggested, over time the salience of key situational cues may shift, leading to changes in validities of personality measures. Our results suggest a complex relationship between personality, time on the job (as reflected by organizational tenure), and job performance. These findings provide new perspective into the person x situation research in the industrial and organizational context as we seek to understand the determinants of workplace performance.

OB: How Promotive Psychological Ownership Helps Employees High in Competitive Orientation Become Stars 

Author: **Jinyi Zhou**, *U. of Science and Technology Beijing*
Author: **Chengxi Ren**, *Renmin U. of China*
Author: **Shiyong Xu**, *Renmin U. of China*
Author: **Yawen Li**, *Beijing U. of Posts and Telecommunications*

Although previous studies have examined different influences of star employees, limited research attention was given to the predictors and underlying mechanisms of star formation, especially how stars can be cultivated from within organizations. Integrating theories of the extended self and psychological ownership, we propose a self-extension process wherein employees are motivated to become stars in their team. Specifically, we suggest that when employees' competitive orientation is high, empowering leadership will facilitate them to extend their self to their team, as manifested by their team-based promotive psychological ownership, which will foster their progression toward stardom. A field survey and two scenario-based experiments were conducted to test our model. Our study helps understand an important mechanism underlying the internal cultivation of stars within organizations.

OB: Ambivalence in the Leader-Member Exchange and Task Performance: A Conservation of Resources Theory 

Author: **Seckyoung Loretta Kim**, *Incheon National U.*
Author: **Seung Yeon Son**, *Korea National Defense U.*








Integrating a relational perspective and Conservation of Resources (COR) theory, the present research intends to examine how LMX ambivalence reduces task performance by depleting the relational energy. Moreover, this research examines exchange ideology as a relational moderator in the relationship between LMX ambivalence on task performance via relational energy. Employing a sample of 163 supervisor-subordinate dyads, we carried out a survey in Republic of Korea army. Consistent with our hypotheses, our results demonstrated the deleterious impact of LMX ambivalence on task performance via relational energy. Most significantly, our findings showed that this mediated relationship is contingent on the level of exchange ideology. The negative influence of LMX ambivalence on task performance via relational energy was strengthened when exchange ideology is high. Theoretical and practical implications are discussed.

OB: That's What Friends Are For: Attachment Style, Workplace Friendship and Job Performance 

Author: **Zexi Li**, *U. of Exeter Business School*
Author: **Cécile Emery**, *U. of Exeter Business School*
Author: **Allan Lee**, *U. of Exeter Business School*

According to attachment theory, variations in the quality of parent-child interactions have a long lasting effect on adult relationships. While some are secure in their relationships, others develop an insecure (anxious or avoidant) attachment style towards others. Despite the prominence of attachment theory in psychological and social sciences, no research has examined the role of attachment styles in the formation of intra-organizational networks. This research addresses this gap and contributes to research on the micro-foundation of social networks by investigating how attachment styles relate to the formation of friendship networks in the workplace. Furthermore, we explore the indirect association between attachment styles and job performance via centrality in friendship networks. We explore these research questions using a multi-method, multi-study approach that combines longitudinal analysis of friendship networks collected from MBA students (Study 1) and complete network data from a company based in China (Study 2). We found that individuals higher in attachment avoidance are less likely to have friends at work and that friendship degree centrality mediates the negative relationship between avoidance and job performance. Interestingly, we found counterintuitive results regarding anxious attachment which suggest that anxiously attached individuals attempt to make friends while simultaneously dissolving those same relationships.

KEY TO SYMBOLS

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

Advances in Stress and Well-Being Research

Session Moderator: **Feng Wang**, *Southwestern U. of Finance and Economics*

OB: Citizenship Under Pressure: A Daily Dual Pathway Model

Author: **Feng Wang**, *Southwestern U. of Finance and Economics*

Extant research on citizenship pressure typically posit that employees will engage in more organizational citizenship behaviors (OCB) in response. Drawing from research on the instrumental lens of workplace behavior, we pivot from this single doing good logic to argue that employees will also strive to look good when encountering such pressure on a daily basis. We posit that daily citizenship pressure leads to heightened prosocial motivation, promoting within-person increases in OCB on that day. Simultaneously, daily citizenship pressure also leads to elevated impression management motivation, resulting in within-person increases in daily humor as a pivotal impression management tactic. Trait extraversion and agreeableness are identified as key moderators that enhance the looking good and doing good responses, respectively. Results from an experience-sampling study provide support for these predictions. Implications for theory, practice, and future research are discussed.

OB: Employee Well-Being as Being, Having, Loving, Doing – An Integrative Framework 

Author: **Frank Martela**, *Aalto U.*

Employee well-being is one of the most studied outcomes in organizational research, operationalized variously as job satisfaction, affective well-being, work engagement, work meaningfulness, or lack of burnout – with critics arguing that also more eudaimonic dimensions focusing on optimal functioning and need satisfaction should be included. What is lacking is a unified theoretical framework integrating various disparate research streams around separate well-being indicators. The present work offers one such organizing framework, building on self-determination theory and Erik Allardt's multidimensional theory of well-being, which sees key dimensions of well-being as emanating from human nature. In particular, I identify four existential conditions for well-being: Being focuses on experiencing well-being at work (evaluative, affective, and conative well-being), having focuses on getting the resources required for survival and safety from work, loving focuses on getting one's interpersonal needs met at work, and doing focuses on getting one's agentic needs for autonomy and competence met at work. Functional well-being emanates from having needs related to having, loving, and doing satisfied at work, explaining to a large degree how much experienced well-being employees have at work. This integrative framework helps both scholars and practitioners to make more informed choices about what dimensions of employee well-being to measure.

OB: Flourishing in Online Learning: Why Being Lost Together Beats Being Lost Alone   

Author: **Ellen Choi**, *Ted Rogers School of Management, Toronto Metropolitan U.*

Author: **Steven Kavaratzis**, *Ted Rogers School of Management, Toronto Metropolitan U.*

Author: **Alexis Illes**, *Ted Rogers School of Management, Toronto Metropolitan U.*

In the decline of student well-being, more knowledge is needed on how synchronous and asynchronous learning models facilitate flourishing. To examine whether and how online learning modalities can enhance flourishing, this research examines a randomized controlled trial of two online versions of the same organizational wellness intervention (synchronous learning with video conferencing versus asynchronous self-guided learning) over ten-weeks on a large sample of Canadian business school students. Data was collected over two terms during COVID-19 and measures were assessed at baseline, program completion, and 4-weeks post-program. Applying theory from community of inquiry frameworks, we examine the role of a climate of authenticity as a program mechanism that explains increases in flourishing. Additionally, we expect the synchronous condition will be more likely to experience a climate of authenticity and argue that shared distress fills psychological needs that underpin flourishing. Our findings confirm that the link between the intervention condition and flourishing is mediated by a climate of authenticity and that students in the synchronous condition reported a higher climate of authenticity than the asynchronous condition post-program. These results reveal that sharing distress is an important contextual process mechanism that promotes flourishing.

OB: Linking Health-Specific Leadership to Helping Behavior: The Role of Psychosocial Safety Climate

Author: **Hao-Hsin Hsu**, *Fu Jen Catholic U.*

Author: **Kuo-Yang Kao**, *National Yang Ming Chiao Tung U.*

Author: **Hsiao-Feng Li**, *National Yang Ming Chiao Tung U.*

Author: **Li Pan**, *National Yang Ming Chiao Tung U.*

Author: **Mi-Ting Lin**, *Department of Counseling and Industrial/Organizational Psychology, Ming Chuan Un*

Drawing upon the conservation of resources theory, the current research aims to investigate a cross-level moderated mediation model which explored the interactive effect of health-specific leadership and psychosocial safety climate on work-related burnout and helping behavior. Two-wave time-lagged study design was conducted in this study. Data were collected from 241 employees in 60 groups. As expected, the results also revealed that the indirect effects of health-specific leadership on helping behavior through work-related burnout were relatively stronger when psychosocial safety climate is high rather than when psychosocial safety climate is low. Theoretical contributions and implication for practice are discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Knowledge Utilization and Creativity

Session Moderator: **Abraham Cyril Issac**, *Indian Institute of Technology - Guwahati*

OB: Creative Elaboration: When Persistence Outperforms Flexibility 

Author: **Thomas Gillier**, *Grenoble Ecole de Management*
Author: **Barry Bayus**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Sergio Torral Marin**, *U. de Sevilla*
Author: **Rocio Martinez-Torres**, *U. of Sevilla*

After being generated, a new idea is rarely perfect but must be clarified, improved, and developed in more detail. Unfortunately, idea elaboration and creativity do not always come together: many new ideas become less creative when elaborated. This research examines who elaborate new ideas the more creatively. We propose and test hypotheses that compare when creators elaborate new ideas they created (i.e., internal revision) vs. when creators elaborate new idea that they did not create (i.e., external revision). Drawing upon creative cognition theories, we propose that, on average, internal revision outperforms external revision because the original creators are more persistent. We further hypothesize that the advantage of internal revision over external revision depends on the initial level of creativity of the idea. Specifically, the positive effect of internal revision is strengthened for highly creative ideas; inversely, external revision is more beneficial when ideas initially lack creativity. We tested and found support for our hypotheses in an archival study of an online 3D printing platform with 13,912 prototypes. This research contributes to the creativity literature by advancing our knowledge of the creative processes after the idea generation stage. We empirically establish the causal effect of internal and external revision on creative elaboration and identify boundary conditions.

OB: How Does Work Curiosity Affect Employees' Creativity and Innovation: Does Task Complexity Matter?

Author: **Yu-Yu Chang**, *National Cheng Kung U., Taiwan*
Author: **Huei-Ying Chen**, *National Cheng Kung U., Taiwan*
Author: **Yun-Ju Yang**, *Rotterdam School of Management, Erasmus U.*

This paper examines the effects of interest-induced curiosity (I-type) and deprivation-eliminating (D-type) curiosity on employees' creativity and innovation performance. Drawing on self-determination theory and the view of person-environment fit, we investigate the relationship between employees' work curiosity and innovation performance and the moderating role of task complexity. Hierarchical regression analysis on a sample of 402 employees from high-tech industries in Taiwan shows that employees with I-type curiosity have better incremental and radical creativity when engaging in tasks that require exploration into different knowledge domains. Employees with D-type curiosity generate more creative ideas and achieve radical creativity when their tasks are focused on exploiting a certain knowledge domain. This study contributes to the existing organizational behavior research by empirically examining the role of individual curiosity in work settings and showing the importance of fit between employees' curiosity states and task characteristics in their innovative behavior.

OB: Complements or Substitutes? A Meta-Analysis of the Role of Social Capital for Knowledge Transfer 

Author: **Yaqi Huang**, *Zhejiang Normal U.*
Author: **Changfeng Wang**, *Zhejiang Normal U.*
Author: **Rui Sun**, *Chinese Academy of Personnel Science*
Author: **Lei Chen**, *Zhejiang Normal U.*
Author: **Zhenzhen Lin**, *Zhejiang Normal U.*

Considerable studies focused on the social capital's influence on individual knowledge transfer, but the findings lack coherence. In this study, we conducted a meta-analysis with 108 independent empirical studies to examine the different dimensions of social capital-knowledge transfer relationships and the effects of various contexts. We also explored the internal relationships among social capital dimensions. Results show that structural, relational, and cognitive social capital are all positively related to knowledge transfer, with cognitive social capital being the strongest facilitator. In addition, different dimensions of social capital act as complements to one another. Further examinations reveal that the level of economic development has no significant moderating effect on the relationship between social capital and knowledge transfer. Then, the cultural context moderates the relationship between relational and cognitive social capital and knowledge transfer. Finally, profit climate characteristics moderate the relationship between structural social capital and knowledge transfer. Our study quantitatively integrates different dimensions of social capital and knowledge transfer relationships using meta-analytic techniques. This study also reconciles the present disparate findings and obtains highly generalized conclusions. This study identifies explanations that help understand the mixed results through the moderating effect analysis. Furthermore, this study demonstrates the validity of different dimensional social capital interactions, pointing to important directions for future research.

OB: Embedding Bootlegging in Team Culture Tightness: Is Innovation from Coworkers a Blessing or a Curse

Author: **Jinzhao Qu**, *Xi'an Jiaotong Liverpool U.*
Author: **Peikai Li**, *U. of Leeds*
Author: **Shiyong Xu**, *Renmin U. of China*

Innovation has been viewed as the foundation for organizational success. However, the innovative behavior of coworkers can sometimes yield undesirable effects, manifested in the form of bootlegging, which refers to bottom-up innovation through non-programmed activities without formal authorization. Drawing upon transactional stress theory, this study investigates the complex dynamics of coworker innovative behavior on bootlegging, influenced by individual appraisals and the team culture. Specifically, we examine (a) the impact of coworker innovative behavior on bootlegging through different appraisals (i.e., challenge and hindrance) and (b) the moderating role of team culture tightness in this stressor-appraisal process. We test our hypotheses in a multi-sauce, multi-wave study design, involving 304 full-time Chinese employees from 59 teams. The results show that coworker innovative behavior has both positive and negative effects on bootlegging through challenge and hindrance appraisals, respectively. Importantly, team culture tightness strengthened the effect of coworker innovative behavior on hindrance appraisals by transmitting the detrimental effect of coworker innovative behavior on bootlegging. These findings provide a novel perspective on the person-situation interaction in understanding the emergence of bottom-up innovation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gender in the Workplace: Experiences and Challenges



Discussant: **Claudia Buengeler**, *Kiel U.*

Organizer: **Vedika Lal**, *Vrije U. Amsterdam, School of Business and Economics*

Organizer: **Julia Grgic**, *EBS Business School EBS U. für Wirtschaft und Recht*

Presenter: **Claudia Heese**, *Rotterdam School of Management, Erasmus U.*

Presenter: **Vedika Lal**, *Vrije U. Amsterdam, School of Business and Economics*

Presenter: **Xixi Ai**, *Vrije U. Amsterdam, School of Business and Economics*

Presenter: **Julia Grgic**, *EBS Business School EBS U. für Wirtschaft und Recht*

The four papers in this symposium highlight the complex ways in which gender, leadership, and individual and organizational dynamics are intricately tied. Despite the strides that have been made, organizations seem to persistently face challenges concerning gender, leadership and identity barriers (e.g. Catalyst, 2022; Heilman et al., 2024; Leslie & Flynn, 2022), calling for research that addresses how to manage those challenges. In navigating these multifaceted dynamics, our symposium highlights the need for organizations to recognize the complexities associated with gender, leadership, and both the promises and potential challenges arising from diversity policies and initiatives (Carli & Eagly, 2011; Leslie, 2019; Lyness & Groto, 2018). We therefore aim to enhance an understanding of women's career advancement and their experiences at the workplace by investigating how leader identity and leader behaviors are differently perceived and enacted by men and women (Papers 1 and 2). Further, we aim to offer insights into the effects of gender diversity to understand how organizations can promote gender equality and female representation in leadership position while accounting for both intended and unintended effects of these organizational initiatives (Papers 3 and 4).

Examining Antecedents and Outcomes of Gender/Leader Identity Enhancement

Author: **Claudia Heese**, *Rotterdam School of Management, Erasmus U.*

Author: **Tina Davidson**, *Erasmus U. Rotterdam*

Exploring how Self-Advocacy is Enacted by Men and Women and the Mechanisms that Facilitate It

Author: **Vedika Lal**, *Vrije U. Amsterdam, School of Business and Economics*

Examining Board Gender Diversity on the Gender Pay Gap among Employees

Author: **Xixi Ai**, *Vrije U. Amsterdam, School of Business and Economics*

Author: **Jost Sieweke**, *Vrije U. Amsterdam*

How Diversity Policies Shape Team Performance in Homogeneous and Diverse Teams

Author: **Julia Grgic**, *EBS Business School EBS U. für Wirtschaft und Recht*

Author: **Francesca Manzi**, *London School of Economics and Political Science*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Competing Over Ideas and Status in Teams

Session Moderator: **Dean Baltiansky**, *Columbia Business School*

OB: **Opponent or Partner: Do Negotiation Counterpart Labels Matter?**

Author: **Dean Baltiansky**, *Columbia Business School*

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

Many social situations are ambiguous. In negotiations, a crucial aspect of this ambiguity lies in their competitiveness: Is it better to compete or cooperate with a counterpart? To resolve this uncertainty, negotiators often drawn from seemingly diagnostic signals. In this research, we test the perceived diagnosticity of counterpart labels (opponent versus partner) in shaping competitive attitudes and behavioral intentions of negotiations. In four online experiments (total N = 1214), participants imagined themselves heading into various negotiation scenarios. Depending on condition, the counterpart they read about was labeled as either an opponent or partner. The studies varied in the negotiation context (e.g., tenant-landlord, antique sale) and in the source of the label manipulation (e.g., situation description, advice from a third-party). Overall, participants in the opponent condition reported a higher likelihood of behaving competitively, a stronger belief that the counterpart would behave competitively, and a stronger belief that competitive behavior would be effective. Mediation analyses showed that the relationship between label and behavioral intentions was better explained by the perceived effectiveness of competitive behavior than by expected counterpart behavior, suggesting that exposure to these labels impacts negotiators' framing of the entire situation, rather than just mimicry of anticipated counterpart behavior. This research adds external validity to the competitive framing literature, it contributes to our understanding of the ways in which labels impact framing, and it highlights the importance of label exposure in ambiguous situations that afford a range of competitive and cooperative approaches.

OB: **A Good Seaman Weathers the Storm: Paradox Mindset Promotes Performance Amidst Relationship Conflict**

Author: **Matthew Rubin**, *INSEAD*

Author: **Ella Miron-Spektor**, *INSEAD*

Despite accumulative research uniformly demonstrating that relationship conflict harms team performance, there is a dearth of knowledge on how to address it effectively. In this study, we contribute to research on the microfoundations of organizational paradox by exploring the role of paradox mindset in mitigating the negative effects of relationship conflict. We propose that team members with a high paradox mindset actively embrace and examine conflicting perspectives and interpersonal tensions. This proactive approach to tensions allows the team to effectively address, rather than avoid, relationship conflicts, leading to increased potency, which enhances performance. We tested our theoretical model in a longitudinal study comprising 60 diverse MBA teams, which intensively worked on various tasks for eight weeks and competed in a concluding hackathon. We show that relationship conflict diminishes team potency and performance. However, the presence of high paradox mindset team members buffers against these negative effects because these members facilitate information exchange while scrutinizing and reconciling conflict effectively. Our findings underscore the pivotal role of paradox mindset in harnessing interpersonal tensions.

OB: **Validation and Test of a Multidimensional Measure of Team Information Consolidation**

Author: **Yoonsung Cho**, *U. of Alabama*

Author: **Daniel Gregory Bachrach**, *U. of Alabama*

Author: **Pankaj C. Patel**, *Villanova U.*

Author: **Maria Guedes**, *ISEG (Lisbon School of Economics & Management), U. de Lisboa*

Transactive memory systems (TMS) are an inclusive knowledge infrastructure enabling groups and teams to use task-critical knowledge and information in ways that increase task, creative, and affective performance. Although mechanisms accounting for these outcomes emphasize the capacity of TMS to enhance collectives' ability to encode, store, and retrieve task-critical knowledge and information, absent from the domain is a validated measure capturing variation in teams' encoding, storage, and retrieval capabilities. Our purposes in this research are: 1) to develop and test a measure of teams' encoding, storage, and retrieval capabilities, which we define as team information consolidation (TIC), and 2) to test a theoretically derived model explaining variation in the relationships between TMS and team performance outcomes through TIC. Adopting a multi-trait multi-method approach in a series of three studies, and consistently demonstrating distinctiveness of TMS and TIC subconstructs, we test theoretically derived hypotheses focused on the role played by TIC. Implications for theory building and future research are discussed.

OB: **Smart, Generous, Committed, and Happy: Examining Four Antecedents of Status Conferral in Groups**

Author: **Nicholas Hays**, *Michigan State U.*

Author: **Steven Blader**, *New York U.*

Author: **Ya-Ru Chen**, *Cornell U.*

Status, defined as the extent to which one is respected and admired, is a ubiquitous and fundamental force in all groups and organizations. Yet, scholars' understanding of the attributes that garner status is limited in several ways. First, prior status theorizing and research tends to prioritize the task-related needs of groups, focusing on competence and generosity as bases of status because these are important attributes for achieving successful task performance. However, status research has paid little attention to the attributes that address groups' socioemotional needs, which are likewise central to overall group effectiveness. Second, prior work has tended to conflate status with influence, even though they are distinct. However, influence can derive from factors that are quite different from, and even antithetical to, respect and admiration. This has created confusion about who attains status and how. In this research, we address both limitations and extend prior status research by providing greater conceptual clarity on the antecedents of status. We theorize that affective commitment and positive affect, in addition to competence and generosity, shape one's status in groups because they provide value by enhancing groups' socioemotional needs. We also clarify the role of dominance in status dynamics; although dominance can lead to influence, we predict that dominance is unrelated to one's status in work groups and can undermine others' desire to interact with the focal individual in the future.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Take Back Control: Self-Regulating Through Challenging Environments

Session Moderator: **Phyllis Anne Siegel**, *Rutgers Business School*

OB: Pay Secrecy, Self-esteem, and Pay Exchange: Predicting Withdrawal Through a Three-way Interaction

Author: **Yingni Cai**, *The Chinese U. of Hong Kong, Shenzhen*
Author: **Xiaomin Xu**, *The Chinese U. of Hong Kong, Shenzhen*
Author: **Feiran GE**, -
Author: **Wenjing LUO**, -

Prior studies have shown that pay secrecy may yield inconsistent effects on relationship conflicts in the workplace. However, limited research examines the potential boundary condition underlying the relationship between pay secrecy and coworker relationship conflicts. Drawing from uncertainty management theory, we propose a two-way interaction effect of pay secrecy (i.e., environmental uncertainty) and self-esteem (i.e., self-uncertainty) on relationship conflicts and further on employee withdrawal, including interaction avoidance and silence. Incorporating social comparison theory, we further propose a three-way interaction among pay secrecy, self-esteem, and pay information exchange preference on relationship conflicts and employee withdrawal. To test our research model, we conducted a three-wave study with UK employees (N = 308) and a two-wave field study with Chinese employees (N = 456). Results reveal that the two-way and three-way interaction effects are significant in predicting relationship conflicts and further interaction avoidance and silence. We suggest that pay secrecy has a positive effect on employee withdrawal through relationship conflict only when self-esteem is low and pay information exchange preference is high. Theoretical and managerial implications are discussed.

OB: High Process Fairness Reduces Self-Handicapping in the Face of Greater Personal Uncertainty 

Author: **Phyllis Anne Siegel**, *Rutgers Business School*
Author: **Joel Brockner**, *Columbia U.*
Author: **Alice Wieland**, *Southern Connecticut State U.*

Within the justice literature, process fairness has been shown to have more of an effect on a wide variety of beliefs and behaviors in the face of greater personal uncertainty. Within the self-handicapping literature, it has been suggested that individuals who experience greater personal uncertainty are more likely to engage in self-handicapping. In attempting to integrate these two literatures, the present research examined high process fairness as a possible antidote to self-handicapping, especially under conditions of greater personal uncertainty. As predicted, in two methodologically different studies we found that personal uncertainty moderated the relationship between process fairness and self-handicapping, such that the tendency for higher process fairness to reduce self-handicapping was stronger when personal uncertainty was relatively high. Implications for the self-handicapping and justice literatures are discussed, as are limitations and practical implications.

OB: Shifting Perspectives: How Daily Work Interruptions Relate to the Interrupters' Work Engagement  

Author: **Leon Többen**, *U. of Mannheim*
Author: **Sabine Sonntag**, *U. of Mannheim*

Past research studied how daily interruptions are job demands that reduce interrupted employees' work engagement. We shifted perspectives to the interrupting employees and examined how interruptions may be positively related to job resources conducive to their work engagement. In doing so, we differentiated between four interruption types that we derived from key reasons for interruptions. We expected these interruption types to serve distinct functions for interrupting employees, allowing them to attain different job resources. Building on the motivational process of the job demands-resources model, we hypothesized that performing interruptions would be positively associated with interrupting employees' work engagement by contributing to three social job resources: received task support, belongingness, and prosocial impact. We report findings from a two-week diary study with two daily measurement occasions (N = 390 employees; n = 3,383 days). Multilevel path analysis showed that three of the four interruption types were indirectly positively related to interrupting employees' work engagement via the three job resources. Altogether, we contribute to a more nuanced understanding of interruptions by studying two important yet overlooked aspects of interruptions: the interrupting employees and their reasons for interruptions. Our new approach to examining interruptions suggests that interruptions can also facilitate work engagement.

OB: The Relational Dimensions of Multiple Team Membership: A Social Network Exploration  

Author: **Hongzhi Chen**, *Fudan U. School of Management*
Author: **Jie Huang**, *Nanjing U. School of business*
Author: **Jianquan Lyu**, *Nanjing U. School of business*
Author: **Dejun Cheng**, *Nanjing U.*

In modern organizations, workers often simultaneously contribute to multiple project teams in a dynamic fashion. These multi-teamers and their coworkers must collaborate with a diverse sets of shifting work contacts across projects and over time. Prior research has focused mainly on the number of teams that an individual worker contributes to, with limited attention to multi-teamers' and their coworkers' relational context. In this explorative study, we focus on individual workers' relational context shaped by multiple team membership and dynamic project participation. Adopting a social network approach, we explore how individual workers' relational variety and dynamics affect work performance, as well as the boundary conditions. Based on project co-participation networks, we construe relational variety as network openness and relational dynamics as network churn. Using a sample of one thousand engineers in a leading information technology firm in East China, we found a negative effect of relational variety on low-status workers' performance and a curvilinear effect of relational dynamics on individual performance. We discuss the implications of team boundary blurring that arises from multiple team membership and dynamic project participation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Unveiling Generativity in Organizational Dynamics

Organizer: **Ryan Musselman**, *Virginia Tech*
Discussant: **Kimberly A Wade-Benzoni**, *Duke U.*
Presenter: **Daniela Goya-Tocchetto**, *SUNY At Buffalo*
Participant: **Jessica Paek**, *Fuqua School of Business, Duke U.*
Participant: **Kimberly A Wade-Benzoni**, *Duke U.*
Presenter: **Matthew J. Fox**, *Lewis and Clark College*
Presenter: **Charmi Patel**, *Henley Business School, U. of Reading*
Presenter: **Ryan Musselman**, *Virginia Tech*
Presenter: **Lindsay Hastings**, *U. of Nebraska - Lincoln*

Generativity, defined as the motivation for developing the next generation of the workforce, remains an underexplored yet pivotal facet of organizational dynamics. Workplace generativity emphasizes developmental relationships and organizational sustainability. Experienced leaders pass on knowledge, empowering younger workers through mentoring and reciprocal assistance. The symposium delves into the multifaceted nature of generativity within the workplace, addressing its significance in shaping individual legacies, fostering organizational growth, and nurturing future generations. The discussion emphasizes the proactive management of legacies in organizational contexts, challenging conventional perceptions of departing employees and advocating for intentional legacy construction. By prioritizing generative behaviors, individuals can influence their organizational imprint positively and contribute to the development of successive cohorts within the workforce. Generative mindsets can be activated, underscoring how such situations can catalyze a paradigm shift towards mentoring and nurturing the next generation, thereby enriching succession planning strategies. Legacy motivation can help to proactively align legacy building behaviors with personal values that support prosocial behaviors, future-oriented perspectives, and collaborative endeavors among employees. The double-edged nature of legacy motivation and generativity sheds light on altruistic aspects while unearthing potential unintended negative consequences. Collectively, these presentations underscore the pivotal role of generativity in shaping organizational cultures, fostering knowledge transfer, and fortifying intergenerational relationships within the workplace, thereby highlighting avenues for further research and practical implications in organizational settings. Keywords: Generativity, Legacy, Intergenerational Behavior, Prosocial, Mentoring, Succession Planning

Activating Legacy Motivations

Author: **Daniela Goya-Tocchetto**, *SUNY At Buffalo*
Author: **Jessica Paek**, *Fuqua School of Business, Duke U.*
Author: **Kimberly A Wade-Benzoni**, *Duke U.*

The Double Edged Sword of Legacy Motivation

Author: **Matthew J. Fox**, *Lewis and Clark College*

Succession Plan of Senior Management: A Perspective of Leaders with Chronic Life Threatening Illness

Author: **Charmi Patel**, *Henley Business School, U. of Reading*








Measuring Generativity in the Workplace

Author: **Ryan Musselman**, *Virginia Tech*

Mentoring's Role in the Development of Generativity, Especially Among Young Adults

Author: **Lindsay Hastings**, *U. of Nebraska - Lincoln*

KEY TO SYMBOLS

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

I've Got to Break Free! Reactions to Stressful Work Environments

Session Moderator: **Ryan Ragaglia**, *U. of Colorado, Boulder*

OB: I Want to Break Free: The Influence of Perceived Entrapment on Employee Turnover Intention

Author: **Ryan Ragaglia**, *U. of Colorado, Boulder*

Author: **David R. Hekman**, *U. of Colorado, Boulder*

We extend turnover research by proposing and testing the counterintuitive idea from the suicide literature that a type of attachment to one's workplace can increase turnover intentions. Specifically, we argue that employees' perceptions of perceived entrapment - a negative form of attachment to their workplace - arise from perceptions of defeat at work and ultimately lead to turnover intentions. Across two studies, we found consistent evidence supporting this model, showing that employees feeling "brought down" through workplace defeat experience heightened sensations of entrapment, further escalating their intentions to leave. Our findings contribute primarily to the turnover literature by challenging prevailing paradigms. In contrast to established constructs like job satisfaction, employee engagement, organizational commitment, and job embeddedness that suggest stronger organizational attachment decreases turnover, our research reveals a counterintuitive insight: excessive feelings of a negative type of attachment in the form of perceived entrapment can paradoxically increase turnover intentions. This novel insight underscores the importance of considering both positive and negative organizational attachments, raising questions about how different "types" of attachments affect turnover.

OB: Is Consistent and Low the Only Way to Go? A Commentary on the Study Made by Yoon et al. (2023) 

Author: **Yongheng Yao**, *Wilfrid Laurier U.*

Yoon et al. (2023) took a polynomial regression approach to confront and challenge the extant knowledge on abusive supervision. Their theorization of the effect of abusive supervision inconsistency and their examination of two sampling studies lead to several conclusions. First, when it comes to abusive supervision, consistency matters: even a drop in the present may create anxiety. Second, when it comes to examining temporal phenomena, proper time lags may not matter: different time lags (i.e., 1 month in Study 1 vs. 1 week in Study 2) may generate converging effects. Third, managers should realize that to deal with abusive supervision, consistent and low is the only path to go. These conclusions, however, are based on the theorization of one aspect of congruence effects (i.e., focusing on a comparison between consistency and inconsistency) and the examination of one type of testing option (i.e., focusing on the principal axes to test lateral shift). In this commentary, we bring in a more complete theorization of congruence effects and different testing options. Our aim is to apply the polynomial regression approach in a more holistic manner to integrate Yoon et al.'s idea of abusive supervision consistency and the existing literature on abusive supervision, shedding new light on the key conclusions they made.

OB: The Curvilinear Relationship Between Age and Tolerance of Workplace Exploitation 

Author: **Tang ZiYang**, *School of Economics & Management, Tongji U.*

Author: **Jian Liang**, *Tongji U.*








Although middle-aged employees consist of the largest segment of the working population, they often encounter heightened challenges in both the work and family domains. However, existing literature only briefly mentions the midlife dips phenomenon without thoroughly exploring its underlying mechanisms. Drawing upon power dependence theory, we theorize that age has a non-linear effect on employee outcomes via tolerance of exploitation. Furthermore, the inverted U-shaped relationship between age and tolerance of exploitation is more pronounced in employees who are highly family-motivated and have lower external employability. To test our hypotheses, we conducted two studies: a scenario-based experiment in Mainland China (Study 1) and a survey-based field study in Hong Kong (Study 2). Overall, the results largely support our theoretical model. These findings have implications for research on aging, organizational exploitation and power dependence theory.

OB: When Humans Collaborate With AI: A Text-Mining Analysis About Strain Reactions to ChatGPT   

Author: **Florian Erik Klonek**, *Deakin U.*

With 'AI-human teaming' on the rise, different perspectives exist on how these novel forms of collaboration link to human wellbeing. Our goal was to understand how humans perceive collaborations with an AI agent from a 'team process' lens. Building on job demand-resources theory, we propose that individual perceptions of human-AI collaboration processes are negatively associated with human strain because AI helps people achieve goals and reduce their job demands. More importantly, we propose that AI agent level of control is a critical moderator for the link between individual perceptions of human-AI collaboration processes and human strain. Drawing on over 490,000 tweets about #ChatGPT, we analyze tweets specifically focusing on human-AI team collaboration. Using a mixed-methods approach combined with computer-aided text analyses (CATA), we explore how humans engage in (or anticipate) interactions with AI agents falling into transition, action, and interpersonal processes. Furthermore, we index AI agent control levels and human strain using CATA. Our results show that individual perceptions of human-AI team processes are negatively associated with human strain. We also find support for AI control moderating this relationship, that is, when AI agent control is high, human-AI action processes are positively associated with human strain.

KEY TO SYMBOLS

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

Bringing Your Whole [Diverse] Self to Work

Session Moderator: **Tobias Marc Härtel**, *Hochschule Osnabrück*

OB: **Trait Expression and Impression Formation Based on Contextual Virtual Meeting Cues**   

Author: **Tobias Marc Härtel**, *Hochschule Osnabrück*
Author: **Felix Hoch**, *U. of Münster*

Virtual meetings represent a key communication channel in organizations, introducing a range of contextual cues (e.g., background objects, lighting, positioning). Building on the lens model, we examine whether contextual virtual meeting cues signal traits of the displayer (big five, narcissism, intelligence) and are used to form interpersonal impressions (assertive, trustworthy, calm, competent). We assessed personality and ability tests of 362 participants (mostly business students) engaging in an assessment center group task via Zoom. Based on a set of 26 contextual virtual meeting cues, we identified valid cues signaling each of the traits and utilized cues for forming each of the interpersonal impressions, except for being seen as calm. Whereas contextual virtual meeting cues explained significant variance beyond basic demographics in traits and impressions, cue validities and utilizations were only moderate ($r < .19$), as were the incremental explained variances ($R^2 < .12$). Overall, there seems to be some substance to the notion that traits can manifest through contextual virtual meeting cues and that these cues may shape impression formation. We contribute to the literature on trait expression and impression formation in virtual business meetings and offer practical implications for organizations and meeting attendees aiming to manage their virtual impressions.

OB: **The Politics of Minority Representation: Perceptions of Stereotype Portrayal Depend on Ideology**    

Author: **Elizabeth Jiang**, *UCLA*
Author: **Margaret Shih**, *U. of California, Los Angeles*

The two trends of widening political divide and increasing attention given to social justice-related issues in the U.S. have implications for social progress. We assert that these two forces converge to affect perceptions of minorities in general and stereotype endorsement in particular. In this working paper, we seek to understand how political ideology affects the way Americans evaluate minority representations that are either stereotype congruent or incongruent. Specifically, we predict that perceptions of minority representations will depend on political ideology, such that conservative-minded individuals will prefer stereotype congruent portrayals, while liberal-minded individuals will prefer stereotype incongruent portrayals. Further, we test competing affective interventions that we propose may be effective at mitigating conservatives' negative perceptions of incongruent minority representations. Across three pre-registered experiments ($N = 1,557$) that measure attitudes, financial evaluations, and downstream behavioral choices, we find evidence in support of our hypotheses that, firstly, political ideology moderates minority perceptions and, secondly, that a positive mood manipulation effectively boosts conservatives' perceptions of incongruent representations. Our initial findings provide an emerging story on the interaction between political ideology and minority representation in American society.

OB: **Gender, Children, and Employment: A Study of the Effects of Children on Job Satisfaction** 

Author: **Asli Guler**, *U. at Buffalo, The State U. of New York*








The paper aims to investigate the determinants of job satisfaction for women and men, exploring the influence of children and gender perceptions on their professional work life. It aims to formulate hypotheses regarding how men and women perceive child-rearing responsibilities and how they believe their work affects their preschool-aged children. The extant literature offers conflicting findings about the relationship between the presence of children and parents job satisfaction. This study takes a step further to investigate parents' perception and feelings about their preschool children and the effects of these perceptions and feelings on their job satisfaction. This study delves into women's and men's job satisfaction using data from the US General Social Survey (GSS) spanning 2002 to 2014. The study discovered that a woman's job satisfaction is more likely to be influenced by her perception of negative impacts on preschool-aged children due to her work, compared to men. This suggests that gender significantly shapes how individuals perceive their children's well-being in relation to their job satisfaction. Data collected in this study show that a woman's perception of whether her children are suffering from her work is more likely to affect her job satisfaction than a man's. After controlling for personal and job characteristics, multivariate analysis indicates gender is a significant predictor of women and men's job satisfaction. Policy implications regarding these conclusions are also discussed in the study.

OB: **The Privilege to Reveal Who You Truly Are: Childhood Home Income & Accurate Personality Expression** 

Author: **Marie-Catherine Mignault**, *Cornell U.*
Author: **Lauren Human**, *U. of British Columbia, Okanagan*

Accurately expressing one's unique personality in first impressions generally feels good (Mignault et al., 2022) and promotes positive social interactions (Human et al., 2020). However, people from higher socioeconomic status could have a privileged access to making accurate first impressions. Indeed, childhood home income relates to greater self-confidence and social skills (Hosokawa & Katsura, 2017; Li et al., 2018), characteristics which could foster accurate personality expression. Therefore, could household income in childhood relate to being accurately perceived in adulthood? To test this question, we conducted two naturalistic "speed-networking style" getting-acquainted studies, one exploratory in-person study ($N=863$; $NDyads=4608$) and one pre-registered videoconferencing study ($N=879$; $NDyads=4990$). Across studies, childhood home income related to accurate personality expression specifically for extraverts, potentially because extraverts generally make more personality cues available. Overall, childhood home income may promote accurate self-expression for those who provide ample information to others, likely leading to smoother and more positive interactions.

KEY TO SYMBOLS

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

Emotions and Work Outcomes

Session Moderator: **Christina Bradley**, *U. of Michigan, Ross School of Business*

OB: Getting to the Heart of Conflict: How Leader Emotional Acknowledgment Focuses Task Conflict 

Author: **Christina Bradley**, *U. of Michigan, Ross School of Business*

When negative emotions arise during task conflicts, team performance depends on how the team's leader navigates the paradox of needing to both unpack the emotion's informational value to support conflict resolution and contain the negative emotionality that can impair conflict resolution. Because of the difficulty in resolving this paradox, past work has often concluded that a leader's best choice is to avoid acknowledging negative emotions in conflict. We leverage emotion-response theory to challenge this conclusion, positing instead that leader acknowledgment of followers' emotions allows teams to get to the heart of their task conflicts and improve their performance. We propose that leader emotional acknowledgment (i.e., expressing recognition of an emotion without seeking to change it), more than avoidance, can reduce negative emotionality in teams, thereby increasing performance-benefiting elaboration of task conflict-relevant information and reducing performance-harming mutation of task conflicts into process or relationship conflicts. We show support for our model in an experiment of 189 face-to-face teams and a pre-registered online experiment. Our findings offer a resolution for the paradox of negative emotions in team conflicts and a counterpoint to the common assumption that leaders should avoid followers' emotions during conflict.

OB: Too Grateful to be Unethical? The Mediating Role of Gratitude in Shaping Ethical Decision Making

Author: **Michelle Gibbings**, *Swinburne U. of Technology*

Author: **Sen Sendjaya**, *RMIT U.*

Author: **Anne Bardoel**, *Swinburne Business School, Swinburne U. of Technology*

The role of emotional, as opposed to cognitive and behavioral, mechanisms linking leadership and ethical decision making is a nascent area of research. Drawing on affective events theory and the affect theory of social exchange, we extend prior research on gratitude as a moral emotion that may positively or negatively affect employees' ethical decision making as a consequence of receiving other-centric leadership behaviors. That is, an employee could benefit one party with whom they have a close relationship (i.e., a servant leader), which has a corresponding negative impact on a third party (i.e., a customer). The purpose of the current research is to examine how the experience of gratitude shifts based on the stimulus from servant leadership behaviors, and, in turn, leads to the appraisal of that event that affects their ethical decision making. In addition, we include in our study model the moderating roles of psychological entitlement and perspective taking. Across three sequential studies, multisource data was collected to test the six study hypotheses: independent surveys using Prolific for Study 1 (n = 105) and Study 2 (n = 169), and experience sampling methodology for Study 3 (n = 114). The research findings suggest the important role that servant leaders can play in nurturing employee gratitude in the workplace. It also outlined boundary conditions that impinge on the relationship between employee gratitude and employee ethical decision making. Theoretical and practical contributions of the study are discussed at the conclusion.

OB: The Double-Edged Effects of Subordinate Jealousy Display on Leader Justice Rule Adherence

Author: **Xueqi Wen**, *Tongji U.*

Author: **Feng Qiu**, *U. of Massachusetts, Amherst*

Author: **Lingtao Yu**, *U. of British Columbia*

Author: **Zihan Liu**, *U. of Illinois at Springfield*

Jealousy is a complex social emotion triggered by the fear of losing a valued relationship due to the perceived threat of a rival (Andiappan & Dufour, 2020). While previous research has often focused on studying jealousy from the perspective of the jealous individual, limited attention has been devoted to understand its effects on the valued partner, particularly within the workplace context. To address this gap, we drew upon the emotions as social information model to examine how the display of jealousy by subordinates may influence the emotional and behavioral responses of the valued partner, which is the leader in a professional setting. With a multi-wave, multi-source field study (Study 1) and a scenario-based experiment (Study 2), we found that, with lower leader-member exchange (LMX) differentiation, subordinate jealousy display would elicit leader anger, reducing leader adherence to justice rules. In contrast, with higher LMX differentiation, subordinate jealousy display would lead to leader guilt, enhancing leader justice rule adherence. Our study contributes to a better understanding of the interpersonal consequences of jealousy display at work.

OB: Challenge or Hindrance: The Influence of Work Gamification on Gig Workers' Safety Performance

Author: **XIAO-JIE WANG**, *Henan U. of Economics and Law*

Author: **Xiao-yu Liu**, *U. of International Business and Economics*

Under the background of the rapid development of gig economy, work gamification has emerged as a prevalent performance management tool and information incentive system within gig platforms. With the escalating safety concerns of gig workers, this article, based on the cognitive appraisal theory of emotion, takes 237 take-out riders as research samples to explore the impact mechanism of work gamification on safety performance. The results show that work gamification can improve challenge appraisal and reduce hindrance appraisal. While challenge appraisal is positively related to challenge emotions, hindrance appraisal is positively related to loss emotions. Both challenge emotions and loss emotions could reduce safety performance. Challenge appraisal and challenge emotions, as well as hindrance appraisal and loss emotions, play the serial mediating role. Algorithm technology trust enhances the positive impact of achievement elements and social elements on challenge appraisal, as well as the negative impact of immersion elements on hindrance appraisal. The research helps to expand the discussion on dark sides and impact mechanisms of work gamification, reveal the differences among specific gamification elements, and provide valuable insights for optimizing gamification design.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

When Leaders and Members Exchange

Session Moderator: **Chen Wang**, *Western Michigan U.*

OB: Team Network Centrality and LMX: A Better Way to Differentiate?  

Author: **Chen Wang**, *Western Michigan U.*

Author: **Hock-Peng Sin**, *Florida International U.*

The leader-member exchange (LMX) literature highlights the challenge leaders face in building strong relationships with all team members. As a result, leaders often form high-quality exchange with a select few members, while maintaining formal relationships with others. This form of differentiated treatment of members creates tensions in team dynamics. In this paper, we propose that leaders can more effectively overcome the downsides of leader-member exchange differentiation (LMXD) for team dynamics by purposefully and strategically developing high-quality LMX with key members in central positions within the team's social networks, motivating and empowering them to help leaders buffer the negative impact of LMXD. Our framework integrates LMX theory with perspectives from social network research to illustrate how strategic differentiation influences task and relational team dynamics. Finally, the paper concludes with discussions on theoretical extensions and recommendations for future research.

OB: Fox Borrowing the Tiger's Authority: Coworker React to Their Leader When Lieutenant are Narcissism

Author: **Zijing Wang**, *Huazhong U. of Science and Technology*

Author: **Yijie Zhang**, *School of Economics and Management Tsinghua U.*

The Leader-Member Exchange (LMX) theory posits that leaders form varied relationships with employees, leading to the emergence of lieutenants – members who hold the highest LMX within a team. Due to their favorable relationship with leaders, lieutenants play a pivotal role in shaping the perceptions and behaviors of coworkers towards leaders. Despite their importance, this aspect has received limited attention in existing research. Our study employs a signaling perspective to examine the dual impact of lieutenant narcissism and expertise on coworker perceptions and interactions with leaders. We propose that lieutenant narcissism acts as a negative signal, indirectly impeding coworker voice through diminished trust in the leader. In contrast, lieutenant expertise is posited to serve as a positive signal, counterbalancing the detrimental effects of lieutenant narcissism. The findings from two field studies consistently support our hypotheses. Our study contributes to the existing research by providing a nuanced understanding of the consequences of lieutenant narcissism on coworker voice, thereby advancing our knowledge of the triadic leader-lieutenant-coworker interactions within organizational teams.

OB: Leader-Member Exchange: An Investigation into Dyadic Measures

Author: **Huanxin Liu**, *Binghamton U.-State U. of New York*

Author: **Jayoung Kim**, *Binghamton U.-State U. of New York*

Leader-Member Exchange (LMX) theory provides a relational framework central to leadership studies, emphasizing the dyadic interactions between leaders and followers and their impact on organizational outcomes. This study addresses the measurement integrity of three widely used LMX scales—LMX-7, LMX-MDM, and LMSX—regarding their capacity to reflect the theory's core aspects of role negotiation and social exchange. Employing exploratory factor analysis (EFA), we assess the factor structure hypothesized in these three. Furthermore, we propose ensuring item-level measurement equivalence between leader and follower perspectives through differential item functioning (DIF) analysis among these three scales. Additionally, we compare the test information among three LMX scales before and after DIF items to see how the item-level measurement equivalence will influence the construct level evaluation. The findings support a bifactorial structure of role negotiation and social exchange within LMX, highlight the necessity of examining item-level measurement equivalence in dyadic LMX measurement, and emphasize the importance of aligning theory and measurement in LMX research.

OB: Impact of Team Variability in Members' Performance on LMX Differentiation and Leadership Outcomes

Author: **Siting Wang**, *Hong Kong Baptist U.*

Author: **Sihong Huang**, *Hong Kong Baptist U.*

Author: **Sandy J. Wayne**, *U. of Illinois Chicago*

According to leader-member exchange (LMX) theory, developing differentiated LMX among team members is an effective managerial practice for team leaders to promote work efficiency and team performance; however, little is known about how leaders establish LMX differentiation (LMXD) and its subsequent impacts on leaders themselves. Building on LMX theory, this study explores whether and when LMXD is shaped by members' variabilities in in-role performance as well as leader-directed organizational citizenship behavior (OCB) within a team. We further propose that leader-member exchange (LMX) plays a different role in moderating the relationship between these team-level variabilities and LMXD. Finally, we argue that LMXD has a negative effect on members' perceived leadership effectiveness. Data from 1178 team members and 209 team leaders supported our model. Results showed that both team members' in-role performance variability and leader-directed OCB variability had a positive effect on LMXD. The positive relationship between team members' in-role performance variability and LMXD was stronger for leaders with low levels of LMX. In contrast, the positive relationship between team members' leader-directed OCB variability and LMXD was stronger for leaders with high levels of LMX. Furthermore, LMXD was negatively related to leadership effectiveness. This study contributes to a more complete theorization of the formation and leadership outcomes of LMXD.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

On Again, Off Again: Attaching and Detaching from Work

Session Moderator: **Helen Zhao**, *U. of Amsterdam, Amsterdam Business School*

OB: **Tracking the Process of Resilience on Work Engagement: The Role of Emotional Inertia**

Author: **Helen Zhao**, *U. of Amsterdam, Amsterdam Business School*
Author: **Corine Boon**, *U. of Amsterdam*
Author: **Armin Pircher Verdorfer**, *Amsterdam Business School, U. of Amsterdam*
Author: **Deanne N. Den Hartog**, *U. of Amsterdam*
Author: **Joanna Ritz**, *U. of Amsterdam, Amsterdam Business School*

Adopting a dynamic approach, this study explores the emotional mechanisms through which trait resilience promotes employees' work engagement. Specifically, we focus on emotional inertia, a key feature of emotional dynamics that refers to the degree to which emotional states are self-predictive and reflects the inflexibility to regulate one's emotions. This study investigated whether emotional inertia mediates between resilience and work engagement—above and beyond the mean level of emotional intensity. Additionally, the study explored whether employees' perceived stress at work moderates this indirect effect. Data were collected from 171 employees who completed emotion surveys five times a day over five days, yielding a total of 3,895 observations. We found that resilience was negatively related to emotional inertia, emotional inertia was negatively related to work engagement, and resilience had a significant indirect effect on work engagement through emotional inertia. The relationship between resilience and emotional inertia, as well as the indirect effect through emotional inertia, was moderated by perceived stress. The effects were only significant when perceived stress was high. It is noteworthy that the above effects apply to both positive and negative emotions. Our study shows the importance of examining employees' emotional experiences that unfold over time, through which resilience translates into well-being outcomes.

OB: **Escaping from Reality to the Virtual**

Author: **Li Guo**, *U. of International Business and Economics*
Author: **Min Cui**, *U. of International Business and Economics*
Author: **Jih-Yu Mao**, *U. of Nottingham Ningbo China*
Author: **Lu Wang**, *U. of Alberta*

Although workplaces can be supportive environments for creating meaningful relationships, anyone, even on the best teams, can still experience feelings of loneliness at work from time to time. However, current understandings provide only a limited account of workplace loneliness and its consequences in organizations. Therefore, developing a more comprehensive understanding of workplace loneliness would not only add theoretical value but also have practical implications. By integrating the regulatory loop model of loneliness and social compensation theory, we develop and test an expanded model that examines the online and offline performance implications of workplace loneliness. Using a multi-method approach that involved an experiment in the United States and an experience sampling study in China, we found that workplace loneliness can lead to an offline-to-online transition and have negative effects on employee performance. Specifically, feeling lonely at the workplace can hinder employees' progress towards work goals (work goal progress) by leading to offline work frustration. Additionally, feeling lonely can heighten Internet presence and lead to spending time on non-work-related activities online (cyberloafing) because the Internet can provide a sense of elevated social presence for those who feel lonely. We also found that employees with higher trait adaptive coping for loneliness are less likely to engage in this offline-to-online transition.

OB: **How and When Procrastination Leads to Unethical Pro-Organizational Behaviour Among Hotel Employees**

Author: **Shanghao Song**, *Beijing Normal U.*
Author: **Yunsheng Shi**, *Beijing Normal U.*
Author: **Longdi Li**, *Renmin U. of China*
Author: **Wendi Jiang**, *Beijing Normal U.*
Author: **Wenzhou Wang**, *Beijing Normal U.*
Author: **Haibo Yu**, *Beijing Normal U.*

As the attention given to ethical issues in the hospitality industry has gradually increased, several scholars have focused on the causes of the unethical behaviours of hotel employees and ways of preventing them from engaging in unethical behaviours. In this article, based on the cognitive appraisal theory of emotion, we investigate how and when hotel employees' workplace procrastination triggers unethical pro-organizational behaviour directed at customers (UPB-C). By conducting two studies—using an experience sampling method design and a vignette experimental design—we found that hotel employees' workplace procrastination leads to UPB-C through guilt (towards the supervisor). In addition, as a boundary condition, high performance expectations on the part of the supervisor strengthen this mediated relationship. The theoretical and practical implications of these findings are also discussed.

OB: **Learning to Prepare for Work: The Effects of a Training to Promote Psychological Reattachment**

Author: **Ricarda Schlepuner**, *U. of Vienna*
Author: **Klaus Melchers**, *Ulm U.*
Author: **Jana Kühnel**, *Goethe U. Frankfurt*

Psychological reattachment to work means to mentally prepare for one's work before work starts. For this daily diary study employing a randomized controlled trial approach, based on a preliminary qualitative study, we developed a two-hour online training and investigated its effects on day-specific psychological reattachment and subsequent work engagement, proactivity, and self-efficacy at work. We collected data from 148 employees on 10 consecutive workdays (total of 1,064 workdays) and randomly assigned 93 employees to the training group and 55 employees to a waitlist control group. Analyses showed that psychological reattachment increased from before to after the training in the training group. Furthermore, day-specific psychological reattachment was positively related to day-specific work engagement, proactivity, and self-efficacy. The training had significant indirect effects on day-specific work engagement, proactivity, and self-efficacy via day-specific psychological reattachment. Overall, our results show that it is possible to foster employees' psychological reattachment, which, in turn, has benefits for employees' overall work experience.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Company People: OB Research on Firms

Session Moderator: **Monica Franco-Santos**, *Cranfield School of Management*

OB: **Partners and Contenders: Interdependence in the Top Management Team**

Author: **Monica Franco-Santos**, *Cranfield School of Management*

This research paper aims to address the paradox of interdependence within top management teams (TMTs) and investigate how interdependence manifests in TMT behaviour. The paper draws on insights from strategic leadership, multiteam systems, and small teams literature to explore the nature of interdependence within TMTs. The research uses an induction-driven approach, qualitative data, and a comparative case format to gain a comprehensive understanding of TMT interdependence. The study finds that TMTs engage in multiple processes such as information-sharing, deliberation, joint decision-making, and coordination during the diagnosis, decision-making, implementation, and interpersonal processes phases. The analysis reveals variations in the extent of information-sharing and strategic analysis among TMTs, with some teams demonstrating stronger interdependence and others relying on external entities for strategic decisions. The findings also highlight the influence of diversification, reward structures, and interpersonal processes on TMT interdependence. Overall, this research contributes to the understanding of how TMTs effectively function as strategy-oriented teams and provides valuable insights for scholars and practitioners in the field of strategic leadership.

OB: **A Tripartite Evolutionary Game Analysis on REITs Supervision Under Shareholders' Dual Roles**

Author: **Hui Sun**, *College of Management and Economics, Tianjin U.*

Author: **Wu Huicang**, *College of Management and Economics, Tianjin U.*

Author: **Yingzi Liang**, *School of Economics and Management, Inner Mongolia U.*

Author: **Wang Yihan**, *Tianjin U., College of Management and Economics*

It is of great significance to supervise the opportunism behavior caused by "investor-operator" shareholders in Infrastructure REITs (Real Estate Investment Trusts) in China. However, limited effort has been made to explore this scheme due to poor data availability and the short implementation time. This study establishes a tripartite evolutionary game model based on the assumptions of bounded rationality and the interaction behavior of dual-role investors, pure investors and government regulators to examine how strategies are changing. The theoretical model was validated and the effects of critical factors on evolutionary stability are discussed using numerical simulation. The results show that (1) the choice of opportunism strategy in REITs is affected by the interactive behavior of participants in the game, (2) the reasonable equity ratio and benefit loss ratio contribute to the reduce opportunism, (3) strategy benefit of different participants can promote to supervise the opportunism, and (4) The ideal stable strategy is not sensitive to the penalty that may be caused by delinquency with opportunism. And some suggestions are put forward toward improving the supervision of opportunism of dual-role investors on the basis of findings. This study contributes to current understanding of the interactions of investors in REITs, as well as provide valuable management implications for the governance of dual-role subjects.

OB: **Equity Splits, Temptations to Quit, and Battles of Wit: Faultline Evolution During New Venture Team**

Author: **Michael Lerman**, *Iowa State U.*

Author: **Melissa S. Cardon**, *U. of Tennessee, Knoxville*

Author: **Sherry M. B. Thatcher**, *U. of Tennessee, Knoxville*

Using ethnographic methods, we examine faultline processes within a 12-person new venture team (NVT) called Baby Avengers during its inception phase. Our analysis of Baby Avengers reveals important knowledge about faultline processes that shift literature from a positivist perspective to a constructivist one. With this shift in lens, we identify that faultlines (1) can exist in subgroup structures that are unique to previous theory, (2) can be based on non-visible or non-task-related attributes, such as founder status, (3) operate as dimmer light switches that are unique to each individual, as opposed to a singular on-off switch for the entire team, and (4) are dynamic over time as contextually-relevant team events unfold, resulting in a continued integration of unique individual experiences and perceptions as faultline layering occurs. This work fundamentally changes the way faultlines are described and understood, and opens the door to further in-depth theorizing on faultline processes.

OB: **Unveiling Quiet Quitting: Multilayered Dynamics of Workplace Disengagement**

Author: **Jeonghyun Oh**, *U. of Alabama*

Author: **Hayden Barber**, *South Dakota State U.*

Author: **Junyeong Lee**, *Chungbuk National U. South Korea*

This study investigates an emerging workplace phenomenon termed 'quiet quitting,' which involves minimal engagement and enthusiasm, where one fulfills only the essential requirements of their job. To understand the factors shaping this subtle yet impactful behavior, we analyzed online discourse about quiet quitting. Integrating our data with existing literature using the Gioia methodology, we expanded ecological systems theory, introducing the exogenous system as an additional layer, alongside the ontogenic (individual), microsystem (interpersonal and organizational), macrosystem (societal), and chronsosystem (historical). Our findings affirm the relevance of ecological systems theory with the addition of the exogeneous system highlighting job-related factors as a distinct dimension influencing disengagement. This study contributes novel insights into organizational disengagement literature through its emphasis on a holistic approach and offers practical insights for tailored interventions considering multilevel influences.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Advancing Theory on Gender Dynamics: New Insights from Resource Generation and Utilization Processes



Participant: **Siyu Yu**, *U. of Michigan*
Participant: **Yajing Li**, *Alliance Manchester Business School, U. of Manchester*
Participant: **Juan Ling**, *Georgia College & State U.*
Participant: **Daniel J Brass**, *U. of Kentucky*
Participant: **Stephen P. Borgatti**, *U. of Kentucky*
Participant: **De Liu**, *U. of Minnesota*
Participant: **Ajay Mehra**, *U. of Kentucky*
Participant: **Richard A. Benton**, *U. of Illinois at Urbana-Champaign*
Participant: **Santiago Campero Molina**, *U. of Toronto*
Participant: **Pablo Escribano**, *U. Adolfo Ibáñez*
Participant: **Massimo Maoret**, *IÉSE Business School*
Participant: **Aleksandra Joanna Kacperczyk**, *London Business School*
Participant: **Lucia Naldi**, *Jonkoping International Business School*

Although women make up about 47% of the U.S. labor force (U.S. Bureau of Labor Statistics, 2023), there is still a gender gap in diverse contexts. For example, only 2% of venture capital (VC) funding is received by female founders (TechCrunch, 2023), and females remain significantly underrepresented in computer (25%) and engineering (15%) jobs. Scholars have proposed various reasons to explain this gender gap (Woehler, Cullen-Lester, Porter, & Frear, 2021). The first explanation is that gender shapes resource generation: there is a direct gender gap in terms of creating and gaining resources. The second explanation is that gender shapes resource utilization: even when men and women have the same access to resources, they yield different degrees of returns. Thus, our integrative symposium revisits gender differences in resource generation and utilization, contributing to the theoretical development of gender. Building on the two overarching explanations, we bring together five papers that offer new theoretical developments and deepen our understanding of gender in diverse contexts. Specifically, these papers push the knowledge boundaries forward in two dimensions. First, regarding resource utilization, the first half of papers will explore how females, after taking elite positions in universities (e.g., professors) and public firms (e.g., directors), yield different influences on individual careers and firm strategies. Second, concerning resource creation, the second half of the presentations will help us to better understand why the gender gap (or premium) exists in the labor market and entrepreneurship contexts.

Gender, Structural Holes, and Citations: The Effects of Women's Increasing Representation

Author: **Juan Ling**, *Georgia College & State U.*
Author: **Daniel J Brass**, *U. of Kentucky*
Author: **Stephen P. Borgatti**, *U. of Kentucky*
Author: **De Liu**, *U. of Minnesota*
Author: **Ajay Mehra**, *U. of Kentucky*

Gender Bias in Elite Network Diffusion Processes

Author: **Richard A. Benton**, *U. of Illinois at Urbana-Champaign*

Gendered Perceptions of Self-Promotion During Try-out Employment

Author: **Santiago Campero Molina**, *U. of Toronto*
Author: **Pablo Escribano**, *U. Adolfo Ibáñez*
Author: **Massimo Maoret**, *IÉSE Business School*
Author: **Lucas Dufour**, *Toronto Metropolitan U.*

The Impact of Network Ties on the Gender Gap in Seeking Investment

Author: **Yajing Li**, *Alliance Manchester Business School, U. of Manchester*
Author: **Siyu Yu**, *U. of Michigan*

Who Benefits Most from Entrepreneurship: Evidence for a Gender Premium to Founding a New Business

Author: **Aleksandra Joanna Kacperczyk**, *London Business School*
Author: **Lucia Naldi**, *Jonkoping International Business School*

KEY TO SYMBOLS

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

Leadership in the Trenches: Probing Uncharted Challenges Experienced by Leaders



Organizer: **Soohyun Yoon**, *Arizona State U.*
Organizer: **Seoin Yoon**, *Arizona State U.*
Participant: **Haeseen Park**, *Bowling Green State U.*
Participant: **Seoin Yoon**, *Arizona State U.*
Participant: **Soohyun Yoon**, *Arizona State U.*
Participant: **Minyoung Cheong**, *Kyung Hee U.*
Participant: **Sherry (Qiang) Fu**, *Colorado State U.*
Participant: **Nikos Dimotakis**, *Oklahoma State U.*
Participant: **Lisa Schurer Lambert**, *Oklahoma State U.*
Participant: **Szu-Han Lin**, *U. of Georgia*
Participant: **Justin Peyton Woodall**, *U. of Georgia*
Participant: **Nai-Wen Chi**, *National Sun Yat-Sen U.*
Participant: **Russell Eric Johnson**, *Broad College of Business, Michigan State*
Participant: **Hanho Lee**, *Ohio State U.*
Participant: **Jia Hu**, *Tsinghua U.*
Participant: **Pengcheng Zhang**, *School of Management, Huazhong U. of Science and Technology*
Discussant: **Trevor Foulk**, *U. of Maryland*

Given the prominent role of leaders in the workplace, accumulated research has demonstrated that leaders have consequential influences on important employee outcomes. More recently, our understanding of leadership has been further refined by emerging research taking a leader-centric perspective. Extending this line of research, as well as in recognition of the importance of identifying challenges leaders face to enhance their effectiveness and well-being, this symposium showcases four papers that each explores a unique challenge that leaders need to cope with while carrying out their responsibility. To provide a comprehensive view of research in this trend, we feature papers that each represents one of four leadership research categories proposed in Carton's (2022) leadership framework. Following the presentations, Trevor Foulk—a scholar who has pioneered research in this area—will provide an overview of future research avenues and lead the audience in an interactive group discussion.

A Leader-Centric Model of Empowering Leader Behavior and its Socio-Emotional Costs

Author: **Haeseen Park**, *Bowling Green State U.*
Author: **Seoin Yoon**, *Arizona State U.*
Author: **Soohyun Yoon**, *Arizona State U.*
Author: **Minyoung Cheong**, *Kyung Hee U.*

Leader Burnout and Leader Behavioral Adaptations

Author: **Sherry (Qiang) Fu**, *Colorado State U.*
Author: **Nikos Dimotakis**, *Oklahoma State U.*
Author: **Lisa Schurer Lambert**, *Oklahoma State U.*

Navigating Stereotype Threat from Conservation of Resources and Gender Role Perspectives

Author: **Szu-Han Lin**, *U. of Georgia*
Author: **Justin Peyton Woodall**, *U. of Georgia*
Author: **Nai-Wen Chi**, *National Sun Yat-Sen U.*
Author: **Russell Eric Johnson**, *Broad College of Business, Michigan State*

How Prosocial Motivation Leads to Influential Positions Within Teams: Role of Attributed Competence

Author: **Hanho Lee**, *Ohio State U.*
Author: **Jia Hu**, *Tsinghua U.*
Author: **Pengcheng Zhang**, *School of Management, Huazhong U. of Science and Technology*

KEY TO SYMBOLS

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

Navigating Job Insecurity: Insights and Strategies for the Future of Work



Organizer: **Lixin Jiang**, *U. of Auckland*
Presenter: **Prithviraj Chattopadhyay**, *Cambridge Judge Business School*
Participant: **Elizabeth George**, *Cambridge Judge Business School*
Presenter: **Yan Tu**, *Central China Normal U.*
Presenter: **Linwei Gan**, *Chinese U. of Hong Kong*
Participant: **Guohua Huang**, *Hong Kong Baptist U.*
Participant: **Kenneth S Law**, *Chinese U. of Hong Kong*
Participant: **Po Hao**, *Northwest U., China*
Participant: **Lirong Long**, *Huazhong U. of Science and Technology*
Presenter: **Tahira M. Probst**, *Washington State U. Vancouver*
Participant: **Laura Petitta**, *Sapienza U. of Rome*
Participant: **Valerio Ghezzi**, *Sapienza U. of Rome*
Participant: **Claudio Barbaranelli**, *Sapienza U. of Rome*

Global political instability, economic fluctuations, health pandemics, and rapid technological advancements have contributed to an increased sense of job insecurity among workers worldwide. Against this backdrop, this symposium brings together five evidence-based presentations, laying the foundation for the future of job-insecurity research. The first two presentations focus on non-traditional behavioral outcomes of job insecurity by examining its relationships with territorial behaviors and knowledge hiding behaviors. Meanwhile, they leverage novel theoretical frameworks to understand the underlying mechanisms of job insecurity and propose different moderators in altering the consequences of job insecurity. To cope with job insecurity from one's full-time job, the third presentation examines whether side hustles may reduce the initial level and the slope of job insecurity trajectory. Building on the growing usage of robots, the fourth presentation examines how, why, and when robot (physical and psychological) anthropomorphism (i.e., human-like appearance and autonomy) may impact employee perceived job insecurity. The final presentation develops a new conceptualization of job insecurity — technology-induced job insecurity, and examines whether, how, and when it may directly and indirectly impact employee in-role behaviors and organizational citizenship behaviors via burnout. Together, this symposium presents innovative research findings aimed at understanding and addressing the persistent problem of job insecurity.

Job Insecurity and Territorial Behaviors: Conservation of Resources and Social Identity Theories

Author: **Lixin Jiang**, *U. of Auckland*
Author: **Prithviraj Chattopadhyay**, *Cambridge Judge Business School*
Author: **Elizabeth George**, *Cambridge Judge Business School*

Job Insecurity and Knowledge Hiding: Self-serving Cognitions and Psychological Climate

Author: **Yan Tu**, *Central China Normal U.*
Author: **Lixin Jiang**, *U. of Auckland*

The Dynamic Impact of Side Hustle Stability on Full-Time Job Insecurity in the Gig Economy

Author: **Linwei Gan**, *Chinese U. of Hong Kong*
Author: **Guohua Huang**, *Hong Kong Baptist U.*
Author: **Kenneth S Law**, *Chinese U. of Hong Kong*

Robot Anthropomorphism and Employee Job Insecurity: Perceived Control and Zero-sum Digital Mindset

Author: **Yan Tu**, *Central China Normal U.*
Author: **Po Hao**, *Northwest U., China*
Author: **Lixin Jiang**, *U. of Auckland*
Author: **Lirong Long**, *Huazhong U. of Science and Technology*

Job Preservation and Strain Effects of Technology-Induced Job Insecurity on Job Performance

Author: **Tahira M. Probst**, *Washington State U. Vancouver*
Author: **Laura Petitta**, *Sapienza U. of Rome*
Author: **Valerio Ghezzi**, *Sapienza U. of Rome*
Author: **Claudio Barbaranelli**, *Sapienza U. of Rome*

KEY TO SYMBOLS

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

Managing Boundaries in the New World of Work

Discussant: **Jeffrey Sanchez-Burks**, *U. of Michigan*
Presenter: **Lauren Christine Howe**, *U. of Zurich*
Presenter: **Laura Maria Giurge**, *The London School of Economics and Political Science (LSE)*
Presenter: **Zoe Jonassen**, *U. of St. Gallen*
Presenter: **Philip Rogiers**, *ESADE Business School*
Organizer: **Kevin W. Rockmann**, *George Mason U.*
Organizer: **Lauren Christine Howe**, *U. of Zurich*
Organizer: **Laura Maria Giurge**, *The London School of Economics and Political Science (LSE)*
Organizer: **Philip Rogiers**, *ESADE Business School*

This symposium draws attention to novel insights around how employees navigate boundaries in the new world of work. The four papers included in this symposium move beyond the traditional treatment of boundaries at the domain level of work and home (or in some cases work and family) to introduce a much-needed nuanced view of boundaries around tasks, digital technology, diverse teams, organizations, and multiple role-demands. First, Lauren Howe will present a paper investigating how workers make decisions about controlling (i.e., limiting access to or revealing) aspects of their identities in video calls, which shows important disconnects between what workers experience as authentic and what observers perceive as authentic. Second, Laura Giurge will present a paper documenting the performance and well-being benefits of crafting temporal boundaries around work and non-work activities. Third, Zoe Jonassen will present a theoretical paper on the conditions and practices that enable boundary-spanning teams to learn and innovate across organizational boundaries even when collaborations fail. Finally, Philip Rogiers will offer a theoretical paper on how people navigate multiple role demands by engaging in “bounded contributions”—that is, restricting one’s time spent across various roles—to navigate a progressively more boundaryless world made up of multiple competing role demands. Collectively, these papers aim to spark conversations that recognize emerging aspects of boundaries. More broadly, this symposium illustrates how ignoring the diverse and complex nature of boundaries, enhanced in part by technology and workplace innovations, can be costly for employees and organizations who want to maintain a competitive advantage as well as for management scholars who care about expanding our understanding of how technology and workplace innovations are revolutionizing boundaries among different aspects of our lives.

Authenticity and Worker Management of the Boundary Between Work and Private Life in Video Calls

Author: **Lauren Christine Howe**, *U. of Zurich*
Author: **Annika Wilhelmy**, *U. of Zurich*
Author: **Brianna Barker Caza**, *U. of North Carolina, Greensboro*
Author: **Nina Walther**, *EY*
Author: **Leili Hariri**, *finnova AG Bankware*
Author: **Jochen I. Menges**, *U. of Zurich*

Beyond the Divide: The Role of Budgeting Time Across Work and Nonwork Activities

Author: **Laura Maria Giurge**, *The London School of Economics and Political Science (LSE)*
Author: **Stephanie Chan-Ahuja**, *London Business School*
Author: **Gillian Ku**, *London Business School*








How Boundary-Spanning Teams Learn Across Organizational Boundaries When Facing Collaboration Failure

Author: **Zoe Jonassen**, *U. of St. Gallen*
Author: **Fang He**, *U. of St. Gallen*
Author: **Georg von Krogh**, *ETH Zürich*

The Ponzi Scheme of Time: A Theory of Bounded Contributions in the Workplace

Author: **Philip Rogiers**, *ESADE Business School*
Author: **Kevin W. Rockmann**, *George Mason U.*

KEY TO SYMBOLS

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

Co-Creation Across Boundaries: Co-Creation in Flexible Environments Across Creative Industries

Organizer: **Amnah Ameen**, *U. of Connecticut*
Participant: **Dhvani Badwaik**, *U. of Rhode Island*
Participant: **Monique Alexandria Alvarez Domingo**, *Louisiana State U.*
Participant: **Nora Y. Madjar**, *U. of Connecticut*
Participant: **Alexandra Rheinhardt**, *U. of Connecticut*
Presenter: **Elizabeth Hood**, *U. of Southern California*
Participant: **Bess Rouse**, *Boston College*
Presenter: **Yanbo Song**, *INSEAD*
Presenter: **Spencer Harrison**, *INSEAD*

To date, co-creation research in the management literature has tended to examine creativity within predefined organizational structures and workgroups. The papers in this symposium focus on how co-creation unfolds in more open, flexible environments – within various creative industries – as well as across different stages of the co-creation process relative to the final product delivery. This theme highlights the evolving nature of collaboration between creators and clients or audiences and how this interplay affects the final creative outcome. By examining co-creation at different phases – from pre-interaction to post-delivery audience engagement – this symposium sheds light on the unique processes and outcomes that emerge absent the traditional constraints of workgroups or organizations.

Ink-spiration The co-creation process between tattoo artists and their clients

Author: **Amnah Ameen**, *U. of Connecticut*
Author: **Dhvani Badwaik**, *U. of Rhode Island*
Author: **Monique Alexandria Alvarez Domingo**, *Louisiana State U.*
Author: **Nora Y. Madjar**, *U. of Connecticut*
Author: **Alexandra Rheinhardt**, *U. of Connecticut*

Bones and Ashes Managing Exploitation Concerns Through Co-creation in Expert-Client Relationships

Author: **Elizabeth Hood**, *U. of Southern California*
Author: **Bess Rouse**, *Boston College*








Dialing Emotions in Early Release Pitches How Developers Involve Users in Video Game Development

Author: **Yanbo Song**, *INSEAD*

Do Creative Assessments Change? Comparing Oscar, Razzie, and Cult Movies' Audience Evaluations

Author: **Spencer Harrison**, *INSEAD*
Author: **Yanbo Song**, *INSEAD*

KEY TO SYMBOLS

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

Novel Approaches to the Effects of Hierarchy in Organizations

Organizer: **Brian Alan Burgess**, *Michigan State U.*
Discussant: **Nir Halevy**, *Stanford U.*
Presenter: **Arielle Lewis**, *Emory U., Goizueta Business School*
Presenter: **Shangyun Chen**, *Singapore Management U.*
Presenter: **Danbee Chon**, *Stanford U.*
Presenter: **Yaoxi Shi**, *Imperial College London*
Participant: **Catarina Fernandes**, *Emory U., Goizueta Business School*
Participant: **Michael Bashshur**, *Singapore Management U.*
Participant: **Michael Schaerer**, *Singapore Management U.*
Participant: **Astrid Carlotta Homan**, *U. of Amsterdam*
Participant: **Gerben Alexander Van Kleef**, *U. of Amsterdam*
Participant: **Jieun Pai**, *Imperial College London*
Participant: **Daniel Jacob Griffin**, *U. of South Florida*
Participant: **Ryan Scott Hemsley**, *Michigan State U.*
Participant: **Nicholas Hays**, *Michigan State U.*
Participant: **Zhiya Guo**, *Utah State U.*

Social hierarchy and inequality is a popular and relevant topic in contemporary discourse. On the one hand, social inequalities of power and status are seen as major sources of individual stress and group conflicts as hierarchies tend to benefit some more than others. Power inequalities are often viewed as a source of social and political corruption, and the appeal of flatter organizational and societal structures is on the rise. Yet, on the other hand, hierarchies are believed to be an essential component of group functioning, and the desire to strive for rank is often viewed as a fundamental human need. In this symposium, we aim to bring together the emerging works of organizational hierarchy scholars to highlight novel approaches to understanding the challenges and functions of social hierarchies for individuals and organizations. Specifically, the collected works in this symposium inform how individuals can achieve greater need satisfaction and well-being, how followers can assuage the corrupting effects of power, and how organizations can execute more effective leadership structures. In doing so, we hope to not only add nuance to our understanding of how hierarchies function but also to inform how individuals and organizations can reshape their cognitions and behaviors to achieve greater success and well-being.

Societal Expectations to Workplace Realities: The Organizational Consequences of Status Incongruence

Author: **Arielle Lewis**, *Emory U., Goizueta Business School*
Author: **Catarina Fernandes**, *Emory U., Goizueta Business School*

How Followers' Corrupt their Leaders with Flattery and Conformity

Author: **Shangyun Chen**, *Singapore Management U.*
Author: **Michael Bashshur**, *Singapore Management U.*
Author: **Michael Schaerer**, *Singapore Management U.*

Divergent Effects of Hierarchy Construals on the Fulfillment of Fundamental Human Needs

Author: **Danbee Chon**, *Stanford U.*
Author: **Nir Halevy**, *Stanford U.*
Author: **Astrid Carlotta Homan**, *U. of Amsterdam*
Author: **Gerben Alexander Van Kleef**, *U. of Amsterdam*








Redefining the Pursuit of Status: Vertical versus Horizontal Striving on Sense of Victimization

Author: **Yaoxi Shi**, *Imperial College London*
Author: **Jieun Pai**, *Imperial College London*

Differential Effects of Power and Status Asymmetries on Team Goal Clarity and Performance

Author: **Brian Alan Burgess**, *Michigan State U.*
Author: **Daniel Jacob Griffin**, *U. of South Florida*
Author: **Nicholas Hays**, *Michigan State U.*
Author: **Ryan Scott Hemsley**, *Michigan State U.*
Author: **Zhiya Guo**, *Utah State U.*

KEY TO SYMBOLS

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

Morality as a System of Rules: Implications for Cognition and Behavior in Organizations



Organizer: **Sarah Milliron**, *Cornell U.*
Organizer: **Kristin Smith-Crowe**, *Boston U.*
Organizer: **Laura Niemi**, *Cornell U.*

This symposium seeks to explore morality within organizational contexts, specifically examining it as a system of rules that impact cognition and behavior. This exploration pivots away from traditional views that associate morality strictly with personal values and identity, instead proposing that morality can be effectively understood through the lens of rule-based systems. Presentations will delve into how these systems influence ethical behavior in organizations and how individuals cognitively process and evaluate the legitimacy of rules. The symposium will cover novel research insights into the legitimacy of rules, the moral underpinnings of rule compliance, and the implications of rule codification on behavior in organizations. It will also investigate the dichotomy between compliance and agency approaches in organizational ethics, and the psychological and organizational outcomes of adding or subtracting moral rules. The findings aim to contribute to a more nuanced understanding of moral psychology in organizations and offer significant implications for leaders and policymakers. The symposium seeks to be a comprehensive overview of morality as a system of rules, from individual psychology to national policy, aiming to stimulate discussion about the organizational benefits and costs of this perspective.

The Influence of Descriptive Norms, Codification, and Morality on How We Reason about Rules

Author: **Jordan Wylie**, *Boston College*
Author: **Dries Bostyn**, *Ghent U.*
Author: **Ana Gantman**, *Brooklyn College*

Is a Whistleblower a Snitch or Hero? Depends Upon Where You Are Located

Author: **Lauren E. Aydinliyim**, *City U. of New York, Baruch College*
Author: **Öykü Arkan**, *Sabancı U.*
Author: **Danielle E. Warren**, *Rutgers U.*

The Edge of Compliance: Complying Near the Regulatory Boundary Invites Suspicion and Scrutiny

Author: **Daniela Nicole Rodriguez-Mincey**, *OB*
Author: **Timothy Kundro**, *U. of North Carolina, Chapel Hill*
Author: **Marie S. Mitchell**, *U. of North Carolina, Chapel Hill*

Is Retaliation Against Confrontational Customers Reduced by Moral Agency or Organizational Rules?

Author: **Sarah Milliron**, *Cornell U.*
Author: **John Doris**, *Cornell U.-The Charles H. Dyson School of Applied Economics and Management*
Author: **Kristin Smith-Crowe**, *Boston U.*
Author: **Laura Niemi**, *Cornell U.*

How Changes of Moral Opinion Influence Moral Humility and Partisan Animosity

Author: **Wayne Johnson**, *U. of Utah Eccles*
Author: **Jesse Graham**, *U. of Utah, David Eccles School of Business*
Author: **Isaac Smith**, *Brigham Young U. (BYU)*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Theorizing Climate Change and Environmentalism: Mercy, Mercy Me!

Session Moderator: **Sunny Mosangzi Xu**, *Copenhagen Business School*

OMT: **Regenerating Imaginaries of An Alternative Future**

Author: **Sunny Mosangzi Xu**, *Copenhagen Business School*
Author: **Miriam Feuls**, *Copenhagen Business School*

In the midst of an ecological crisis, futures are typically imagined either as a doomsday dystopian scenario or an idyllic utopian one. This paper takes a practice perspective and examines how actors navigate the dystopian-utopian tensions in future making in the context of dairy farming. The study empirically examines the ongoing Regenerative Farming Pilot Network (RegenPilot) at Arla, a Danish multinational dairy cooperative, during its first year. The study shows that actors constructed a paradoxical imaginary of the future that was both utopian and dystopian. This imaginary guided the actors in enacting three future-making practices of different temporalities and teleoaffectivities – remembering a proud but doubtful past, performing a potential but limited present, and imagining a promising but unknown future – to make an alternative sustainable dairy future. By enacting the future-making practices, actors created a contested site for future making, where the paradoxical imaginary was maintained and reproduced. The paper contributes to organization studies and future making (i) by proposing three genres of futures – expected futures, imaginative futures and alternative futures, providing conceptual clarification, (ii) by conceptually distinguishing temporal, teleological and affective as three constitutive dimensions of future-making practices, and (iii) by suggesting a paradoxical approach toward working with rather than resolving utopian-dystopian tensions in imaginaries. Finally, the paper offers an organizational explanation for the green transition challenges in the agriculture sector and suggests ways to potentially facilitate a faster transition.

OMT: **It's (Not) Our Problem: How Management's Construction of Climate Risk Affects ESG Ratings**

Author: **Rui Wang**, *George Washington U.*

How do voluntary climate-related disclosures affect third-party ESG ratings? Adopting a social constructivist perspective, we propose that corporate disclosures reveal the extent to which management considers climate risks as inside or outside its control. Building on climate change discourse literature and locus of control theory, we theorize that emphasizing physical risks reveals an external locus of control and leads outside evaluators to rate firms as having fewer environmental strengths, whereas emphasizing energy risks indicates an internal locus of control, resulting in higher environmental strength ratings. Using a novel dataset on climate risk disclosures and employing word embedding models, a recent machine-learning approach, we find support for our predictions: firms with a greater portion of physical risk receive significantly lower environmental ratings, whereas firms with a greater emphasis on energy risk receive significantly higher environmental ratings. We also explore boundary conditions regarding uncontrollable events and potential rewards for addressing climate risks, as well as the effects of disclosure uncertainty. This research enriches our understanding of climate-related disclosures by showing how they provide narrative cues as to a firm's agentic stance, which influences ESG analysts' meaning making and ratings.

OMT: **Oscillating Between Alternate Realities: The Vanishing Island of Ghoramara**

Author: **Arijit Chatterjee**, *ESSEC Business School*
Author: **Anjan Ghosh**, *Nazarbayev U. Graduate School of Business*
Author: **Patricia Helena Hein**, *Ivey Business School*

Climate change is a paramount global challenge with far-reaching implications. How do communities socially construct their lived experiences as they grapple with the loss of habitat driven by climate change? To find an answer to the question we conducted in-depth field-based reflexive research on Ghoramara island located in the Sundarbans delta. We deploy extensive techniques to reach out to and study the entire extant population of Ghoramara as well as a large section of former residents of the island. Our analysis revealed that the embeddedness of humans and nature for generations created symbols, metaphors, folktales, and rituals shaping societal cognitions and actions. Uncertainties caused the inhabitants to adopt metaphors of extreme, alternate realities that oscillated between the generous and the precarious. Such oscillations eventually influenced the reconstruction of lives, actions, and identities to cope with the unavoidable future. We develop a theoretical model of oscillating between alternate realities to cope with environmental disasters for people at the margins.

OMT: **Activists' Strategic Interactions, Collaborative Tactics, and Local Environmental Performance**

Author: **Ye Joon Lee**, *Kellogg School of Management, Northwestern U.*
Author: **Brayden G. King**, *Northwestern U.*
Author: **Laura Nelson**, *U. of British Columbia*

This paper uses social movement theory and strategic interactions perspective to examine social movement organizations' use of a diverse set of tactics in their interactions with local communities, firms, and facilities. Using unique, geocoded data on 527 environmental movement organizations' (EMOs) reported interactions and toxic chemical-based environmental indicator data between 2000 and 2015, we examine the effect of EMOs' strategic activities and collaborative interactions on local environmental performance and the conditions under which these effects are amplified. Extending and complementing existing measures of movement activities, we suggest a new measure using local strategic activities that better captures local activists' influence on the local environment. Our empirical analysis also demonstrates that EMOs' collaborative interactions significantly improve local facilities' environmental performance and that the effect of EMOs' collaborative interactions is stronger in communities with higher level of disruptive protests in previous years, lending support to the radical flank effect hypothesis. Our findings contribute to social movement theory and organizational theory by demonstrating the material impact of movement organizations' strategic interactions on local corporate facilities' environmental actions and by highlighting the manner in which the level of local EMOs' past contentious engagement may moderate the effects of cooperative engagement.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Discourse, Framing and Storytelling in Leadership and Entrepreneurship: Say What You Wanna Say

Session Moderator: **Clarence Bluntz**, *Maastricht U.*

OMT: **Unlocking Social Impact at Scale: The Power of Emotionally Charged Entrepreneurial Framing**

Author: **Clarence Bluntz**, *Maastricht U.*

Author: **Yuliya Snihur**, *IESE Business School*

Author: **Nancy Bocken**, *Maastricht U., School of Business & Economics*

We study how a French social venture helped scale social impact by selling fair-priced milk, reaching half of France's households in less than four years. The social entrepreneur used diagnostic, prognostic, and motivational frames inspiring consumers to collectively take back control of pricing. These frames were emotionally charged through interactions with farmers, journalists, and social media followers, validated in the market by consumers and retailers, and finally normalized in society by politicians and lawmakers. We contribute to research on scaling social impact by offering a model of distributed scaling and showing how social entrepreneurs can mobilize the ecosystem through emotional appeals to collective intelligence and fairness. We also advance entrepreneurial framing research by revealing how emotional charging of framing can fuel scaling of social impact.

OMT: **So Many Stories Left to Tell: A Review of Entrepreneurial Storytelling Literature**

Author: **Jim Whitbeck**, *Oregon State U.*

The entrepreneurship literature has taken an increased interest in the complex mechanisms and outcomes of storytelling in recent years. However, the literature around storytelling and its specific relevance to the context of entrepreneurship remains both fragmented and contains significant theoretical “blind spots,” with a distinct bias towards qualitative methods, internal storytellers, and positive outcomes. We take a narrative practice approach to our review of the relevant literature by linking together a storyteller and their audience (who) as agents in the use of content (what) and mechanisms (how) to generate outcomes (why). This approach allows us to frame our study using a method consistent with our subject to create a foundational conceptual framework of the key mechanisms of entrepreneurial storytelling, the main theoretical contributions and themes which drive it, and its underlying assumptions and boundary conditions. Having outlined these essential elements for the 81 articles included in our analysis, we synthesize the insights and outline several promising directions for future research to build a more holistic understanding of the unique and influential mechanisms of storytelling in entrepreneurship.

OMT: **Miniature Storytelling in Crowdfunding: The Role of Visual Congruence and Verbal Distinctiveness**

Author: **Rui Wang**, *George Washington U.*

Entrepreneurial narratives play a critical role in mobilizing resources, especially for social ventures engaging impact-driven audiences. While increased attention has been paid to entrepreneurial stories shared through online platforms, existing literature has largely overlooked the audience's sequential engagement with these stories and their multimodal composition. Building upon the concept of optimal distinctiveness and theories on communication modes, we theorize how the distinctiveness of visual and textual elements differ in appealing to the audience. Furthermore, we theorize the relative impact of an initial miniature story—the succinct entrepreneurial story usually leveraging visuals along with verbal text to communicate the essence of an entrepreneurial endeavor—compared to a subsequent fuller story. Analyzing borrowing campaigns pitched on Kiva over 16 years, both mini-pitches (in the form of image-text pairs) and fuller descriptions, we find that visual category congruence and verbal category distinctiveness are positively related to funding success, but only verbal category distinctiveness leads to faster funding. Moreover, we find that mini-pitches have a greater impact on accelerating the funding process than fuller stories. Our findings caution against assuming that audiences equally engage in each fuller entrepreneurial story and assuming visual and verbal modes of entrepreneurial narratives have similar impacts on audience support.

OMT: **(No) Laughing Matters: A Multimodal Exploration of Humor in Leader's External Communication**

Author: **Niklas Mueller**, *U. of Passau*

Author: **Steffen Klug**, *U. of Passau*

Author: **Andreas Sebastian Konig**, *U. of Passau*

Author: **Benno Stöcklein**, *U. of Passau*

Author: **Dominik Bong**, *U. of Passau*

Author: **Alexander Kathan**, *U. of Augsburg*

Author: **Lukas Christ**, *U. of Augsburg*

Author: **Shahin Amiriparian**, *U. of Augsburg*

Humor is a central element of leaders' external communication, but scholarly explorations lack a conceptually rigorous, rich data exploration of spontaneous leader humor. We therefore study a unique sample of press conferences held by professional soccer coaches to multimodally examine different types of leader humor—affiliative, self-enhanced, self-defeating, and aggressive—using text, audio, and video data. We present findings in two central areas: first, the challenges of validly capturing leader humor, and second, leaders' use of humor in external communication. In particular, we successfully train a supervised machine learning framework corroborating the validity of our manual human humor annotations. Moreover, we observe that leaders express humor primarily in clusters, either at the beginning or towards the end of press conferences; and only half of the humor instances occur with laughter, which undermines previous approaches of using laughter as a proxy for leader humor. Overall, our research offers unique grounding for the notion that externally-oriented leader humor is deeply embedded in social rituals and practices. We also reiterate the need for an unobtrusive, type-specific, and multimodal exploration of leader humor, and provide guidelines for further research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

DEI, Polarization and Crisis Response: Beyond Our Tribes

Session Moderator: **Ricardo Coelho Da Silva**, *NOVA School of Business and Economics*

OMT: **How Emergent Response Groups Emerge: The Role of Bricolage in Crisis Responses**

Author: **Ricardo Coelho Da Silva**, *NOVA School of Business and Economics*

Author: **Leid Zejnilovic**, *NOVA School of Business and Economics*

Author: **Marco Berti**, *Nova School of Business and Economics, U. Nova de Lisboa*

Author: **Miguel Pina Cunha**, *AMJ-2020-1765*

Author: **Pedro Oliveira**, *Copenhagen Business School*

Our understanding of the formation and development of emergent response groups, informal communities assembled around a social goal, is still limited, despite their importance in times of environmental shocks. To address this gap, we conducted a qualitative study of 13 response groups created in reaction to the Covid-19 pandemic. Our research reveals the centrality of bricolage as the key process in enabling collective work and provides valuable evidence on the nature of organizational bricolage. We generalize our findings to advance three major theoretical contributions: (1) a novel typology of manifestations of bricolage; (2) an articulation of the concept of “at hand” resources in the context of emergent organizations; and (3) a conceptualization of the dynamics enabling the emergence of response group, grounded in the interactions the proposed bricolage types.

OMT: **The Impact of Masculine Culture on Turnover and Performance**

Author: **Soomin Sophie Cho**, *U. College London*

Author: **Sang Won Han**, *INSEAD*

Author: **Yoonjin Choi**, *College of William and Mary*

How does a ‘bro culture’ influence employee turnover and organizational performance? We conceptualize masculinity in an organizational culture as the degree to which an organization emphasizes prototypically masculine attributes as strengths while suppressing prototypically feminine attributes as weaknesses and explore the role of masculine culture in employee turnover and organizational performance. Using employee review data sourced from Glassdoor, we create a novel measure of masculine culture by applying a machine learning technique. Integrating insights from the gender and culture research, we show that masculine culture is likely to affect employee turnover, which we explore with a fine-grained analysis considering variations in gender and seniority levels. In addition, we find that the organizational consequences of a masculine culture extend beyond turnover, adversely influencing performance. We also show an underlying mechanism for the effects of masculine culture on performance. The findings highlight the importance of probing inside the gendered aspects of culture in organizations to understand its implications on organizational outcomes.

OMT: **“The Company Really Swung the Pendulum”: How Issue Polarization about DEI Emerges in Organizations**

Author: **Kathleen Ann Stephenson**, *Vrije U. Amsterdam, School of Business and Economics*

Organizations are increasingly addressing diversity, equity, and inclusion (DEI) issues in their organizations. Although DEI efforts are made to address concrete inequalities in the workplace, the way these interventions are experienced and interpreted can be polarizing in the sense that organization members sometimes start to form bi-polar opposite opinions and beliefs of DEI issues that are difficult to reconcile. In this study, we examine how issue polarization emerges. We do this by studying how individuals make sense of their firm’s commitment to racial injustice while inhabiting a liminal space that was triggered by the critical event of George Floyd’s murder. Our findings describe the various activities that organization members engage in to make sense of such issues, identify additional paradoxes that emerge through these sensemaking processes, and explain how sensemaking activities break down, which can lock individuals into a polarized view on an issue. In doing so, our study offers several contributions. First, we showcase how critical events create ruptures and trigger liminal space-times bringing attention and action to socio-political issues. Second, we extend a constitutive approach to polarization and showcase how engagement with issues that are polarizing can be discussed and reflected on during such liminal space-times. Third, we showcase how employees respond to their firms’ stance on a socio-political issues with outcomes such as issue polarization or belief updating.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovation Tensions through Multiple Lenses: Paradox, Ambidexterity and Place



Session Moderator: **PEIWEN HUANG**, *Cheng Shiu U.*

OMT: **Exploring the Mediating Mechanism Between Transformational Leadership and Individual Ambidexterity**    

Author: **PEIWEN HUANG**, *Cheng Shiu U.*

Organizational ambidexterity, the ability to simultaneously explore new opportunities and exploit existing competencies, is essential for competing in dynamic environments. This paper aims to address two primary objectives: firstly, to investigate the impact of transformational leadership on organizational ambidexterity at individual level; and secondly, to explore the potential mediating role of employee work engagement in the relationship between transformational leadership and individual ambidexterity. Utilizing a sample of four hundred and six participants, hypotheses were tested through structural equation modeling. The findings reveal that employee work engagement acts as a mediator between transformational leadership and individual ambidexterity, offering new insights into the mechanisms that underpin organizational agility and adaptability

 OMT: **Organizational Emplacement as a Response to Digital Threat: The Novel Resurgence of Indie Bookstores**  

Author: **Ryan L. Raffaelli**, *Harvard Business School*

Author: **Ryann Noe**, *Harvard Business School*

This study reveals how incumbent actors leverage physical place as an asset for organizational adaptation in response to competitive digital threats. Through a longitudinal, qualitative analysis of the U.S. independent bookselling industry from 1995 to 2019, we outline how dispersed organizational actors responded to the rise of Amazon.com, an online retailer that threatened to displace traditional brick-and-mortar retail. While many analysts predicted that Amazon's emergence would incite a "retail apocalypse," independent bookstores proved to be far more resilient than expected. We introduce organizational emplacement – a process by which actors infuse meaning into physical "spaces," thereby transforming them into valuable "places" – as a novel mechanism of organizational adaptation. Several practices are associated with this mechanism, including architecting the physical environment, anchoring to the local community, and sanctifying the meaning of place. Together, this study offers a counterbalance to narratives of digital ascendancy and shows how physical place can be marshalled for value creation in mature industries.

OMT: **The Dynamics of Imitation, Innovation, Ambidexterity Within & Across Organizations** 

Author: **Manolito Hibanada**, *Dept of Business Studies Uppsala U.*

Author: **Sjanna Westerhof**, *Dept of Business Studies Uppsala U.*








Conceptualizing the Dynamics of Imitation, Innovation, and Ambidexterity Within and Across Organizations: The intrinsic dynamics between the imitation-innovation paradox and ambidexterity has always perplexed management scholars. Extant literature begins to offer explanations on how the imitation-innovation interaction can be facilitated by ambidexterity in an inter-organizational context. However, the same interaction viewed in an intra-organizational context has received less scholarly attention to date. We have a limited understanding on how teams, units, and subsidiaries engage in imitation and innovation efforts within an organization and how ambidexterity plays a role in these dynamic interactions – all these while the organization itself engages in the imitation-innovation efforts amongst external organizations (such as rivals or competitors), that is also facilitated by organizational ambidexterity. We conducted a literature survey to layout the current state of knowledge on the intersection of imitation-innovation paradox with ambidexterity. We then articulated central arguments in which the explorative and exploitative dimensions of ambidexterity are crucial facilitating mechanisms in the imitative and innovative efforts present within an organization. A conceptual model is proffered highlighting two levels of co-evolutions where the imitation-innovation paradox intersecting with ambidexterity occurs simultaneously at the inter-organizational and intra-organizational levels.

OMT: **Conceptualizing Hackathons in Innovation Ecosystems: Design Choices and Paradoxes**   

Author: **Simona Grande**, *U. of Turin, Department of Management*

This study explores the role of hackathons as temporary organizations within innovation ecosystems. Hackathons, known for their intensive, collaborative nature, are increasingly recognized as pivotal in addressing grand challenges through transdisciplinary collaboration. This research, drawing from extensive participatory observation of 70 global hackathons over ten years and iterative qualitative analysis, develops a novel taxonomy of hackathon typologies and identifies 28 key attributes that differentiate different hackathon types. The hackathon typologies are further distinguished by their core purpose and contribution to specific ecosystems—educational, entrepreneurial, or socio-institutional. The study unveils the critical risk of incurring in an "over-optimization paradox," which indicates that attempting to cater to all ecosystems simultaneously may dilute the effectiveness and impact of hackathons and highlights the tension between the depth of impact within a specific ecosystem and the breadth of engagement across multiple ecosystems. The findings demonstrate that while hackathons hold promise as platforms for innovation and learning, their success hinges on clear design choices and understanding how to work through their inherent paradoxes. This study contributes to the literature on hackathons, innovation ecosystems, and paradox theory, offering insights for both academics and practitioners on the design and evaluation of hackathons.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **1718** | Submission: **13125** | Sponsor(s): **(OMT, CTO)**
Scheduled: **Monday, Aug 12 2024 8:00AM - 9:30AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Diplomat Room**

Design Choices: Examining the Interplay of Organizational Structure and Digital Technologies



Organizer: **Adrienne Paige Baer**, *Stanford U.*

Organizer: **Amanda Pratt**, *Stanford U.*

Organizer: **Pedro Monteiro**, *Copenhagen Business School*

Panelist: **Gerald F. Davis**, *U. of Michigan*

Panelist: **Melissa Valentine**, *Stanford U.*

Panelist: **Ileana Stigliani**, *Imperial College Business School*

Panelist: **Elizabeth Gerber**, *Northwestern U.*

This panel symposium aims to revisit our assumptions about organizational structure in light of the ever-increasing digitalization of the world of work and the ways in which design choices underpinning digital technologies inform organizing. Although scholars have continuously updated theories of organizational structure, which first emerged in the context of manufacturing technologies, technological advances have made ordinary what was once exceptional. Digital work technologies enable more fluid, dynamic, or scalable structures; in some work settings, these technologies are synonymous with the organization itself. Thus, it is imperative to examine whether and how interface design heuristics and decisions—imbued with specific values, beliefs, and ideologies—affect organizational structure. Given that the examination of design principles—and actual design—of digital technologies is largely the purview of neighboring fields, the symposium brings together experts in Organization Theory, Technology, and Work with scholars in Design Thinking and Human-Computer Interaction to build connections and generate insights into the impact of digital technologies on the structure of work and organizing.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1719** | Submission: **21623** | Sponsor(s): **(ONE)**
Scheduled: **Monday, Aug 12 2024 4:45PM - 6:15PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Belmont**

ONE Business Meeting

Organizer: **Sara B. Soderstrom**, *U. of Michigan*
Organizer: **Nardia Haigh**, *U. of Massachusetts*
Organizer: **Martina K. Linnenluecke**, *U. of Technology, Sydney*
Organizer: **Sukhbir Kaur Sandhu**, *U. of South Australia*
Organizer: **Kai N. Hockerts**, *Copenhagen Business School*
Organizer: **Ajith Venugopal**, *Texas A&M International U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Global Issues in Operations & Supply Chain Management

Session Moderator: **Imran Ali**, *Central Queensland U.*

OSCM: **How Does Supply Chain Leadership Style Influence Geopolitical Disruption for Logistics Innovation?**

Author: **Imran Ali**, *Central Queensland U.*

Amidst current geopolitical tensions, global supply chain and logistics systems confront heightened vulnerabilities, necessitating innovative business operations. While existing research underscores the pivotal role of organisational leaders in navigating dynamic environments and fostering innovation, a theory-driven empirical model addressing the complex interplay between geopolitical disruptions, logistics innovation, and the influence of leadership styles is yet incipient. This research, leveraging strategic contingency theory (SCT) and surveying 247 manufacturing and distributing firms, fills this knowledge gap. Findings reveal that geopolitical disruptions significantly impede logistics innovation performance. By cross-pollinating logistics management and leadership literature, this unique study uncovers the substantial influence of crises, participative, and transformational leadership styles in alleviating the negative effect of geopolitical disruptions on logistics innovation performance. Interestingly, contrary to our initial expectations, the directive leadership style does not demonstrate a discernible effect in alleviating the adverse consequences of geopolitical disruptions on firms' logistics innovation performance. These findings contribute to a deeper understanding of the intricate dynamics at play, offering valuable insights for organisations seeking to navigate and overcome the challenges posed by geopolitical disruptions in their pursuit of logistics innovation.

OSCM: **National Directive, Corporate Perspective? Domestic Production and Company Performance Through COVID**

Author: **Oliver Von Dzengelevski**, *ETH Zurich*

Author: **John Gray**, *Ohio State U.*

Author: **Torbjørn H. Netland**, *Swiss Federal Institute of Technology Zurich, ETH*

We examine the link between the degree of domestic production of high-cost country headquartered multinational manufacturers and their financial performance, before, during and after the COVID pandemic. We consider domestic production's relationship to companies' profitability (ROA), likelihood of bankruptcy (Altman's Z), and market valuation (Tobin's Q). Domestic production did not relate to ROA before the pandemic or in the New Normal, but during the pandemic, having more domestic production related to reduced profitability. Further, companies with greater domestic production were at greater risk of future bankruptcy before the pandemic, an effect that was exacerbated during the pandemic. Considering market valuation, we find an initially negative link to domestic production which however ceased after the pandemic. Taken together, our overall results indicate optimism of markets to the future value of companies with more domestic manufacturing after the pandemic, relative to before, in spite of the fact that neither their profitability nor their bankruptcy risk have improved. We present subsample analyses for regions as well as for industries within regions which we interpret in the light of the autarky-efficiency dilemma. We argue that for manufacturers in critical industries, such as Health Care, Consumer Staples and Information Technology, different degrees of mismatch between companies' incentives for domestic production and national interest in self-sufficiency exist. As regards policy recommendations, we suggest that this divergence gives rise to a specific type of market failure, justifying the need for government actions to improve the relationship between domestic production and financial performance.

OSCM: **Friendshoring: How Geopolitical Tensions Affect Foreign Supply Bases and Supply Network Structures**

Author: **Remi Charpin**, *HEC Montreal*

Author: **Martin Cousineau**, *HEC Montreal*

Geopolitical tensions can lead to supply disruptions for firms with foreign supply bases. At the origin of these tensions lies disagreement in global affairs between nations that can lead to national animosity and the implementation of discriminatory practices toward foreign firms. In this study, we examine the influence of geopolitical tensions—operationalized as political divergence between governments—on global supply chain reconfiguration. Over the period 2003-2019, we investigate if political divergence affects foreign supply bases for 3,201 US firms sourcing from 108 countries, and how political divergence exposure impacts the supply network structure of 934 US firms. We find that while political divergence leads firms to reduce their supply base in hostile countries, it increases supply base complexity and sub-tier supplier sharing. Our study makes important theoretical and practical contributions to global sourcing and supply chain risk management. First, we highlight that geopolitical risk in global supply chains can originate from political divergence, which recognizes potential interventions from the governments of both the buyer and the supplier. It also captures the uncertainty associated with geopolitical disruptions before their occurrence. Second, we show that while using multi-sourcing as a buffering strategy can mitigate geopolitical disruptions, it also increases supply base complexity and thus expose the firm to other types of disruptions. Last, we uncover an unintended consequence of friendshoring. As firms reduce their supply base in hostile countries, their tier-1 suppliers end up sharing more tier-2 suppliers, amplifying the propagation risk in the focal firm's supply network.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Inclusion & Exclusion: Inclusivity in Public, Nonprofit, and Digital Spaces

Session Moderator: **Meghna Sabharwal**, *U. of Texas at Dallas*

This presentation will dive into the heart of leadership diversity, exploring inclusive leadership traits, the Asian American federal workforce experience, the interplay of gender and race in nonprofit leadership, and the complexities of digital public services.

PNP: Exploring the Paradoxical Nature of Digital Public Services: Experiences of UK Local Council Leaders

Author: **Blessing Otuore**, *U. of Liverpool*

Author: **Lilian Otaye-Ebede**, *U. of Liverpool Management School*

Author: **Samah Shaffakat**, *U. of Liverpool Management School*

The digitalisation/inclusion paradox captures the coexisting benefits and challenges that digital technologies bring to the public sector in cost savings, efficiency, and decreased processing times but also potentially limiting citizens' access to public services. Public service leaders are confronted with the need to balance the needs and expectations of multiple stakeholders in managing digitalisation and inclusion while remaining conscious of the benefits and challenges. We conducted and analysed 31 semi-structured interviews of local council leaders in the UK public sector, using thematic analysis to explore how they process guidelines for digitalisation, their considerations before adopting digitalisation and inclusion initiatives, and any challenges experienced in the process. We found three key tensions that leaders experienced in managing digitalisation and inclusion between leaders and councillors, leaders and employees, and leaders and citizens. We also identified challenges and strategies that council leaders use to manage organisational change, cost, and an overload of communication from governing bodies that influence the progress of digitalisation and inclusion initiatives. Our findings contribute to the literature on digital leadership by delineating the strategies leaders use to navigate the tensions and challenges they face through the stages of digitalisation. Keywords: Digitalisation, Leadership, Public services

PNP: Exploring the Characteristics of an Inclusive Leader in Public Organizations

Author: **Namrta Sharma**, *U. of Texas at Dallas*

Author: **Meghna Sabharwal**, *U. of Texas at Dallas*

Most leadership studies assume that leaders are inclusive, but few explore the factors that contribute to a leader's inclusivity. With demographics becoming increasingly diverse, leaders in the public sector face new challenges in creating a cohesive work environment. Further, the emphasis on participatory governance has focused on the ability of public administrators to create channels for the engagement of myriad stakeholders, particularly marginalized and underrepresented sections in society. A public administrator must recognize and overcome limitations like biases, prejudices, and administrative heuristics that can potentially alienate employees, citizens, and partners. What are the antecedents that motivate a leader to emerge as an inclusive leader who furthers social equity and justice? This paper aims to broaden the extant understanding of the antecedents of an inclusive leader, moving beyond its prevailing dyadic emphasis on manager-employee interactions by holistically examining them in the macro and micro-level context of public service. Keywords: Inclusion, Inclusive Leader, Diversity, and Inclusion, Antecedents of Inclusive Leader

PNP: The Asian American Experience in the Federal Workforce: How Employees Navigate Racialization

Author: **Emma Northcott**, *George Washington U.*

Author: **Sanjay K Pandey**, *George Washington U.*

Author: **Sheela Pandey**, *Pennsylvania State U., Harrisburg*

Author: **Eiko Strader**, *George Washington U.*








The Asian American experience in the federal workforce remains poorly understood. This qualitative study, based on interviews with 41 Asian American federal workers, examines how this heterogeneous minority group experiences racialization in the U.S. federal government. The analysis of interview data revealed five aggregate dimensions that shape the experiences of Asian American federal employees: (1) racial identity formation, (2) instances of racialization at work, (3) aspects of the federal government context such as organizational culture and practices, (4) individual strategies to overcome constraints, and (5) awareness of the political climate and social ties outside the work context. By probing how Asian American employees experience racialization and the strategies they adopt in response, this study contributes to a small but growing literature on inclusion and racialization processes that go beyond the Black-White binary in the U.S. public sector.

PNP: Gender, Race, and Nonprofit Leadership

Author: **Young-joo Lee**, *Indiana U.*

This study examines how nonprofits' organizational characteristics are associated with the CEO's gender and race, focusing on the role of board diversity. Our analysis of 501(c)(3) organizations in a southeastern U.S. state shows positive associations between the proportion of women on the board and having a female CEO and between the proportion of non-White board members and having a CEO of color. The results also indicate that board racial diversity is positively associated with the likelihood of having a female CEO, suggesting a positive link between board racial diversity and the gender diversity of executive leadership. However, no connection exists between board gender diversity and having a CEO of color. The results further reveal that women and people of color are less likely to lead organizations with a bigger budget, implying the pervasiveness of the glass ceiling in larger organizations. Overall, the findings confirm the presence of gender and racial biases in nonprofit leadership and build a case for board diversity.

KEY TO SYMBOLS

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

On the Frontline: Envisioning Street-Level Change Amidst Public Bureaucracy

Session Moderator: **Magnus Emmendoerfer**, *U. Federal de Vicosá*

This presentation will provide an in-depth look at how frontline public service workers navigate the challenges of policy implementation, confront bureaucratic obstacles, and strive for resilience and competence in the evolving landscapes of education and health during and after the COVID-19 pandemic.

PNP: **Coping with, or Recovering from COVID-19 Related Red Tape? Studying the Health-Impairment Process**  

Author: **Rick Borst**, *Utrecht U., School of Governance*

Author: **Eva Knies**, *Utrecht U.*

Due to COVID-19, new rules forced public servants to work remotely, or under strict guidelines at the office. While these rules were necessary from a societal perspective, from a public servant's perspective they also created a compliance burden and sense of limited flexibility to be able to do the work properly. New rules, for example, obliged public servants to develop impersonal remote citizens interactions, but also challenged task and goal clarity due to remote working. Rules that are perceived to entail a high compliance burden and lack of functionality are known as red tape. This is one of the most often studied phenomena in public administration (PA). Although red tape as a job demand is often related to lower public servants' wellbeing and performance, the topic of COVID-19 related red tape and its consequences has not been studied yet. The outbreak of COVID-19 has raised many questions about the negative consequences of new job demands (such as COVID-19 related red tape) for wellbeing and performance and how these can be prevented. Scholars argue that supervisor support might be one of the most important resources for public servants to cope with these demands. Moreover, they also argue that public servants themselves need to find ways to deal with COVID-19 demands. Several scholars therefore call for research focused on how employees can overcome negative consequences of COVID-19 for wellbeing and performance. To answer the call, this study builds on the Job Demands-Resources model which is increasingly used in PA to study the health-impairment process of red tape, through wellbeing on performance. According to JD-R scholars there are two main strategies to overcome health-impairment: through coping by usage of job resources such as supervisor support, and/or through recovering strategies, including work detachment, relaxation, mastery, and control. However, the effects of these strategies to overcome COVID-19 related red tape is unknown. This article will therefore study the effects of these two strategies. Our study will answer the following questions: What is the relationship between public servants' perceived COVID-19 related red tape through wellbeing on their perceived performance? And to what extent do coping strategies (through supervisor support) and recovering strategies (through work detachment, relaxation, mastery, and control) moderate this health-impairment process? Based on structural moderated mediation analyses of data collected from 3,332 Dutch public servants in December 2021 two conclusions can be drawn. First, COVID-19 red tape might be seen as a particular type of red tape that was created to deal with the quickly changing working conditions. Consequently the results show that this type of red tape might actually be fairly helpful in handling change and it might even stimulate public servants to go the extra mile in their work to make up for the inefficiencies of the red tape. Second, recovery strategies are more effective than coping strategies to deal with the negative consequence of perceived COVID-19 red tape.

PNP: **The Effect of Red Tape on Employability Competences of Teachers** 

Author: **Jolien Muylaert**, *Ghent U.*

Author: **Adelien Decramer**, *Ghent U.*

Author: **Beatrice Van Der Heijden**, *Radboud U. Nijmegen*

Author: **Mieke Audenaert**, *Ghent U.*

Red tape forms a major threat to many public organizations around the world. Building on the Job Demands-Resources model, this study explores how and when red tape affects teachers' employability competences (i.e., balance, anticipation and optimization, and personal flexibility). Analyses (N = 908 teachers; 92 school leaders) revealed a negative relationship between red tape, on the one hand, and balance and personal flexibility, on the other hand, through perceived impact on work outcomes. Interestingly, our analyses also revealed that when organizations provide sufficient developmental rewards to their employees, the negative consequences of red tape on perceived impact are buffered, which indirectly also benefits employees' balance and personal flexibility.

PNP: **Implementation of Spontaneous Policies: Grudging Implementers and Long-Term Hopes** 

Author: **Pradeep Kumar Mishra**, *XIM U., Bhubaneswar*

Author: **Mousumi Padhi**, *XIM U., Bhubaneswar*

Governments often initiate policies spontaneously, leaving implementers to execute such policies without sufficient preparations, often with reluctance. This type of grudging implementation, involving multiple organizations with varying objectives, compromises the outcomes and leads to hardships. Extant literature lacks insights into how grudging implementers navigate such situations. This research, based on the case study of demonetization in India, discovered that implementers addressed the lack of preparedness through stop-gap arrangements, emergency protocols, and iterative efforts, while the government persuaded the reluctant implementers through a communication strategy that lauded the sacrifice and short-term hardship for the greater cause of formalizing the economy. The nature of implementation, in spontaneous policy, thus, is a bidirectional phenomenon—while implementation hardship was overcome partially through standard procedures and iterative processes, the implementers were convinced by promises of long-term welfare.

Author: **James Rocha**, *U. Federal de Vicosa*

Author: **Magnus Emmendoerfer**, *U. Federal de Vicosa*

Author: **Josiel Valadares**, *U. Federal de Vicosa*

Entrepreneurship's universal nature has transcended economic boundaries, infiltrating various sectors and permeating the public sphere. This entrepreneurial influence has been pivotal in shaping and enhancing public organizations, significantly impacting policy formation spaces. Shifts in scholarly focus towards street-level bureaucrats (SLBs), frontline workers influencing services through their professional insights, have uncovered their significant role in shaping government-citizen relationships. Despite the traditional emphasis on higher levels of government for policy entrepreneurship due to resource demands and required skill sets, recent studies reveal SLBs as significant contributors to policy design. In this context, this conceptual paper conducts a literature review tracing the evolution from entrepreneurship concepts to street-level policy entrepreneurship, examining case studies on Israeli waste separation. While existing research has made strides in linking SLBs to policy entrepreneurship, areas like street-level managers warrant further exploration, adding contextual elements to entrepreneurial strategies. Future investigations should delve into reasons driving SLBs to engage in policy entrepreneurship, evaluate the outcomes—successes or failures—of their endeavors in creating public value, and elucidate their distinctive role in policy implementation, differentiating them from conventional policy entrepreneurs. Understanding the normative role of street-level policy entrepreneurship remains crucial to unravel, enhancing comprehension of SLBs' navigation from implementation to policy design.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Vanguard of Giving: Entrepreneurship, Endowments, & Time in Philanthropy

Session Moderator: **Arthur Gautier**, *ESSEC Business School*

This presentation will explore the frontiers of philanthropy through a series of papers examining nonprofit endowments, innovative approaches to entrepreneurial giving, strategic governance within philanthropic organizations, and the pursuit of systemic change by foundation leaders.

PNP: **Entrepreneurial Philanthropy as Temporal Agency**   

Author: **Mairi Maclean**, *U. of Bath*

Author: **Charles Edward Harvey**, *Newcastle U.*

Author: **Diego Coraiola**, *U. of Victoria*

Temporality is integral to entrepreneurial philanthropy, the pursuit by entrepreneurs on a not-for-profit basis of social objectives through the deployment of philanthropic resources in schemes for social betterment. However, this is not fully recognized. This paper explores how time-related theorizing can render entrepreneurial philanthropy more effective in addressing socioeconomic inequalities. It considers how a temporal lens may benefit philanthropists and philanthropy professionals alike, and elucidates the vital yet neglected role played by the latter. We propose a model of temporality in entrepreneurial philanthropy that explicates the time-related processes of repairing, propagating, and endowing, which together support the futureproofing of the philanthropic system. We extend theorizing on generativity, the purposeful pursuit of pro-social goals for future benefit, and show this to be co-constructed. By demonstrating that generativity can be elicited and nurtured, we identify an important means whereby pro-social endeavours may be amplified in time and space to realize intergenerational visions of positive social futures.

PNP: **Organizational Purpose and the Governance of Philanthropic Foundations**

Author: **Valentin Held**, *U. Ramon Llull, ESADE Business School*

Author: **Lisa K. Hehenberger**, *ESADE Business School*








Organizations increasingly adopt purpose that goes beyond shareholder-wealth maximization and addresses a broader common good. At the same time there is growing recognition that purpose can mean different things to different actors. Existing research stresses the importance of governance to effectively deploy purpose. However, our understanding of how organizations accomplish this is limited. We study purpose in philanthropic foundations – a prominent, yet hard-to-access type of purpose-driven organizations –, applying a non-normative, meta-contractual perspective to organizational governance. We conducted a multiple case study drawing on interviews, archival documentation, and workshops from 6 European philanthropic foundations. We show how core dimensions of meta-contractual governance – deliberation, speech acts and functional actions –, shape decision makers' perceptions of purpose. Our primary contribution is to the literature of organizational purpose, by showing how governance practices facilitate or impede good governance from a value-neutral perspective.

PNP: **Probing Philanthropy for Systems Change: An Exploratory Study Among Grantmaking Foundation Leaders**  

Author: **Arthur Gautier**, *ESSEC Business School*

For the past eight years, there has been a rising interest for systems change among social sector practitioners aiming to tackle entrenched social problems. Relatedly, criticism has targeted grantmaking foundations for failing to support “changemakers” engaged in systemic approaches due to inappropriate funding practices. Recommendations for funding systems change and shifting the status quo in philanthropy are surging. However, we know little about foundation executives' representations and practices regarding systems change. In this exploratory study combining in-depth interviews (n=15) and a survey (n=101) with leaders of large French foundations, I reveal important gaps between a marked interest for systems change and current funding practices. I present six key obstacles and discuss the challenges of diffusing systems change philanthropy more widely, in particular among certain foundation types.

KEY TO SYMBOLS

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

Individual and Group Differences Within the Carnegie Perspective

Organizer: **Daniela Blettner**, *Beedie School of Business Simon Fraser U.*
Organizer: **Sebastien Brion**, *IESE Business School*
Discussant: **Pino G. Audia**, *Dartmouth College, Tuck School of Business*
Discussant: **Linda Argote**, *Carnegie Mellon U.*
Presenter: **John Kim**, *CUHK Business School*
Participant: **Yuxuan Lily Zhu**, *Washington State U.*
Presenter: **Serhan Kotiloglu**, *California State U., San Marcos*
Participant: **Thomas Lechler**, *Stevens Institute of Technology*
Presenter: **Jutta Stumpf-Wollersheim**, *Technische U. Bergakademie Freiberg*
Participant: **Tim Kanis**, *Technische U. Bergakademie Freiberg*
Participant: **Markus C. Becker**, *U. of Southern Denmark*
Participant: **Jose Pablo Arrieta**, *U. of Amsterdam*
Presenter: **Jerry M. Guo**, *Frankfurt School of Finance & Management*
Participant: **Kyosuke Tanaka**, *Aarhus BSS, Aarhus U.*

Based on the theoretical insights of three seminal books - Administrative Behavior (Simon, 1947), Organizations (March & Simon, 1958), and The Behavioral Theory of the Firm (Cyert & March, 1963) - the Carnegie perspective continues to have a profound influence on the study of organizations (Audia & Greve, 2021; Gavetti et al., 2012). A key feature of this theoretical perspective lies in its orientation toward process-oriented models of the firm. Key concepts and mechanisms such as bounded rationality, search, the dominant coalition, and standard operating procedures all share a concern for “how certain events and experiences set in motion processes of decision making, routine development, or routine selection that change organizational behavior” (Argote & Greve, 2007: 338). Although individuals level processes are prominent in these processes, the individuals who populate organizations are treated in abstract terms. One could argue that the implicit idea behind much of the early theory is that individual level differences do not warrant consideration given their minimal impact on the predictions. The objective of this symposium is to highlight some of the recent work done within the Carnegie perspective that couples a concern for process theorizing with a recognition of the influence of individual differences. The studies featured in this symposium build on an emerging new wave of work that has started to highlight the ways in which individual differences expand in important ways the predictive power of some of the central processes within the Carnegie perspective. Recent examples are: Gaba et al. (2023) who examine how the prior experience of managers influences their decisions in response to low performance; Audia, Rousseau, & Brion (2022) who focus on the influence of CEO power on the choice of social comparisons for the evaluation of performance; and Stumpf-Wollersheim et al. (2023) who study the effect of two emotions, sadness and fear, on routine development. Since individuals generally make organizational decisions in teams, we have included in the symposium also projects regarding how individuals prioritize diverging goals in teams and how they form beliefs that become the foundation for shared knowledge systems. To understand how organizations adapt to their environment, we need to understand how individuals make decisions, how individuals interact with each other in teams, and how individual differences contribute to an understanding of the key building blocks underlying organizational adaptation. This symposium offers a broad array of contributions illustrating diverse approaches to the study of these issues.

CEO Affective Dispositions and Self-Enhancing Responses to Ambiguous Performance Feedback

Author: **Yuxuan Lily Zhu**, *Washington State U.*
Author: **John Kim**, *CUHK Business School*

Changes in Managers' Risk Perception in Response to Performance Feedback

Author: **Serhan Kotiloglu**, *California State U., San Marcos*
Author: **Daniela Blettner**, *Beedie School of Business Simon Fraser U.*
Author: **Thomas Lechler**, *Stevens Institute of Technology*








The Effect of Goal Conflicts on Organizational Routines: Insights from a Lab Experiment

Author: **Tim Kanis**, *Technische U. Bergakademie Freiberg*
Author: **Jutta Stumpf-Wollersheim**, *Technische U. Bergakademie Freiberg*
Author: **Markus C. Becker**, *U. of Southern Denmark*
Author: **Jose Pablo Arrieta**, *U. of Amsterdam*

Communication Networks, Specialization, and Transactive Memory System Updating

Author: **Jerry M. Guo**, *Frankfurt School of Finance & Management*
Author: **Kyosuke Tanaka**, *Aarhus BSS, Aarhus U.*

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **1725** | Submission: **21812** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 12 2024 4:45PM - 5:45PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom IV**

STR Business Meeting

Division Chair: **Marie Louise Mors**, *Copenhagen Business School*
Division Chair-Elect: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*
Professional Development Workshop Chair: **Isin Guler**, *U. of North Carolina, Chapel Hill*
Program Chair: **Brian Wu**, *U. of Michigan*
Past Director: **Michael J. Leiblein**, *Ohio State U.*

STR members please join the STR Officers at the business meeting where we will reveal the winners of the 2024 STR Best Paper and Best Dissertation Awards, recognize the best reviewers, and our amazing STR volunteers. At the close of this meeting, we will move to the Chicago Ballroom VI for drinks and appetizers at the STR Social. The STR Officers encourage you to watch the pre-recorded STR business meeting video and to approach the team with any questions during this meeting. The extended pre-recorded business meeting is available so that everyone can access STR Division information for the 2023-2024 academic year and this recording will be posted and available on the STR YouTube channel at the start of the annual conference. Please follow the link on the STR home page: <http://str.aom.org/home>.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **1726** | Submission: **21659** | Sponsor(s): **(ENT)**

Scheduled: **Monday, Aug 12 2024 5:00PM - 6:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall J**

Business Meeting

Organizer: **Vishal K. Gupta**, *U. of Alabama*

Division Chair: **Jon C. Carr**, *North Carolina State U.*

Come join us for the Business Meeting of the Entrepreneurship Division

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1727** | Submission: **22983** | Sponsor(s): **(ODC)**
Scheduled: **Monday, Aug 12 2024 5:00PM - 6:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Clark**

ODC Distinguished Scholar

Division Chair: **Richard W. Stackman**, *U. of San Francisco*

Program Chair: **Michael Jarrett**, *INSEAD*

Distinguished Speaker: **Denise M. Rousseau**, *Carnegie Mellon U.*

ODC Distinguished Scholar-Denise M. Rousseau, H.J.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1728** | Submission: **21775** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 12 2024 5:00PM - 6:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Stetson Suite D**

AMP Incoming/Outgoing Team

Presenter: **Michael L. Barnett**, *Rutgers U.*

Presenter: **Gideon D. Markman**, *Colorado State U.*

Presenter: **Geoffrey T. Wood**, *U. of Western Ontario*

By Invitation Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1729** | Submission: **21730** | Sponsor(s): **(RM)**
Scheduled: **Monday, Aug 12 2024 5:00PM - 7:00PM CT (UTC-5)** at **Swissotel Chicago** in **Lucerne I**

Research Methods Division Reception

Program Chair: **Jason Huang**, *Michigan State U.*

Division Chair: **Andreas Schwab**, *Iowa State U.*

Division Chair-Elect: **Le Zhou**, *Texas A&M U.*

Past Director: **Kris Byron**, *Georgia State U.*

Professional Development Workshop Chair: **Michael C. Withers**, *Texas A&M U.*

Join us for the Research Methods Division awards ceremony followed by the social hour.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1730** | Submission: **21728** | Sponsor(s): **(SAP)**
Scheduled: **Monday, Aug 12 2024 5:00PM - 6:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Gold Room**

SAP IG - Business Meeting

Division Chair: **Eric Knight**, *Macquarie Business School, Macquarie U.*

Learn more about the SAP community's recent activities and achievements, and celebrate our award winners with us!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1731** | Submission: **21782** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 12 2024 5:00PM - 6:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Addison**

SIM Business Meeting

Division Chair: **Cristina Neesham**, *Newcastle U.*

Division Chair-Elect: **Michelle Karen Westermann-Behaylo**, *U. of Amsterdam*

Program Chair: **Erica Steckler**, *U. of Massachusetts, Lowell*

Professional Development Workshop Chair: **Rajat Panwar**, *Oregon State U.*

SIM members (and potential members) are encouraged to join our division business meeting where we will discuss SIM activities and most importantly, announce the SIM award winners! Attend to find out and congratulate the SIMians who win SIM's awards for Best Dissertation, Best Paper, Best Student Paper, Best Book, Best Business Ethics Paper, Best Sustainability Paper, as well as the ONE-SIM Outreach Award, the Ann Buchholtz Mentor Award, and the Sumner Marcus Award for service. Immediately following SIM's business meeting is the SIM social. Join us!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1732** | Submission: **21648** | Sponsor(s): **(CAR)**
Scheduled: **Monday, Aug 12 2024 5:30PM - 6:30PM CT (UTC-5)** at **Swissotel Chicago** in **Vevey 4**

Careers Division Business Meeting

Participant: **Daniel Spurk**, *U. of Bern*

Participant: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*

Participant: **Serge P. Da Motta Veiga**, *NEOMA Business School*

Participant: **Jennifer Tosti-Kharas**, *Babson College*

Participant: **Richard Cotton**, *U. of Victoria*

Please join our CAR business meeting. All current, past and future members of the Careers Division are very welcome to attend. During the meeting we will share updates about the Division. We hope you will join and participate.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1733** | Submission: **13742** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 12 2024 5:30PM - 6:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom I**

TIM Research Networking Reception

Program Chair: **Susan K. Cohen**, *U. of Pittsburgh*
Division Chair: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Division Chair-Elect: **Elena Novelli**, *Bayes Business School*
Professional Development Workshop Chair: **Valentina Tartari**, *Stockholm School of Economics*
Past Director: **Maryann P. Feldman**, *Arizona State U.*

Join other TIM community members to mingle and discuss research in an informal setting.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1734** | Submission: **10519** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 12 2024 6:00PM - 7:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Michigan 1B**

International Management Division Awards & Recognition Session

Coordinator: **Grazia D. Santangelo**, *Copenhagen Business School*

Coordinator: **William Newbury**, *Florida International U.*

Coordinator: **Nandini Lahiri**, *American U.*

Coordinator: **Ilya Cuypers**, *Singapore Management U.*

Coordinator: **Klaus Meyer**, *Ivey Business School*

Coordinator: **Malika Richards**, *Pennsylvania State U.*

We will celebrate the winners of the IM Division's awards: Best Dissertation Award, Best Paper Awards in eight different categories, and Best Reviewer Awards. The Division's Professional Award Winners will then share words of wisdom with international management scholars • Outstanding Service to the Global Community Award • AmorePacific Outstanding Educator Award Recipient • FIU Emerging Scholar Award Recipient

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1735** | Submission: **22513** | Sponsor(s): **(MED)**
Scheduled: **Monday, Aug 12 2024 6:00PM - 7:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Skyway 260**

Learning From the Best. Finalists for the MED Leadership Development Award

Organizer: **Christine Rivers**, *U. of Surrey*

Leadership development is hard, having evidence to back it up is even harder! This session will showcase excellent leadership development programs, who have been selected as finalists for the 2024 Evidence-Based Leadership Development Program award. In the session the finalists will present the rational and first principles of their program, how they develop leaders through the program, and the impact of their program.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1736** | Submission: **21823** | Sponsor(s): **(MSR)**
Scheduled: **Monday, Aug 12 2024 6:00PM - 7:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon H**

MSR Business Meeting

Program Chair: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**

Program Session: **1737** | Submission: **22981** | Sponsor(s): **(ODC)**

Scheduled: **Monday, Aug 12 2024 6:00PM - 7:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Armitage**

ODC Social

Division Chair: **Richard W. Stackman**, *U. of San Francisco*

Program Chair: **Michael Jarrett**, *INSEAD*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **1738** | Submission: **22964** | Sponsor(s): **(OSCM)**

Scheduled: **Monday, Aug 12 2024 6:00PM - 7:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Michigan Boardroom**

OSCM Division Executive Committee Meeting

Organizer: **Anand Nair**, *Northeastern U., D'Amore-McKim School of Business*

In this session the OSCM executive committee members will meet to discuss strategic directions for the division.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1739** | Submission: **21731** | Sponsor(s): **(SAP)**
Scheduled: **Monday, Aug 12 2024 6:00PM - 7:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Gold Room**

SAP IG - Social

Host: **Eric Knight**, *Macquarie Business School, Macquarie U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**

Program Session: **1740** | Submission: **21798** | Sponsor(s): **(STR)**

Scheduled: **Monday, Aug 12 2024 6:00PM - 7:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Chicago Ballroom VI**

STR Social

Program Chair: **Brian Wu**, *U. of Michigan*

Division Chair-Elect: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*

Past Director: **Michael J. Leiblein**, *Ohio State U.*

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

Professional Development Workshop Chair: **Isin Guler**, *U. of North Carolina, Chapel Hill*

Please join STR colleagues and friends for drinks and networking.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1741** | Submission: **21699** | Sponsor(s): **(CTO)**
Scheduled: **Monday, Aug 12 2024 6:15PM - 7:15PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Chicago Ballroom IX**

CTO Plenary Session

Participant: **Susan Winter**, *U. of Maryland*

Speaker: **Kalle Lytinen**, *Case Western Reserve U.*

CTO Division's Distinguished Scholar Keynote Speaker

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1742** | Submission: **21649** | Sponsor(s): **(CAR)**
Scheduled: **Monday, Aug 12 2024 6:30PM - 7:30PM CT (UTC-5)** at **Swissotel Chicago** in **Lucerne III**

Careers Division Awards Ceremony

Organizer: **Daniel Spurk**, *U. of Bern*

Participant: **Serge P. Da Motta Veiga**, *NEOMA Business School*

Participant: **Denise Mary Jeppen**, *Macquarie Business School, Macquarie U.*

Join us as we celebrate the winners of our numerous and diverse awards. Moreover, hear a little about their research that moves careers research forward.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1743** | Submission: **21658** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 12 2024 6:30PM - 8:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall I**

ENT Division Business Meeting Social

Organizer: **Vishal K. Gupta**, *U. of Alabama*
Host: **Jon C. Carr**, *North Carolina State U.*

Lets celebrate the spirit of ENT research at this Business Meeting Social!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1744** | Submission: **21831** | Sponsor(s): **(HCM)**
Scheduled: **Monday, Aug 12 2024 6:30PM - 8:30PM CT (UTC-5)** at **Offsite** in **SPIN Chicago**

HCM Division Reception

Organizer: **Geoffrey Silvera**, *U. of Alabama at Birmingham*

Program Chair: **Deirdre McCaughey**, *U. of Calgary*

Professional Development Workshop Chair: **Amber Stephenson**, *The David D. Reh School of Business, Clarkson U.*

Division Chair: **Cheryl Rathert**, *Saint Louis U.*

Division Chair-Elect: **Nicholas Edwardson**, *U. of New Mexico*

This session will be held immediately after the HCM Division Business meeting at SPIN Chicago, 344 N State St, Chicago, IL 60654. Please contact HCM Membership Chair, Geoffrey Silvera at gsilvera@uab.edu for more information.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1745** | Submission: **10295** | Sponsor(s): **(MH)**
Scheduled: **Monday, Aug 12 2024 6:30PM - 10:30PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich D**

Management History Social Event

Program Chair: **Matteo Cristofaro**, *U. of Rome TorVergata*

Management History Division Social

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1746** | Submission: **12580** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 12 2024 6:30PM - 7:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Crystal Room**

OMT Business Meeting

Session Chair: **Forrest Briscoe**, *Cornell U.*
Session Chair: **Emilio J. Castilla**, *MIT Sloan School of Management*
Session Chair: **Wendy K. Smith**, *U. of Delaware*
Session Chair: **Joel Gehman**, *George Washington U.*
Session Chair: **Eva Boxenbaum**, *Copenhagen Business School*
Participant: **Kisha Lashley**, *U. of Virginia*
Participant: **Danielle Logue**, *UNSW Sydney*
Participant: **Srividya Jandhyala**, *ESSEC Business School*
Participant: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*
Participant: **Pedro Monteiro**, *Copenhagen Business School*
Participant: **Shubha Patvardhan**, *Indian Institute of Management, Bangalore*
Participant: **Hila Lifshitz-Assaf**, *Warwick Business School*
Participant: **Andrea Maria Prado**, *INCAE Business School*
Participant: **Emily S. Block**, *U. of Alberta*
Participant: **Shipeng Yan**, *HKU Business School, The U. of Hong Kong*
Participant: **Giada Baldessarelli**, *Stockholm School of Economics*
Participant: **Christine Moser**, *Vrije U. Amsterdam*
Participant: **Massimo Maoret**, *IÉSE Business School*
Participant: **Shelby Gai**, *Michigan State U.*
Participant: **Deborah Anderson**, *U. of Alabama*
Participant: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*
Participant: **Kevin Woojin Lee**, *U. of British Columbia*

OMT is the place to be... social, engaged and connected. Come join us for the OMT business meeting. You can learn what is new at OMT, meet the new OMT officers, hear about our award winners AND be the first to find out what PDW Joel Gehman picked for our annual OMT artifact. All OMT members and prospective members are welcome.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Social Event**
Program Session: **1747** | Submission: **21783** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 12 2024 6:30PM - 8:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon D**

SIM Social

Division Chair: **Cristina Neesham**, *Newcastle U.*
Division Chair-Elect: **Michelle Karen Westermann-Behaylo**, *U. of Amsterdam*
Program Chair: **Erica Steckler**, *U. of Massachusetts, Lowell*
Professional Development Workshop Chair: **Rajat Panwar**, *Oregon State U.*

Come connect with your SIM colleagues for some drinks, bites and stimulating conversation!

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **1748** | Submission: **16820** | Sponsor(s): **(MED)**
Scheduled: **Monday, Aug 12 2024 7:00PM - 8:00PM CT (UTC-5)** at **Hyatt Regency Chicago in Gold Coast**

MED Award Ceremony

MED Award Ceremony celebrates the winners of all our awards including: Best Paper in Management Education and Development Award sponsored by MOBTS and the Journal of Management Education. Best Paper in Graduate Management Education and Development Award Junior Faculty Best Paper Award sponsored by SAGE/ Journal of Leadership and Organizational Studies Best Symposium in Management Education and Development Award Barry Armandi Award for Best Student Paper in Management Education and Development AOM – MED division 2023 Global Forum Best Paper AOM – MED division 2023 Global Forum Best Symposium AOM – MED division 2023 MED Evidence-Based Leadership Development Program Award AOM – MED division 2023 MED J.B. “Ben” Arbaugh Outstanding Member Contribution & Leadership Award

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1749** | Submission: **23008** | Sponsor(s): **(SPO)**
Scheduled: **Monday, Aug 12 2024 7:00PM - 9:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Crystal A**

The Reception of The Hong Kong University of Science and Technology (HKUST)

Organizer: **Yaping Gong**, *The Hong Kong U. of Science and Technology*

The HKUST Reception

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1750** | Submission: **23011** | Sponsor(s): **(SPO)**
Scheduled: **Monday, Aug 12 2024 7:00PM - 9:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Regency Ballroom A**

BYU Ice Cream Social

Organizer: **McKenzie Rees**, *Brigham Young U.*

Join us for a sweet time! Gather with friends and colleagues for a casual party and enjoy some ice cream!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1751** | Submission: **21694** | Sponsor(s): **(CTO)**
Scheduled: **Monday, Aug 12 2024 7:15PM - 8:15PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Chicago Ballroom IX**

CTO Business Meeting

Participant: **Susan Winter**, *U. of Maryland*

Meeting for all CTO Division members. Includes awards and other CTO Division business.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1752** | Submission: **21824** | Sponsor(s): **(MSR)**
Scheduled: **Monday, Aug 12 2024 7:30PM - 9:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon E**

MSR Social

Organizer: **Anil K. Maheshwari**, *Maharishi International U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1753** | Submission: **12572** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 12 2024 7:30PM - 9:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Rouge Room**

OMT Social - OMT is The Place To Be

Participant: **Forrest Briscoe**, *Cornell U.*
Participant: **Emilio J. Castilla**, *MIT Sloan School of Management*
Participant: **Wendy K. Smith**, *U. of Delaware*
Participant: **Joel Gehman**, *George Washington U.*
Participant: **Eva Boxenbaum**, *Copenhagen Business School*
Participant: **Kisha Lashley**, *U. of Virginia*
Participant: **Danielle Logue**, *UNSW Sydney*
Participant: **Srividya Jandhyala**, *ESSEC Business School*
Participant: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*
Participant: **Pedro Monteiro**, *Copenhagen Business School*
Participant: **Shubha Patvardhan**, *Indian Institute of Management, Bangalore*
Participant: **Hila Lifshitz-Assaf**, *Warwick Business School*
Participant: **Andrea Maria Prado**, *INCAE Business School*
Participant: **Emily S. Block**, *U. of Alberta*
Participant: **Shipeng Yan**, *HKU Business School, The U. of Hong Kong*
Participant: **Giada Baldessarelli**, *Stockholm School of Economics*
Participant: **Christine Moser**, *Vrije U. Amsterdam*
Participant: **Massimo Maoret**, *IÉSE Business School*
Participant: **Shelby Gai**, *Michigan State U.*
Participant: **Deborah Anderson**, *U. of Alabama*
Participant: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*
Participant: **Kevin Woojin Lee**, *U. of British Columbia*

OMT is the place to be. Come join us to connect, network, grab a drink... and most of all, receive the annual OMT artifact that PDW Chair Joel Gehman will reveal at our board meeting. See you there!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1754** | Submission: **21696** | Sponsor(s): **(CTO)**
Scheduled: **Monday, Aug 12 2024 8:00PM - 10:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom II**

CTO Social Event

Participant: **Susan Winter**, *U. of Maryland*

Reception for the entire CTO Division community

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1755** | Submission: **10522** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 12 2024 8:00PM - 11:00PM CT (UTC-5)** at **Offsite** in **House of Blues**

International Management Division Reception

Host: **Denise R. Dunlap**, *UMass Lowell*

Host: **Grazia D. Santangelo**, *Copenhagen Business School*

Host: **Klaus Meyer**, *Ivey Business School*

All welcome! If you have questions about this event, please contact Denise Dunlap at deniserdunlap@gmail.com. This session will be held at House of Blues Chicago, 329 N. Dearborn Street Chicago, IL 60654.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1756** | Submission: **16827** | Sponsor(s): **(MED)**
Scheduled: **Monday, Aug 12 2024 8:00PM - 11:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Regency Ballroom B**

MED Monday Evening Social

MED Monday Evening Social we come together to celebrate our contributions to the community and the division. Networking and making connections to initiate more research and collaboration are front and centre of our community.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1757** | Submission: **21960** | Sponsor(s): **(AAA)**
Scheduled: **Tuesday, Aug 13 2024 12:00AM - 4:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Fountainview Foyer**

AOM Networking Hub - Sheraton

AOM Networking Hubs are in each of the main hotels and will be open all day. They offer seating and charging stations, allowing attendees to take a break, recharge their devices, pick up their attendee badges, or meet with colleagues. Additionally, the Networking Hubs will host morning coffee breaks from 7:30 AM to 9:00 AM. If you're staying at one of the following hotels where meeting sessions are held —Swissôtel Hotel, Sheraton Grand, Fairmont, Marriott Downtown, or Hyatt Regency—you can save time by picking up your badge at the AOM Self Check-In Kiosk before your first session.

KEY TO SYMBOLS








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

Session Type: **Meeting**
Program Session: **1758** | Submission: **21920** | Sponsor(s): **(AAA)**
Scheduled: **Tuesday, Aug 13 2024 12:00AM - 4:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile** in **Chicago Ballroom Foyer**

AOM Networking Hub - Marriott

AOM Networking Hubs are in each of the main hotels and will be open all day. They offer seating and charging stations, allowing attendees to take a break, recharge their devices, pick up their attendee badges, or meet with colleagues. Additionally, the Networking Hubs will host morning coffee breaks from 7:30 AM to 9:00 AM. If you're staying at one of the following hotels where meeting sessions are held —Swissôtel Hotel, Sheraton Grand, Fairmont, Marriott Downtown, or Hyatt Regency—you can save time by picking up your badge at the AOM Self Check-In Kiosk before your first session.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **1759** | Submission: **21910** | Sponsor(s): **(AAA)**
Scheduled: **Tuesday, Aug 13 2024 12:00AM - 4:30PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich Foyer**

AOM Networking Hub - Swissôtel

AOM Networking Hubs are in each of the main hotels and will be open all day. They offer seating and charging stations, allowing attendees to take a break, recharge their devices, pick up their attendee badges, or meet with colleagues. Additionally, the Networking Hubs will host morning coffee breaks from 7:30 AM to 9:00 AM. If you're staying at one of the following hotels where meeting sessions are held—Swissôtel Hotel, Sheraton Grand, Fairmont, Marriott Downtown, or Hyatt Regency—you can save time by picking up your badge at the AOM Self Check-In Kiosk before your first session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1760** | Submission: **21930** | Sponsor(s): **(AAA)**
Scheduled: **Tuesday, Aug 13 2024 12:00AM - 4:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **2nd Floor Pre-Function Area**

AOM Networking Hub - Fairmont

AOM Networking Hubs are in each of the main hotels and will be open all day. They offer seating and charging stations, allowing attendees to take a break, recharge their devices, pick up their attendee badges, or meet with colleagues. Additionally, the Networking Hubs will host morning coffee breaks from 7:30 AM to 9:00 AM. If you're staying at one of the following hotels where meeting sessions are held —Swissôtel Hotel, Sheraton Grand, Fairmont, Marriott Downtown, or Hyatt Regency—you can save time by picking up your badge at the AOM Self Check-In Kiosk before your first session.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **1761** | Submission: **22675** | Sponsor(s): **(MSR)**
Scheduled: **Tuesday, Aug 13 2024 7:00AM - 8:00AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Grace**

Morning Meditation

Program Chair: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1762** | Submission: **23065** | Sponsor(s): **(SVC)**
Scheduled: **Tuesday, Aug 13 2024 7:30AM - 4:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Ballroom**
Registration Area South

Information Booth

The Information Booth, will be available Friday 7:00am-5:30pm , Saturday- Monday from 7:30am-5:30pm and Tuesday 7:30am-4:30pm. The booth will be staffed with personnel who can assist you with navigating the Conference Program, finding your sessions and providing basic local information. A lost & found is also located at the Information Booth.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1763** | Submission: **21843** | Sponsor(s): **(SVC)**
Scheduled: **Tuesday, Aug 13 2024 8:00AM - 4:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Mother's Nursing Room - Lobby Level 3**

Mother's Nursing Room

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1764** | Submission: **21955** | Sponsor(s): **(SVC)**
Scheduled: **Tuesday, Aug 13 2024 8:00AM - 4:30PM CT (UTC-5)** at **Sheraton Grand Chicago in Park Office**

Speaker Ready Room (Sheraton)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **1765** | Submission: **23070** | Sponsor(s): **(SVC)**

Scheduled: **Tuesday, Aug 13 2024 8:00AM - 4:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Suite 1**

Speaker Ready Room (Hyatt)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **1766** | Submission: **21848** | Sponsor(s): **(SVC)**

Scheduled: **Tuesday, Aug 13 2024 8:00AM - 4:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **North Storage Room**

Mother's Nursing Room

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **1767** | Submission: **21853** | Sponsor(s): **(SVC)**

Scheduled: **Tuesday, Aug 13 2024 8:00AM - 4:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Women's Restroom**

Mother's Nursing Room

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1768** | Submission: **21894** | Sponsor(s): **(SVC)**
Scheduled: **Tuesday, Aug 13 2024 8:00AM - 4:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **McHenry**

Speaker Ready Room (Marriott)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **1769** | Submission: **21874** | Sponsor(s): **(SVC)**
Scheduled: **Tuesday, Aug 13 2024 8:00AM - 4:30PM CT (UTC-5)** at **Swissotel Chicago** in **Gstaad**

Speaker Ready Room (Swissôtel)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1770** | Submission: **21940** | Sponsor(s): **(SVC)**
Scheduled: **Tuesday, Aug 13 2024 8:00AM - 4:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Imperial Parlor**

Speaker Ready Room (Fairmont)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS

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

How Individual Differences Predict Career Success

Session Moderator: **Malika Richards**, *Pennsylvania State U.*

CAR: **Bouncing Back for Promotability Through Recognition: Does Having Diverse Curiosity Matter?**

Author: **Yunita Sofyan**, *Xi'an Jiaotong U. School of Management*
Author: **Yufan Shang**, *Xi'an Jiaotong U.*
Author: **Malika Richards**, *Pennsylvania State U.*

Are employees with career resilience more likely to get promoted? Building on the conservation of resources theory, we extend career resilience research to propose that resilient employees are more likely to receive recognition from others. This recognition then improves their promotion prospects. We further explore how this relationship is particularly salient in the presence of diverse curiosity—an individual difference in dispositional tendencies to participate in exploration, accompanied by a desire for a novel, interesting, or entertaining stimuli. Using three-wave surveys of 294 employees from private and government organizations in Indonesia, we find that employee resilience positively impacts their promotability, directly and indirectly, through perceived recognition. This relationship is especially prominent when diverse curiosity is high. We conclude that those who can enhance their resilience will also boost their promotability in the workplace. This study offers implications for resilience, prosocial motivation, recognition, and promotability by explaining how and when resilience will help employees achieve professional success and what employee can do to enhance their career and management can do to enhance their succession planning.

CAR: **Managerial Competencies' Interplay on Protean Orient & Career Success: A Moderated Mediation Model**

Author: **Merce Mach**, *U. of Barcelona*
Author: **António Cunha Meneses Abrantes**, *TBS Business School*
Author: **Aristides Isidoro Ferreira**, *ISCTE - Instituto U. de Lisboa*

Framed within the social cognitive career theory, this study investigates how protean career orientation, perceived self-efficacy, and managerial competencies acquired in higher education influence subjective career success. Employing a two waves research design over three consecutive years (2015 to 2017) post-recession, we collected data through two on-line questionnaires. The second questionnaire was administered 9-12 months later. We tested research model via SEM and path modelling techniques, applying AMOS and PROCES macro tool. Findings from 217 management alumni reveal that early career conditions, particularly self-efficacy, and protean career orientation, predict subjective career success. The moderated mediation analysis indicates that a high perception of managerial competencies enhances the effect of self-efficacy on career success through protean career orientation. The study extends prior research by examining formal knowledge from university education as a contributor to future career success. Emphasizing the significance of proactive individuals with a protean orientation and enhanced career self-efficacy, this research contributes to theoretical understanding and practical implications for career success predictors, highlighting the pivotal role of formal education in shaping early career outcomes.

CAR: **What it Takes to Become a University President? Just Do It: Career Capital & Impression Management**

Author: **Yehuda Baruch**, *Southampton Business School, U. of Southampton*
Author: **Huong Nguyen**, *La Trobe U.*
Author: **Sebastien Point**, *EM Strasbourg Business School*
Author: **Lisa Thomas**, *Kedge Business School*








People start their career with certain ambitions, usually with a combination of professional and managerial targets in mind. While the majority fulfil some of their aims, only a few make it to a major leadership position. What it takes to make it to the top is still an unanswered question. To explore this question in a higher education context, we conducted 48 interviews with academics who became university presidents in the UK, France, and Vietnam. We identified individual factors such as career capital and institutional influences including organizational and cultural factors which together help explain their career success and career sustainability. Our study extends career capital theory beyond the three ways of knowing (know why, how and whom) by introducing the critical role of impression management for career development to the level of university president. Further, we found a lack of generalizability for boundaryless career theory in a non-Anglo-Saxon environment.

CAR: **Exploring How Career Competencies and Psychological Mobility Lead to Career Success**

Author: **Saima Naseer**, *Brock U., Canada*
Author: **Dave Bouckennooghe**, *Brock U.*
Author: **Shadab Qazi**, *International Islamic U., Islamabad, Pakistan*

This study investigates the role of employees' career competencies in enhancing perceived marketability and employability confidence, specifically examining the mediating effects of career aspirations and career optimism, and how these effects are moderated by the level of employees' psychological mobility. Using a multi-wave research design across three-time intervals, we collected data from employees (n=269) working across different organizations in Pakistan's service sector. Our findings support the parallel mediating effects of career aspirations and optimism in the relationship between career competencies and employee outcomes (perceived marketability and employability confidence). Furthermore, these mediation effects are stronger at increased levels of psychological mobility. Our study provides unique insights into the career development and human resource management literature by suggesting two pertinent career-related processes and conditions under which employees' career competencies help them feel more confident and enhance their career marketability.

KEY TO SYMBOLS

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

Menstruation, Maternity, and Menopause: Milestones That Shape Women's Work Experiences and Careers



Organizer: **Anna Carmella Ocampo**, *ESADE Business School*
Organizer: **Rebecca Mitchell**, *Macquarie U.*
Discussant: **Alicia A. Grandey**, *Pennsylvania State U.*

In recent years, organizations and government institutions have made significant strides in closing some gender inequalities at work (e.g., gender pay gaps; International Labour Organization, 2022). Despite its importance in shaping other gender inequalities, women's (reproductive) health is still largely considered a taboo topic in the workplace (Grandey et al., 2020). This is an important oversight considering the significant costs and productivity losses associated with women's (reproductive) health. Many workplace gender inequalities such as pay and promotions widen at key reproductive junctures and roles (e.g., maternity and motherhood). Thus, our symposium sheds light on the role of reproductive transitions in women's lives—namely menstruation, (potential) maternity and motherhood, and menopause in shaping their work experiences and career trajectories.

Feeling alone and stigmatized: Challenges Faced by Working Women Living with Endometriosis

Author: **Kerry Sherman**, *Macquarie U.*
Author: **Catherine Calvi**, *Macquarie U.*

Expectant Expectations? How Women Detect and Respond to “Maybe Baby” Bias

Author: **Jamie L. Gloor**, *U. of St. Gallen*
Author: **Kiara Austin**, *U. of St. Gallen*
Author: **Laura Toffoli**, *U. of St. Gallen*
Author: **Janine Bosak**, *Dublin City U.*
Author: **Elena Doldor**, *Queen Mary U. of London*

Examining the Interactive Effects of Menopausal Status and Negative Mood Swing Stereotype

Author: **Rebecca Mitchell**, *Macquarie U.*
Author: **Jun Gu**, *Macquarie Business School, Macquarie U.*
Author: **Quan Li**, *Nankai U.*
Author: **Belinda Steffan**, *U. of Edinburgh business school*

No Uterus, No Funding? Examining Gender Role Expectations and Venture Capital Funding in Femtech

Author: **Hana Milanov**, *TUM School of Management, Technical U. of Munich*
Author: **Benedikt David Christian Seigner**, *IE U.*
Author: **Erik Lundmark**, *Macquarie Business School, Macquarie U.*
Author: **Gonzalo Loza Rojas**, *TUM School of Management, Technical U. of Munich*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**

Program Session: **1773** | Submission: **20239** | Sponsor(s): **(CAR, HR)**

Scheduled: **Tuesday, Aug 13 2024 8:00AM - 9:30AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall G**

Ethical Dimensions of Career Growth: Bridging Ethics and Career Development



Organizer: **Armin Pircher Verdorfer**, *Amsterdam Business School, U. of Amsterdam*

Organizer: **Claudia Peus**, *Technical U. of Munich*

Organizer: **Martin Paul Fladerer**, *Technical U. of Munich*

Organizer: **Clarissa Maria Zwarg**, *Technical U. of Munich*

Discussant: **Hannes Leroy**, *Erasmus Research Institute of Management*

Discussant: **Christopher Michaelson**, *U. of St. Thomas*

Presenter: **Armin Pircher Verdorfer**, *Amsterdam Business School, U. of Amsterdam*

Presenter: **Clarissa Maria Zwarg**, *Technical U. of Munich*

Presenter: **Roosmarij Clercx**, *U. of Antwerp/Antwerp Management School*

Presenter: **Aleksandra Wrobel**, *Erasmus U.*

Participant: **Ans De Vos**, *U. of Antwerp/Antwerp Management School*

Participant: **Sofya Isaakyan**, *Erasmus U. Rotterdam*

Participant: **Steffen R. Giessner**, *Rotterdam School of Management*

Participant: **Anastasia Sergeeva**, *U. of Bath*

The interplay between moral capacities and career development represents a vital, yet often overlooked, dimension in organizational research. While existing literature underscores the significance of ethical behavior and moral competencies in organizations, their specific impact on individual career paths remains unclear. Behavioral ethics research has traditionally concentrated on ethical decision-making within organizations, exploring the factors that drive these decisions and their implications for both the organization and its employees. However, this line of inquiry tends to overlook the personal consequences of these ethical behaviors. In contrast, career research primarily focuses on aspects such as human capital, organizational support, and personal attributes, only occasionally intersecting with moral considerations and seldom examining the role of specific moral capacities in career advancement. This symposium aims to address this disconnect by merging insights from behavioral ethics and career research. It delves into the nuanced ways in which individual moral capacities influence career processes. By synthesizing these two fields, the symposium seeks to enhance our understanding of moral capacities in career trajectories, thereby contributing to the broader social mission of fostering meaningful work and careers in an increasingly complex world.

Navigating Ethics: A Sensemaking Approach to Moral Development in Early Career Stages

Author: **Clarissa Maria Zwarg**, *Technical U. of Munich*

Author: **Martin Paul Fladerer**, *Technical U. of Munich*

Author: **Armin Pircher Verdorfer**, *Amsterdam Business School, U. of Amsterdam*

Journey Over Outcome: Enacted Sensemaking in Diverse Career Paths

Author: **Roosmarij Clercx**, *U. of Antwerp/Antwerp Management School*

Author: **Ans De Vos**, *U. of Antwerp/Antwerp Management School*

Author: **Sofie Jacobs**, *U. of Antwerp/Antwerp Management School*

Aligning Business Education with Sustainable Development Goals: Fostering Social Motivations

Author: **Aleksandra Wrobel**, *Erasmus U.*

Author: **Anastasia Sergeeva**, *U. of Bath*

Author: **Sofya Isaakyan**, *Erasmus U. Rotterdam*

Author: **Steffen R. Giessner**, *Rotterdam School of Management*

Ethical Growth and Career Dynamics: A Longitudinal Analysis of Moral Development in Organizations

Author: **Armin Pircher Verdorfer**, *Amsterdam Business School, U. of Amsterdam*

Author: **Martin Paul Fladerer**, *Technical U. of Munich*

Author: **Clarissa Maria Zwarg**, *Technical U. of Munich*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Microfoundations of Intragroup Conflicts



Presenter: **Estelle Archibold**, *Pennsylvania State U.*
Organizer: **Semin Park**, *Penn State Smeal College of Business*
Participant: **Si On Yoon**, *New York U.*
Participant: **Madison Mucci-Ferris**, *Tippie College of Business, U. of Iowa*
Presenter: **Ming-Hong Tsai**, *Singapore Management U.*
Participant: **Amanda Ferguson**, *Northern Illinois U.*
Participant: **Stephen L. Jones**, *U. of Washington, Bothell*
Participant: **Randall S Peterson**, *London Business School*
Participant: **Pri Pradhan Shah**, *U. of Minnesota*
Organizer: **SeoLa Kim**, *U. of Minnesota Carlson School of Management*
Discussant: **Matthew A. Cronin**, *George Mason U.*

In recent years, research in intragroup conflict has embraced a paradigm shift, advocating for the focus on the microfoundations of intragroup conflict. This symposium aims to spotlight this “new lens” for a deeper understanding of interpersonal conflict in teams. Four multi-method studies delineate the cognitive and affective processes shared among the individuals, and their attitudinal and behavioral patterns during and after conflict situations. Through these diverse works, this symposium aims to open a forum for thought-provoking exchanges that would nourish the microfoundations of interpersonal conflict, and ultimately, of team phenomenon.

Setting the Conditions for Conflict Reflexivity in Teams

Author: **Estelle Archibold**, *Pennsylvania State U.*

The Effect of Third-Party Presence on Individual Conflict Perceptions in Small Groups

Author: **Semin Park**, *Penn State Smeal College of Business*
Author: **Si On Yoon**, *New York U.*
Author: **Madison Mucci-Ferris**, *Tippie College of Business, U. of Iowa*

How Do Mild and Intense Task Conflicts Predict Work Attitudes? Relationship Conflict as a Moderator

Author: **Ming-Hong Tsai**, *Singapore Management U.*

Characters on the Stage of Intragroup Conflict: An Investigation of Conflict Roles

Author: **Amanda Ferguson**, *Northern Illinois U.*
Author: **Stephen L. Jones**, *U. of Washington, Bothell*
Author: **Randall S Peterson**, *London Business School*
Author: **Pri Pradhan Shah**, *U. of Minnesota*
Author: **SeoLa Kim**, *U. of Minnesota Carlson School of Management*

KEY TO SYMBOLS

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

Communication, Assumptions, Mindsets, & Overcoming Impasse: Strategies and Tools for Creating Value



Session Moderator: **Xinyu Han**, *Nanyang Technological U.*

CM: **Learning Paradox Mindset Through Tension Experiences with Reflection** 

Author: **Xinyu Han**, *Nanyang Technological U.*
Author: **S.M. Ramya**, *National U. of Singapore*
Author: **Fong T. Keng**, *Nanyang Technological U.*
Author: **Jiarong Wu**, *Nanyang Business School, NTU Singapore*

Workplace tensions encompass competing and conflicting demands, goals, and perspectives, which can yield both favorable and adverse outcomes for employees. Paradox mindset, known as an ability to accept and navigate tensions and conflicts, has been found to be effective in helping individuals leverage these tensions and conflicts constructively. However, the precise mechanisms underlying the development of a paradox mindset remain elusive. Drawing from the foundations of experiential learning theory and existing paradox mindset literature, we propose that experiencing tensions with reflection can also facilitate the development of paradox mindset via enhanced positive emotion and cognitive engagement during reflection. Furthermore, we hypothesize that learning goal orientation moderates this relationship, such that the relationship between tension experiences with reflection and positive emotion/cognitive engagement is stronger (weaker) for individuals with high (low) learning goal orientation. To empirically validate our theoretical framework, we conducted three experiments involving both US/UK employees and undergraduate business students from Singapore. The findings offer robust support for the generalizability and applicability of our model across diverse contexts. We then discuss the theoretical and practical implications of our findings.

CM: **Negotiation on Rugged Landscapes: Explaining the Hidden Complexity That Drives Negotiation Impasses** 

Author: **Nelberto Nicholas Marcos Quinto**, *UCL School of Management*
Author: **Joshua Becker**, *UCL School of Management*
Author: **Hart E. Posen**, *Dartmouth College, Tuck School of Business*
Author: **Cynthia S. Wang**, *Northwestern Kellogg School of Management*
Author: **Jennifer Ann Whitson**, *U. of California, Los Angeles*

Why do negotiations reach an impasse even when all parties benefit from agreements? While traditional explanations point to narrow zones of possible agreement (ZOPAs) or socio-cognitive reasons related to biases and incomplete information, our novel theory suggests another cause: the hidden inherent computational complexity of finding an agreeable solution. Specifically, even with a wide ZOPA and negotiators that are unbiased, rational, and collaborative, impasse can still occur when negotiators encounter proposals that are disproportionately beneficial to several parties but insufficient for collective agreement. We demonstrate our theory by formally modeling negotiations as a group search process within a "rugged landscape", where negotiators risk entrapment in suboptimal proposals despite the existence of agreement-inducing yet undiscovered alternatives. Our simulations reveal that narrow-ZOPA negotiations in rugged landscapes are more likely to lead to impasse than wide-ZOPA ones in smooth landscapes, challenging the traditional view that wider ZOPAs should facilitate easier agreements. They also confirm that increased ruggedness raises impasse rates across various parameter configurations while linking structural features of negotiation problems to ruggedness. Our study advances theory by highlighting the role of structural complexity and cognitive limitations in negotiation impasses and contributes an innovative theoretical framework that future empirical studies can build upon.

CM: **Preferences for Honesty in Medical Communication Across Cultures**

Author: **Zaijia Liu**, *Fudan U.*
Author: **Karen Kim**, *Pennsylvania State U.*

This study addresses the paradoxical phenomenon in Western medicine where physicians, despite the foundational principle of honesty, often convey false hope to patients. Grounded in recent developments in behavioral science, we posit that physicians and surrogates systematically undervalue the extent to which patients desire candid medical communication. Additionally, this study also explores the important role of culture in driving these beliefs. Presenting two medical scenarios to physicians recruited in China and the U.S., and non-doctor adults taking patients or surrogates perspectives, we found that both surrogates and doctors often underestimate patient preferences for honesty, especially in discussions about prognosis, with this trend most pronounced in the case of U.S. doctors predicting the preferences of Chinese American patients. In our cross-cultural comparison, while Chinese patients expressed a greater preference for false hope compared to White American patients, this inclination was not observed in the case of Chinese-American patients, a nuance that doctors failed to grasp. Implications for communication and conflict, healthcare management, as well as cross-cultural psychology were discussed.

 CM: **The Impact of the Good Cop/Bad Cop Role Strategy on Value Creation in Team-on-Team Negotiations** 

Author: **Seunghoo Chung**, *Hong Kong Polytechnic U.*
Author: **Robert B. Lount**, *Ohio State U.*

We examine how a specific type of within-team role differentiation—namely, the “good cop/bad cop” negotiation strategy—impacts value creation in negotiations with integrative potential. We theorize and test that the “good cop/bad cop” role differentiation strategy can influence how value is created in inter-team negotiations. The results of four team-on-team negotiation experiments show that greater value (i.e., greater joint gains) is created when one team uses the “good cop/bad cop” strategy and that the team employing this strategy claims more of the value created than the other team. These findings advance our understanding of how negotiation teams can be structured to affect negotiation processes and outcomes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Bodies, Performativity and Belonging

Session Moderator: **Laurence Romani**, *Stockholm School of Economics*

CMS: (Re) Doing Traditional Gender Roles for Equality: Men's Support of Gender Equality in India

Author: **Laurence Romani**, *Stockholm School of Economics*

Author: **Taran Patel**, *Grenoble Ecole de Management*

Author: **Chandra Ramasamy**, *U. of West of England*

Can men enacting traditional masculine roles support more gender equality at work? Current research on gender performativity strongly revokes this thesis, instead arguing that disrupting the gender binary is the path to equality. We challenge this field assumption with our claim that the literature has yet to sufficiently differentiate between gender binary and gender hierarchy, and thus conflates masculinity with hegemonic expressions of masculinity. Our in-depth case study of women politicians' work in Tamil Nadu (India) shows how men engage in traditional gender roles to support the emancipatory work of women council leaders. We propose a theoretical distinction between gender binary and gender hierarchy to establish four ideal types of gender performativity. Doing so allows the conceptualisation of currently overlooked gender performativities that are perceived as hegemonic, but are in fact realized in the service of gender equality. Our study also contributes by providing a framework that differentiates two ways of redoing gender: 'redoing gender and hierarchy', when the gender binary is disrupted, but not the implicit gender hierarchy; and 'redoing gender for emancipation', when the gender binary is preserved, but in service of an emancipatory agenda.

CMS: The Kafala System, Patriarchal Connectivity and Migrant Masculinities

Author: **Usman Anwar**, -

Author: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*

We study the experiences of Pakistani blue-collar men workers in the GCC countries under the kafala system. To attend to the question of who and what matters, we consider the conditions of work in this south-south migration context and how this alters the worker's subjectivities. Further, with a special focus on migrant masculinities, we ask what role does gender play in the context of precarious migration with strong familial ties in the home country. We employ Joseph's (1999) theory of patriarchal connectivity which situates the self nonlinearly in relation to others in collectivist cultures rather than as individuals seeking to enhance their own autonomy. In doing so we restore the worker's humanity by presenting him in the fullest sense possible and show that between exploitative working conditions and the extortionist role of the employer's agent in the host country and strong relational ties in the host country and back home, migrant masculinities are complex and fluid.

CMS: From Citizen Kane to Logan Roy: Hegemonic Masculinity Through Businessmen in TV and Film (1936-2023)

Author: **Martyn Griffin**, *U. of Sheffield*

Author: **Mark Learmonth**, *Nottingham Trent U.*

Author: **David Hollis**, *Sheffield U. Management School*

Author: **Peter Hamilton**, *Durham U.*

This article reflects on portrayals of businessmen in TV and film and considers the ways in which this has significance within society, particularly in relation to competing understandings of masculinity. To show this more concretely we provide a nuanced exploration of exemplars of dominant representations within these fictional accounts ranging from Charles Foster Kane (Citizen Kane [1941]) and Daniel Plainview (There Will be Blood [2007]) to Don Draper (Mad Men [2002]) and Logan Roy (Succession [2018]). In our analysis we pay particular attention to how businessmen in fiction portray evolving and contrasting understandings of hegemonic (and counter hegemonic) masculinity through their on-screen dialogue, actions, and behaviour. To achieve this, we draw on the metaphor of ventriloquism to show how - via on-screen depictions of businessmen - masculinities both 'speak' to audiences (e.g., affecting their sense of self) and are reciprocally made to 'speak' by audiences (e.g., masculinities become reinforced, subverted, or resisted) through their talk and general conduct. The article is offered with the intent of enriching organization studies as a discipline, which rarely explores the wider cultural influences on what we consider to be "the businessman" and how they might see and understand themselves.

CMS: "Those of Us Who Stay": The Cost of "Finding the Right Home" for Gendered and Racialized Academics

Author: **Patricia Tiimah Naya**, *U. of Massachusetts, Boston*

Author: **Jared Mitchell Poole**, *U. of Massachusetts, Boston*

Author: **Alessia Contu**, *U. of Massachusetts, Boston*

This qualitative study explores how employees at Aequitas University, a social justice-oriented institution in the U.S., experience paradoxical tensions between institutionalized inclusion rhetoric and enduring marginalization tied to race and gender. Through critical ethnography with faculty and staff, findings surface an "inclusion-exclusion paradox." Many talents initially felt a sense of homecoming and attraction toward the university's espoused mission of empowering marginalized communities. However, over time, profound doubts emerged given durable representation divides on campus, racialized (mis)trust in authentic systemic commitments, and constraints on advancement and expression that disproportionately impacted minoritized groups, especially Black and Brown women. While both marginalized and privileged voices felt initial resonance, recurring marginalization was most acutely felt at the intersection of race and gender. Findings contribute to paradox theory by demonstrating the intertwined nature of power and enduring systemic tensions. Practical implications suggest the need for critical consciousness and collective action targeting root determinants perpetuating inequities counter to proclaimed social justice ideals.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Violence: Organised, Concealed and Routinized



Session Moderator: **Rafael Alcadipani Da Silveira**, *FGV-EAESP*

CMS: **Extreme Violence in Organizations: Investigating Police Use of Deadly Force**  

Author: **Rafael Alcadipani Da Silveira**, *FGV-EAESP*
Author: **Jana Costas**, *European Uni Viadrina, Frankfurt (Oder)*

Research on violence in organizations has largely focused on the analysis of verbal and symbolic manifestations of it. However, apart from a few studies mainly on mass murder and war, scholars have overlooked extreme violence in organizations. Based on long-term ethnographic research of police detectives investigating the use of lethal force by law enforcement agents, this paper analyzes how organizational extreme violence occurs. The paper contributes by highlighting various factors such as societal pressures, victim portrayal, organizational ambiguities, and reluctance to address extreme violence, which are key contributors to its persistence in organizations. The paper also suggests that the impact of extreme violence extends beyond the organizations directly involved, affecting other entities and contributing to a lack of accountability for those responsible.

CMS: **Organizations and the Development and Diffusion of Normative Violence as a Super-Structure**   

Author: **Roya Derakhshan**, *Bocconi U.*
Author: **Rashedur Chowdhury**, *U. of Essex*

The concept of normative violence is rooted in societal norms, and it has significant implications for organizations. Although organizations are typically seen as a primary recipient of societal norms, organization researchers currently pay limited attention to how organizations modify and adapt such norms to develop and diffuse normative violence. We interviewed 48 undocumented workers and civil society assistants to explore organizations' role in developing and diffusing normative violence. Our findings help to develop a multi-level framework that explores the interplay between cultural schemas and organizational resources. This framework highlights how specific schemas persist through resource access and contribute to the macro-level development of normative violence, while influencing the micro-level schema development. Our framework also centers on the specific interactions between schemas and resources, thereby pinpointing how particular schemas endure through access to organizational resources and manifest elements that collectively contribute to the development of normative violence at the macro level. Thus, we suggest that organizations are key to both stability and change for the entire multi-level structure of the normative violence. From this perspective, we argue that normative violence cannot be limited to something that happens in organizations but is something that is developed and diffused by and within organizations.

CMS: **(Doing) Time is Money: Confinement, Prison Work, and the Reproduction of Carceral Capitalism** 

Author: **Jenna Pandeli**, *UWE Bristol*
Author: **Richard Longman**, *The Open U., United Kingdom*

This article explores prison work and the complex relationship it reveals between money, confinement, and carceral capitalism. Drawing on ethnographic research conducted in a private prison in the UK, we argue that confinement exacerbates prisoners' obsession with money and predatory entrepreneurialism. Using data co-created with prisoners, we demonstrate how this obsession with money reinforces the prison-industrial complex and reflects the broader dynamics of carceral capitalism. Furthermore, we illustrate how prison work perpetuates neoliberal exploitation, surveillance, and control, ultimately hindering rehabilitation and societal reintegration. Our analysis underscores the need for a comprehensive reassessment of the prison-industrial complex. We conclude that rather than viewing prisoners as a captive audience for reproducing carceral capitalism, prisons should be reimagined to prioritise the humanity of those impacted by the criminal justice system and to create alternative models of accountability and social transformation.

 CMS: **Big Quit After COVID-19: The Ambivalences of Liquid Employees Facing a Consumerist Work Relationship**

Author: **Vincent Meyer**, *EM Normandie Business School, Métis Lab, France*
Author: **Jean-Denis Culie**, *EM Normandie Business School, Métis Lab, France*
Author: **Xavier Philippe**, *EM Normandie*
Author: **Jean-François Garcia**, *EM Normandie Business School, Métis Lab, France*
Author: **Thomas Sorreda**, *EM Normandie Business School, Métis Lab, France*
Author: **Luc Tessier**, *EM Normandie Business School, Métis Lab, France*

In early 2021, many workers in OECD countries, especially France, decided to resign, a phenomenon commonly known as 'the Big Quit'. Based on 41 interviews with employees who voluntarily left their jobs in the wake of the Covid-19 health crisis, our research unveils a seemingly mundane but also very intense psychological violence that rules workplace relationships and leads to the emotional exhaustion of individuals. Our findings show that the Covid-19 crisis acted as a catalyst in contemporary organizations, fostering the emergence of a liquid employee for whom resignation represents more a necessity than a choice. They also reveal how the liquid employee is trapped in a consumerist work relationship that considers him or her as a commodity rather than a person, leading to a higher likelihood of changing jobs when faced with difficulties at work.

Author: **Caroline Rodrigues Silva**, *Fundação Getúlio Vargas - EAESP*

This paper, conducted from the perspective of a Black Brazilian woman within the academic sphere, sheds light on the intricate interplay of race, gender, and class in the context of domestic violence. Through a thorough critique of domestic violence, the article posits that conventional research often leaves out the experiences of women, especially Black Brazilian women, as producers of knowledge. By combining personal narratives and interviews with experts, the study identifies *escreviver* as a central mode of reflexivity for Black Brazilian women in a decolonial and intersectional theory. The concept of *escrevivência* introduced by the author confronts and seeks to redefine traditional academic norms, promoting a richer understanding of the lived experiences of plural women and advocating the incorporation of varied perspectives into the field of organizational studies. This research goes beyond an academic contribution to the discourse on domestic violence and is claimed to wake-up call for widespread changes in social and academic paradigms.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1778** | Submission: **12740** | Sponsor(s): **(CMS, MH)**
Scheduled: **Tuesday, Aug 13 2024 8:00AM - 9:30AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Regent Room**

Critical Biographies of Labor Intellectuals: The Elusive Goal of Labor Power

Session Chair: **David Jacobs**, *American U., Kogod School of Business*
Presenter: **Charles Thomas Tackney**, *Copenhagen Business School*
Presenter: **Richard Marens**, *California State U. Sacramento*
Discussant: **Fernanda Filgueiras Sauerbronn**, *U. Federal do Rio de Janeiro - UFRJ*

We propose a symposium exploring the debates among “labor intellectuals.” By “labor intellectuals,” we mean activists and policymakers who sought to develop and implement a sustainable model for labor power. US examples include Frances Perkins, FDR’s Secretary of Labor, left wing New Deal critic Mary Van Kleeck, Walter Reuther’s strategist Nat Weinberg, labor lawyer and sociologist Staughton Lynd, among more contemporary figures. Andre Gorz and Ken Coates are European exemplars. In *New Men of Power*, C. Wright Mills (2001) defined the “labor intellectuals” as researchers associated with unions or labor-based organizations. One fundamental axis upon which to compare these thinkers is their perspectives on state capacity to guarantee worker rights (the Wagner Act framework in the US.). While Perkins built on her experience in New York State regulating labor standards and played a leadership role on New Deal labor policy, Mary Van Kleeck opposed the Wagner Act and wrote presciently about the ease with which its support for labor might be undermined. We will employ a “critical biography” template. This approach suggests five emphases for research: the subject’s values and background, considerations of personal identity, important roles, contributions to theory and practice, and the social and historic context. For labor studies questions, one issue is the subject’s expectations of the likely performance of public and private hierarchies. We will investigate the process by which each individual learned to imagine an alternative to unaccountable hierarchies and turned to organizing these alternatives. A prerequisite for assuming the labor advocate role is consciousness of the contingency of organizational hierarchy.

The Wagner Act Framework: the Sisyphean Slope?

Author: **David Jacobs**, *American U., Kogod School of Business*








Florence Kelley and the National Consumers League

Author: **Richard Marens**, *California State U. Sacramento*

Suehiro Izutaro and Japan’s Innovative Employment Ecology

Author: **Charles Thomas Tackney**, *Copenhagen Business School*

KEY TO SYMBOLS

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

Influencers and Organizations

Session Moderator: **John-Patrick Akinyemi**, *UT Austin*

CTO: **'Friends' with Benefits: Exploring the Relational Tactics of Social Media Influencers**    

Author: **Rune Thorbjørn Clausen**, *VIA U. College*

Author: **Helene Gerber**, *Aarhus BSS, Aarhus U.*

Author: **Kasper Elmholdt**, *Aalborg U.*

We explore the unique challenges faced by social media influencers in maintaining a balance between fostering genuine follower relationships and engaging in brand collaborations. Navigating the tension between being friendly and trustworthy to their followers while “selling” their follower-relationships to brands through collaborations is challenging, as it leaves influencers in a paradoxical nexus which they must balance to uphold their career. Existing literature offers, however, little insights into how influencers manage this inherent paradox in their occupation. Against this backdrop, we conducted a study of how influencers in Denmark work with their follower relationships. We use the concept of relational work to map the tactics influencers use when creating and maintaining follower relationships. Through interviews and observations online, we unfold how influencers perform relational tactics to uphold close ties to their followers while managing economical transactions with brands. The tactics are interrelated and depicts the dynamics of influencers as relational workers. Based on our mapping, we present a model of how influencers combine different components of a relational package. This package illuminates how influencers assert their expertise in making friends with followers while doing business with collaborating brands. We conclude by discussing the implications of our findings to existing literature.

CTO: **Temporal and Social Dimensions of Agency in Organizational Influencer Work** 

Author: **Heini Vanninen**, *LUT U.*

Author: **Ilkka Ojansivu**, *U. of Melbourne*

Organizational actors' relationships and organizational work processes with social media influencers have been largely neglected in organizational research. Social media influencers reside outside the normative social structures of the organizations within temporary liminal positions. The capacity for social media influencers vis-à-vis the organizations employing them temporarily to act or make independent choices (i.e., their agency) is curtailed by their mutual interdependence. We propose the concept of “organizational influencer work” to describe this emerging form of collaborative social media content production. We adopt processual longitudinal research design with go-along ethnography combined with interviews, archival data and social media data of a digital marketing campaign spearheaded by a government ministry aiming to transform the tourism image of a Nordic country. We show how agency between organizations and influencers is shared, contested and ultimately determines the results of the joint work. The resultant shared agency necessitates both parties to sequentially demand and paradoxically also let go of their ability to make sound decisions and control means and ends. Specifically, we find that shared agency has various temporal, situated and social dimensions.

CTO: **Influencers and Online Drug Advertising: Do FDA Enforcement Letters Deter Misleading Pharma Ads?** 

Author: **Jeff Clement**, *Augsburg College*

Author: **Siddharth Bhattacharya**, *George Mason U.*

Author: **Brad Greenwood**, *George Mason U.*

The Internet has provided pharmaceutical companies with powerful tools to engage directly with consumers by digitally targeting them with advertising. Online pharma ad spending has subsequently exploded and is expected to reach \$20b in the US alone by 2024 as it displaces other channels. Such ads are often provocative, suggestive, or riff popular memes in order to create memorable associations with their brands. This is concerning because such ads may not adequately communicate the risks of the drug, or even deliberately mislead consumers, thereby having a deleterious impact on clinical outcomes and healthcare spending. To police such efforts, the Food and Drug Administration (FDA) issues both Untitled Letters and Warning Letters to firms. Yet, the efficacy of such letters in deterring marketing malfeasance on social media is unclear. We evaluate firm reactions to such letters using interrupted time series and synthetic difference-in-differences analyses of a comprehensive database of US pharmaceutical claims. Findings suggest that FDA letters slow future growth in drug utilization, but yield no drop in utilization even though advertising is misleading. This suggests: i) such letters have limited deterrence effects and ii) pharmaceutical providers are able to retain rents accrued through misleading marketing efforts to consumers. We further find no evidence that markets punish firms for receiving FDA letters (i.e., there is no significant decline in stock after issuance) or impact physician payments from pharma firms (i.e., firms do not change their payments to physicians). We conducted an online experiment with consumers to explain why there is no backlash and find that it could be driven largely by a lack of awareness of FDA action and difficulty parsing violative from non-violative messaging; the experiment showed that corrective messaging, however, can impact consumer perceptions but the effect size is limited. Taken in sum, these findings suggest that patients are under-protected from false marketing and policy makers should evaluate alternate options to deter violative social media marketing.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Markets, Competition, and Inter-Organizational Cooperation

Session Moderator: **Kanghyun Cho**, *Fox School of Business, Temple U.*

CTO: **Beyond Automation: Unpacking the Role of Trading Bots in Shaping Online Cryptocurrency Return**   

Author: **Kanghyun Cho**, *Fox School of Business, Temple U.*

Author: **Kihwan Nam**, *Korea U.*

Author: **Jaehwuen Jung**, *Fox School of Business, Temple U.*

Author: **Jason Thatcher**, *U. of Colorado Boulder*

As algorithmic trading becomes standard practice in financial markets, there is a growing interest in comprehending the impact of trading bots on market dynamics, particularly concerning liquidity and investment returns. Despite evidence indicating that trading bots expedite market transactions, there is a dearth of research exploring their influence on human traders and their specific roles in cryptocurrency markets. This study leverages an unforeseen and abrupt IT event that temporarily removed trading bots from specific assets to quantify the value of their presence. Using a unique dataset of cryptocurrency transactions, we draw on investment decision-making theory to investigate how the presence of trading bots influences investment returns for human traders in online cryptocurrency markets. Our findings reveal that, when present, trading bots assume a market-making role, capitalizing on their rapid scaling characteristic. This role enhances human traders' investment performance by introducing stability to the market context. This effect persists consistently, whether considered a main effect or mediated by context instability. Furthermore, in the absence of trading bots, their impact varies based on the financial asset type and the levels of investment performance among traders. This study helps us understand how trading bots influence financial markets and human investment decisions.

CTO: **The Impact of Different Recommendation Algorithms on Merchants Competition** 

Author: **Weiyi Zhang**, *China U. of Geosciences, Beijing*

Author: **Yong Wang**, *Tsinghua U.*

The algorithms used in recommendation mechanisms on e-commerce platforms can be categorized into two types: neutral algorithms and non-neutral algorithms. We explore how these two algorithms affect merchant competition behavior and welfare levels based on a consumer search model. We found that as platform transitions from not providing recommendation algorithms to providing neutral algorithms and then to providing non-neutral algorithms, the price dispersion among merchants on the platform gradually increases, while the intensity of price competition decreases. When the difference in transaction utilities among merchants is small, providing neutral algorithms can enhance platform profits, consumer surplus, and social welfare. However, providing non-neutral algorithms always harms platform profits and social welfare, although the impact on consumer surplus depends on specific parameter values. This study recommends that platforms maintain a balance between neutral and non-neutral algorithms in their development of recommendation systems, where platforms can then guide merchants to focus their efforts and resources on product development and service quality improvement, rather than engaging in price wars and paid promotions.

CTO: **God's Eyes: How Big Data-Enabled Cooperation Capabilities Enhance Inter-Organizational Cooperation?**  

Author: **Tao Zhang**, *School of Management, Northwestern Polytechnical U., Xi'an, Shaanxi, China*

Considering the increasingly important role of big data technology in current business practice, this study investigates how big data technology influences inter-organizational cooperation performance in the supply chain and examines the contingent effects of three inter-organizational governance features on the efficacy of big data technology. Drawing on dynamic capability theory, we first conceptualize two big data-enabled cooperation capabilities: prevention capability and promotion capability. Subsequently, employing multivariate regression analysis with three samples collected from an online survey of manufacturers involved in supply chain management, our results demonstrate that big data-enabled prevention and promotion strategies enhance inter-organizational cooperation performance by preventing or promoting logic. Moreover, this study reveals that power imbalance, relationship stage, and contract stage exert various contingent effects on the significance of these two capabilities. These findings deepen our understanding of the role of big data technology in inter-organizational cooperation, thereby advancing research in inter-organizational cooperation and information systems. The study concludes with a discussion of theoretical and managerial implications.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Managing Relationships Between Platforms and Complementors

Session Moderator: **Hannes Rothe**, *U. of Duisburg-Essen*

 CTO: **Boundary Work in Generative AI Platforms: How Platform Providers Manage Complementors' Changing Role**  

Author: **Anne-Sophie Mayer**, *Vrije U. Amsterdam*
Author: **Angelos Kostis**, *Stanford U.*
Author: **Franz Strich**, *Deakin U.*
Author: **Jonny Holmström**, -

Digital platforms increasingly integrate generative AI to dynamically create, optimize and adapt content with the aim to create novel opportunities for platform's viability. However, the integration of GenAI into digital platforms fundamentally transforms complementors' role as GenAI is able to autonomously generate content which was previously exclusively performed by complementors. To understand how platforms manage the changing role of complementors in response to AI generated content, we draw from an in-depth qualitative study of a digital learning platform. This empirical case allows us to explore which tensions arise between platform complementors and GenAI's agency, and how the platform provider engages in different boundary work to manage the changing role of complementors to ensure the platform's viability. Our study aims to contribute to the literature on GenAI and digital platforms.

CTO: **Ascribing Moral Motives: Examining Complementors' Meaning-Making of Platform Governance Actions** 

Author: **Arvind Karunakaran**, *Stanford U.*
Author: **Joey Van Angeren**, *Vrije U. Amsterdam*








How do platform governance actions affect complementors' responses? We theorize that since complementors (e.g., app developers) in platform ecosystems confront inference uncertainty, they ascribe moral motives to platform governance actions that shape their subsequent responses. Moral motives could be negative or positive, depending on whether the action is interpreted as ad-hoc favoritism (favoring one complementor over another), extractive opportunism (advancing platform providers' rent-seeking at the expense of complementors), or mutual commitment (providers' committing to the platform ecosystem, while also inducing complementors to commit). Evidence for these arguments comes from Salesforce's platform ecosystem. We quantitatively examine complementors' meaning-making of, and responses to, platform governance actions such as selective promotion (ad-hoc favoritism), vertical integration (extractive opportunism), and corporate venture capital investment (mutual commitment). We qualitatively unpack why complementors interpret and view corporate venture capital investment as a middle-ground governance action.

CTO: **The Nexus of Value Creation and Value Capture: Unravelling Tensions in Digital Platform Dynamics**   

Author: **Wenshuo Wang**, *Warwick Business School*
Author: **Jochem T. Hummel**, *Warwick Business School*
Author: **Joe Nandhakumar**, *Warwick Business School*

The development of digital platforms relies on third-party development from complementors. With the assistance of complementors, the focal platform continually provides new features and services for participants in the platform ecosystem, essentially creating new value. However, tensions arise within the platform ecosystem regarding who should capture the newly created value. Complementors seek to maximize their value capture based on their contributions, while the focal platform aims to retain most of the captured value within the platform. As value creation depends on complementors to materialize, the focal platform often loses control over newly created value and misses opportunities to capture value from it. To explore how digital platforms navigate the tensions between value creation and value capture, we conducted an in-depth, embedded case study of Douyin (known as TikTok in the global market), which continuously creates new value across various businesses while simultaneously capturing significant value. We found that complementarity, internalization, algorithmization, and algorithm-enhanced services constitute the core mechanisms for sustaining value creation and value capture. We contribute to the literature on digital platforms by offering a process model to conceptualize how to navigate the tensions between value creation and value capture in digital platforms.

KEY TO SYMBOLS

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

Advances in Leadership: From Behavior to Measurement

Session Moderator: **FUHE JIN**, *The College of New Jersey (TCNJ)*

CTO: **Leader Emergence in the Digital Realm: Exploring Communication Dynamics via Machine Learning**

Author: **FUHE JIN**, *The College of New Jersey (TCNJ)*
Author: **Mikiko Shimaoka**, *Waseda U.*
Author: **Tomomi Kito**, *Waseda U.*
Author: **Hiroki Sayama**, *Binghamton U.-State U. of New York*
Author: **Sheng-Bin Wang**, *National Sun Yat-Sen U.*
Author: **Chou-Yu Tsai**, *Binghamton U.-State U. of New York*

Leader emergence in virtual teams has become a pivotal factor in organizational success in today's interconnected business world. Based on expectancy violation theory, this study examines how speaking centrality (the extent of a member's central role in the speaking network) and backchanneling (expressing agreement verbally) influence leader emergence in virtual environments. Diverging from previous research that mainly focused on individual attributes through surveys, our study delves into leader emergence by analyzing verbal communication dynamics within virtual teams. We investigated 51 participants in 12 virtual teams, employing sophisticated machine learning tools to scrutinize group interactions during the idea generation phase of social entrepreneurship projects on Zoom videoconferencing. Additionally, we gathered data on leader votes at a later time using the roster method through surveys. Our results reveal a positive link between speaking centrality and leader emergence. Contrary to expectations, the frequency of a member's backchanneling didn't moderate this relationship. Instead, it was the rate at which a speaker inspired backchanneling in others (i.e., backchanneling inspiration rate) that significantly positively moderated the relationship between speaking centrality and leader emergence. This thorough mixed-method approach sheds new light on group communication dynamics and makes a substantial contribution to understanding leader emergence in virtual contexts.

CTO: **Robot Leadership: The Effects of a Robot's Transformational and Transactional Leadership Behaviors**

Author: **Jakub Edward Cichor**, *TUM School of Management, Technical U. of Munich*
Author: **Sylvia Hubner-Benz**, *Paderborn U.*








As digitalization increasingly generates challenges and opportunities for future leaders, organizations leverage promising technologies to navigate their digital transformation. Social robots represent one such technology, where robots designed for human-like interactions are used in contexts like customer experience, education, or elderly care. Their ability to be in leadership positions and influence human followers, however, is largely unexplored. First evidence suggests that robot leadership can be successful, however, specific leadership styles have not yet been studied in robot leaders. To fill this empirical gap, we implemented three robot leadership styles in the social robot Pepper by SoftBank Robotics behavior (i.e., transformational leadership, transactional leadership, and minimal leadership as control) and investigated how Executive MBA students and university students (N = 218) worked for those robot leaders in a between-participants experiment. We have found that the transformational robot leader increased likability and perceived safety, whereas the transactional robot led to higher negative affect and stress. Additionally, likability and stress indirectly mediated the influence of the robot's leadership style on the participants' task engagement. These results indicate that the effects on human followers after engaging with a robot leader mirror the findings of leadership research on human leaders. Our study is a first step in establishing to what degree evidence based on human leaders applies to robot leaders as well. We discuss its implications for theory and practice.

CTO: **Do You Like Leader's Posting on Social Media? Online Self-Promotion and Leader Effectiveness**

Author: **Xiaoxuan Li**, *School of Economics and Management, Tsinghua U.*
Author: **Tianxing Jin**, *Fudan School of Management, Fudan U.*
Author: **Biya Ren**, *U. of Glasgow*
Author: **Longfei Cui**, *Tongji U.*

The rapid expansion of social media has enabled the shift from traditional face-to-face socializing to online interactions, and it has now become an important communication platform in the workplace. However, previous research on how leaders present themselves on social media and its impact on followers is still quite limited. Drawing on behavioral integrity theory, our study investigates the inconsistencies between a leader's self-promotion on social media and in real work settings, which are likely to elicit perceptions of hypocrisy among subordinates, thereby weakening leader effectiveness. Results from a multi-time survey suggest that leader self-promotion on social media and leader self-promotion in work have an interacting effect on leader effectiveness via perceived leader hypocrisy. Our research not only contributes to the theoretical understanding of self-promotion on social media but also innovatively explores the impact of leaders' online and offline behavioral integrity. Study implications and limitations and future research directions are discussed.

KEY TO SYMBOLS

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

Zoom and Beyond: New Frontiers and Evidence on Virtual Communication and Multicultural Teams

Organizer: **Thomas Rockstuhl**, *Nanyang Technological U.*
Organizer: **Ella Glikson**, *Graduate School of Business Administration Bar Ilan U.*
Presenter: **Valerie Alexandra**, *San Diego State U.*
Presenter: **Vas Taras**, *U. of North Carolina, Greensboro*
Participant: **Nancy Buchan**, *Darla Moore School of Business, U. of South Carolina*
Participant: **Wendi Lyn Adair**, *U. of Waterloo*
Participant: **Ruonan ZHAO**, *Xi'an Jiaotong U.*
Participant: **Ye Zhang**, *Tesla*
Participant: **Kok Yee Ng**, *Nanyang Technological U.*
Participant: **Soon Ang**, *Nanyang Technological U.*
Participant: **Shelly Lev-Koren**, *Technion - Israel Institute of Technology*
Participant: **Miriam Erez**, *Technion - Israel Institute of Technology*
Participant: **Fernando Trochez**, *Georgia State U.*
Participant: **Leigh Anne Liu**, *Georgia State U.*
Discussant: **Cynthia Lee**, *Northeastern U.*

This symposium examines the dynamic landscape of multicultural virtual teams in the post-COVID-19 era, advocating for a re-examination of research on virtual communication in multicultural teams. Established findings, rooted in the contrast between text-based and face-to-face communication, may not generalize to the new normal in which digital communication tools like Zoom, Microsoft Teams Slack, or Basecamp offer media-rich communication channels that make nonverbal behaviors and cultural differences in these behaviors much more salient. Accordingly, the key question that guides this symposium is: How can multicultural virtual teams thrive in a world where technological advances enable rich verbal and nonverbal communication among team members? To answer this question, we bring together four evidence-based papers that explore new frontiers in virtual communication and multicultural teams. Two of the papers explore a new cultural dimension of high/low-context communication and associated nonverbal behaviors in the context of virtual teams and two papers examine team processes and outcomes in global virtual teams. Collectively, the papers provide timely insights into various aspects of nonverbal communication, as well as the social, cultural, cognitive, and metacognitive skills required in media-rich digital and culturally diverse environments. In doing so, this symposium offers a comprehensive understanding of the challenges and opportunities faced by virtual teams, aiming to pave the way for improved teamwork in the future.

Non-verbal Communication and Virtuality, Relational Processes, and Team Performance

Author: **Valerie Alexandra**, *San Diego State U.*
Author: **Nancy Buchan**, *Darla Moore School of Business, U. of South Carolina*
Author: **Wendi Lyn Adair**, *U. of Waterloo*
Author: **Ruonan ZHAO**, *Xi'an Jiaotong U.*
Author: **Ye Zhang**, *Tesla*

'Silent language' in intercultural communication

Author: **Thomas Rockstuhl**, *Nanyang Technological U.*
Author: **Kok Yee Ng**, *Nanyang Technological U.*
Author: **Soon Ang**, *Nanyang Technological U.*

Expected vs Observed Challenges of Communication in GVTs: Effects on Interactions and Performance

Author: **Thomas Rockstuhl**, *Nanyang Technological U.*








Joint Effects of Cultural and Virtual Skills on Task Coordination in Virtual Multicultural Teams

Author: **Ella Glikson**, *Graduate School of Business Administration Bar Ilan U.*
Author: **Shelly Lev-Koren**, *Technion - Israel Institute of Technology*
Author: **Miriam Erez**, *Technion - Israel Institute of Technology*

How Global Virtual Teams Cultivate Intercultural Communication Competence? A Constructivist Approach

Author: **Fernando Trochez**, *Georgia State U.*
Author: **Leigh Anne Liu**, *Georgia State U.*

KEY TO SYMBOLS

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

LGBTQ+ Workforce and Firm Policies

Session Moderator: **Julian Schönauer**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen U.*

DEI: The Impact of Social Support and Authenticity on LGBTQ+ Employees' Entrepreneurial Orientation

Author: **Julian Schönauer**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen U.*

The LGBTQ+ workplace literature suggests that LGBTQ+ employees continue to face challenges such as heterosexism and stigmatization, which impair their workplace attitudes and behaviors, such as individual entrepreneurial orientation (IEO). This creates a need to identify effective interventions that promote IEO among LGBTQ+ individuals and to understand the underlying psychological mechanisms. To this end, the present study examines LGBTQ+ social support from three different sources as a potential antecedent of each IEO dimension – i.e., innovativeness, proactiveness, and risk-taking – among LGBTQ+ employees while exploring felt authenticity as a potential mediator. Drawing on social exchange theory, the job demands-resources model, and minority stress theory, we analyzed 952 responses from 47 countries collected between April and July 2023. Our results show that LGBTQ+ support from the supervisor, colleagues, and LGBTQ+ employee resource group (ERG) members is positively associated with innovativeness and proactiveness but not risk-taking. Authenticity at work fully mediates the significant relationships. These findings underscore the value of LGBTQ+ support in entrepreneurial value creation and suggest that authenticity is an important psychological antecedent of entrepreneurial behavior.

DEI: “Beyond the Closet” – How Identity Shapes Disclosure and Authenticity among LGBTQ+ Employees

Author: **Julian Schönauer**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen U.*

Author: **Andrea Greven**, *WHU Otto Beisheim School of Management*

“Coming out” at work is important for many lesbian, gay, bisexual, transgender, and queer/questioning (LGBTQ+) individuals to feel authentic. Although both disclosure and authenticity predict various well-being, interpersonal, and work outcomes, little is known about how individual differences predict the experience of authenticity via disclosure and moderate the disclosure-authenticity relationship. Overcoming the erroneous simplification to consider LGBTQ+ employees as a homogeneous group, we illuminate individual differences along the dimensions of LGBTQ+ group identity, gender identity, and sexual orientation. Based on 952 responses from LGBTQ+ employees from 47 countries collected between April and July 2023, we find that disclosure mediates the positive relationships of two LGBTQ+ group identity dimensions – namely, cognitive clarity and behavioral engagement – with authenticity. Cognitive clarity and behavioral engagement also strengthen the disclosure-authenticity relationship. Further, gender identities and sexual orientations play a meaningful role: Female and non-binary employees (relative to men) and bi- and pansexual employees (relative to gays) are less likely to disclose, while non-binary employees also feel less authentic. Herewith, we contribute to the LGBTQ+ organizational literature by delineating the roles of LGBTQ+ group identity, gender identity, and sexual orientation for LGBTQ+ employees' authenticity and disclosure experiences at work, underscoring the need to pay greater attention to individual differences in organizational LGBTQ+ research.

DEI: States' LGBT Supportive Policies and Firms' Likelihood of Entry

Author: **David Weng**, *California State U., Fullerton*

Author: **You-Ta Chuang**, *York U.*

Author: **Shaun Michael Pichler**, *California State U., Fullerton*

How do a state's lesbian, gay, bisexual, and transgendered (LGBT) supportive policies affect a firm's likelihood of entry? Which contextual factors shape this tendency? Drawing on the literature on institutional theory, LGBTs, and diversity, we postulate that a state's LGBT supportive policies can influence firms' likelihood of entry. A state's LGBT supportive policies will make the state more inclusive and accommodating. This can foster more positive work behaviors, thus enhancing a focal firms' productivity. Also, with the introduction of LGBT supportive policies, citizens in a state will be more open-minded while better appreciating individuals of different orientations. We consequently contend that firms are likely to enter a state with LGBT supportive policies than another state without. In addition, we postulate that the effect of state LGBT supportive policies can be moderated by contingencies including, (1) a focal firm's support for LGBTs, (2) LGBT friendly suppliers' actions in a state, and (3) LGBT friendly customers' actions in a state. Results based on a sample of U.S. public firms support our arguments. Our findings contribute to the literature on LGBTs and firm market entry.








DEI: The Paradoxical Role of Social Capital in the Career Advancement of LGBT Workers

Author: **Katia Villafuerte**, *Diversity, Equity and Inclusion*

Author: **Elliott Tyler Kruse**, *EGADE Business School, Tecnologico de Monterrey*

Social capital is a complicated construct whose social valence varies by the cultural context it is in. It is defined by connection to networks of people and has been shown to be useful for career growth, and yet it may not be equally accessible to all people. In particular, the ability to build and maintain these social connections may be challenging for marginalized people. In this paper, we conduct a systematic literature review to understand how social capital may help or hinder the career development of LGBT people. This review reveals the multifaceted nature of social capital, its intersection with culture, and its utility (or danger) to marginalized groups as a tool for career advancement.

KEY TO SYMBOLS

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

Innovative DEI Practices

Session Moderator: **Ryan Scott Teschner**, *Lee Kong Chian School of Business, Singapore Management U.*

DEI: Inclusive Language and Awkwardness: Developing a Scale for Interpersonal Awkwardness

Author: **Ryan Scott Teschner**, *Lee Kong Chian School of Business, Singapore Management U.*

Based on Dahl's (2018) definition of awkwardness—self-consciousness tinged with uncertainty, in moments both trivial and serious—a measure for dimensions of individual, interpersonal, and situational awkwardness, were developed and validated. This is critical to understanding relationships for marginalized individuals in organizations as measures like relational conflict are too severe while measures like affect (positive/negative) are too generalized to adequately describe relations. A total of nine items, three items for each dimension are used. Using four studies, I establish the content adequacy and reliability of the measures. Moreover, I show that the measures are distinct from relational conflict, positive affect, and negative affect. I also demonstrate that awkwardness and its dimensions are predicted by inclusive language use for marginalized individuals. Finally, I show that results may not hold for both variables. Thus, this research provides a comprehensive, validated, multidimensional measure of awkwardness, and offers a unique explanation of relational attitudes for marginalized individuals. Future theoretical, research and practical implications are discussed.

DEI: Understanding Psychosocial Functions as an Innovative Practice for Diversity and Inclusion

Author: **Loliya Kagher**, *U. of Aberdeen*

Author: **Lilian Otaye-Ebede**, *U. of Liverpool Management School*

Author: **James Stewart**, *Liverpool John Moores U.*

This study highlights the relevance of recognising and understanding psychosocial functioning in organisational diversity discourse to advance inclusion and belonging in the workplace. In this study, we focus on gender and ethnic organisational diversity. We draw from interviews with 30 women of African origin living and working in the UK. We identify their psychosocial functioning by examining their involvement in mentoring functions. Likewise, we use a womanism theoretical perspective to understand why women of African Origin value psychosocial functioning. Our contribution shows that psychosocial functioning identified through intentional mentoring and adapted within the work environment is a necessity for addressing present and future work challenges concerning diversity, inclusion and belonging.

DEI: Responsibilization and the Management of EDI-Related Misconduct

Author: **Olivia Tomlinson**, *Manchester Metropolitan U. Business School*

Author: **Adam Nix**, *Birmingham Business School, U. of Birmingham, UK*

Author: **Jennifer TyreeHageman**, *Birmingham Business School, U. of Birmingham, UK*

This paper argues that by placing too much responsibility for interpersonal misconduct on individual actors, organizations fail to address their EDI performance fully. Specifically, while progress has been made on positive EDI issues like workplace diversity, the management of EDI-related misconduct is often transferred to individuals. We use qualitative responses from a large national survey of UK workers to explore how employees experience responsabilization and perceive organizational responses and expectations around EDI-related misconduct. Our findings suggest that, in many organizations, individuals (employees, managers, customers) are placed in a position of responsibility for interpersonal relationships. We connect this to the notion of responsabilization, which sees institutional actors place autonomy and agency for moral issues on individual actors. Our findings contribute by conceptualizing EDI-related misconduct as a failure of responsabilization, whereby routinized inaction and symptom-solving contribute to unsatisfactory outcomes for targets and witnesses.

DEI: Faculty Diversity, Equity and Inclusion: A Systematic Literature Review and Conceptual Framework

Author: **Ashokkumar Manoharan**, *Flinders U.*

Author: **Christina Mary Scott-Young**, *RMIT U.*

Author: **Jawad Syed**, *Lahore U. of Management Sciences*

Author: **Diana Rajendran**, *Swinburne Business School, Swinburne U. of Technology*

Faculty diversity, equity, and inclusion play a vital role in the academic context. Despite the importance of the topic, there is no up-to-date holistic review of the empirical evidence from recent studies. This paper presents the findings of the systematic literature review performed from 2011 to 2023, specifically looking at the empirical findings on the diversity, equity and inclusion of academic and research faculty in the higher education sector. Analysis of the resulting 97 papers reveals the current state of recent research on different dimensions of diversity across multiple academic disciplines. In addition, based on the conceptual trends in faculty diversity research, this paper presents a conceptual framework that integrates the current body of literature. The review also identifies future directions for research on faculty diversity, which includes expanding the range of diversity dimensions studied, exploring the intersectionality of multiple diverse identities, examining diversity climate and management practices, adopting more theory-based approaches, and applying diverse methodologies in different educational and country contexts.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1786** | Submission: **21819** | Sponsor(s): **(DEI)**
Scheduled: **Tuesday, Aug 13 2024 8:00AM - 9:30AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Regency Ballroom C**

Taking a stand? Research, Values and Leadership in Academia

Program Chair: **Sujana Adapa**, *professor*

2024 AoM DEI Special Plenary - Taking a Stand? Research, Values and Leadership in the Academy

with CMS

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Women Leaders and Effectiveness

Session Moderator: **Karryna Madison**, *Australian National U.*

DEI: **'His Power', Her Consequence: The Moderating Role of Leader Gender on Follower Felt Obligation** 

Author: **Karryna Madison**, *Australian National U.*

Author: **Helen De Cieri**, *Monash U.*

Author: **Zen Goh**, *Monash Business School*

Drawing on social exchange theory, this paper examines the moderating effect of leader gender on the relationship between leader power and leader status. Results from a cross-sectional survey ($n = 155$) and time-lagged survey ($n = 655$) conducted with U.S. employees indicate that the effect of leader power on follower felt obligation is stronger for employees working under men leaders than under women leaders. This effect is mediated by leader status, such that the effect of leader power on perceived status is stronger for men leaders than women leaders, leading to different levels of reciprocation from followers for men and women leaders. The findings make three major contributions: they challenge the traditionally gender-neutral view in leadership studies anchored in social exchange theory, spotlight the significance of gender biases in shaping follower perceptions, and call for refined theoretical frameworks aligned with modern organizational complexities.

DEI: **A Global Leadership Competency Model for Academic Women Leaders: Attaining Leadership Effectiveness**  

Author: **Jiaqi Chen**, *U. of Southampton*

Author: **David Cross**, *Southampton Business School, U. of Southampton*

Author: **Naveena Prakasam**, *Southampton Business School, U. of Southampton*

Author: **Yehuda Baruch**, *Southampton Business School, U. of Southampton*

The increased internationalization in higher education has shifted academic mobility patterns leading to intercultural management challenges. The United Nations and European Union have encouraged the inclusion of social, emotional, and intercultural competencies in the academic context as sub-areas of global leadership competency (GLC). Yet, there has been little research into how the combined effects of these dimensions of global leadership competencies influence academics' perceived leadership effectiveness. Moreover, given the disproportionate number of women leaders, leadership competency development requires additional gender equality interventions. Grounded in global leadership theory, we link GLC and leaders' perceived leadership effectiveness in higher education (HE). We surveyed 255 women academic leaders in the United Kingdom and analyzed the data using structural equation modelling. We found that three dimensions of GLCs incorporating social, emotional, and intercultural aspects are positively related to perceived leadership effectiveness: perception management competency (PM), relationship management competency (RM), and self-management competency (SM). These are positively related to leaders' relations-oriented behaviors, and change-oriented behaviors, thereby contributing to global leadership theory.

DEI: **Personality's Impact on Women Academics' Leadership Effectiveness: The Mediating Role of Motivation**

Author: **Jiaqi Chen**, *U. of Southampton*

Author: **Naveena Prakasam**, *Southampton Business School, U. of Southampton*

A systematic long-term under-representation of women in academic leadership roles is a serious concern for individuals, universities, and wider society. We examined the combined effect of women academics' personality traits, attitudes toward cultural diversity, and perceptions of gender bias on their perceived leadership effectiveness. Anchored from the perspective of trait theory and basic human value theory, we identified the mediating role of motivation to lead on the relationship between women academics' personality traits, attitudes toward cultural diversity, perceptions of gender bias and their perceived leadership effectiveness. Using a non-probability sampling approach we surveyed 255 women academic leaders in the United Kingdom. We found that women academic leaders with higher levels of specific personality traits (relationship interest, interpersonal engagement, emotional sensitivity) and more favorable attitudes toward cultural diversity were more likely to be seen as having higher leadership effectiveness. However, women academic leaders who perceive less gender bias in their career development are more likely to be more motivated to lead and then therefore exhibit lower leadership effectiveness.

 DEI: **Stereotypically Depreciated but Actually Appreciated: Why and When Upper-Level Female Leaders are Perceived as More Charismatic**

Author: **Yue Zhang**, *Guanghua School of Management, Peking U.*

Author: **Xiaofei Teng**, *Guanghua School of Management, Peking U.*

Author: **Liping JIN**, *Peking U.*

Author: **Luyue Zhang**, *Guanghua School of Management, Peking U.*

Debates about the effectiveness of female leadership and whether followers' perceptions of leader charisma are differential between male and female have been continuous and escalating. Catering to the trend, we explore the relationship between leader gender and followers' perceptions of leader charisma with pair data collected from upper-level leaders and their followers. Specifically, according to social role theory and the power shield hypothesis, we hypothesize that female leaders, compared to male leaders, are evaluated as more charismatic. In this process, dialectical leadership behaviors could effectively mediate the effect of gender differences on perceptions of leader charisma, where female leaders are appraised as exhibiting more dialectical leadership behaviors than their male counterparts. Furthermore, we consider followers' perceived leader support as the boundary condition, which could weaken the extent to which gender differences influence perceptions of leader charisma via dialectical leadership behaviors. Data analyses from 156 upper-level leaders and 661 direct followers support our hypotheses. Theoretical and practical implications, as well as future directions of current research are also discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Perspectives on Allyship Promotion: Risks & Opportunities



Organizer: **Kendall Yamamoto**, *U. of Texas at Austin*
Organizer: **Anusuya Banerjee**, *U. of Washington*
Discussant: **Karren Kimberly Knowlton**, *U. of Texas at Dallas - Jindal School of Management*
Presenter: **Sora Jun**, *Rice U.*
Presenter: **Hannah Birnbaum**, *Washington U. in St. Louis, Olin Business School*
Presenter: **Soojin Oh**, *U. of Hong Kong*

To contribute to the advancement of allyship theory and practice, we propose a symposium centered on new research addressing perceptions and misperceptions of allyship motivations and behavior, unintended consequences of allyship efforts, and underutilized approaches to allyship. Through this initiative, we aim to shed light on factors that can help organizations harness positive allyship intentions, ensuring the promotion of productive allyship behavior in organizational settings.

Support for Class-based and Race-based Affirmative Action in Higher Education

Author: **Sora Jun**, *Rice U.*
Author: **Peter Belmi**, *U. of Virginia*

The Personal Case for Diversity

Author: **Kendall Yamamoto**, *U. of Texas at Austin*

Providing An Allyship Identity to Enlist Advantaged Group Members in Diversity Efforts

Author: **Hannah Birnbaum**, *Washington U. in St. Louis, Olin Business School*
Author: **Kaylene McClanahan**, *U. of California, Los Angeles*
Author: **Margaret Shih**, *U. of California, Los Angeles*

Advantaged Group Member Response to Challenging DEI Feedback

Author: **Anusuya Banerjee**, *U. of Washington*
Author: **Andrew Hafenbrack**, *U. of Washington*

Self-Focused or Relational-Focused Ally Work?

Author: **Soojin Oh**, *U. of Hong Kong*
Author: **Carolyn Thi Dang**, *Pennsylvania State U.*
Author: **Aparna Joshi**, *Ross School of Business, U. of Michigan*

KEY TO SYMBOLS

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

Session Type: **Showcase Symposium**

Program Session: **1789** | Submission: **13843** | Sponsor(s): **(DEI, OB, HR)**

Scheduled: **Tuesday, Aug 13 2024 8:00AM - 9:30AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Skyway 260**

Female Sponsorship in the Face of Derailment: A Tales From the Script Panel



Organizer: **Rachel Hahn**, *Purdue U.*

Discussant: **Aneika Simmons**, *Sam Houston State U.*

Panelist: **Marla Baskerville Watkins**, *Northeastern U.*

Panelist: **Insiya Hussain**, *U. of Texas at Austin*

Panelist: **Yonghoon Lee**, *Texas A&MU.*

This panel symposium will consist of an interactive and moderated discussion between panelists, participants, and the discussant regarding published DEI research related to female sponsorship and advancement. We will discuss the barriers that uniquely affect female advancement, intersectionality and barriers, practical implications for supporting female advancement, the DEI data collection process, and the DEI research review process.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Venture Capital Management

Session Moderator: **Ting Yao**, *U. of Wisconsin, Milwaukee*

ENT: **Principal-to-Principal Conflict Management on Venture Boards**

Author: **Ting Yao**, *U. of Wisconsin, Milwaukee*
Author: **Hugh O'Neill**, *U. of North Carolina, Chapel Hill*

Principal-to-principal conflicts (PPCs) between investors and venture managers are a common reason for venture failure (CB Insights, 2022). The effective management of PPC is a critical issue for venture boards. To date, the dominant theoretical perspectives in venture governance (agency theory and resource dependence theory) primarily focus on the composition of venture boards and offer limited insights into how PPCs are actually managed. Drawing from conflict management and trust literature, we develop a model at the director level to better understand what motivates directors to engage in collaborative behaviors necessary to address PPC. Our theory highlights how directors' trust in the CEO plays a pivotal role in motivating directors to collaborate with the CEO and assist in resolving PPC. The process of building and sustaining trust in the CEO differs between directors who are institutional investors (e.g., venture capitalists) and those who are independent directors. In the case of investor-directors, trust in the CEO is shaped by the complex relationships they maintain both with the CEO individually and between their investment firm and the venture itself. A director's trust in the CEO serves as a catalyst, promoting collaboration, effective negotiation, and mediation, thereby making a significant contribution to PPC management.

ENT: **How Value Capture Rights Evolve in Venture Capital Contracts: Cumulation vs. Protection**

Author: **Cyril Um**, *Louisiana State U.*
Author: **Haemin Dennis Park**, *U. of Texas at Dallas*

Proliferating research on venture capital (VC) has focused on the value-creating effects of VCs, characterizing VCs and startups as principals and agents respectively. However, an important, yet overlooked, aspect of the partnership is the value-capture consideration between the two parties. Drawing on property rights theory, we explore how value capture provisions for the VC evolve over different rounds of financing. We suggest that, as the value of the startup increases, it is economically efficient for the VC to forgo value capture rights. We further posit that VCs forfeit cumulative value capture rights, whereas they maintain protective value capture rights and that this effect is moderated by firm-specific uncertainty and environmental uncertainty. Using 6,627 financing contracts between 2,628 unique startups and 1,055 VCs, we provide supporting evidence of our theory.

ENT: **Oversight Through Insight: How Venture Boards Overcome Knowledge Disparity**

Author: **Max Fidelius Vellguth**, *Technical U. of Denmark*
Author: **Thomas J. Howard**, *The Technical U. of Denmark - DTU Entrepreneurship*
Author: **Carina Lomberg**, *Technical U. of Denmark*
Author: **Fiona Murray**, *Massachusetts Institute of Technology*








We investigate the governance role played by board of directors (BODs) in new ventures and the interplay of both their oversight and insight roles. We illuminate this phenomenon in the context of deeptech ventures and in light of the complementarity in expertise between the BOD and the top management team (TMT). In deeptech ventures, BODs support technical founders with relevant experience in the commercial domain. However, complementarity in expertise also means disparity in knowledge risking potential information asymmetry and translational difficulties as the BOD seeks to provide oversight to the TMT. Using an inductive multiple-case study approach, we triangulate boardroom insights by interviewing governance triads, including the CEO and board members, in eight VC-backed ventures. We identify group processes and illuminate their interaction with board roles. We find that board roles are embedded in a complex interplay of underlying processes resolving techno-economic tensions. We posit an emergent process framework for venture governance, add to discussions around techno-economic human capital, and contribute to venture governance research by integrating and contextualizing dominant corporate governance theories.

ENT: **Love or Collegiality? How Growth Aspirations Influence Relational Capital in Entrepreneurial Teams**

Author: **Pamela Nowell**, *BI Norwegian Business School*
Author: **Miriam Bird**, *TUM School of Management, Technical U. of Munich*
Author: **Rebecca Preller**, *U. of Bayreuth*

Prior research has highlighted the close relationships between co-founders, sometimes even referring to them in spousal or family-like metaphors. Although prior research has shown how entrepreneurial teams form in terms of co-founder characteristics and search process, we still lack a more nuanced understanding how relationships among entrepreneurial team members form and evolve when they start working together. To explore how relationships in entrepreneurial teams form and evolve, we use a qualitative, inductive research design and draw on data from ten newly formed entrepreneurial teams working in a university incubator. Taking a relational capital perspective, we identify two pathways of relationship development (spiraling and steady pathways) that are contingent on teams' initial growth aspirations. Our data reveal that non-family teams can develop spousal-like relationships (i.e., love, intimacy, high relational capital) when they have high growth aspirations, go through emotionally charged team member exits, engage in unfiltered communication, and work intimately as a dyad. Counterintuitively, our study shows that high relational capital develops when teams first prioritize and fully commit to their ventures, rather than to team member relationships. We discuss implications for research on relational capital, emerging entrepreneurial team dynamics and team size. Keywords: Emerging entrepreneurial teams, relational capital, growth aspirations, new venture success, team size

KEY TO SYMBOLS

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

Entrepreneurship and Institutions

Session Moderator: **Daxin Sun**, *Nanjing U.*

ENT: **Asymmetrical Disciplines of institutions: Differentiation, Newness, and Performance**

Author: **Qing Dai**, *Guizhou Normal U.*

Author: **Liang Wang**, *U. of New Brunswick, Canada*

Author: **Haibo Zhou**, *U. of Nottingham, China*

Differentiation is one of the most widely adopted and extensively examined strategies, but its performance impact has been characterized by a fundamental polarization. While many strategy scholars have positioned differentiation as a core source of competitive advantage and superior performance, institutional theorists have argued that striving for distinctiveness may end up hampering performance. This study approaches the performance implications of differentiation by postulating an asymmetry in the institutional disciplines toward differentiation between established incumbents and new ventures. New ventures suffer from less discipline and in turn can derive greater performance benefits from differentiation than do established incumbents. And such asymmetry would be more pronounced in a highly contested market or an immature industry, wherein differentiation engenders fewer benefits to counter institutional disciplines. Empirical evidence generally supports our view on the asymmetry of institutional disciplines toward differentiation. Our study develops a novel approach to reconcile the opposing stands on differentiation and offers practical guidelines on how to maximize the benefits from this competitive strategy.

ENT: **Is Anticorruption Campaign Effective? Evidence from Institutional Trust of Entrepreneurs**

Author: **Daxin Sun**, *Nanjing U.*

Prior studies on entrepreneurship have highlighted the role of the institutional environment in shaping ways of engaging in entrepreneurship. However, whether the incentive structure provided by society generates productive growth through entrepreneurship depends on entrepreneurs' trust in institutions. We examine how political turbulence influences the institutional trust of entrepreneurs and utilize the unique event of anti-corruption investigations since 2012 in China. We interview the same entrepreneurs in China Family Panel Studies surveys before and after the enforcement of anti-corruption investigations and find that exposure to anti-corruption campaigns increases rather than decreases the trust of entrepreneurs in the government. Furthermore, we test two potential mechanisms underlying the focal relationship: prior beliefs bias and political information exposure. We find that those people who had positive beliefs about the government before or had high exposure to political information are likely to trust the government since the anti-corruption. Our findings provide fresh insights into the entrepreneurship literature, corruption literature, and studies on the determinants of institutional trust entrepreneurship by clarifying the heterogeneous response of entrepreneurs facing anti-corruption campaigns.

ENT: **Export-oriented Entrepreneurship: An Institutional Logics Perspective**

Author: **Joan-Lluís Capelleras**, *U. Autònoma de Barcelona*

Author: **Ignacio Contín-Pilart**, *U. of Navarra*

Author: **Martin Larraza-Kintana**, *Public U. of Navarre*

Author: **Victor Martin-Sanchez**, *U. of Southern Denmark*

This study addresses how different institutional logics affect export-oriented entrepreneurship. We first argue that an unfavorable home country institutional framework in the form of state fragility will negatively influence the early-stage entrepreneurs' export activities. We subsequently suggest that the presence of established exporters in the local market will positively moderate such negative relationship. Additionally, we contend that this moderating effect will be more pronounced when there is a high level of generalized trust within the country. We test our hypotheses on a multisource dataset that combines individual- and country-level observations. Our multilevel analysis covers 54 countries over the period 2005-2020. The results provide support for our hypothesized direct and moderating effects. Overall, the study provides novel insights into how institutional factors and trust dynamics shape export-oriented entrepreneurial activity.

ENT: **Institutional Contexts, Entrepreneurial Alertness and Engagement in Social Entrepreneurship**

Author: **Xing Li**, *Utrecht U. School of Economics*

Author: **Niels Bosma**, *Utrecht U.*

Blending the discovery theory of opportunities with institutional theory, we develop a multilevel model that expresses how the combination of micro-level entrepreneurial alertness and country-level institutional contexts affects social entrepreneurship (SE). Concerning institutional contexts, we argue for shifting the debate that was hitherto merely fed from the government (spending) perspective to include social and market conditions. As such we advance the current SE literature by highlighting and exploring the coexistence of the concepts of institutional support and institutional void as conditions that may both spur opportunities for SE. We test the mechanisms suggested by our model using data from the Global Entrepreneurship Monitor 2015, covering 100,110 individuals across 49 countries. Our results reveal previously undocumented coexistence of institutional support (captured by market supporting regulatory quality) and institutional void structures (unmet basic human needs) impacting SE. Furthermore, our results suggest that the effect of entrepreneurial alertness on SE is contingent on the aforementioned institutional context, where entrepreneurial alertness is seen to exhibit a higher effect on SE both in contexts of institutional support and institutional void. Our study advocates a greater consideration of the entrepreneurial nature of SE intention (next to the currently dominant narrative of prosocial motivations) and a deeper understanding of national contexts in predicting SE entry.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Entrepreneurship and Well-Being II

Session Moderator: **Jingjing Qu**, *Shanghai Artificial Intelligence Laboratory*

ENT: **The Dynamics of Workplace Well-Being in the Transition to Entrepreneurship**

Author: **Jingjing Qu**, *Shanghai Artificial Intelligence Laboratory*
Author: **Bo Peng**, *Birkbeck College School of Management*
Author: **Cheng Yan**, *Essex Business School, U. of Essex*
Author: **Vangelis Souitaris**, *Bayes business school and U. of St. Gallen*
Author: **Jun Li**, *Huddersfield Business School, U. of Huddersfield, UK*

This paper investigates the dynamics of workplace well-being during the transition to self-employment, with a focus on the role of job autonomy and household income. Drawing on the Conservation of Resources (COR) theory, we propose a dynamic mediation-moderation model and develop hypotheses regarding the changes in workplace well-being before and after the self-employment transition. We argue that job autonomy plays a crucial role in influencing workplace well-being in self-employment during the transition period, while household income, particularly low-pay status, moderates this relationship. However, post-transition, the inherent demands of self-employment become more pronounced, diminishing the well-being benefits initially derived from job autonomy. By examining these factors, we contribute to the resource literature by identifying the resources fluctuation and interaction during and after the self-employment transition and shed light on the unique challenges faced by self-employed in different income contexts. The paper also highlights the importance of considering the dynamic nature of self-employment in well-being research.

ENT: **Entrepreneurs' Self-Organizing to Construct and Manage Well-Being**

Author: **Raj Krishnan Shankar**, *Great Lakes Institute of Management*

Well-being is critical to entrepreneurs. While research on entrepreneurs' well-being has contributed to our knowledge of a critically important dependent variable, much of the research on entrepreneurs' well-being has relied on a hedonic perspective, which is rather passive and focused on short time horizons. Eudaimonic well-being (EWB) offers a more dynamic, self-organizing perspective. However, other than recognizing that individuals self-select into entrepreneurship, there is little theorizing on self-organizing cognition for constructing EWB. Therefore, this paper asks how entrepreneurs' self-organizing processes impact their EWB. We build on the literature on self-awareness, self-knowledge, and entrepreneurial cognition to offer a self-organizing model of entrepreneurs EWB. In doing so, our theorizing provides insights into the (1) cognitive processes impacting EWB and how EWB impacts these processes as part of a self-organizing system, (2) EWB as a longer-run individual performance construct likely influenced by proactive individuals, and (3) within-individual changes in an entrepreneur's well-being and how this well-being changes feedback to the entrepreneur's cognition (rather than a snap-shot between-individual explanation).

ENT: **The Effect of Entrepreneurial Orientation on Employee Well-Being**

Author: **Coen Rigtering**, *U. Utrecht School of Economics*
Author: **Max Mulhuijzen**, *VU Amsterdam, School of Business and Economics*
Author: **Mathew Hughes**, *U. of Leicester*
Author: **Daniel Cowen**, *Groningen U. (RuG)*

With the advantageous effects of adopting an entrepreneurial orientation (EO) on corporate expansion and financial gains being firmly established, scholars have begun to explore the broader implications of adopting an entrepreneurial strategy. Unfortunately, these implications often still revolve around financial results, leaving the effect of EO on more intangible firm resources unclear. We zero in on human capital and study how EO affects employee well-being. To theorize the relationship between EO and employee well-being, we build on resource exhaustion theory. Resource exhaustion theory allows us to specify the conditions under which EO is beneficial or becomes too explorative and unsustainable for employee well-being. We test our hypotheses using a panel dataset tracking S&P500 firms from 2016 to 2020, which we created by merging data from Indeed.com, letters to shareholders, and Compustat. The data show that EO generally contributes to employee well-being while also allowing for a more nuanced interpretation of this effect. Specifically, we find evidence that the resource endowment of the firms and the dynamics of the industries in which they operate can amplify the effect of EO on employee well-being and, conversely, that EO may not be productive for employee well-being in very stable industry conditions.

ENT: **Envisioning the Future: The Role of Passion in Eudaimonic Well-Being of Entrepreneurs**

Author: **Inna Kozlinska**, *U. of Groningen, Faculty of Economics and Business*
Author: **Silvia Fernandes Costa**, *U. of Groningen*
Author: **Florian Noseleit**, *U. of Groningen*

Building on self-determination theory and on broaden-and-build theory, we theorize and test a model that emphasizes the role of entrepreneurial envisioning in translating the experience of entrepreneurial passion into higher levels of eudaimonic well-being among entrepreneurs. We focus on passion for founding a venture as the domain of entrepreneurial passion that relates to the most critical stage of entrepreneurial process. Additionally, acknowledging the heterogeneity of well-being outcomes in entrepreneurship, we propose that the motive driving the new venture creation (necessity- or opportunity-driven entrepreneurship) moderates the relationship between passion for founding and eudaimonic well-being. We find that entrepreneurial envisioning partially mediates the relationship between passion for founding a venture and eudaimonic well-being. Additionally, the mediation effect of envisioning is stronger for necessity-driven entrepreneurs than for opportunity-driven entrepreneurs. Our study contributes to a more comprehensive understanding of entrepreneurs' eudaimonic well-being by considering its affective, cognitive and motivational determinants.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Symposium**
Program Session: **1793** | Submission: **13117** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 13 2024 8:00AM - 9:30AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Haymarket**

Tackling Grand Challenges with Blockchain Innovations

Organizer: **Marvin Hanisch**, *U. of Groningen*
Organizer: **Hans Nikolas Rawhouser**, *U. of Nevada Las Vegas*
Organizer: **Wenqian Wang**, *Hong Kong Baptist U.*
Panelist: **Paul Momtaz**, *Technische U. München, TUM School of Management*
Panelist: **Joseph Sarkis**, *Worcester Polytechnic Institute*
Panelist: **Ajai Singh Gaur**, *Rutgers U.*
Panelist: **Simon JD Schillebeeckx**, *Singapore Management U.*
Panelist: **Theodore Waldron**, *Texas Tech U.*

Expanding on two previous successful panel symposia at AOM 2022 and AOM 2023, this symposium assembles a group of scholars with blockchain technology research spanning a wide array of AOM divisional interests related to grand challenges. The panelists will provide insights related to theory and empirical observations to inspire high-quality research on blockchain technology from multiple perspectives. Panelists will help identify: relevant research questions and research ideas in the context of blockchain innovation for grand challenges, theories that could help better understand the application of blockchain to grand challenges, theories that can be better understood by observing blockchain phenomena, blockchain phenomena that seem particularly interesting/surprising for researchers and blockchain data sources (and relevant methods for studying those sources) that have the potential for interesting insights for grand challenges..

KEY TO SYMBOLS

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

Society and Investment

Session Moderator: **Jeroen Verbouw**, *Ghent U. and Tilburg U.*

ENT: **Divide and Conquer: Investor Type Diversity in Entrepreneurial Ventures**

Author: **Jeroen Verbouw**, *Ghent U. and Tilburg U.*
Author: **Tom R. Vanacker**, *Ghent U. and U. of Exeter*
Author: **Sophie Manigart**, *Ghent U. and Vlerick Business School*

Past studies show that dependence on partners for resources also exposes firms to possible problematic partner behavior, against which firms try to defend themselves. We extend our understanding of resource dependence in entrepreneurial ventures by developing and testing a novel framework on how and which ventures can defend themselves in their first interaction with equity investors when established defenses are usually unavailable. We theorize and show that ventures with greater resource stocks (i.e., higher ex-ante cash holdings and prior experience with multiple investor types) defend themselves by pursuing a "divide and conquer"-strategy in which they attract first-round investments from different types of equity investors. This strategy also facilitates follow-on fundraising. Overall, we extend resource dependence theory by focusing on a novel "divide and conquer"-defense strategy, which limits the power of any individual investor type, and by presenting a dynamic view on resource dependence in which entrepreneurs employ defense strategies from a position of strength because they still hold greater resource stocks.

ENT: **Do Hurricane Strikes Encourage Economic Dynamism and Entrepreneurial Opportunity?**

Author: **Jim Fatzinger**, *Vanderbilt U.*

"At any one point in time, 4% of the workforce in the U.S. is involved in the creation of a new firm and nearly 30% of these individuals actually get into business" (Reynolds, as cited in Gartner & Shane, 1995, p. 298). There also continues to be, according to Carland et al. (1984), an "implicit assumption that the entrepreneur contributes disproportionately to the economy...yet little has been done to isolate this individual for further analysis" (p. 354). This study contributes to the literature and understanding of entrepreneurship, demonstrating economic dynamism, as measured by aggregate establishments, in the wake of exogenous hurricane strikes. Specifically, this study, using publicly available data from the U.S. Small Business Administration (SBA) and NOAA's National Hurricane Center North Atlantic Hurricane Database (HURDAT), demonstrates the importance of entrepreneurship, economic dynamism, and Schumpeter's (1942) theory of creative destruction. Entrepreneurs are in fact, agents of creative destruction according to Acs et al. (2014), who introduce change to the economic landscape by constantly undermining and challenging established industry incumbents. Findings in this study are consistent with previous economic research suggesting that while exogenous shocks such as natural disasters destroy some wealth, they also promote economic opportunity (Kerr & Nanda, 2009; Nativad & Rawley, 2016). Instead of limiting analysis to a single case, this study contributes to the literature by initially considering all U.S. Continental hurricane strikes (n=34,446 cases). Our findings have significant implications for economies recovering from an exogenous shock, small businesses, entrepreneurs, and policymakers.

ENT: **Democracy Is Good for Entrepreneurship, But Are Entrepreneurs Good for Democracy?**

Author: **Arjan Frederiks**, *U. of Groningen*
Author: **Florian Noseleit**, *U. of Groningen*
Author: **Michael Wyrwich**, *U. of Groningen*

This paper studies the complex relationship between entrepreneurs and their support for democratic values, considering how democracy, while fostering entrepreneurship, may not always receive reciprocal support from entrepreneurs. We distinguish between successful and vulnerable entrepreneurs, hypothesizing that their experiences within the democratic framework significantly influence their perspective on democracy in comparison with employees. Successful entrepreneurs, who thrive in a democracy, are expected to value it more, while vulnerable entrepreneurs, facing challenges and failures, might perceive the democratic system as less supportive. We propose that economic freedom and institutional trust within a democracy moderate entrepreneurs' support for democracy, irrespective of their individual success, as also vulnerable entrepreneurs are recognizing its broader socio-economic stability and opportunities. Our empirical analysis reveals that successful entrepreneurs value democracy more than employees whereas vulnerable entrepreneurs display weaker democratic support. However, successful entrepreneurs' leading role in supporting democracy disappears under conditions of relatively higher levels of economic freedom or higher levels of trust in institutions. Our findings accentuate the nuanced link between entrepreneurship and democracy, illuminating the microfoundations of entrepreneurs' democratic endorsements. Additionally, our results suggest that a prevalence of vulnerable entrepreneurs may imply an erosion of democracy.

ENT: **Darwinians and Idealists: Effects of Prior Professional and Personal Identities on Founder Identity**

Author: **Tatiana Zabara**, *U. of Antwerp*
Author: **Emmanuelle Fauchart**, *U. of Fribourg, Switzerland*
Author: **Ganqi Tang**, *U. of Fribourg*

Every organization has been at some point launched by an entrepreneur or a founder. Understanding who these individuals are and why they start and manage their ventures the way they do is, perhaps, one of the most fundamental goals in entrepreneurship research. Building on the social identity framework, we (1) contrast entrepreneurs who act out of consideration for others (pro-others) vis-à-vis those whose primary concern is economic self-interest (pro-self) based on their founder identity, and (2) examine the driving forces of social structures and individuals' core personal identities in shaping these identities. We test our hypotheses on a sample of 110 early-stage entrepreneurs founded in Switzerland after 2017 and find general support for our hypotheses suggesting that personal identity and founders' prior professional experience embedded in institutional logics infuse founder identity independently and in an interplay with each other. We discuss the theoretical and practical implications of our results.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Nascent Entrepreneurship

Session Moderator: **Brent Clark**, *U. of Nebraska, Omaha*

ENT: **Stairway to Impact? Tracing the Business Model Design Processes of Nascent Sustainable Ventures**

Author: **Eduard Esau**, *Gottfried Wilhelm Leibniz U.*
Author: **Christina Lara Kannegiesser**, *U. of Hamburg*
Author: **Manuel Reppmann**, *U. of Hamburg*
Author: **Erk Peter Piening**, *Leibniz U. Hannover*

Sustainable entrepreneurs face the challenge of aligning multiple, sometimes conflicting social, environmental, and commercial demands during their venture creation, shaping the business model design process in unique ways. This study explores these processes by conducting a multiple-case theory-building approach examining six nascent sustainable ventures (including 45 interviews) in a longitudinal research setting. We derive a process model depicting the dynamic interplay between a founding team's cognitive configuration and their business model design approach. Specifically, we propose two distinct sustainable business model design process paths which largely depend on the cognitive frame (narrow vs. paradoxical) of a founding team. The insights from our framework contribute to the literature at the intersection of sustainable entrepreneurship, business model design, and entrepreneurial cognition.

ENT: **Silver Entrepreneurs: New Venture Creation in the Golden Years**

Author: **Chris Boudreaux**, *Florida Atlantic U.*
Author: **Hyungseok Yoon**, *U. of Leeds*

Despite recent evidence linking personal motives and outcomes to aging in entrepreneurship, we still know little about the start-up performance of silver entrepreneurs—new business creation by people older than 50 years of age. Drawing on life-span theory, we address the question: do silver entrepreneurs' start-ups outperform others? We predict that start-ups founded by silver entrepreneurs financially underperform but survive longer. Using confidential data from the Kauffman Firm Survey comprising a sample of 2,878 U.S. firms founded in 2004 and followed annually until 2011, our analysis confirms our predictions. Our findings reveal the dual implications of silver entrepreneurship in an era marked by aging populations.

ENT: **The Liability of Ruralness in Entrepreneurship**

Author: **Travis Howell**, *Arizona State U.*
Author: **Justin Kent**, *Appalachian State U.*

While recent research has produced valuable insights regarding underrepresented entrepreneurs, this literature has largely overlooked one key group: entrepreneurs from rural (as opposed to urban) areas. In this paper, we theorize that rural entrepreneurs face a "liability of ruralness," meaning they face unique challenges and biases that urban entrepreneurs do not. We test our theory using a multi-method approach across three complementary studies using large-scale data from Kickstarter, a proprietary dataset of rural vs. urban entrepreneurs in the Eastern United States, and an online experiment with entrepreneurs. We find evidence of the existence of the liability of ruralness across all three studies. We also find, however, that entrepreneurs can overcome the liability of ruralness via role congruity or strategic distinctiveness. As a whole, our findings make fresh contributions to the literatures on underrepresented entrepreneurship, role congruity, and optimal distinctiveness.

ENT: **Decrypting the Code – The Surprising Downside of Market Orientation in ICO Funding Success**

Author: **Sophia Henzler**, *Heinrich-Heine U. of Dusseldorf*

Established academic findings have predominantly shown a positive relationship between a firm's market orientation (MO) and its business performance. However, the applicability of the MO concept within the novel and unique entrepreneurial financing context of initial coin offerings (ICO) has not yet been explored. Therefore, this study examines the impact of MO of early-stage, highly technological blockchain ventures on their funding success. To shine light on this underexplored relationship, we employ a unique and comprehensive data set of 26,351 token sale projects from 2014 to 2023, aggregated from five disparate ICO listing platforms. Contrary to previous MO studies, we find a significantly negative relationship between the degree of MO in an ICOs communication and its funding success, mainly driven by the MO subdimensions long-term focus and profitability. We also find that the degree of risk disclosure (RD) in an ICOs communication positively moderates the aforementioned negative relationship. We interpret these findings utilizing signaling theory, complemented by prior research on the unique attributes of ICOs. By investigating this unexplored area, our study not only advances the academic discourse around MO but also adds to the growing entrepreneurial finance literature stream investigating the determinants of ICO success.

ENT: **Unpacking The Role Of Entrepreneurial Experience in Response to Failures of Varying Severity**

Author: **Jim Whitbeck**, *Oregon State U.*
Author: **Violetta Gerasymenko**, *Oregon State U.*

We combine the attribution theory of motivation and the heuristic-systematic model of information processing to theorize and examine an inverted u-shape relationship between entrepreneurial project failure severity and subsequent project performance. We propose that the u-shape relationship is driven by the interplay of the latent mechanisms of motivation determined by causal attributions for failure and the entrepreneur's confidence gap (and subsequent reliance on heuristic or systematic information-processing). Because entrepreneurial self-efficacy and resilience are shaped by experience, we further probe how potential differences in attribution, heuristics, and systematic processing may differ between portfolio and hybrid entrepreneurs and explain performance differences as driven by failure severity. We conduct our study in the crowdfunding context, leveraging a unique dataset of 721 observations of single-founder entrepreneurial projects launched between 2016 and 2019 that followed projects that failed to achieve full funding on Kickstarter. Supporting our theory, we find an inverted U-shape relationship between failure severity and subsequent project performance and that this relationship is different for portfolio and hybrid entrepreneurs. Our study contributes to a broader literature on motivation and decision making after failure and advances entrepreneurship literature by offering novel insights into the cognitive boundaries of entrepreneurial attention in response to failure severity.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Human Resources

Session Moderator: **Thomas Hermanns**, *U. of Trier*

ENT: **Complementary Wage Jobs as a Coping Mechanism of Self-Employed Individuals During Existential Crises**

Author: **Thomas Hermanns**, *U. of Trier*
Author: **Diemo Urbig**, *Brandenburg U. of Technology Cottbus-Senftenberg*
Author: **Joern Hendrich Block**, *U. of Trier*
Author: **Katrin Susanne Muehlfeld**, *U. of Trier*

Research on combined holding of self- and dependent employment (hybrid entrepreneurship) has mainly focused on individuals who transition from an existing wage job into complementary self-employment. In contrast, there is scant research on individuals who transition from self-employment as their main occupation into an additional wage job. We investigate whether existential crises may trigger such 'reverse transition' and which underlying motivations may prevail. Based on two studies of full-time self-employed individuals, we examine the extent to which these individuals take on additional wage job as a coping strategy to survive a potentially existential crisis. In the first study (N1 = 13,643), we focus on individuals' intentions, while in the second study (N2 = 6,440), conducted one year later, we examine the actions taken. We find that the greater the drop in revenue caused by a crisis, the more likely the individual is to take on a second paid job and to change the business model. Furthermore, the positive effect of changing the business model on the intention to take up a second job increases with the perceived uncertainty of the changes made. Therefore, our results support the under-researched concept of 'reverse transition' in that self-employed individuals may use the combination of both types of work to ensure the survival of their entrepreneurial venture in the case of an exogenous shock.

ENT: **Attracted or Repelled? Investigating Job Seekers' Perceptions of Obsessive Entrepreneurs**

Author: **Mirjam Nicole Streeb**, *U. of Bayreuth*
Author: **Matthias Baum**, *U. of Bayreuth*

This study investigates the impact of entrepreneurs' obsessive passion on potential job seekers, exploring whether it functions as an asset or a liability in startup recruitment. Drawing upon signaling theory and person-environment (PE) fit theory, we develop a contingent model that elucidates job seekers' perceptions of "obsessive passion" as a recruitment signal taking their individual characteristics as boundary conditions for the interpretation of this signal into account. Our hypotheses were tested through a metric conjoint experiment involving 181 job seekers, yielding 2,896 decisions. The results indicate that the impact of an entrepreneur's perceived obsessive passion on a venture's attractiveness as a potential employer is contingent upon the characteristics of the job seeker. Specifically, signaling obsessive passion is only attractive to job seekers with highly proactive personalities and entrepreneurial self-efficacy; those who score low on these factors, as well as those who are risk-averse, tend to be repelled by such signals. These findings contribute to the literature on new venture recruitment by demonstrating how signals of obsessive passion aid in the self-selection of applicants, ultimately attracting employees well-suited for the entrepreneurial environment.

ENT: **When is Startup Employment Attractive to Technical Job Seekers?: Evidence from Online Experiments**

Author: **Mehdi Ibn Brahim**, *SKEMA Business School - U. Côte d'Azur*
Author: **Diego Zunino**, *SKEMA Business School - U. Côte d'Azur*
Author: **Daniel P. Forbes**, *U. of Minnesota Carlson School of Management*

Resource attraction is a critical challenge facing entrepreneurial ventures, and human capital represents an especially important resource. In this paper, we explore how technically-trained job seekers evaluate startups' employment opportunities. We identify role ambiguity as a salient feature of job evaluation and hypothesize that tech-trained job seekers will be less attracted to jobs featuring higher levels of expected role ambiguity. We further propose that this effect will be stronger for startups than for established firms. We test these hypotheses using an online experiment in the context of the online labor market. In our main study – Study 1 – we rely on a pre-registered online framed-field experiment and test the influence of expected role ambiguity on organizational attractiveness for tech-trained job seekers. We conduct two more studies for validation. In Study 2, we ensure that our results are specific to individuals with technical training. In Study 3, we assess the external validity of our findings using a manually-collected dataset of 5,380 job ads from LinkedIn. Our results contribute to the entrepreneurship and strategic human capital literatures by shedding light on the nuanced challenges startups face in online labor markets.

ENT: **How Ex-Entrepreneurs Perceive the Expected Compensation During Job Searches?**

Author: **Li Tian**, *Nankai U.*
Author: **Zeyu Wang**, *Renmin Business School Renmin U. of China*
Author: **Yiran Liu**, *Tianjin U.*

While previous research mainly focuses on the compensation loss of ex-entrepreneurs received from employers, i.e. the demand-side perspective, little attention has been devoted to examining how ex-entrepreneurs perceive expected compensation during job searches. Based on the Backlash Avoidance Model (BAM), from the Supply-side perspective, this paper explores that, as a minor and marginal group in the labor market, ex-entrepreneurs try to avoid social and economic penalties from being cross-border mobilizers and thus tend to lower their expected compensation compared to their nonentrepreneurial counterparts. We further investigate how regional entrepreneurial climate may moderate the relationship between entrepreneurial identity and expected compensation. Taking the resume information crawled by an online resume service provider from 2015 to 2016 in China, the study supports our hypotheses. This study contributes to our understanding of founding penalty from the supply-side, which helps us understand career identity as an important driver of expected compensation. Moreover, this paper generalizes application of BAM model to entrepreneurship and verifies that fear of backlash not only drives behaviors of female leader and ethnicity minorities but also influences other social group such as entrepreneurs. Moreover, we investigate the moderating role of regional entrepreneurial climate which reveals an important boundary condition of the BAM model in an entrepreneurship context. The conclusions of this paper provide practical insights into the management of career mobility of entrepreneurs, and hiring policies in the job market.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Entrepreneurial Finance Signals 1

Session Moderator: **Denis Lambert**, *ESCP Business School*

ENT: **A Process Study of How Entrepreneurs Send Unintentional Signals to Venture Capitalists**

Author: **Denis Lambert**, *ESCP Business School*
Author: **Yi Jiang**, *ESCP Business School*

Drawing on the literature on emotions, this study combines strategies for analyzing video data to examine inductively and theorize the process through which entrepreneurs send unintentional signals to venture capitalists during pitch competitions. The results reveal three patterns that describe how entrepreneurs display emotions. We reveal the roles of temporality and environmental noise, discuss their central roles as effective conditions for variations in emotional reactions, and offer new insights into how and why entrepreneurs send unintentional signals.

ENT: **Gender Bias and Financing of Impact Ventures?: A Cross-Cultural, Gender Role Congruity Perspective**

Author: **Lani Faith Gacula**, *U. of Massachusetts, Lowell*
Author: **Michael W. Obal**, -
Author: **Rangapriya Kannan-Narasimhan**, *Lucas College & Graduate School of Business, San Jose State U.*

In 2022, female led ventures received only 1.9% of venture capital funding; a concerning trend that has been steady for years. Furthermore, only 15% of all technology based ventures have female founders. These disquieting trends leads us to question if female-led impact ventures are likely to receive lesser amounts of equity funding than male-led impact ventures? Is this relationship likely to change if the ventures in question are invention-based, where invention-based ventures have historically and stereotypically been male-dominated? Furthermore, what role does a country's cultural masculinity play in this relationship? This study draws upon Gender Role Congruity Theory to examine whether, how, and why women-led impact ventures experience disparity from their male counterparts in the ability to obtain early-stage equity investment. Analysis of survey data collected from 4,206 for-profit impact ventures from 205 impact-oriented accelerator programs across 121 countries was used to explore these phenomena. Results indicate that female-led impact ventures are disadvantaged compared to male-led impact ventures in obtaining equity investment. Furthermore, female-led impact ventures are less likely to be invention-based than male-led impact ventures. Finally, the ingrained culture of masculinity, as measured at the country-level, exacerbates the disadvantages experienced by female founders in obtaining equity funding. Overall, this study contributes to the literature on global entrepreneurial finance from a gender role perspective and is crucial to understanding the challenges female entrepreneurs encounter in obtaining early-stage equity investment.

ENT: **Interactive Effects of Gender, Quality Signals, and Industry in Early-Stage Venture Capital Funding**

Author: **Jonah Rösemeier**, *Stanford Graduate School of Business*








Combining gender role congruity theory and signaling theory, I investigate the persistent venture capital funding gap between men and women entrepreneurs by addressing recent scholarly calls for examining how signal sender, signal, and signal environment interact to affect early-stage venture capital funding. Based on both theoretical and empirical evidence, I hypothesize a three-way interaction, such that the disadvantage women founders face in acquiring early-stage venture capital funding is augmented when they signal management experience, with this moderation depending on the male-dominance of the industry the startup is situated in. Integrating data from four commonly used databases, I test my hypotheses using a self-collected dataset of 399 early-stage venture capital investments in the U.S. between 2020 and 2023. While I do not find support for my hypotheses, my study offers important theoretical and practical contributions. Limitations are discussed.

ENT: **How Entrepreneurs' Conflict Management Styles Impact Investors' Reinvestment Decisions**

Author: **Alexander Narh Tetteh**, *school of management, USTC*
Author: **Dan K. Hsu**, *North Dakota State U.*
Author: **Qingxiong Derek Weng**, *school of management, USTC*
Author: **LIUDMYLA KLYMCHUK**, *school of management, USTC*
Author: **Magdalene Zeinab Ak Adams**, *school of management, USTC*

Making informed investment decisions is crucial in the dynamic world of entrepreneurship and investment. Grounded in sensemaking theory, this study delves into the dynamics of conflict management styles and their influence on investors' reinvestment decisions when employed by entrepreneurs. Three distinct conflict management styles—cooperative, competitive, and avoidant—were scrutinized alongside two contextual factors: entrepreneur performance and ethical reputation. Drawing on a conjoint experiment with 1408 decisions nested within 88 participants, the findings reveal that a cooperative conflict management style positively impacts investors' intentions to reinvest and is even more expected from entrepreneurs whose performance is low or possesses a robust ethical reputation. Interestingly, a competitive conflict management style, often associated with confrontation, does not significantly deter investors' reinvestment decisions; however, its effect becomes detrimental when investors perceive ethical lapses and subpar entrepreneurial performance. Finally, an avoidant conflict management style negatively affects investors' reinvestment decisions, with its impact lessening in the presence of high entrepreneurial performance but remaining detrimental even in the presence of a high ethical reputation.

KEY TO SYMBOLS

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

Building Relationships

Session Moderator: **Agnieszka Kwapisz**, *Montana State U.*

ENT: **The Gender Pay Gap in Academic Currency: Leveraging Female Leadership in Entrepreneurial Engineering**

Author: **Agnieszka Kwapisz**, *Montana State U.*

This paper delves into the nuanced relationship between entrepreneurial engineering education and gender dynamics. Utilizing a dataset of more than 2000 instructional cards from a prominent entrepreneurial engineering network, our study employs a multi-dimensional analysis approach that includes visual imagery analysis, engagement metrics analysis, and natural language text processing. We discovered that the entrepreneurial engineering scholarly community is becoming more aware of and appreciative of works written by or starring women. Additionally, the presence of gendered language and imagery continues to influence faculty engagement, with male-centric references decreasing the appeal and utility of educational materials. Our study advances Intersectionality theory in entrepreneurial engineering education by empirically demonstrating the relationship between gender dynamics and academic engagement, thereby contributing to a deeper understanding of gender roles in this evolving field. Highlighting the need for more gender-balanced representations in educational content, our work calls for ongoing efforts to promote gender diversity and equity in the engineering and entrepreneurship domains. Significantly, our study reveals entrepreneurial engineering education as an emerging area where gender inclusion is notably improving, marking a positive change in engineering and entrepreneurship fields.

ENT: **The Ask: How Entrepreneurs Enroll Stakeholders Through Relational Capital**

Author: **Tiago Ratinho**, *IESEG School of Management (LEM-CNRS 9221)*

Author: **Saras Sarasvathy**, *U. of Virginia*

Author: **Anusha Ramesh**, *Atkinson Graduate School of Business, Willamette U.*

Author: **Stuart Read**, *Willamette U.*

Despite the centrality of stakeholder enrollment to the entrepreneurial process, surprisingly little is known about the corresponding micro-level mechanisms that drive it, its range of potential outcomes, and the way it influences the trajectories of both ventures and individual entrepreneurs. We build on insights from social psychology as well as recent entrepreneurship research to generate framing questions around “the ask” as the micro-foundational mechanism of stakeholder enrollment. We investigate these questions that link asking to the daily actions of entrepreneurs and how those lead to enrolling stakeholder as they build their venture. Through two studies that include quantitative and qualitative data from two different populations of entrepreneurs, we find that: 1) general entrepreneurs focus mainly on short term transactional needs seldom engaging in efforts to build relational capital; 2) high performance entrepreneurs practice relational asks to enroll stakeholders that may ultimately become customers, suppliers, investors, and partners. We use these findings to sketch several avenues for research.

ENT: **The Effect of Stakeholder Orientation on Entrepreneurial Ventures**

Author: **Myeongho Park**, *Oklahoma State U.*

Author: **Per L. Bylund**, *Oklahoma State U.*

Author: **Eunkwang Seo**, *Oklahoma State U.*








We develop a theoretical framework that examines how stakeholder orientation in entrepreneurial ventures affects performance and how this effect is dependent on stages of ventures. We also theorize how the human capital of the venture board influences the stakeholder management. Examining 1,669 ventures affected by constituency statutes regarding stakeholder orientation, we find a negative relationship between stakeholder orientation and the probability of exit, and this relationship is more pronounced in older ventures. Furthermore, we show that the managerial skills of the venture board mitigate this negative relationship. This research significantly contributes to the literature on stakeholder management in entrepreneurship.

ENT: **The Exit/Persistence Processes of Entrepreneurs Who Suffer From Major Depressive Disorder**

Author: **Sascha Hohen**, *Goethe U.*

This paper explores the exit/persistence processes of entrepreneurs who suffer from major depressive disorder. A case study methodology is utilized that builds on 32 interviews as the primary data source. Results are analyzed by using the threshold theory. My data shows that entrepreneurs' first depressive episodes lower their self-efficacy. Entrepreneurs react to this circumstance by using coping strategies. While these strategies help entrepreneurs cope with their depressive symptoms, they also decrease their firms' economic performance. Moreover, employees' reactions to their bosses' depressive symptoms also reduce the economic performance of their bosses' firms. This study suggests that entrepreneurs who suffer from depression lower their individual economic performance thresholds and exit their firms as soon as alternative income options become available.

KEY TO SYMBOLS

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

Emergence and Growth Strategy of Entrepreneurial Firms: Evidence Based on Large-Scale Data



Organizer: **Waverly W. Ding**, *U. of Maryland*
Organizer: **Beril Yalcinkaya**, *U. of Maryland R.H. Smith School of Business*
Participant: **Innessa Colaiacovo**, -
Participant: **Daniel Gross**, *Fuqua School of Business, Duke U.*
Presenter: **Jorge Guzman**, *Columbia Business School*
Presenter: **Aaron Chatterji**, *Duke U.*
Participant: **Sharique Hasan**, *Fuqua School of Business, Duke U.*
Participant: **Dror Shvadron**, -
Participant: **Michael Pergler**, *The Wharton School, U. of Pennsylvania*

Entrepreneurial firms have long been hailed as the force that stimulates innovations, employment, and economic growth writ large. For these reasons, organization and entrepreneurship scholars have long been interested in the growth of technology firms. Considerable research over the past two decades has drawn scholarly attention to issues relating to how entrepreneurial firms emerge and grow their capabilities through specific organizational structure and processes, which have been found to exert enduring influences on subsequent organizational development. More recently, an emerging body of research has sought to understand the growth and strategy of young firms' organizational capabilities by examining their human capital growth as well as their strategic moves. In recent years, novel, large-scale, longitudinal datasets have emerged that enabled researchers to adequately track firms' historical growth trajectories beyond what small hand-collected samples of entrepreneurial firms can reveal. This symposium intends to gather a group of papers that have leveraged such novel, large-scale data to address unanswered questions in the literature regarding the founding patterns of entrepreneurial firms as well as growth strategies adopted by entrepreneurial firms.

The Composition and Dynamics of Technology-Enabled Entrepreneurship

Author: **Innessa Colaiacovo**, -
Author: **Daniel Gross**, *Fuqua School of Business, Duke U.*
Author: **Jorge Guzman**, *Columbia Business School*

Opinion is Cheaper than Facts: How New Entrants Have Shaped the Business of Political News

Author: **Aaron Chatterji**, *Duke U.*
Author: **Sharique Hasan**, *Fuqua School of Business, Duke U.*
Author: **Dror Shvadron**, -

The Effect of Commercial, Regulatory, and Sociocultural Pressures on Hiring Strategies post-IPO

Author: **Beril Yalcinkaya**, *U. of Maryland R.H. Smith School of Business*
Author: **Waverly W. Ding**, *U. of Maryland*
Author: **Anil K Gupta**, *U. of Maryland College Park*

Startup Hiring through Firm-Driven Search: Evidence from Venture for America

Author: **Michael Pergler**, *The Wharton School, U. of Pennsylvania*

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **1800** | Submission: **14193** | Sponsor(s): **(ENT, STR, TIM)**
Scheduled: **Tuesday, Aug 13 2024 8:00AM - 9:30AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Toronto**

A New Take on Entrepreneurial Intent

Organizer: **Jay Habegger**, *U. of Maryland R.H. Smith School of Business*
Organizer: **Gordon Scott**, *Washington U. in St. Louis, Olin Business School*
Discussant: **Jay B. Barney**, *U. of Utah, David Eccles School of Business*
Panelist: **Sharon Alvarez**, *U. of Pittsburgh*
Panelist: **Peter G. Klein**, *Baylor U.*
Panelist: **Todd Zenger**, *U. of Utah, David Eccles School of Business*
Panelist: **Rajshree Agarwal**, *U. of Maryland*

This symposium provokes discussion among leading management scholars regarding a New Take on Entrepreneurial Intent (EI). Previous consideration of EI has focused on traits, preferences, and cognition that influence selection into entrepreneurship. The new conceptualization of EI focuses on how intent affects tangible entrepreneurial decision-making downstream of venture creation. How does EI provide a venture with an overarching purpose that directs resource and capability acquisition, and how does EI provide a framework for evaluating venture success? Consistent with the themes of AoM 2024, scholars in the symposium will discuss how EI might be the glue focusing the diversity of organizations on a purpose, and how EI helps balance the interests of competing stakeholders, including facilitating the matching of stakeholders with a venture in the first place.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1801** | Submission: **18600** | Sponsor(s): **(ENT, TIM)**
Scheduled: **Tuesday, Aug 13 2024 8:00AM - 9:30AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Ogden**

Entrepreneurial Experimentation: Processes, Logic, and Future Research



Organizer: **Xueqi Yuan**, *Imperial College Business School*
Organizer: **Erkko Autio**, *Imperial College Business School*
Panelist: **Dimo P. Dimov**, *U. of Bath*
Panelist: **Arnaldo Camuffo**, *Bocconi U.*
Panelist: **Teppo Felin**, *Utah State U.*
Panelist: **Thomas Markus Zellweger**, *U. of St. Gallen*

This panel symposium brings together leading scholars to explore the evolving landscape of entrepreneurial experimentation amid digital transformation and global crises. It aims to deepen understanding of the processes, logics, outcomes and future research agenda of entrepreneurial experimentation, focusing on micro, meso, and macro levels. The panel discussions will highlight different experimentation logics—effectual, causal, scientific, and design—each providing unique insights into opportunity design and discovery, and the related theoretical perspectives. The symposium will address challenges and opportunities in implementing these logics in uncertain contexts, contributing to a richer discourse on navigating through uncertainty with informed experimentation strategies. The panel will also foster discussions on different approaches to entrepreneurial experimentation, the distinct logics guiding these approaches, and the challenges and opportunities they present in uncertain contexts. Our panelists will contribute a deeper understanding and broader discourse on the evolving landscape of entrepreneurial experimentation, its implications for business pivots, and the art of navigating through a fog of uncertainty. The panel discussion will be forward-looking and exploratory, and we intend the panel symposium to result in an outline for future research in this important area

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Healthcare Decision Making & Ethical Dilemmas

Session Moderator: **Franklyn Uchenna Echemah**, *Southern New Hampshire U.*

HCM: **The Mediating Role of Risk Perception in the Perception btw COVID-19 Knowledge & Strategic Thinking**    

Author: **Franklyn Uchenna Echemah**, *Southern New Hampshire U.*
Author: **Todd Michael Stodnick**, *U. of Dallas, Satish & Yasmin Gupta College of Business*
Author: **Sue Conger**, *U. of Dallas*

The Covid-19 pandemic has caused significant disruptions across multiple sectors, particularly in healthcare, necessitating the implementation of effective crisis management strategies. This dissertation explores the intricate relationship between Covid-19 knowledge, risk perception, and strategic decision-making among mid-level to executive personnel within healthcare organizations. While existing research has delved into the connection between Covid-19 knowledge and strategic thinking, there is limited understanding of the mediating role of risk perception in the healthcare industry. Employing structural equation modeling (SEM) for data analysis, this study aims to bridge this research gap and offer practical insights for healthcare managers grappling with pandemic challenges. The results affirm the positive influence of Covid-19 knowledge on both strategic thinking and risk perception. Additionally, risk perception is identified as a partial mediator in the relationship between Covid-19 knowledge and strategic thinking. This research enriches the literature by shedding light on the significance of risk perception within the context of Covid-19 knowledge and strategic decision-making within healthcare organizations.

HCM: **Moral and Spiritual Knots of Healthcare Professionals' Prosocial Rule-Breaking**

Author: **Muhammad Ali Asadullah**, *U. of Khorfakkan*
Author: **Jo Ann Ho**, *U. PUTRA MALAYSIA*
Author: **Ifray Fayyaz**, *Air U. Multan Campus*
Author: **Ahmad Nabeel Siddiquei**, *Bond Business School, Bond U., Australia*

Healthcare setting is fraught with ethical dilemmas requiring healthcare professionals to deviate from organizational policies and norms for quality of healthcare services. Healthcare professionals lacking strong moral and spiritual basis may find it difficult to deal with such ethical dilemmas. This study has advanced the existing research on prosocial behaviors by investigating a mediation mechanism to explain how spirituality at work may strengthen the role of healthcare professionals' moral conviction in PSRB in healthcare settings. The data were obtained from 315 professionals serving in healthcare organizations in Pakistan. The statistical results demonstrated clear support for the significant mediating role of spirituality at work between moral conviction and prosocial rule breaking. This study highlighted the importance of spirituality at work as social as well as psychological capital for healthcare professionals to deal with ethical dilemmas.

HCM: **Sex Bias in Pain Management Decisions**    

Author: **Shoham Choshen-Hillel**, *Hebrew U. of Jerusalem*
Author: **Mika Guzikevits**, *Hebrew U. of Jerusalem*
Author: **Anat Perry**, *Hebrew U. of Jerusalem*
Author: **Alex Gileles-Hillel**, *Hadassah Medical center*
Author: **Tom Gordon-Hecker**, *Ben Gurion U. of the Negev*

Adequate pain treatment is critical for patients' physical and mental health. It is therefore essential that healthcare providers extend the appropriate treatment to each and every patient in pain. Here we build on findings showing that due to psychological stereotypes, females' pain tends to be judged as less intense than males' pain. We investigate whether medical decision makers give less pain treatment to female than to male patients. To answer this question, we analyze medical datasets on patients arriving with pain complaints at emergency departments in two countries (N = 21,851). In both countries, we find that physicians are 15-20% less likely to prescribe pain-relief medications to females than to males. This sex disparity remains significant even after adjusting for patients' reported pain score, and for numerous patient, physician and emergency department variables. The disparity is observed among both male and female physicians. It is also reflected in additional pain management measures: nurses are about 10% less likely to record pain scores for female than for male patients, and female patients wait about 30 minutes longer for discharge from the emergency department. A controlled experiment supports the suggested mechanism, demonstrating via a clinical vignette that nurses (N=109) judge females' pain as less intense than that of males. The findings provide converging evidence for a bias against female patients in real-life pain management decisions. We discuss the troubling societal and medical implications of this bias, and call for policy interventions to ensure equal pain treatment.

HCM: **Exploring the Nexus of HPWS and Ethical Leadership on Employees Commitment and OCB in Healthcare** 

Author: **Muhammad Faisal**, *College of Business, Abu Dhabi U., UAE*
Author: **Pauline Stanton**, *RMIT U.*
Author: **Michael Muchiri**, *Alfaisal U.*

This study examines the role of ethical leaders at a supervisory level in implementing high-performance work systems to influence employees' citizenship behaviour by enhancing employee affective commitment. Specifically, the study explores the moderated mediation role of ethical leaders and the mediation role of affective commitment on the relationship between high-performance work systems and organisational citizenship behaviours in two large tertiary public hospitals in Pakistan. Employing a case study approach, survey data were gathered from 266 and 548 front-line doctors and nurses from the two large public tertiary care hospitals. SPSS and AMOS were used for data cleaning and analysis, Structural Equation Modelling was also deployed for hypotheses testing. Our findings suggest that in both hospitals, affective commitment positively mediated the relationship between high-performance work systems and organisational citizenship behaviour. Second, affective commitment positively mediated the relationship between ethical leadership and organisational citizenship behaviour. However, the role of ethical leadership at the supervisory level as a moderated-mediated hypothesis was significant in one hospital and insignificant in the other. These findings are discussed, and we draw conclusions that highlight theoretical, practical and managerial implications for the public healthcare sector in Pakistan.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Workforce Recruitment & Retention

Session Moderator: **Seongwon Choi**, *California State U., Los Angeles*

HCM: **Community Health Centers and Medical Traineeship Patterns: Implications to Health Workforce Shortage**

Author: **Seongwon Choi**, *California State U., Los Angeles*
Author: **Ganisher K. Davlyatov**, *U. of Oklahoma Health Sciences Center*
Author: **Aizhan Karabukayeva**, -
Author: **William Opoku-Agyeman**, *U. of North Carolina, Wilmington*

This study investigates medical training programs in U.S. community health centers (CHCs) and the organizational and environmental factors influencing their training strategies amid a medical professional shortage. Analyzing CHC training patterns, we identified four CHC clusters based on trainee types: High Nurse, High Physician, High Advanced Practitioner, and High Medical Assistant Trainees. These clusters demonstrate variations in CHC trainee composition, suggesting differing training priorities. Factors such as urban location, CHC size, and percentage of other medical trainees significantly correlated with the diversity of medical trainees. These insights are vital for public-private partnerships focusing on delivering quality primary care and maintaining the workforce in resource-limited settings.

HCM: **Unraveling the Chains: Exploring the Impact of Ownership on Administrator Turnover in Nursing Homes**

Author: **Rohit Pradhan**, *Texas State U. San Marcos*
Author: **Akbar Ghiasi**, *U. of the Incarnate Word*
Author: **Gregory N. Orewa**, *U. of Texas At San Antonio*
Author: **Shivani Gupta**, *U. of Houston - Clear Lake*
Author: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*

Leadership instability in nursing homes, fueled by persistently high level of nursing home administrator (NHA) turnover, threatens the well-being of vulnerable residents. While numerous factors have been implicated, the impact of the industry's dominant player, for-profit corporate chains (FPCs), remains unexplored. Based upon the tenets from the structure-conduct-performance paradigm, the primary goal of this study is to examine the impact of corporate chain ownership on NHA turnover. Data were derived from different sources including LTCFocus and Care Compare (2021-2022). The dependent variable was NHA turnover. The main independent variable is ownership/chain affiliation, which represents a categorical variable of the four possible interactions of for-profit (FP) status and chain affiliation: FPC, FP independent (FPI), not-for-profit chain (NFPC), and not-for-profit independent (NFPI). An ordinal logistic regression model with year and state level fixed effects and appropriate organizational and market control variables was used. Compared to NFPI (reference group), FPC, FPI, and NFPC nursing homes exhibited approximately 2.3, 1.7, 1.4 times higher odds of NHA turnover, respectively. Corporate chain ownership significantly increases NHA turnover rates with variations among different ownership/chain affiliation combinations. Tailoring management strategies to the specific ownership structure may hold the key to reducing NHA turnover and ensuring consistent resident care.

HCM: **Understanding Turnover in Healthcare and Welfare Sector: A Systematic Meta-Review**

Author: **Herlinde Wynendaele**, *Ghent U.*
Author: **Yannai De Jonghe**, *Ghent U.*
Author: **Ellen Peeters**, *Tias Business School*
Author: **Ann Van Hecke**, *Ghent U.*
Author: **Els Clays**, *Ghent U.*

Aims. This systematic meta-review investigates determinants, measurement methods, and intervention effectiveness in healthcare and welfare sectors, focusing on intention to leave and actual turnover. Methodology. Following PRISMA-P guidelines, we analyzed data from January 2013 to July 2023 across multiple databases, including PubMed, Web of Science, CINAHL, Cochrane Database of Systematic Reviews, and Embase. Two reviewers independently screened titles and abstracts for predefined eligibility criteria. They also collaboratively examined 10% of the full texts to ensure compliance with these criteria. Study quality was evaluated using AMSTAR 2, and a Corrected Covered Area analysis was conducted. Results. The analysis of 37 studies (and a total of 511 primary studies) showed a broad spectrum of determinants influencing both intention to leave and actual turnover, with variations across different contexts. The Dutch 5 A's model was employed to categorize these determinants. Furthermore, our analysis also highlighted the diversity in turnover measurement methodologies and the differing outcomes of various interventions aimed at reducing turnover. Conclusion. The findings show the complexity and context-specific nature of turnover in healthcare and welfare sectors. The inclusion of the 5 A model offers an understanding of job quality factors affecting turnover, emphasizing the importance of a holistic approach to retention strategies.

HCM: **Modeling Uncertainty: Does Executive Turnover Create Unpredictability in Organizational Performance?**

Author: **Ohbet Cheon**, *The David D. Reh School of Business, Clarkson U.*
Author: **Jourdan Davis**, *UNC Charlotte*
Author: **Nathan Favero**, *American U.*

One central challenge public organizations face is coping with uncertainty—something that arises from both internal processes and environmental changes. Despite calls for greater attention to topics of risk and uncertainty, the field has fairly limited theoretical or empirical tools for studying such issues. This study introduces a novel approach to studying uncertainty regarding performance. Drawing on prior studies of organizational change and executive turnover, we argue that replacing an executive is an example of an organizational intervention with the potential to alter not only the expected performance level but also the unpredictability of future performance. Using a panel dataset of approximately 4,000 U.S. hospitals over 10 years, we test how executive turnover is associated with stability versus unexplained variance in organizational performance. To estimate this relationship, we introduce heteroskedastic regression models to the literature, while also drawing on the familiar autoregressive function to explain performance. Our results indicate that executive turnover is associated with decreased stability (and increased unpredictability) in patient satisfaction. For clinical outcomes, the results are more mixed, but we find some indication that executive succession decreases stability while increasing predictability, with outlier performers tending to regress back toward the mean.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1804** | Submission: **10592** | Sponsor(s): **(HR)**
Scheduled: **Tuesday, Aug 13 2024 8:00AM - 9:30AM CT (UTC-5)** at **Swissotel Chicago** in **Élevé River View 2**

Sexual Harassment Research at Work: Perspectives From Around the World



Session Chair: **Catherine Deen**, *U. of New South Wales*
Session Chair: **Shannon Rawski**, *Ivey Business School*
Discussant: **Jana L. Raver**, *Queen's U.*
Presenter: **Angela Workman-Stark**, *Athabasca U.*
Participant: **Ivana Vranjes**, *Tilburg U.*
Participant: **Zhanna Lyubykh**, *Beedie School of Business Simon Fraser U.*
Participant: **Sandy Hershcovis**, *U. of Calgary*
Participant: **Lilia Cortina**, *U. of Michigan*
Participant: **Carla Chrusch**, *U. of Calgary*
Participant: **Jennifer L. Berdahl**, *U. of British Columbia*
Presenter: **Yijue Liang**, *George Mason U.*
Participant: **Tianjun Sun**, *Rice U.*
Participant: **Renee McCauley**, *George Mason U.*
Presenter: **Imran Saqib**, *Alliance Manchester Business School, U. of Manchester*
Participant: **Aparna Gonibeed**, *Manchester Metropolitan U. Business School*
Participant: **Saleema Kauser**, *Senior Lecturer U. of Manchester*
Presenter: **Marianna Fotaki**, *Warwick Business School*
Presenter: **Catherine Deen**, *U. of New South Wales*
Participant: **Sara Charlesworth**, *College of Business and Law, RMIT U.*

Sexual harassment (SH) research has recently gone through a resurgence in practical relevance and scholarly interest. While advances have been made in understanding the nature of sexual harassment and its consequences for victims and organizations, much work is still needed to further understand the phenomenon from various cultural (i.e., countries) and work contexts (i.e., industry and job types). Through a collection of five papers representing data from seven countries, this symposium aims to broaden our understanding of SH by 1) examining contextual factors that facilitate, mitigate, and link SH with work outcomes, 2) uncovering similarities and differences in SH research findings from various cultural and industry contexts, and 3) highlighting actionable future research directions and practical evidence-based resolutions. This symposium also offers insights on current conceptual, methodological, and practical issues related to SH research as conducted in various parts of the world. Collectively, the five papers set the stage for further scholarship on SH to aid in the development of programs and policies to help mitigate its negative impact on individuals, teams, and organizations.

Sexual harassment and silence: Getting in the way of healthier workplaces

Author: **Angela Workman-Stark**, *Athabasca U.*
Author: **Ivana Vranjes**, *Tilburg U.*
Author: **Zhanna Lyubykh**, *Beedie School of Business Simon Fraser U.*
Author: **Sandy Hershcovis**, *U. of Calgary*
Author: **Lilia Cortina**, *U. of Michigan*
Author: **Carla Chrusch**, *U. of Calgary*
Author: **Jennifer L. Berdahl**, *U. of British Columbia*

The role of anti-harassment policies amidst rising disgust and deviance after sexual harassment

Author: **Yijue Liang**, *George Mason U.*
Author: **Tianjun Sun**, *Rice U.*
Author: **Renee McCauley**, *George Mason U.*

Powerful yet powerless: Social media analysis of #MeToo cases in India and Pakistan

Author: **Imran Saqib**, *Alliance Manchester Business School, U. of Manchester*
Author: **Aparna Gonibeed**, *Manchester Metropolitan U. Business School*

Unveiling the intersections of sexual violence and harassment among South Asian women in the UK

Author: **Saleema Kauser**, *Senior Lecturer U. of Manchester*
Author: **Marianna Fotaki**, *Warwick Business School*

Sexual harassment in the world of work in Australia: A systematic review

Author: **Catherine Deen**, *U. of New South Wales*
Author: **Sara Charlesworth**, *College of Business and Law, RMIT U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1805** | Submission: **10380** | Sponsor(s): **(HR)**
Scheduled: **Tuesday, Aug 13 2024 8:00AM - 9:30AM CT (UTC-5)** at **Swissotel Chicago** in **Grindelwald**

Global Talent Management in the Era of De-Globalization: Consequences for Innovation, Policy, Purpose



Presenter: **Shaista Ehsan Khilji**, *George Washington U.*
Presenter: **Karin A. King**, *London School of Economics*
Presenter: **Ibraiz Tarique**, *Pace U. - Lubin School of Bus*
Presenter: **Vlad Vaiman**, *California Lutheran U.*

Global Talent Management (GTM) continues to be of top concern for organizations and their leadership. Yet, as organizations wrestle with talent requirements for international business priorities, they must also adapt their talent strategies and practices to the current macro trend of slowing globalization, also referred to as de-globalization or "slowbalization" (Ghauri, Strange, & Cooke, 2021). This symposium explores the consequences of the current macro trend of de-globalization to identify directions for future research in GTM and implications for management GTM practice. Presenters will consider the evolving macro-contextual factors that shape GTM outcomes. MTM describes the macro-level talent systems that exist nationally and globally (Khilji, Tarique & Schuler 2015) and provides a valuable lens through which to understand the dynamic nature and consequences of deglobalization on the global management of talent. In keeping with this year's Academy Meeting theme, Innovating for the Future, presenters explore the the dynamic influence of the evolving macro talent context of de-globalization and its consequences and opportunities for global talent management and how these shape and re- shape innovation, policy, and purpose. Compelling questions, insights, and opportunities for future research are presented. This symposium builds on a series of GTM and MTM symposiums presented at the Academy of Management Annual Meeting in recent successive years, supporting scholars of GTM and MTM to continue to develop their work and the fields.

KEY TO SYMBOLS

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

Session Type: **Showcase Symposium**

Program Session: **1806** | Submission: **10207** | Sponsor(s): **(HR)**

Scheduled: **Tuesday, Aug 13 2024 8:00AM - 9:30AM CT (UTC-5)** at **Swissotel Chicago** in **Zurich C**

A Dialogue on the Past, Present, and Future of Human Resource Strategy



Session Chair: **Michal Biron**, *U. of Haifa*

Organizer: **Peter Bamberger**, *Tel Aviv U.*

Organizer: **Elaine Farndale**, *Penn State U.*

Session Chair: **Corine Boon**, *U. of Amsterdam*

Panelist: **Sophie Anna De Winne**, *KU Leuven*

Panelist: **Hoa Do**, *U. of Leicester*

Panelist: **Anne Keegan**, *U. College Dublin*

Panelist: **Maria Kraimer**, *U. at Buffalo*

Panelist: **Shad S. Morris**, *Brigham Young U.*

Panelist: **Anthony J. Nyberg**, *U. of South Carolina*

Panelist: **Helen Shipton**, *Human Resource Management*

This symposium provides an opportunity for HR strategy scholars to present their thoughts within the broader themes covered in the 3rd edition of the Human Resource Strategy book, and to engage in dialogue with fellow scholars to further the discussion on the future of HR strategy research. Importantly, in light of the 2024 conference theme 'Innovating for the Future: Policy, Purpose and Organizations', the discussion will feature how research on HR strategy can be adapted to address major societal, technological, and organizational changes. The discussion will focus on developing novel managerial and organizational purposes and practices to address the unprecedented complexity that challenges traditional approaches to governing organizations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Talent Management and Careers: Navigating Human Capital Challenges



Session Moderator: **Kaili Yu**, *The Chinese U. of Hong Kong*

HR: **A Continuous Time Meta-Analyses of Reciprocal Relationships Between Personality Traits and Income**

Author: **Kaili Yu**, *The Chinese U. of Hong Kong*
Author: **Wendong Li**, *Chinese U. of Hong Kong*
Author: **Zhen Zhang**, *Southern Methodist U.*
Author: **Weiwang Yang**, *Department of Management, Business School, The Chinese U. of Hong Kong, HK*
Author: **Xin Zhang**, *College of Business, Shanghai U. of Finance and Economics*
Author: **Christian Dormann**, *Johannes Gutenberg-U. Mainz*
Author: **Huanxi Zhang**, *The Chinese U. of Hong Kong*
Author: **Yanglei Zheng**, *The Chinese U. of Hong Kong*

Whereas personality psychologists come to recognize that personality traits are both relatively stable and also open to adapt to life experiences (i.e., the socialization effect), organizational personality research has still been dominated by the dispositional trait perspective with a major focus on the selection effect of personality traits. Moreover, previous research has yet to reveal reliable and solid sources of personality change attributed to work experiences. We conducted a continuous time meta-analysis of longitudinal studies with large representative samples ($K=11$, $N = 134,515$) to investigate how extrinsic career success (i.e., income) modifies employee Big Five personality development at the within-person level. Furthermore, we investigated the selection effect of personality traits on subsequent income changes. We found significant and positive socialization effects of income changes on subsequent changes of conscientiousness and emotional stability, and such an effect on change of extraversion and agreeableness were negative. The selection effect of conscientiousness and emotional stability on subsequent income were positive, and such an effect for extraversion was negative. Our research contributes to the organizational personality and personality development literature by highlighting the reciprocal relationships between personality traits and extrinsic career success and the critical role of time in such relationships.

HR: **Employee Overqualification and Followership Behaviors: Mediating Role of Coping Strategies**

Author: **Sijia Zhao**, *Tongji U.*
Author: **Chao Ma**, *Australian National U.*
Author: **Xue Zhang**, *Shanghai Normal U.*

Drawing from regulatory focus theory, this research strives to investigate why and how overqualified employees engage in different types of followership behaviors using different coping strategies. Specifically, we develop a two-pathway model to propose that while employees with objective overqualification tend to adopt prevention-focused coping strategy, which positively predicts their impression management action; those with perceived overqualification are likely to adopt promotion-focused coping strategy and engage in proactive followership behavior. Meanwhile, we hypothesize that leader-member exchange serves as a key boundary condition, weakening the positive relationship between objective overqualification and prevention-focused coping strategy while strengthening the positive relationship between perceived overqualification and promotion-focused coping strategy. We test our conceptual model using two multi-wave surveys. Findings of Study 1 ($N = 240$) support our proposed overqualification – coping strategy relationships and leader-member exchange as a key moderator. Results of Study 2 ($N = 525$) replicate the findings of Study 1 and test the full model. Both theoretical and practical implications are discussed.

HR: **Innovating Work Engagement - Unleashing AI-Enabled HR Chatbots**

Author: **Surabhi Singh**, *Indian Institute of Management Indore*
Author: **Amitabh Deo Kodwani**, *Professor Indian Institute of Management Indore*

The current study examines AI integration in HRM, uncovering opportunities and challenges. It focuses on AI-enabled HR chatbots, a form of conversational AI that supports employees in various ways. While AI's potential in HRM is recognized, its complexity still needs to be fully understood. Our research employs a mixed methods approach, exploring AI's effect on work engagement dynamics. The study examines the integration of HR chatbots in organizations to amplify work engagement, subsequently influencing employees' intention to stay. In Phase 1, we collect data from end-users (85) of HR chatbots, and in Phase 2, we interview HR practitioners (8) from AI-adopting organizations. The findings reveal the benefits of chatbot integration, including communication enhancement and feedback efficiency. A key implication for practice is highlighted as tailoring AI adoption for diverse employee preferences is essential. Our study contributes to empirical investigations into AI adoption in HRM, shedding light on its potential for engagement and enriching scholarly discourse. It touches diverse perspectives on the practical use of HR chatbots, emphasizing the importance of balancing technological efficiency with the human touch in HR functions. Further, it informs HR practitioners on using AI to boost engagement and retention.

HR: **HR Systems and Human Capital Resource Emergence**

Author: **Minjong Jun**, *Binghamton U.-State U. of New York*
Author: **Rory Eckardt**, *Binghamton U.-State U. of New York*
Author: **Chou-Yu Tsai**, *Binghamton U.-State U. of New York*
Author: **Shelley D Dionne**, *Binghamton U.-State U. of New York*

Resource complementarity/synergy, which is defined as conditions where the return of one resource increases in the presence of the other resource(s), is frequently suggested to play a critical role in the development of sustained competitive advantage. However, given that complementarities/synergies emerge through interrelationships between multiple elements of a system and their fit with contextual factors, there are an array of complex factors involved that make them inherently challenging to measure. It is thus no surprise that researchers often face challenges in representing complementarities/synergies associated with resources in empirical studies. In general, there is a lack of understanding of approaches to empirically capture and represent complementarities and the broader notion of synergy. To make progress on this issue, this essay will conduct a systematic review of the empirical studies published in organizational sciences that use the notion of complementarities/synergies and also include an exploratory interdisciplinary aspect by having discussions with researchers in a variety of other disciplines about how they measure or otherwise empirically capture the notion of synergy and complementarities.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Changing Nature of Work: Understanding Modern HR Challenges



Session Moderator: **Marijke Verbruggen**, *KU Leuven*

HR: **Switching Back and Forth: Daily Technology-Facilitated Work-Home Transitions and Work-Home Conflicts**

Author: **Joni Delanoëje**, *KU Leuven*

Author: **Maral Darouei**, *Vrije U. Amsterdam, School of Business and Economics*

Author: **Marijke Verbruggen**, *KU Leuven*

Facilitated by information and communication technologies (ICT), employees increasingly make switches between their work and home boundaries. These technology-facilitated boundary role transitions (TFT) can either occur at work—for instance, using your phone at work for private concerns—or at home—for instance, engaging in ICT use in the evening for work purposes. We examine whether TFT at work and at home reinforce each other via home-to-home conflict and work-to-work conflict. Drawing on boundary role theory, we hypothesize that TFT at work is positively related to home-to-work conflict, which in turn triggers TFT at home, resulting in increased work-to-home conflict that day and increased TFT at work the next day. We test our model at within- and between-person level using a sample of 241 Belgian employees who completed two daily surveys (i.e., a morning and an afternoon survey) during five consecutive working days (Ndatapoints = 756). Multilevel path analysis showed that employees who engaged more in TFT at work, experienced on average higher home-to-work conflict, which was related to more TFT at home and, consequentially, with higher work-to-home conflict in the evening. This points to a loss spiral of TFT and work-home conflict on a between-person level. On a within-person level, we found that TFT at work was related with more home-to-work conflict and TFT at home with more work-to-home conflict that day. Yet, contrary to our hypotheses, daily home-to-work conflict did not predict daily TFT at home and neither daily nor between-person work-to-home conflict predicted TFT at work the next day. Our findings are the first to show reinforcing but no time-lagged effects of TFT and work-home conflicts and show the risk of the use of ICT at work for private purposes for work-home conflicts. These results nuance the usefulness of TFT as an effective boundary work strategy.

HR: **A Meta-Analysis of Team Training that Accounts for Characteristics Indicative of Modern Teams**

Author: **Nathanael Keiser**, *U.S. Army Research Institute for the Behavioral and Social Sciences*

Author: **Louis Boemerman**, *U.S. Army Research Institute for the Behavioral and Social Sciences*

The primary contention in this study is that evidence in support of team training is conflated with a traditional understanding of teams that is increasingly irrelevant in modern organizations. We reevaluated the primary studies included in Salas et al.'s (2008) seminal meta-analysis of team training, accounting for the potential impact of seven team and two task characteristics indicative of modern teams. Based on a bare-bones meta-analysis of 33 primary studies (45 ks, 1,974 teams), we found that the overall effectiveness of team training is consistent with existing meta-analyses of the topic ($d = 0.68$). However, this estimate is primarily based on teams that are stable in their composition and leadership, perform in a complex but independent environment, and are characterized by single team membership. An empirical test of the associated team and task characteristics indicates that team training is more effective for teams that are higher in virtuality but less effective for interdependent teams. Overall, the findings suggest that team training is neither robust to nor deficient at addressing the complexities faced by modern teams. This study provides the impetus for expanding team training to address changes to the fundamental nature of teams.

HR: **From Office Spaces to Project Spaces: Leadership Departures and Their Effects on Employee Turnover**

Author: **Asya Karabayeva**, *IE U. - IE Business School Madrid, Spain*

Author: **Monika D. Hamori**, *IE U. - IE Business School Madrid, Spain*

This paper explores the relationship between leadership departures and employee voluntary turnover within the context of project-based work environments. Drawing from theories of relational embeddedness, the study investigates how the departure of different types of leaders influences the relational dynamics and subsequent voluntary turnover behavior of junior employees. We argue that the nature of project-based work provides employees with opportunities to develop high-quality relationships between the leaders and the subordinates. The loss of high-quality relationships with leaders may encompass relational disruption for junior employees, who would have a higher propensity to leave the organization. Using six years of personnel data of technology consulting company in Europe, we show the turnover rate among the leaders in projects emerged as a critical factor contributing to junior voluntary turnover, while the turnover rate among the leaders co-located in the same office space but not on common projects with the junior employees held limited significance.

HR: **When Occupational Stigma Triggers Withdrawal Behaviors: The Buffering Role of Task Crafting**

Author: **Jiaqi Le**, *Shanghai U. of Finance and Economics*

Author: **Ziwei Yang**, *Henan U. of Economics and Law*

Author: **Ho Kwong Kwan**, *China Europe International Business School (CEIBS)*

Research has used identity-based mediating mechanisms to explain the positive role of perceived occupational stigma in employees' intentions to leave and withdrawal behavior. Complementing this perspective, we identify a new pathway to explain how employees' perceptions of occupational stigma are associated with their intentions to leave and social loafing behavior via job tension, drawing on the conservation of resources theory. In addition, we propose that task crafting buffers the impact of occupational stigma on job tension and its indirect effects on intentions to leave and social loafing behavior via job tension. Our results, based on data collected from frontline employees in China over three waves, support all our proposed hypotheses. Our study provides valuable insights for the literature on occupational stigma, task crafting, social loafing, and turnover.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership in Focus: Identifying and Developing High-Potential Talent

Session Moderator: **Tun Chin Huang**, *National Changhua U. of Education*

HR: **When and How Self-Promotion and Knows-the-Company-Inside-Out IM Tactics Affect Interview Evaluations**   

Author: **Tun Chin Huang**, *National Changhua U. of Education*
Author: **Bo-Han Chen**, *National Changhua U. of Education*

Through two experimental studies and an online survey, we attempted to investigate the mediating mechanisms and boundary conditions of two impression management tactics: the well-known self-promotion tactics and a relatively less explored "Knows-the-Company-Inside-Out" (KCIO) tactics, which involves demonstrating a thorough understanding of the recruiting company. Specifically, we examined the mediating effect of interviewers' person-job fit perceptions on the relationship between self-promotion and interview evaluation, as well as the moderating effect of appropriateness of promotion content (whether the content of self-promotion fits the needs of the job) on this mediating effect (Study 1 & 3). We also examined the mediating effect of perceived interview preparation on the relationship between KCIO and interview evaluation, as well as the moderating effects of interviewers' need for cognition (Study 2) and interview structure (Study 3). In Study 1 (n = 141) and 2 (n = 110), interviewers from Taiwan participated in randomized experiments watching mock interviews and then provided their evaluations of the applicant. In Study 3, British and American interviewers (n = 211) participated in an online survey. Results generally confirmed our proposed mediating effects (Study 1, 2, & 3). In addition, the indirect effect of self-promotion on interview evaluation was moderated by appropriateness of promotion content (Study 1 & 3). Nevertheless, the indirect effect of KCIO on interview evaluation was not moderated by interviewers' need for cognition (Study 2), nor by interview structure (Study 3).

HR: **A Multilevel Perspective to Understanding Star Performer and Creativity**  

Author: **Ahsan Ali**, *School of Economics and Management, Zhejiang Sci-Tech U.*

We conceptualized a multilevel framework to examine star performers in team settings. Drawing on team motivation theory, this study developed a model that featured leader - star exchange and team inclusive climate as ambient inputs that influence and interact to shape team level and individual level promotion focus that eventually promotes star performer creativity and team creativity. Results of a field study provide support for hypothesized relationships. Empirical findings reveal support for direct and moderation hypothesis proposed in the model. Theoretical contributions and guidelines for practice are discussed in later sections.

HR: **Mapping Talent Management Research: Theorizing Across Clusters to Generate New Knowledge** 

Author: **Denise Holland**, *U. of Galway*
Author: **Thomas Garavan**, *U. College Cork*
Author: **Alma M. McCarthy**, *U. of Galway*
Author: **Katerina Bohle Carbonell**, *National U. of Ireland*








There is emerging consensus that the talent management (TM) literature has become segmented and siloed with distinct clusters of research which, in the long term, hampers the development of the field. This review proposes that for TM research to evolve to the next level, it must bridge these silos and investigate crosscutting research questions. We utilize both histographic analysis and bibliographic coupling to analyze 474 articles published between 2004 and 2023 to identify research clusters. The histographic analysis revealed five clusters and the bibliographic coupling revealed two clusters. Utilizing these findings, we identify four tensions across the research clusters and we propose four crossing strategies (sequential, parallel, bridging and interplay) to provide a roadmap for future TM research.

HR: **Early Achiever or Late Bloomer? Investigating Life Story Narratives of Star Scientists** 

Author: **Nada Basir**, *U. of Waterloo*
Author: **Janet Boekhorst**, *U. of Waterloo*
Author: **Shavin Malhotra**, *U. of Waterloo*

Star performers play a vital role in organizations and knowledge creation. However, existing research has primarily focused on the impact star performers have on organizations with limited understanding of the stars themselves. As important as stars are in organizational life, we know very little about how they became stars and how they identify (or not) as a star. By examining the life stories of top-performing biomedical scientists, this study provides nuanced insights into how stars narrate their life stories and attribute their success, shedding light on the complex interplay between personal and situational factors that shape star emergence and identity and the implications of this on star performer behaviour. In doing so we highlight the importance of recognizing the diversity of stars and their path to stardom. Our findings have important implications for how stars are identified, supported and motivated in organizations.

KEY TO SYMBOLS

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

Revisiting and Advancing HR Process Research: Exploring New Horizons



Organizer: **Karin Sanders**, *UNSW Business School, Australia*
Organizer: **Huadong Yang**, *U. of Liverpool*
Presenter: **Frances Jorgensen**, *Royal Roads U.*
Participant: **Adelle Bish**, *North Carolina A&T State U.*
Presenter: **Mats Ehrnrooth**, *Hanken School of Economics*
Participant: **Jennie Sumelius**, *Hanken School of Economics*
Participant: **Sven Hauff**, *Helmut Schmidt U.*
Presenter: **Karin Sanders**, *UNSW Business School, Australia*
Participant: **Andrew Dhaenens**, *UNSW Sydney*
Participant: **Milad Jannesari**, *UNSW Sydney Business School, Australia*
Presenter: **Chunyu Xiu**, *HR attribution research*
Participant: **Huadong Yang**, *U. of Liverpool*
Participant: **Rory Donnelly**, *U. of Liverpool*
Presenter: **Ricardo Rodrigues**, *King's College London*
Participant: **David E. Guest**, *King's College London*
Discussant: **Kaifeng Jiang**, *Peking U.*

HR process research was established to explain the 'black box' in the relationship between HR practices and organizational performance. Bowen and Ostroff's (2004) framework on HRM system strength, along with Nishii, Lepak, and Schneider's (2008) model of HR attributions, have served as foundational pillars that initiated a stream of HR process research. The five papers presented in this symposium conceptually build upon but challenge the core ideas of these two frameworks. They also methodologically advance HR process research by demonstrating its predictive validity, enhancing research designs and analyses, and enriching research contexts. By revisiting these foundational frameworks, the papers in the symposium encourage to apply of novel concepts and rigorous methods to unveil new horizons in HR process research. The symposium will conclude with Prof. Kaifeng Jiang providing insightful feedback on each paper and discussing how these papers contribute to the advancement of HR process research.

HRM systems strength in a crisis

Author: **Frances Jorgensen**, *Royal Roads U.*
Author: **Adelle Bish**, *North Carolina A&T State U.*

HRM process theory – An examination of its core elements and added value

Author: **Mats Ehrnrooth**, *Hanken School of Economics*
Author: **Jennie Sumelius**, *Hanken School of Economics*
Author: **Sven Hauff**, *Helmut Schmidt U.*

Are We Going Together? A Multi-Level Study of HRM system strength on Voluntary Employee Turnover

Author: **Karin Sanders**, *UNSW Business School, Australia*
Author: **Andrew Dhaenens**, *UNSW Sydney*
Author: **Milad Jannesari**, *UNSW Sydney Business School, Australia*

Line managers' implementation of pay for performance on unit-level outcomes in Chinese MNCs

Author: **Chunyu Xiu**, *HR attribution research*
Author: **Huadong Yang**, *U. of Liverpool*
Author: **Rory Donnelly**, *U. of Liverpool*

The link between HRM, attributions about HR practices and customer satisfaction: A team-level lens

Author: **Ricardo Rodrigues**, *King's College London*
Author: **David E. Guest**, *King's College London*

KEY TO SYMBOLS

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

The Critical Link: Line Managers' Experiences in Hybrid Work

Organizer: **Tatiana Andreeva**, *Maynooth U.*
Organizer: **N. Sharon Hill**, *George Washington U.*
Organizer: **Jordi Trullen**, *ESADE Business School*
Discussant: **Kristen Klein**, -
Presenter: **Michel Ajzen**, *U. of Namur*
Participant: **Antoine Inglebert-Frydman**, *LOURIM, Louvain School of Management*
Participant: **Lara Bertola**, *Rennes School of Business*
Presenter: **Veronique Robert**, *Toulouse School of Management*
Participant: **Julia Eisenberg**, *Pace U. - Lubin School of Bus*
Presenter: **Christine Ipsen**, *Technical U. of Denmark (DTU)*
Participant: **Claudia Manca**, *U. of Bologna*
Presenter: **Angela R. Grotto**, *Montclair State U.*
Participant: **Corinne Donovan**, *St. Joseph's U.*

There is currently limited understanding of how the shift to hybrid work impacts line managers. This symposium addresses this gap and presents emerging research that explores the roles and experiences of line managers in the hybrid work environment, the challenges they face and the effects of managing in hybrid work environments on their attitudes, behaviors, and well-being. The papers in this symposium examine line managers experiences with both quantitative and qualitative methods with data from different countries. The insights they provide are not only critical for advancing hybrid work research, but also have important practical implications to organizations in training, coaching, and supporting line managers in the hybrid workplace.

The Costs of Managing in a Hybrid Work Context: Tensions and Paradoxes

Author: **Michel Ajzen**, *U. of Namur*
Author: **Antoine Inglebert-Frydman**, *LOURIM, Louvain School of Management*

Business as Usual? The Experiences of Line Managers Implementing Hybrid Work Policies

Author: **Tatiana Andreeva**, *Maynooth U.*
Author: **Jordi Trullen**, *ESADE Business School*

Hybrid Work: Exploring the Manager's Role in Bridging Boundaries and Facilitating Inclusiveness

Author: **Lara Bertola**, *Rennes School of Business*
Author: **Veronique Robert**, *Toulouse School of Management*
Author: **Julia Eisenberg**, *Pace U. - Lubin School of Bus*

Unfolding the Effects of Hybrid Work and Organizational Support on Managers' Wellbeing

Author: **Christine Ipsen**, *Technical U. of Denmark (DTU)*
Author: **Claudia Manca**, *U. of Bologna*

Remote Managing is about Control: The Impact of Job Control on Well-Being and Turnover Intentions

Author: **Angela R. Grotto**, *Montclair State U.*
Author: **Corinne Donovan**, *St. Joseph's U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1812** | Submission: **10520** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 13 2024 8:00AM - 9:30AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Roosevelt 3A**

The Future of International Management: Conversations with Professional Award Winners

Session Chair: **Klaus Meyer**, *Ivey Business School*

Session Chair: **William Newburry**, *Florida International U.*

Speaker: **Elizabeth L. Rose**, *Indian Institute of Management, Udaipur*

Speaker: **Jackson Lu**, *MIT Sloan School of Management*

Speaker: **Nakiye Boyacigiller**, *Sabanci U.*

Discussant: **Sonja Sackmann**, *U. Bw Munich & U. of Tartu*

The field of international management is evolving as the environment for business is changing due to technological, economic and political changes. This creates new opportunities and challenges for internationally operating businesses, and hence for international management scholarship. The award-winning panelists will discuss how international management scholars can best engage with these new realities from the perspectives of research, teaching and service.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **1813** | Submission: **23018** | Sponsor(s): **(MBR)**

Scheduled: **Tuesday, Aug 13 2024 8:00AM - 2:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Hall K**

New Attendee & Student Ambassador Welcome Room

Organizer: **Wendy A. Kramer**, *Academy of Management*

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

Membership staff are here to greet all new attendees and help to answer any of your questions, from program and logistical help, to how to make the most of your membership. Enjoy a relaxing atmosphere, the opportunity to meet new friends, and a quiet respite between your sessions!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1814** | Submission: **22509** | Sponsor(s): **(MC)**
Scheduled: **Tuesday, Aug 13 2024 8:00AM - 9:30AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Field**

Fostering Innovation: Leveraging Management Consulting Methodologies

Session Moderator: **Ziyuan TANG**, -

This session explores innovative methodologies in management consulting. Topics include academic engagement in consulting practices, the hybridization of traditional management approaches, and the application of agile methods in project environments.

MC: **Hybridization of Lean Management Case of a Management Consulting Intervention Research in China**  

Author: **Ziyuan TANG**, -

Author: **Marc Bonnet**, ISEOR, Magellan, IAE Lyon, U. Jean Moulin

This article focuses on the hybridization of LEAN Management in the Chinese context, with the objective of analyzing the difficulties of adopting LEAN Management in companies and experimenting with practices that allow for a successful hybridization between the cultural specificities of companies and a standardized management method of Japanese origin. This work is based on an intervention-research case in a Chinese industrial company located in Tianjin. It aims to better understand how Chinese cultural specificities impact the company's performance in the implementation of LEAN Management in order to experiment a virtuous process of hybridization and enable an improvement of the overall and sustainable performance.

MC: **Consulting Innovations in Agile: An Empirical Exploration of Agile Coaching Characteristics**    

Author: **Fangyuan Shen**, Manchester Metropolitan U. Business School

Agile coaching is an innovative service offered by management consulting firms to support the implementation of agile methodologies in product development and project management. Despite the pronounced advantages associated with agile coaching, challenges in realizing these benefits have been acknowledged, particularly concerning organizational factors such as culture, support from top management, and operational efficiency deficits. A significant portion of agile teams either remain in the planning stage for adopting agile practices, or those that have initiated the adoption process do not effectively implement these practices. This paper aims to enhance organizational performance by providing stakeholders with a deeper comprehension of the intricacies and interrelationships inherent in agile coaching. By adopting questionnaire and focus group methods, this paper adapted Bensaou's (1999) model to analyze agile coaching practitioners' conceptions and found that agile coaching involves a strategic relationship between coach and team, a versatile combination of leveraging existing technology and incorporating innovative approaches, adapting to specific contexts. It is not characterized by significant capital requirements. Over the past five years, the market for agile coaching in the UK and Europe has experienced growth, marked by fluctuating demands and frequent changes in key players.

MC: **European Perspectives on Academic Engagement and Non-Academic Impact in Management Academia**  

Author: **Oskar Kosch**, Krakow U. of Economics

Author: **Marek Szarucki**, Krakow U. of Economics

Author: **Gianpaolo Abatecola**, U. of Rome Tor Vergata

Author: **Florence Allard-Poesi**, UPEC, IRG

Author: **Bill Lee**, None

Author: **Michael Philipp Schlaile**, U. of Hohenheim

Author: **Davide Secchi**, U. of Southern Denmark

Author: **Huiping Xian**, U. of Sheffield

The relationship between academic engagement and the perceived impact of academic activities is a critical area of research with implications for scholarly impact and broader societal and economic outcomes. This paper presents results from a multi-country study that examines the correlation between academic engagement and the perceived non-academic impact of academic activities at both individual and community levels, identifies specific activities that are consistently perceived as engaging and impactful. The study draws from the perspectives of management academics from six different countries: Denmark, France, Germany, Italy, Poland, and the United Kingdom, with 360 completed responses forming the research sample. We found a significant but weak positive correlation between the perception of an activity as engaging and its perceived non-academic impact at both individual and community levels. Additionally, the study reveals a continuum in the perceptions of various academic activities, with some activities being considered engaging, impactful, or both. Three specific activities were identified as being perceived as both engaging and impactful by respondents: 1) the creation of patents through industry collaboration, 2) non-academic publication and broadcasting, and 3) providing evidence, consultancy, or advice to policy-making bodies. These activities demonstrate the capacity to influence multiple external actors simultaneously. This study provides valuable insights into the nuanced perception of academic engagement activities, contributing to the ongoing discourse on research impact beyond academia.

MC: **Coercive Implementation of Agile Methods in Project Environment**  

Author: **Angélica Frederico**, U. Nove de Julho - UNINOVE - São Paulo

Author: **Fernando A R Serra**, U. Nove de Julho - UNINOVE - São Paulo

Author: **Luciano Ferreira Da Silva**, U. Nove de Julho - UNINOVE - São Paulo

Author: **Tânia Marques**, Polytechnic Institute of Leiria, Portugal

Author: **Isabel Cristina Scafuto**, U. Nove de Julho - UNINOVE - São Paulo

Author: **Priscila Costa**, Nove de Julho U.

This article explores the use of coercive practices to implement agile methods in project environments and the barriers that prevent this implementation due to the lack of cultural adaptation, or Cultural Fit, due to the urgency that companies have to carry out the agile transformation and obtain increasingly expressive results. The main objective is to understand the adaptation of coercive practices and organizational culture in implementing agile methods in the project management environment. The method used in this article was exploratory and descriptive research based on interviews and documental research. For this, a project-oriented company that implements coercively agile methods ("top down") and 9 interviews with managers in the areas of information technology and business were selected. This study has the potential result of responding to the gap presented in a generic way, in the project management environment, in the case of imposing agile practices in project management, by exploring a single case. This work helps researchers interested in studies on cultural compatibility related to processes, coercive practices, and the adoption of agile methods in project environments, presenting the references.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Empowering Innovation: Leveraging Digital Transformation for Growth

Session Moderator: **Pauline Weritz**, *U. of Twente*

Centered on digital transformation, this session discusses strategies for leveraging digital empowerment in firms of all sizes, factors influencing digital adoption in public administration, and the role of consulting in navigating the digital landscape.

MC: **How Consulting Firms Leverage Dynamic Capabilities to Create Business Value in the Metaverse**

Author: **Matteo Contarino**, *Accenture*
Author: **Pauline Weritz**, *U. of Twente*
Author: **Igors Skute**, *U. of Twente*

The Metaverse, as a digital universe, enables users to interact with each other in real-time environments and offers new business opportunities. As this virtual space allows organizations to redefine their business value, firms need implications for responding to these challenges and opportunities. However, academia and practice require clarity on the specific dynamic capabilities needed for successful Metaverse adoption and whether sensing, seizing, or transforming holds greater importance. To address this phenomenon, this study investigates how consulting firms and freelancers leverage dynamic capabilities to create business value in the Metaverse. Through 18 semi-structured interviews with IT and strategy consulting professionals actively involved in Metaverse applications, the study highlights the importance of seizing, transforming, and both internal and external acquisition for successful Metaverse adoption. The contribution to literature distinguishes between organizations of varying sizes and expertise levels. Finally, this paper offers a practical roadmap for consultancies to develop dynamic capabilities toward Metaverse adoption.

MC: **Digital Empowerment and Functional Heterogeneity of TMT: Strategies in Large Firms and SMEs**

Author: **Florian Schmitt**, *U. of Bayreuth*
Author: **Endrit Kromidha**, *U. of Birmingham*
Author: **Sascha Kraus**, *Free U. of Bozen-Bolzano*

Digitalization and the digital transformation of firms demand motivated and knowledgeable employees that feel empowered to cope with changes. However, such changes, adaptations and developments of new digital solutions can hardly be implemented without the involvement of top management teams. Our qualitative study identifies six digital empowerment strategies: digital upskilling, building a digital culture by involvement, self-identification with digital agenda and values, encouragement by autonomy and shared responsibility, digital leadership, and perceived personal impact as change booster. The review and assessment of the effectiveness of these strategies point towards supporting and inhibiting influences related to functional heterogeneity in top management teams. Practical implications on leadership expertise for digital empowerment strategies distinguish between SMEs and large firm.

MC: **Digital Transformation in Public Administration: Factors of Appropriation by Managers and Agents**

Author: **Lamya BENAMAR**, *Morphose Group*
Author: **Pierre El Haddad**, *INSEEC Grande Ecole*
Author: **Fadi El Gemayel**, *Morphose Consultants, Paris, France*








In a context where the French government is prioritizing digital transformation, the issues related to its appropriation by the actors of the public administration represent an important challenge. This research investigated the appropriation and the factors that influence this process by conducting an actor-centered study in a departmental administration. Drawing on the literature on the adoption and appropriation of technology (DeSanctis & Pool, 1994), and sensemaking theory (Weick, 1993, 1995), we propose a comparative perspective to investigate how managers and agents engage differently in the appropriation process. The methodology used is one of an – ongoing - longitudinal intervention research. Results from qualitative investigation indicate that appropriation of digital transformation in the public administration is shaped by the meanings created by the actors during their interactions with “the new reality” induced by this transformation, and is influenced by many structural, organizational, and individual factors.

MC: **Securitization Strategies: Navigating Information Asymmetry and Enhancing Operational Efficiency**

Author: **Arpit Kumar Parija**, *XLRI Xavier School of Management, Delhi-NCR*

In the ever-evolving landscape of financial intermediation, our research delves into the transformative impact of securitization on dynamic contractual arrangements. While traditional intermediary models have historically aimed at mitigating information asymmetry costs and optimizing borrower screening incentives, the paradigm shift towards loan sales and securitization necessitates a reevaluation of these conventions. This study intricately analyzes securitization contracts, juxtaposing them against conventional debt contracts. Our findings underscore that securitization contracts exhibit superior efficiency in addressing information asymmetry challenges, thereby mitigating inefficiency costs. This unique characteristic not only provides a nuanced understanding of the mechanisms at play but also offers a compelling rationale for the surging popularity and widespread adoption of securitization in contemporary financial markets. Our research contributes valuable insights for management professionals navigating the intricacies of financial intermediation, shedding light on optimal contractual structures to enhance operational efficiency and strategic decision-making."

KEY TO SYMBOLS

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

Global Management Education

Session Moderator: **Wendy Farrell**, *Management Center Innsbruck*

MED: Generative Artificial Intelligence (GAI) in Global Virtual Teams    

Author: **Wendy Farrell**, *Management Center Innsbruck*
Author: **Jennifer Leigh**, *Nazareth U.*
Author: **Dhruv Pratap SINGH**, *NEOMA Business School*
Author: **Rob Warmenhoven**, *HAN U. of Applied Sciences, The Netherlands*
Author: **Vas Taras**, *U. of North Carolina, Greensboro*

This study addresses the debate in popular and academic circles about the role of generative artificial intelligence (GAI), “the new kid on the block,” popularized by platforms like ChatGPT in educational settings. The present study utilizes the technology acceptance model to explore the factors influencing students’ behavioral intention to use GAI in academic settings and the effects of using GAI on the performance of student project teams. The study is based on a sample of 830 global virtual teams that worked on an international business consulting project and comprised 3,411 students from 86 countries, thereby addressing calls for reliance on larger, more diverse samples and longitudinal research design. The findings reveal that for a project team to benefit from GAI, there is no need for all team members to be versed in this technology; it is usually sufficient that only one member is proficient with GAI. Moreover, both users and non-users of GAI agree that GAI can be employed ethically in academic settings. The study highlights that educators and institutional policymakers should consider not only the acceptance and proficiency in using GAI, but also attitudes toward the ethics of using GAI in this context.

MED: The Place Makes the Perspective! The Context of Unitary HRM Education in Austrian Universities

Author: **Julia Brandl**, *U. of Innsbruck*
Author: **Michael Schiffinger**, *WU Vienna*
Author: **Sabine Boesl**, *Sabine Boesl*

Despite concerns with unitarism in HRM education, the adoption of a unitarist tendencies in HRM education remains little understood. We use a Bourdieusian perspective to explore the adoption of unitary HRM courses in Austria, a context where unitarism has been less pronounced in the past. The analysis of 452 course descriptions and related teacher profiles from 27 universities shows that HRM courses with a unitary perspective are strongly associated with the particular university and only weakly associated with course formats or disciplinary backgrounds. In universities where unitary courses are more likely found, full professors are most likely to offer non-unitary courses. Based on these results, we suggest that the rise of unitary education may be better understood as a consequence of the unique positioning of universities in the education field than a result of teaching methods or HRM scholars’ disciplines.

MED: Reflecting on the MBA Degree: Waving a Magic Wand and/or Grasping the Nettle?  

Author: **Ankit Agarwal**, *U. of Adelaide*
Author: **Leonie Hallo**, *U. of Adelaide*

There is a need for management education to address a variety of intricate issues, focusing on the main theme of innovation to serve organizational needs with purpose in the future. This paper critically examines diverse aspects of the discourse. This paper aims to critically examine Higher Education and its challenges, within which we keep the Master of Business Administration degree at the forefront. The paper discusses possible modifications that might better align the MBA program with the evolving needs of practicing managers in today’s rapidly changing business environment. Despite the continued popularity of MBA degrees among employers and students worldwide, they have attracted substantial criticism over the years due to perceived shortcomings in their content and the lack of practical skills and knowledge they are expected to possess upon graduation. A notable criticism relates to the training and understanding of ethical principles. The paper discusses the relationship between MBAs and higher education, professional licenses and certifications, continuing professional development, and the optimal balance between technical and soft skills in MBA programs. In light of the dynamic and intricate nature of the business environment, the paper explores the unique challenges MBA graduates face that necessitate enhanced preparation. Business school corporatization and a profit-centric worldview are also discussed concerning the implications for MBA graduates. Considering these concerns, we propose a holistic approach to executive education that incorporates experiential teaching methods and self-reflection to foster the adaptability MBA graduates need to navigate an increasingly digitized and rapidly changing workplace.

MED: Grading and Simultaneously Providing High-Information Feedback: The Harmonized Appraisal Assessment    

Author: **Colin Idzert Sarkies Lee**, *Erasmus U. Rotterdam*
Author: **Daan Peeters**, *Rotterdam School of Management, Erasmus U.*
Author: **Judith Auer**, *Department of Organisation and Personnel Management, Rotterdam School of Management*
Author: **Bas Giesbers**, -
Author: **Moritz Appels**, *Rotterdam School of Management, Erasmus U.*







Feedback is important, but writing high-information feedback for students can be unrewarding for educators, given the limited time and resources that they have. To address this issue, we propose a new student assessment methodology for unstructured and semi-structured assignments, such as essays and presentations, that aims to provide an efficient and effective approach to the creation of high-information feedback and fair assessment so as to optimize the positive impact of assessment on students’ learning and development. The approach, which we termed Harmonized Appraisal (HAPP), uses the grader’s input on a relatively detailed grading form to compute the student’s scores on a conventional rubric and to aggregate a high- information feedback message by leveraging a comment bank. We test the key tenants of the approach in two undergraduate courses in Business Administration, and find that students consider feedback from HAPP to be of higher quality and fairer than feedback drawn from a conventional rubric, but we did not find a relationship with self-reported student learning. Looking at the effects for graders we find that HAPP provides greater consistency, while the time required to grade is comparable to grading with a rubric. Finally, we discuss how open questions can be addressed and how this study could inform future research on assessment.


Author: **David Scott Baker**, *U. of Louisiana at Lafayette*

Author: **Zandra Balbinot**, *U. du Québec à Montréal (UQAM)*

In a technologically interconnected world, managers face the pressing need to train individuals for effective collaboration within global virtual teams (GVTs). Despite the importance of fostering knowledge acquisition for top-tier management in these diverse settings, there is a notable gap in understanding the best pedagogical approaches. This study highlights the significance of Intercultural Absorptive Capacity (iACAP) in fostering successful collaboration in newly established GVTs conducted in a matched real-world consulting project in an educational setting. In our study, we refine and validate an instrument to assess iACAP within virtual team settings. We explore the shifts in iACAP before and after projects in global virtual teams. We identify two key factors that influence iACAP's advancement in educational environments. The role of peer feedback as a mediating self-improvement mechanism and the course/training context, focusing on motivation, clarity, and team collaboration enjoyment in predicting the ultimate iACAP. Using covariance-based structural equation modelling, we validate this tool and test our hypotheses with data from 345 participants within GVTs. The research contributions are twofold: a) the introduction of a tailored tool to gauge adaptive intercultural absorptive capacity in global virtual teams, and b) insights into team management based on a comprehensive multinational analysis.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Governance and Strategic Decision-Making: Insights from History

Session Moderator: **Bradley Gerald Bowden**, *Journal of Management History*

This session focuses on examining the historical dimensions of governance and strategic decision-making, aiming to uncover the factors that shape organizational behavior and performance over time.

MH: **Markets and Managers in a Dynamic Economy: An Australian Farming Enterprise's Experiences**

Author: **Kaylee Boccalatte**, -

Author: **Bradley Gerald Bowden**, *Journal of Management History*

This paper explores the relationship between management and markets through an examination of the experiences of an Australian family-owned sugar farm in Queensland's Burdekin region; an area of delta-river lands akin to the Mississippi delta of Louisiana. In considering what causes businesses like BT Farms to "make or buy," that is, to vertically integrate or outsource to the market, this paper draws on the "transaction cost economics" pioneered by Oliver Williamson and subsequently exploited by Alfred Chandler. It also, however, draws on the pioneering work of John F. Mee, who searched for the source of a "dynamic economy" in the relationship between "the cumulative forces in the environment" and "the nature of management philosophy applied to business and industrial enterprises."

MH: **Deconstructing Corporate Purpose: A Conceptual Framework in an Evolutionary Perspective**

Author: **Salvatore Esposito De Falco**, *Sapienza U. of Rome*

Author: **Raffaella Montera**, *Pegaso U.*

Author: **Nicola Cucari**, *Sapienza U. of Rome*

This paper introduces a novel multi-dimensional co-evolutionary framework for understanding and analysing corporate purpose, addressing its under-conceptualized nature and diverse interpretations in contemporary business studies. Grounded in the principles of coevolution and integrating Esposito De Falco's (2012) framework on the genesis and evolution of firms, our work advances a unique theoretical typology of corporate purpose. This typology elucidates the evolutionary pathway of corporate purpose through the "3S" dimensions (structural, systemic, and strategic), offering organizations a guide to align their strategies with both their identity and public image. By examining corporate purpose through these dimensions, we highlight the interconnectedness of an organization's intrinsic identity (structural), its engagement within its ecosystem (systemic), and the alignment of purpose with actionable strategies (strategic). This multi-dimensional approach reveals how corporate purpose guides firms through a transformative journey from their genesis to their interactions with stakeholders and broader market dynamics. To do this, the paper delineates four distinct typologies of corporate purpose: purpose washing, formal purpose, promising purpose, and deep purpose. These typologies are systematically organized within a synthesis matrix, providing a nuanced and detailed understanding of how corporate purpose manifests and evolves within different organizational contexts. Central to the study are two key propositions. The first proposition positions corporate purpose as the "metabolism of firms", drawing a parallel with biological metabolism to underscore its crucial role in ensuring business survival, prosperity, and evolutionary adaptation. The second proposition emphasizes the importance of a sequential progression across the genetic, relational, and phenotypic stages of corporate purpose, which is critical for the design of genuinely purposeful organizations. By moving beyond a purely definitional approach, this paper contributes significantly to the ontological understanding of corporate purpose. It sheds light on the dynamics of purpose in organizations, highlighting its strategic importance and the need for alignment between a firm's identity and actions. Our paper provides a valuable resource for academics and practitioners alike, seeking to navigate the complexities of corporate purpose in a dynamic business landscape. Keywords: Corporate purpose; evolutionary perspective; genotype; relational dimension; phenotype; corporate purpose typologies

MH: **Residential Sorting & Organizational Rigidity at The Eastman Kodak Company (1945-2005)**

Author: **Jonathan Palmer**, *Harvard Business School*

This paper seeks to identify structural antecedents that contributed to The Eastman Kodak Company's rigid response to the digital imaging revolution -- a revolution that began inside Kodak itself! This paper examines the interplay between both Kodak (specifically, its business model and organizational structure) and its home city of Rochester (specifically, its geographic development and social structure) from 1945-2005. Using newly digitized historical records, as well as computer vision techniques, this paper tracks how residential sorting along Kodak's departmental lines segregated Kodak's digital pioneers from the executives controlling the company. This paper adds another angle to the reevaluation of the history of one of America's most iconic companies.

MH: **The Evolutionary Dimension of Pandemic Management: An Italian Historical Case**

Author: **Christian Rainero**, *U. of Turin*

Author: **Renato Civitillo**, *U. Federico II Napoli*

Author: **Stefano Amelio**, *U. of Insubria, Varese*

Author: **Giuseppe Modarelli**, *U. of Turin*

The authors, considering accounting practice as a technology rather than a technique, attribute to accounting an interpretative paradigm focused on the variables of the theory of technology-acceptance, highlighting how this can generate strategic-responses. The case-study of the Naples plague in 1656 is studied at both synchronic and diachronic levels, analysing at documental level primary and secondary sources, in order to identify the breaking points of institutional social practice, as represented by the adverse reaction to the imposition of lazzarettos accounting, which, due to urgent needs, was requested by law but was not implemented in practice. These conditions allowed the organisational dimension to prevail over the accounting one, although the latter was already widespread at the mercantile level. The main character of the rituals in burial activities related to the accounting of the dead appears (1656) to have transformed transiently from a numerical dimension into physical accounting (bones in mass graves).

Author: **Pasi Nevalainen**, *U. of Jyväskylä*

This paper analyzes the rise and decline of the state-owned electronics company Valco (1976–1980), which produced components (CRT-tubes) for the television manufacturing industry. The company's scandalous failure has been identified as one of the largest investment errors in Finland's economic history. Instead of the company becoming the new state-run flagship of the electronics industry, it faced numerous startup problems, caused political scandals, and eventually drifted into insolvency. The company's humiliating failure had immediate economic and human consequences in the local context, but in retrospect, it became a symbol of failed industrial politics that marked the entire state-owned enterprise sector for decades. As a consequence of Valco's failure, the Finnish state largely abandoned the use of state ownership as a tool of industrial policy, opening up better opportunities for the rise of the private electronics industry, such as Nokia, as a national flagship in electronics. The Valco case demonstrates not only a) concrete weaknesses associated with state ownership when it is attempted to be used as a tool for creating a new industrial sector but also b) serves as an example of a single historical event that has greater significance in the turn of economic policy.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Negotiating Meaning and Individuality in the Workplace

Session Moderator: **Hengchen Dai**, *UCLA Anderson School of Management*

MOC: **Is Transparency Enough? The Effect of Historical Pay Information on Negotiations and Pay Inequality**    

Author: **Hengchen Dai**, *UCLA Anderson School of Management*

Author: **Xiaoyang Long**, *U. of Wisconsin at Madison*

Author: **Dennis Zhang**, *Washington U. in St. Louis*

A commonly cited cure for pay inequality is pay transparency, because access to peer pay is believed to prompt underpaid individuals to negotiate. We study how historical peer pay information influences pay negotiations and investigate the implications for pay inequality. Across three experiments on different online labor platforms, we find that workers become more likely to negotiate not only when they learn that they are offered a lower pay than others, but also when they learn that they are offered the same pay as others. We conjecture that the latter finding—which contradicts the predictions of the prior literature—occurs because at least some workers believe they should be paid more than the average due to positive self-assessments. Additional analyses of our experiments and two complementary surveys show evidence consistent with this conjecture. Based on our empirical findings, we build a reference-dependent model to describe worker behavior and use it to derive the long-term implications of pay transparency for pay inequality. Our model and the subsequent numerical study suggest that pay transparency may surprisingly amplify pay inequality by prompting workers who are already highly paid to ask for more. Our work highlights that pay transparency may not be a panacea for pay inequality, and discusses additional measures that governments and organizations may consider along with pay transparency to combat pay inequality.

MOC: **Advancing a Dynamic Framework of Idiosyncratic Deals**   

Author: **Sargam Garg**, *California State U. Sacramento*

Past research on idiosyncratic deals (i-deals or individualized employment arrangements between some employees and their employers) provides evidence that these arrangements are beneficial for individuals who secure them (“i-dealers”) and the employers that grant them. While this body of work has been instrumental in showcasing the value of i-deals to organizations, I contend that it provides a simplistic picture. Most research has focused on the outcomes of i-deals for the parties involved but has not deliberated on if, why, and how the i-dealer and employer perceptions of i-deals (and resultant outcomes) may change over time as the i-deal unfolds. I argue that one cannot assume that once granted, an i-deal will hold the initial value it had at the time of negotiation for the i-dealer and/or the employer. In this work I develop a processual explanation of how over time, it is the mechanism of i-deal value assessment by the i-dealer and the employer that drives i-deals into different pathways or trajectories. In doing so, this work presents a theoretically grounded framework that chisels out drivers at different levels that can alter the value of i-deals for the i-dealer and the employer. Due to change in value, the two parties will reappraise the arrangement which will impact the trajectory of the i-deal (depending on the changes (or no change) in its value for the i-dealer and/or the employer). I discuss i-deal maintenance and other possible i-deal trajectories that may emerge e.g., i-deal transformation into we-deal or a Human Resource (HR) practice, i-deal renegotiation/new i-deal for the i-dealer as well as ultimate i-deal termination. I also deliberate on the practical and research implications of this work.

MOC: **Let’s Make a Deal! A Dynamic Model of Pursuing Meaningful Work Through Meaningfulness Deals**

Author: **Elaf Basri**, *U. of Edinburgh business school*

Scholars have alluded to the dynamic and often transient nature of meaningfulness, exhibiting perplexing features such as variations across the course of one day or fluctuations across the tenure of a seemingly enriched and meaningful job (Bailey & Madden, 2017a; Lepisto & Pratt, 2017). However, theorizing has lagged in providing a nuanced account of this temporal nature and how it impacts individuals and organizations, underscoring the need for a holistic understanding of the ebb and flow of meaningfulness in the workplace context. Our paper aims to bridge this gap by advancing theorizing around the dynamic processes of what makes and sustains meaningfulness at work. In our theorizing of meaningful work, we draw inspiration from the emerging understanding that meaningfulness is not a static experience but rather characterized by paradoxes and a dynamic negotiation process. We develop a theoretical model that illuminates the dynamics of meaningful work by detailing the three phases of aspiring, enacting, and regaining meaningfulness that is driven by the foundational meanings people derive from work and their ability to pursue such meanings through the employee-employer exchange relations and their interlinking mechanisms. We offer a set of propositions and delineate methodological recommendations that open new avenues for fruitful research in meaningful work and its dynamic processes.








MOC: **Toward the Mass Individualization of Learning: Exploring Learning Idiosyncrasies**

Author: **Jerome P. Flynn**, *Rutgers Business School*

Author: **Kevin Carlson**, *Virginia Tech*

Advances in artificial intelligence (AI) will make mass customization (individualization) of learning increasingly cost effective for many learning settings. However, taking full advantage of AI will require that we bridge several critical gaps in how individuals learn. Much of what we know about effective learning has been developed through the lenses of course-level pedagogy, instructors’ perspectives, and aggregated learner outcomes (Snow, 1991). The idiosyncrasies of individual learners often fall in the error term of our scholarship. But it may be these idiosyncrasies that can unlock how best to leverage AI to mass customize learning. In this study we examine the behavior of individual learners as they face a new and unfamiliar, online game environment. We capture highly detailed records of individual behavior across game trials revealing the idiosyncratic behavioral paths of individual learners. Following an abductive approach, we examine these behaviors to identify patterns and idiosyncrasies against which the potential of AI might be leveraged.

KEY TO SYMBOLS

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

Ethics and Leadership: Navigating Moral Dilemmas

Session Moderator: **Shike Li**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

MOC: **Employee Moral Evaluation of Supervisor Leniency: The Role of Attributed Motives**

Author: **Shike Li**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Bin Ma**, *IE Business School, IE U.*
Author: **Ivana Radivojevic**, *IE Business School*

Supervisors regularly make disciplinary decisions in organizations, and some of them may choose to act leniently by reducing or removing prescribed punishments for employees who have committed misconduct. Drawing on theories of motive attribution and the moral psychology literature, we explore how third-party employees attribute different motives to supervisor leniency towards a coworker and develop moral evaluations of such leniency, which further influence their downstream reactions to the supervisor. Study 1 applies content analysis to micro-narratives collected from U.S. working professionals and identifies altruistic and instrumental motives as the two main motives employees attribute to their supervisor's leniency towards a coworker. Study 2 employs an experimental design and demonstrates the effects of attributed motives on supervisor-directed behavioral reactions (i.e., organizational citizenship behavior and gossip) through employees' moral evaluation of supervisor leniency. Additionally, based on gender role congruity theory, we further propose that third-party employees' reactions to supervisor leniency are contingent on supervisor gender in actual leniency events at work. Using event-contingent survey data, Study 3 provides large support for this prediction, along with further evidence for our full research model. Our findings enhance the understanding of workplace leniency and offer practical insights for managers when making disciplinary decisions.

MOC: **When And Why Breaking The Rules For A Good Cause Doesn't Pay Off**

Author: **Long Wang**, *City U. of Hong Kong*
Author: **Peter H. Kim**, *U. of Southern California*

Although prosocial rule-breaking (PSRB) is motivated by honorable intentions to help rather than harm the organization or its stakeholders, relatively little is known about how people interpret and judge the prosocial rule-breaker's behavior. We propose that PSRB poses a trust dilemma for other organizational members because it pits different values, especially integrity and benevolence, against each other. In four complementary studies, we investigated how observers perceived the tradeoff between integrity and benevolence when they decided whether to trust the prosocial rule-breaker. Studies 1 and 2 experimentally revealed that although observers appreciated the prosocial rule-breaker's benevolent intentions, their concerns about the person's integrity dominated their judgments, leading to reduced trust in the rule-breaker. Study 3 extended the first two studies by investigating the effect of PSRB on trust in a unique organizational context where PSRB significantly benefitted the organization and/or the participant. Study 4 replicated the experimental results in a field study, suggesting that coworkers trusted prosocial rule-breakers less in the workplace because they were concerned about the rule-breakers' integrity. We discuss theoretical and practical implications for prosocial behavior, trust, and rule compliance in organizations.

MOC: **Benevolence Repaid with Malevolence: How can Ethical Leaders Sustain Moral Motivation?**

Author: **Sophia Chou**, *National Taiwan Normal U.*







In the realm of ethical leadership, good deeds can paradoxically lead to adverse outcomes, presenting psychological challenges that may erode moral motivation, a phenomenon underpinned by cognitive dissonance theory and schema theory. This dilemma has been noted in various philosophical traditions but remains insufficiently explored in social science. Addressing this gap, this research employed an inductive multiple-case approach, interviewing 23 ethical leaders to explore psychological strategies for sustaining moral motivation amidst such challenges. It identified three primary methods for upholding ethical volition under such circumstances: (1) schema assimilation: reinterpreting negative experiences; (2) schema shift: refocusing on core values; (3) schema transcendence: going beyond schema-reality conflicts. These findings not only enrich the ethical leadership literature but also offer practical strategies for ethical leadership development.


MOC: **The Personality and Social Psychology of Honesty: Justifying Honest and Dishonest Behaviors**

Author: **Gabriela Cuconato**, *Case Western Reserve U.*

Most research on honesty adopts a dichotomous view that honesty is a crucial moral, socially beneficial value, while dishonesty is seen as unfavorable to others, egotistically yielding personal gain to the dishonest individual. In this theoretical paper, following recent research development, I propose that individuals might have different justifications for honest and dishonest behaviors in close relationships that do not follow this dichotomous view. Drawing from personality and social psychology, I suggest that individuals can justify honesty and dishonesty behaviors based on differing (1) expectations loci, indicating where the expectations towards these behaviors arise from (e.g., self, relational others, and social environment); (2) motives that drive desire or willingness towards honesty and dishonesty; and (3) enacting mechanisms, showing how these behavioral outcomes are enacted (e.g., traits, cognition, and affect). Thus, this paper presents a theoretical model of honesty and dishonesty justifications, proposing that individuals can justify these behaviors beyond what is commonly represented in research, which has implications for our understanding of close relationships.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Agency in Identity Construction

Session Chair: **Niranjan Srinivasan Janardhanan**, *London School of Economics*
Session Chair: **Elise B. Jones**, *US Coast Guard Academy*
Session Chair: **Heather Ciara Vough**, *George Mason U.*
Presenter: **Namrata Sandhu**, -
Participant: **David Oliver**, *U. Of Sydney*
Participant: **Heather Ciara Vough**, *George Mason U.*
Participant: **Eliana Crosina**, *Babson College*
Presenter: **Niranjan Srinivasan Janardhanan**, *London School of Economics*
Participant: **Ruth Reaney**, *Adam Smith Business School, U. of Glasgow*
Participant: **Rashi Sonal**, *The London School of Economics and Political Science*
Participant: **Elaine Cahalan Hollensbe**, *U. of Cincinnati*
Participant: **Yasha Spruha**, *U. of Maryland R.H. Smith School of Business*
Presenter: **Elise B. Jones**, *US Coast Guard Academy*
Presenter: **Mathew Laurence Sheep**, *Florida Gulf Coast U.*

Identity work—or the processes by which people form, repair, maintain, strengthen, or revise their sense of self at work—indicates, at least implicitly, agency or intentionality on the part of the individual engaged in these processes. This stream of research implies individuals to be identity-makers, who play an active role in determining their identities, and in prioritizing identities at work. Yet, research has also shown that external entities such as interaction partners, organizational or occupational norms, or even implicit or subconscious processes can influence or even force individuals to adopt or enact certain identities, suggesting that individuals are also identity-takers in the identity construction process. To systematically examine individuals as identity makers and takers, our symposium brings together four papers that explicate these questions: (1) What are the constraints upon agency in identity work processes and how do they operate? (2) Is agency in identity construction always desired? (3) Is agency in identity construction always individual- or self-focused? To encourage meaningful discussions on the topic between presenters and the audience, our symposium will adopt a roundtable format rather than feature a discussant, after the paper presentations.

I Am My Company and My Company Is Me: On the Blurring of Founder-Venture Identity Boundaries

Author: **Namrata Sandhu**, -
Author: **David Oliver**, *U. Of Sydney*
Author: **Heather Ciara Vough**, *George Mason U.*
Author: **Eliana Crosina**, *Babson College*

The Art of Stenciling: Agency in Work Identity Construction amidst Sudden Change

Author: **Niranjan Srinivasan Janardhanan**, *London School of Economics*
Author: **Ruth Reaney**, *Adam Smith Business School, U. of Glasgow*
Author: **Rashi Sonal**, *The London School of Economics and Political Science*
Author: **Elaine Cahalan Hollensbe**, *U. of Cincinnati*
Author: **Yasha Spruha**, *U. of Maryland R.H. Smith School of Business*








Can't Be One without the Others: A Model of Inter-Identity Work

Author: **Elise B. Jones**, *US Coast Guard Academy*

Who or What? Agency in Identity Work through Communication/Discourse Lenses

Author: **Mathew Laurence Sheep**, *Florida Gulf Coast U.*

KEY TO SYMBOLS

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








Session Type: **Symposium**
Program Session: **1821** | Submission: **15603** | Sponsor(s): **(MOC, OMT, STR)**
Scheduled: **Tuesday, Aug 13 2024 8:00AM - 9:30AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom II**

Algorithms and Bounded Rationality

Organizer: **Luke Rhee**, *U. of California, Irvine*
Panelist: **Felipe Csaszar**, *U. of Michigan*
Panelist: **John Joseph**, *U. of California, Irvine*
Panelist: **Paul Leonardi**, *UC Santa Barbara*
Panelist: **PuayKhoon Toh**, *U. of Texas at Austin*
Panelist: **Tony Tong**, *U. of Colorado, Boulder*

Bounded rationality, a concept pioneered by Herbert A. Simon, has prompted the adoption of technologies within organizations to mitigate limitations in human rationality and improve outcomes. However, organizations still exhibit inefficiencies and biases despite the use of relevance technologies. Algorithms have thus garnered significant scholarly interest for their potential impact on bounded rationality. Recent studies reveal the benefits of algorithms in improving individual-level performance, creativity and learning. Yet, many organizational domains shaped by the inherent features of bounded rationality remain theoretically unformulated and empirically untested regarding their interaction with algorithms. This panel symposium aims to explore this gap. Our distinguished group of panelists will present their research program, share insights into the interplay between algorithms and bounded rationality, and suggest directions for future studies in this emerging field.

KEY TO SYMBOLS

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

Fostering Employee Well-being, Engagement, and Resilience in Challenging Work Environments



Session Moderator: **Ayatakshee Sarkar**, *XLRI Xavier School of Management*

This session explores various factors influencing employee well-being, engagement, and resilience in the face of workplace challenges, such as incivility, career transitions, and paradoxical demands.

MSR: Exploring Influential Factors Shaping Passive Resistance Responses to Address Workplace Incivility

Author: **Ayatakshee Sarkar**, *XLRI Xavier School of Management*

Rooted in the philosophy of nonviolence, Passive Resistance Responses represent a constructive and effective mechanism seeking to humanize the perpetrator. This study endeavours to delve into various individual factors influencing Passive Resistance Responses among working professionals in India. This qualitative study aimed to comprehend the experiences of mid- and senior-level managers aged 35-45, representing diverse industries in India. Through 18 in-depth interviews, equal gender representation was ensured. These managers encountered workplace misconduct and disrespect, responding with nonviolent strategies to uphold organizational objectives. Our contribution to the field of cognitive appraisal and response mechanisms transcends the conventional 'fight or flight' reactions to workplace misconduct. This study specifically explores influencing factors that lead to passive resistance responses, ultimately breaking the cycle of misconduct and incivility (Cortina et al, 2021). Adopting such response strategies can facilitate psychological recovery and a return to normal functioning. This research unveils a distinctive investigation into passive resistance responses to workplace misconduct, focusing specifically on working professionals in India. Shedding light on a relatively unexplored research domain, the study adopts a comprehensive approach by scrutinizing various individual factors. This offers a nuanced understanding of the complexities associated with passive resistance responses, contributing to both organizational objectives and the restoration of human dignity within the Indian context.

MSR: Embracing The New Frontier: Rethinking The Wellbeing Of Military Veterans Under Career Transition

Author: **Nishant Garg**, *Indian Institute of Management, Lucknow*
Author: **Pushpendra Priyadarshi**, *Indian Institute of Management, Lucknow*
Author: **Pankaj Kumar**, *Indian Institute of Management, Lucknow*
Author: **Girish Balasubramanian**, *IIM Lucknow*

This paper explores the intricate dynamics of financial transitions experienced by military veterans as they move from the armed forces to civilian life and corporate careers. Drawing on a qualitative research approach guided by the 4-S Transition Model, the study delves into the subjective experiences of veterans, addressing the gaps in the existing literature that predominantly focuses on objective facets of Financial Well-Being. First, the research uncovers that financial motives are the primary driver for these transitions. Second, it uncovers the challenges, such as income structure transformation and the shift in financial roles. Third, it highlights veterans' coping strategies, including financial literacy, peer socialization, and seeking support. The study extends the 4-S Transition Model by highlighting nonlinearity. Then, it enriches Financial Well-Being models by emphasizing objective and subjective dimensions. Finally, practical implications are outlined for policymakers, support organizations,

MSR: Development of Paradox Mindset, Ambidexterity and Well-Being by the Development of Consciousness

Author: **Vikram Gulati**, *Maharishi International U.*








Leaders in organizations need to have a both-and mindset and be able to execute creative and process-oriented tasks while maintaining a sense of well-being at work. The rapidly changing and increasingly complex business environment makes the need for a paradoxical mindset, individual ambidexterity, and well-being at work imperative and challenging. This study adopts a sequential-explanatory mixed-method approach and suggests that higher states of consciousness are instrumental in creating a higher paradox mindset, individual ambidexterity, and workplace well-being. The relationship between these variables is established with the help of a structured equation model, analyzing data collected from 208 project managers working for nine global information technology services companies. In addition, qualitative analysis of interviews with 20 project managers revealed that the development of higher states of consciousness and interconnectedness with the help of self-development practices provides business professionals a path to have a paradoxical mindset, be ambidextrous, and enhance their well-being at work. Further, the study demonstrates the unique value of Transcendental Meditation as a meditative practice.

MSR: How and When Voice Climate Relates to Employee Work Engagement

Author: **Yasir Mansoor Kundi**, *Institute of Business Administration, Karachi*
Author: **Fawad Ahmad**, *Institute of Business Administration, Karachi*
Author: **Usman Nazir**, *Assistant professor institute of Business Administration, Karachi Pakistan*

Little is known about how voice climate fosters employee work engagement. Moreover, we know little about the boundary conditions that affect voice climate and engagement linkage. To address this gap, this study examines how and when voice climate influences employee work engagement. Using the data from employees working in Pakistani organizations, our findings revealed that voice climate positively relates to employee work engagement via intention to engage in counterproductive work behavior. Moreover, ethical leadership and religiosity moderated the aforementioned relationship.

KEY TO SYMBOLS

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

Lead by Humility: A Multi-perspective View of Humility in Organizations



Organizer: **Thomas Kelemen**, *Kansas State U.*
Organizer: **Samuel Matthews**, *U. of Wyoming*
Discussant: **David R. Hekman**, *U. of Colorado, Boulder*
Discussant: **Brad Paul Owens**, *Brigham Young U.*
Participant: **Jia Hu**, *Tsinghua U.*
Participant: **David H. Zhu**, *Arizona State U.*
Participant: **Shuxia Zhang**, *Wayne State U.*
Participant: **Yiwei Yuan**, *Beijing U. of Posts and Telecommunication*
Participant: **Woohee Choi**, *Providence College*
Participant: **Oleg V. Petrenko**, *U. of Arkansas*
Participant: **Paul Sanchez-Ruiz**, *DePaul U. Kellstadt Graduate School of Management*
Participant: **Andrew B. Blake**, *Texas Tech U.*
Participant: **Huiqing Ju**, *Iowa State U.*
Participant: **Yejun Zhang**, *Texas State U.*
Participant: **Fu-Chen Kuo**, *Institute of Human Resource Management, National Sun Yat-sen U., Taiwan*
Participant: **Chia-Yen Chiu**, *U. of Adelaide*

Management research on humility and humble leadership has greatly increased over the past decade (Kelemen et al., 2023). Research has shown that humility has a variety of beneficial effects on individuals, teams, organizations, and even individuals themselves. This growing research on humility in the workplace has sparked additional research questions and study ideas. Acknowledging this backdrop, this symposium looks at humility from a range of areas including CEOs, entrepreneurs, leaders, and followers/employees. Examining humility from multiple perspective and levels of analysis can help scholars gain a better overall picture of the current state of the humility literature and help move this important area of research forward.

It Takes Humility to Enhance Diversity: CEO Humility and Female Representation in TMTs

Author: **Jia Hu**, *Tsinghua U.*
Author: **David H. Zhu**, *Arizona State U.*
Author: **Shuxia Zhang**, *Wayne State U.*
Author: **Yiwei Yuan**, *Beijing U. of Posts and Telecommunication*
Author: **Woohee Choi**, *Providence College*

Nice Guys [and Gals] Finish First: The Influence of Nice Entrepreneurs on Funding Success

Author: **Oleg V. Petrenko**, *U. of Arkansas*
Author: **Paul Sanchez-Ruiz**, *DePaul U. Kellstadt Graduate School of Management*
Author: **Huiqing Ju**, *Iowa State U.*
Author: **Andrew B. Blake**, *Texas Tech U.*

Leader Concerns with Expressing Humility

Author: **Thomas Kelemen**, *Kansas State U.*
Author: **Samuel Matthews**, *U. of Wyoming*
Author: **Yejun Zhang**, *Texas State U.*

When and How Leader Humility Leads to Follower Humility and Leader Abusive Behaviors

Author: **Fu-Chen Kuo**, *Institute of Human Resource Management, National Sun Yat-sen U., Taiwan*
Author: **Chia-Yen Chiu**, *U. of Adelaide*

KEY TO SYMBOLS

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

Who Am I? Identity and Identification Processes

Session Moderator: **Hau Thi Kim Do**, *Free U. of Bozen-Bolzano*

OB: **Identification in Global and Virtual Teams: A Systematic Literature Review**

Author: **Hau Thi Kim Do**, *Free U. of Bozen-Bolzano*

Author: **Marjaana Gunkel**, *Free U. of Bozen-Bolzano*

Research on team identification has highlighted its importance for effective teamwork, particularly in global and virtual teams. However, the fragmented nature of the existing body of research, with studies conducted in diverse contexts, hinders a holistic understanding of the phenomenon. Moreover, the complexities of identification in global and virtual teams demand further investigation, as the unique challenges of these settings may modify the impact of identification compared to traditional teams. To address this gap, this study employs a systematic literature review approach. We collected and analyzed a total of 45 articles, which led to the classification of three categories: (1) monocultural teams with virtual meeting environments; (2) multicultural teams with non-virtual meeting environments; and (3) multicultural teams with virtual meeting environments. These categories are comprehensively explored to understand the development and impacts of identification on global and virtual teams before these categories are conceptualized into a cohesive framework explaining identification's role within global and virtual teams. The developed framework highlights the fragmented yet progressive nature of research and suggests promising avenues for further investigation.

OB: **Strive or Thrive in a Job Loss? Paradoxical Outcomes of Job Loss Grief**

Author: **Koustab Ghosh**, *Associate Professor Indian Institute of Management Rohtak*

Author: **Dheeraj Sharma**, *Indian Institute of Management, Rohtak*

Author: **Eram Fatima Siddiqui**, *Indian Institute of Management, Rohtak*

We undertake a mixed-method approach to explore the impact of job loss on employees caused due to recent layoffs. Employees impacted by these layoffs have taken social media by storm to present their farewell posts. However, there is little evidence about the thematic contents that are covered in such farewell posts. Therefore, we conducted two studies to advance our understanding of this phenomenon. Study 1 utilized structural topic modeling to analyze the major topics underlying such farewell posts. In study 2, we tested and supported the hypothesis by examining the paradoxical mechanism of job loss. Underpinning our argument in attachment and social identity theory. We propose that employees, due to job loss grief, experience an increase in organizational nostalgia and felt neglect, resulting in organizational identification and psychological contract violation, respectively. Undertaking attachment theory, we further hypothesized that online social network connectedness moderates the paradoxical effects of job loss grief. Our hypothesized model was supported by data collected from laid-off employees. We further elaborate upon theoretical and practical implications followed by future research direction.

OB: **"We are Like Little Elves who Never get Their Own Name"- Identity in Food Delivery Platform Work**

Author: **Hanh Thi Duc Doan**, *Aalto U. School of Business*

Author: **Marjo-Riitta Diehl**, *Aalto U. School of Business*

This paper seeks to advance understanding of how workers identify themselves in the context of platform work in which employment status is debatable and how such identity perceptions intertwine with their experiences, their attitudes, their behaviors and wellbeing at work. Through a study of food delivery platform workers in Finland, we uncover the complexity of identity perceptions in platform work. Specifically, we find that platform workers identify themselves along the statutory identity spectrum (concerning employment status) in three different ways that we named as the Donkeys (employees), the Entrepreneurs (self-employed), and the Elves (a liminal state between employee and self-employed). Workers in these identity groups experience platform work differently and their wellbeing, behaviors and attitudes differ too. With these findings, we add more insights to the literature on work identity in the context of platform work that has so far predominantly focused on online labour market where skilled workers take on simultaneously multiple roles. Furthermore, we fill in the gap of knowledge in platform work literature at psychological level. By zooming into identity perceptions, our study examines underlying reasons for the dynamic of platform labour and highlights the liminal state experienced by some of the platform workers. In so doing, our study contributes also to the literature on liminal identity. Finally, our study advances the understanding of low-status platform work, thereby complementing the existing knowledge on skilled gig workers who usually enjoy a higher status on the online labour market.

OB: **Unpacking the Paradox of Diversity: Being Identified While Feeling Different**

Author: **Alberto Monti**, *Department of Economics - U. of Genoa*

The importance of diversity for the performance of teams and organizations has been acknowledged, as well as the benefits derived from being identified with both workgroups and organizations. However, if we take a social identity perspective, this evidence underlines a paradox: while organizations and society at large foster diversity in terms of personality and skills, individuals seek to raise (to some extent) their sense of similarity and belongingness to various social groups. In this paper, we address this paradox, looking at the drivers able to foster the sense of belongingness of members who feel themselves "diverse" from other fellow members in terms of personal attitudes and skills. Our results suggest that feeling different has a negative impact on an individual's organizational identification. This effect is amplified when an individual is uncertain about the organization's identity. On the contrary, individual diversity can have a positive effect to the extent that being "diverse" is recognized and valued by the organization. Finally, members' prototypicality - being recognized by fellow employees as a typical representative of the organization - has a positive direct effect on an individual's identification and a negative relationship between diversity and identification.

OB: **Strategies in Navigating Psychological Tensions: An Integrative Review**

Author: **Jingtao Zhu**, Rotterdam School of Management, Erasmus U.

Employees around the globe are facing an increasing amount of psychological tension – the experience of conflict as a result of having competing desires that cannot be easily reconciled. Despite its acknowledged importance in management theory, research in this area has been disjointed and uncoordinated. Our comprehensive analysis synthesizes existing studies to establish a typology of strategies for navigating psychological tension. We delineate four principal strategies: avoidance, compartmentalization, integration, and acceptance. This typology is contextualized across three pivotal research domains where psychological tension is most prevalent: the work-nonwork interface, moral decision-making, and identity conflicts. By mapping these strategies onto the respective domains, we offer a nuanced understanding of how psychological tension manifests and is addressed in different contexts. The review culminates in a discussion of the theoretical and practical implications of these findings, setting a foundation for future research and organizational applications in managing psychological tension.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Advances in OB Innovation Research

Session Moderator: **Saleh Samimi Dehkordi**, *U. of Trieste, Italy*

OB: **Unveiling Sustainable Innovative Work Behavior: Scale Development & Microfoundations Investigation**

Author: **Saleh Samimi Dehkordi**, *U. of Trieste, Italy*
Author: **Ivan Radevic**, *U. of Montenegro, Faculty of Economics Podgorica*
Author: **Guido Bortoluzzi**, *U. of Trieste, Italy*

Sustainable innovation is today essential to firms to respond to global challenges like climate change, desertification, and resource depletion. The theme of sustainable innovation strategies is increasingly debated while less attention is devoted to what happens at the individual level, and in particular at the attitudinal and behavior level of individuals who conceive new sustainable products, apply new sustainable processes, and organize sustainable routines inside firms. This research comprises two parts. In study 1 we develop the concept of "Sustainable innovative work behavior" (SIWB), validate a scale, and test it for reliability. To this end, we first collected data from experts to develop the scale items and then collected responses from 299 employees to test it. In study 2 we empirically examine the interplay between SIWB and its antecedents. In particular, we collected data from 791 respondents to investigate the relationship between creative behavior and SIWB and the moderating effect exerted by sustainable leadership, organizational sustainable innovation, and digital technology readiness in such a relationship. Results supported the existence of a relationship between creative behavior and SIWB, along with the moderating effect of sustainable leadership. Furthermore, a three-way interaction among creative behavior, organizational sustainable innovation, and digital technology readiness at the team on SIWB was also empirically supported. This research advances our understanding of how the creative behavior of individuals, team's digital technology readiness, and sustainable initiatives within organizations together shape individual SIWB.

OB: **The Role of Personal Resources on Managers' Innovative Work Behavior**

Author: **Rezon Lajçi**, *TU Ilmenau*
Author: **Norbert Bach**, *Ilmenau U. of Technology*
Author: **Gentrit Berisha**, *U. of Prishtina*

Consensus among researchers and practitioners indicates that employees' innovative work behavior (IWB) has become imperative for organizational success. However, not all employees show IWB, raising the question which factors enable them to be innovative in the workplace. Adopting a positive organizational behavior perspective, this study investigates the role of personal resources on managers' IWB. We use the broaden-and-build theory to explain how positive psychological resources such as hope, self-efficacy, resilience, optimism, and organization-based self-esteem (OBSE) influence different types of IWB activities: idea generation, idea promotion, and idea realization. Additionally, we examine the moderating impact of intrapreneurial orientation (IO) on the personal resources-IWB relationship. Our hypotheses are tested using a sample of 233 managers employed in various sectors and company sizes in Kosovo. The results indicate that hope, self-efficacy, and OBSE positively influence idea generation; self-efficacy and resilience positively influence idea promotion; and self-efficacy, resilience, and OBSE positively influence idea realization. As a secondary finding, we report a moderating effect for IO regarding the resilience-idea realization nexus. Our findings suggest that personal resources are paramount for IWB, but the impact differs depending on IWB activity. Furthermore, we found no moderating effects for IO, except for the impact of resilience on idea realization. This study is among the first attempts to investigate how personal resources influence different types of IWB activity, highlighting the importance of personal resources per IWB activity.

OB: **Differentiating the Exceptional: Distinctions Between Excellence and the Extraordinary**

Author: **Kiko Thiel**, *Weatherhead School of Management, Case Western Reserve U.*








As interest in academic circles increase in examining outliers, or the exceptional, there is an increased need for precision of terms for creating a typology, and for clarifying distinctions amongst types of outliers and types of exceptionalism. Extensive literature review reveals that most academic and practitioner articles focus on excellence – doing what everybody else does, but doing it better. I argue that there is a spectrum of exceptionalism, from excellence to incremental innovation to radical innovation. And at the far end, on the outer reaches of radical innovation, lies the extraordinary: the creation of new paradigms, which challenges our notion of what is possible, or even of what is real. This article clarifies the distinction between excellence and the extraordinary, explains why it matters both for organizational scholarship, but also for policy and practice in areas as varied as management, leadership, education and parenting.

OB: **Workplace Belongingness and Management Support as Prerequisites for Innovative Work Behavior**

Author: **Gentrit Berisha**, *U. of Prishtina*
Author: **Drin Govori**, *Independent Researcher*
Author: **Rezon Lajçi**, *TU Ilmenau*

The manager is to innovation what innovation is to organizations. Driven by this axiom, researchers and practitioners have turned their attention to the drivers of innovative work behavior of managers. In this study, we investigate whether organizational-based job attitudes (workplace belongingness and management support) are related to the innovative work behavior of managers directly or through the underlying mechanism of intrapreneurial intention. We nested our hypotheses on the theory of planned behavior, place attachment theory, and perceived organizational support theory. Data were gathered from 233 managers working in various industries in Kosovo. We tested the hypothesized relationships using structural equation modeling. The results show that workplace belongingness relates to innovative work behavior, and management support relates to intrapreneurial intention. We find full mediation of intrapreneurial intention in the management support-innovative work behavior relationship. Our other mediation hypothesis is not supported. Our study sheds light on the attitude-intention-behavior chain and provides insights for fostering innovative work behavior among managers.

KEY TO SYMBOLS

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

Motivation in a Brave New World of Work

Session Moderator: **Anjana Karumathil**, *Indian Institute of Management Kozhikode*

OB: 'Cyber' Related? The Role of Twitter in Motivating Skilled Gig Workers   

Author: **Anjana Karumathil**, *Indian Institute of Management Kozhikode*
Author: **Ritu Tripathi**, *Northwestern U.*

Drawing upon theories of self-determination and Uses & Gratifications, we explore the psychological determinants of online relatedness among skilled gig workers. Using two methodologically distinct studies, we examine whether skilled gig workers on Upwork (Upworkers) who browse or tweet on Upwork's Twitter handle experience relatedness at work. We use web-scraping techniques in study 1 to demonstrate that Upworkers generate online relatedness using words of positive sentiment tonality. In study 2, survey analysis indicates that Twitter does not behave as a coping mechanism to satiate relatedness deficit. Contrary to expectation, we find that relatedness deficit does not prompt Twitter usage among Upworkers; although usage creates a sense of community, it decreases work-specific relatedness. Our findings highlight the potential of increased isolation among Upworkers who use Twitter to satiate relatedness deficit. We offer suggestions on being strategic with social networking.

OB: Job Insecurity, Family Motivation, and Approach Job Crafting from A Self-Regulation Perspective

Author: **Dandan Li**, *Shanghai International Studies U.*
Author: **Liang Meng**, *Shanghai International Studies U.*

Employees who desire to work to benefit their families care much about their job stability. However, little is known about the responses of employees with high family motivation when they experience job insecurity. Adopting the perspective of self-regulation, we contend that job insecurity would inhibit approach job crafting, in that employees concerned about job continuity and stability possess insufficient resources for such demanding proactive behaviors, further become less embedded in their jobs. However, as an individual difference factor, family motivation could mitigate the negative effect of job insecurity on approach job crafting, since it could provide employees with more energy and spur their motivation to put effort into self-regulatory approach job crafting, ultimately undermining the downstream effect on job embeddedness. In Study 1, the findings from a two-wave survey supported our full hypotheses. In Study 2, the results of a scenario experiment further supported that high job insecurity would lead to less approach job crafting, which only works among employees with low family motivation. Theoretical implications for job insecurity, family motivation, and approach job crafting research, as well as managerial implications, are discussed.

OB: Motivation in Virtual Teams: A Dynamic Exploration of Trajectories and Contextual Associations   

Author: **Tobias Blay**, *U. of Goettingen*
Author: **Fabian Jintae Froese**, *U. of Goettingen*
Author: **Vas Taras**, *U. of North Carolina, Greensboro*
Author: **Bradford S. Bell**, *Cornell U.*
Author: **Bradley L. Kirkman**, *North Carolina State U.*

Engaging effectively in a virtual team demands a high level of motivation from team members. Yet, little is known about how the motivation of individuals in virtual teams changes over time, particularly in connection to various facets of team context. Employing a problematization approach and social motivation theory, this research adopts a sequential mixed-methods design to delve into the trajectories of motivation of individuals working in virtual teams and their associations with the team context – distinguished between team characteristics and team dynamics. First, a latent class growth analysis on 3,428 individuals nested in 639 virtual teams revealed three distinct trajectories of individual motivation - consistently high, decreasing, and increasing motivation patterns. Whereas varying team dynamics were significantly linked to the diverse motivational trajectories, team characteristics displayed no association with the distinct patterns of individual motivation. Second, findings from a subsequent qualitative study uncovered underlying rationales for these quantitative results. Findings suggest that team characteristics were less consequential for the motivation of virtual team members due to their diminished salience during task-oriented activities. The evolution of team dynamics and concurrent motivation was contingent on the perceived proximity between individuals and their virtual team. We discuss implications for both theory and practice.

OB: An Innovative Organizational Approach: Motivation by Values through Organizational Valubility   

Author: **Joanna Ewa Bernacka**, *Poznan U. of Economics and Business*

This conceptual paper explores the feasibility of adapting the Management by Values (MBV) strategy to harness motivation through an Organization's Valubility. The study aims to identify and delineate specific categories of values that can align with both the core values of the organization and those of its individuals. A combination of secondary data sources, such as literature reviews, and primary data sources, including the inductive method, were employed in this investigation. The study utilized inductive reasoning and reduction methods to accomplish its objectives. The findings underscore the significance of aligning the organization's values with individual values to effectively employ the Management By Values (MBV) strategy for motivating employees through an organization's Valubility. Organizational culture thrives on shared values, and achieving motivation through the Organization's Valubility hinges on the congruence between the organization's core values and those held by its members. This paper introduces a novel concept that can be applied by individuals, organizational leaders, shareholders, and HR professionals. It offers practical guidance on leveraging an Organization's Valubility as a foundation for motivational strategies. It outlines the process of aligning organizational and individual growth trajectories and identifies common developmental objectives. This approach facilitates the practical application of Management by Values (MBV), resulting in a motivated and contented workforce. Furthermore, this paper contributes to the conceptual research on motivation within organizations, broadening the understanding of organizational growth and development objectives and their synergy with individual goals when rooted in shared core values.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Together Everyone Achieves More: Building Teams for Success

Session Moderator: **Lisa Handke**, *Friedrich-Alexander-U. Erlangen-Nürnberg*

OB: **When Norms Align with Leadership: Functional Diversity, Reflection, and Team Performance** 

Author: **Yi-Ting Lin**, *Department of Business Administration, National Chung Hsing U., Taiwan*
Author: **Jo-Tieh Chang**, *Department of Business Administration, National Chung Hsing U., Taiwan*
Author: **Yung-Tien Kao**, *Department of Business Administration, National Chung Hsing U., Taiwan*
Author: **Nienchi Liu**, *Department of Business Administration, National Taiwan U., Taiwan*

Built upon the behavioral integrity perspective, the present study delved into the three-way interactive effect among functional diversity, cooperative norms, and leader inclusiveness on team reflection within the context of research and development (R&D) teams. Moreover, the potential mediating role of team reflection between functional diversity and team performance was examined, considering the joint team contingencies of cooperative norms and leader inclusiveness. Multi-wave and multi-source data collected from R&D teams, encompassing 66 team managers and 239 team members, unveiled the presence of this three-way interactive effect in predicting team reflection. Specifically, functional diversity was found to foster greater team reflection when cooperative norms and leader inclusiveness were high. Additionally, team reflection emerged as a mediator in the relationship between functional diversity and team performance, particularly when both cooperative norms and leader inclusiveness were elevated. Finally, we discussed the valuable findings along with the theoretical and managerial implications of the study.

OB: **Leadership Claiming-Granting Alignment and Team Effectiveness in Context of Crisis**   

Author: **Chu-Ding Ling**, *Renmin U. of China*
Author: **Jie Xiao**, *Renmin U. of China*
Author: **Jinlong Zhu**, *Renmin U. of China*
Author: **Meng Zhang**, *Renmin U. of China*

Leadership claiming has long been seen as a key to promoting self-managing teams' effectiveness. Yet, there is growing evidence that its applicability may falter in situations characterized by a lack of leadership granting. Drawing on a new attribute alignment approach and information processing theory, we build consensus by exploring whether, how, and when leadership claiming-granting alignment—an organic team leadership structure in which team members who claim leadership the most are also granted leadership by others the most—plays a critical role in influencing team effectiveness. Across a multi-wave field study where student teams engaged in a business simulation that unfolded over a 4-week duration, we find that leadership claiming-granting alignment can better improve team effectiveness via team knowledge utilization. In addition, this positive indirect relationship is stronger when team crisis is higher. Overall, our results offer novel insights into identifying an effective team leadership structure while maximizing the potential advantages of informal leadership emergence in team management.

OB: **A Typology and Analysis of Collaborative Hybrid Work for Post-Pandemic Teams** 

Author: **Lisa Handke**, *Friedrich-Alexander-U. Erlangen-Nürnberg*
Author: **Patricia Costa**, *Instituto U. de Lisboa (ISCTE-IUL) Business Research Unit (BRU-IUL)*
Author: **Maria Ximena Hincapie**, *School of Management, U. de los Andes*
Author: **Michael Johnson**, *U. of Washington*

Despite the substantial proliferation of hybrid work, little has been done to reconcile extant individual- and team-level perspectives. This is problematic because it does not acknowledge how individuals' hybrid work practices constrain team-level interactions and subsequent outcomes. Specifically, the extant literature does not yet capture the complex configurations that result from team members alternating between co-located and remote forms of collaboration and how these may provoke the formation of subgroups within the team. In this conceptual paper, we thus present co-location imbalance as a way of capturing geographic configuration in hybrid teams and illustrate its meaning and impact on subgroup formation using exemplary hybrid teamwork archetypes. We then map out a nomological network surrounding co-location imbalance and derive testable propositions on its temporal dynamics and multilevel antecedents. Our paper concludes with a discussion of our research's theoretical and practical contributions and directions to advance future research on hybrid teamwork.

OB: **Team Formation Strategy and Entrepreneurial Effectiveness: A Dynamic Ambidexterity Perspective**  

Author: **Limei Chen**, *U. of Hong Kong*
Author: **Chu-Ding Ling**, *Renmin U. of China*
Author: **Melody J. Zhang**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*
Author: **Nan Wang**, *Lingnan U.*

The formation strategy of entrepreneurial teams significantly impacts their ability to navigate venture challenges. Existing research suggests that both an interpersonal-attraction strategy (relying on relationships with similar others in a close network) and a resource-complementary strategy (instrumental emphasis on complementary expertise and resources) can enhance entrepreneurial performance. However, our understanding of interplay and the jointly implications of these two strategies remains quite limited. Taking a dynamic ambidexterity perspective, this study examines the influence of dual formation strategy on entrepreneurial team's effectiveness through the development trajectory of team ambidexterity. Based on a longitudinal study involving a sample of 912 members from 228 teams who participated a business simulation game contest, we found that entrepreneurial teams that adopt a dual formation strategy can exhibit a more positive team ambidexterity trajectory, leading to higher team effectiveness compared to teams using only interpersonal attraction or resource complementarity strategy. These findings provide several theoretical and practical implications and also suggest some directions for future research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

It Gets Better: Striving to Improve Oneself and The Firm

Session Moderator: **Elizabeth Jiang, UCLA**

OB: Messenger-Message Discordance: Who Speaks Up (and How) Matters in Advocating for Workplace Equality   

Author: **Elizabeth Jiang, UCLA**

Author: **Sherry Jueyu Wu, -**

Voicing up on the state of workplace disparities is an important strategy for raising awareness and expressing advocacy, but doing so effectively depends on who speaks up and how they do it. Across two pre-registered experiments (N=1,921), we examined how messenger identities and message content affect perceptions of the messenger's self-interest and other-interest—two primary motives for voicing up about workplace disparities. We show evidence of a messenger-message discordance effect and that a simple advocacy-injection intervention mitigates the negative effects of discordance. Specifically, compared to non-dominant messengers (who have demographic concordance with the disadvantaged groups), White men (who have demographic discordance with the disadvantaged groups) are penalized in other-interest perceptions when sharing statistics on workplace disparities (Studies 1 & 2), but this penalty is attenuated when they inject explicit personal advocacy into the statistical message (Study 2). Our findings contribute to the theoretically complex study of voicing up against workplace inequality and suggest that sharing explicit personal advocacy should be encouraged in organizational practices.

OB: Working on an Empty Stomach? A Model of Food Insecurity's Impact on Performance Via Self-Regulation  

Author: **Francisco Moreno, Louisiana State U.**

Author: **Michael Addison Johnson, Louisiana State U.**

Author: **Bailey A. Bigelow, U. of Utah**

Food insecurity is a public health issue for much of the world's population, and yet management scholars have not addressed how this phenomenon might affect employees while on the job. In the current paper, we introduce the topic of food insecurity into the management literature and explore how this prevalent "out-of-work" experience affects employee performance at work. We use a self-regulation lens to propose that food insecurity is a strain on employees, leading to a decreased capacity to focus on their performance. Specifically, we propose that experiencing food insecurity evokes emotional, physiological, and cognitive strains, which in turn reduce job performance. Additionally, we explore whether there are accessible resources that individuals might draw upon to buffer these negative effects by examining mindfulness, social support, and emotional stability as moderators of the indirect effect of food insecurity on job performance. We utilize archival data to establish the importance of food insecurity in the workplace context (Study 1) and an ESM sample of customer service employees sampled over five weeks (Study 2) to test our hypotheses. We find robust support that food insecurity negatively impacts job performance through increased cognitive strain, but that mindfulness, social support, and emotional stability weaken this relationship. Theoretical and practical implications are discussed.

OB: Supervisor-Subordinate Directional Age Difference, Empowerment Behavior, and Employee Creativity

Author: **Xinyue Li, U. of International Business and Economics**

Author: **Mingpeng Huang, U. of International Business and Economics**

Author: **Jialin Liu, U. of International Business and Economics**

Author: **Min Cui, U. of International Business and Economics**

Author: **Guangdi Tian, U. of International Business and Economics**

In recent decades, the accelerating global aging population and the emergence of a large number of talented young subordinates in the workplace, who have risen to leadership positions, are leading to a significant transformation in the traditional model of older supervisors managing younger subordinates. This study delves into the increasingly prevalent phenomenon of younger supervisors supervising older subordinates and its further implications for both supervisors and subordinates. Drawing on the rational action theory, we propose that supervisor-subordinate directional age difference is positively related to employee creativity via leader empowerment behavior. Concurrently, we introduce the concept of subordinates' power distance as a moderating factor. Employee power distance moderates the relationship between leader empowerment behavior and employee creativity. We conducted a field study to test the hypotheses. Our research, from the perspective of leadership behavior, enriches the positive impact of the combination of young supervisors and older subordinates, providing practical insights for young supervisors to effectively manage older subordinates.

OB: Integrating Genomic Insights with Vocational Interests: A Gene-Occupation Fit Approach

Author: **Yimo Zhu, National U. of Singapore**

Author: **Zhaoli Song, National U. of Singapore**

Author: **Qiao Fan, Duke-NUS Medical School Singapore**

This study delves into the intricate relationship between genetic predispositions, vocational interests, and career outcomes. Utilizing the Genome-Wide Association Study (GWAS) and Polygenic Scores (PGS), we investigated the heritability of vocational interests and their predictive power on occupational choices and income. The research introduces a novel 'gene-occupation fit' index, assessing the alignment between genetic predictions and actual occupations. Our findings, derived from the UK Biobank and Wisconsin Longitudinal Study samples, demonstrate a significant correlation between vocational interests and individual income. Specifically, the study reveals that gene-occupation fit notably predicts income, even after controlling for various occupational variables. Additionally, we explore the moderation effects of occupation classification on this relationship, finding significant positive interactions between gene-occupation fit and occupation types in determining income. These insights offer a nuanced understanding of the interplay between genetic factors, personal interests, and environmental influences in shaping career success.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

When We're Happy and Engaged Clap Your Hands!

Session Moderator: **Jennifer Wieland**, *TUM School of Management, Technical U. of Munich*

OB: **Mindsets Matter: How Growth Mindsets Shape Job Attitudes** 

Author: **Jennifer Wieland**, *TUM School of Management, Technical U. of Munich*

Author: **Lauren A. Keating**, *EMLYON Business School*

Author: **Alwine Mohnen**, *TUM School of Management, Technische U. München*

Research and popular business press claim that a growth mindset – the belief that personal attributes are malleable – fosters employee engagement and job satisfaction, and thus provides organizations with a competitive advantage. Despite this enthusiasm, little is actually known about the impact of mindsets on job attitudes. Across two studies, we explore this relationship between mindsets and job attitudes. In Study 1 (n=381), we survey a representative sample of employees in Germany and observe that chronic growth mindsets are associated with higher levels of job engagement, organizational commitment, and openness to change, though not job satisfaction. In Study 2 (n=271), we conduct an experiment wherein a growth mindset intervention enhances job attitudes of employees, though observe this effect only for those who did not hold a chronic growth mindset before the intervention. Taken together, these studies illustrate both when and how mindsets are beneficial for job attitudes.

OB: **Teamwork in the Age of Generative AI: Examining the Effect on Job Satisfaction** 

Author: **Michael Guffler**, *Chair of Technology Management / TIE Institute, TU Dortmund U.*

Author: **Theresa Mentzel**, *Chair of Technology Management / TIE Institute, TU Dortmund U.*

Author: **Corinna Vera Hedwig Schmidt**, *Chair for Technology & Management, TU Dortmund U.*

Increasingly, organizations implement generative artificial intelligence (GenAI) as a team member in traditionally human-only teams. This shift is possible through the significant advancement of GenAI, that can generate creative human-like outputs and can act as autonomous agents either in the role of a coworker or manager. However, the impact of such human-AI teamwork on employees' personal outcomes remains largely unexplored. In this research, we adopt a multilevel perspective on human-AI teamwork to investigate the mechanisms for employee job satisfaction when collaborating with GenAI. We examine the impact of integrating GenAI into a human-AI team in two experiments that distinguish between GenAI acting as a coworker or as a manager, drawing on job characteristics theory (JCT) and social exchange theory as theoretical frameworks. Our empirical findings suggest a negative relationship between collaborating with GenAI agents and job satisfaction, irrespective of the role of GenAI in the team (coworker or manager) or feedback received (reject or approval). We propose psychological ownership and perceived fairness as two separate mediating variables that account for this relationship and show the moderating role of knowledge about AI. With that, we extend the JCT to the novel context of human-AI teamwork on creative tasks. Although we reveal unintended consequences for job satisfaction, we also offer recommendations on how to mitigate these effects and still achieve positive outcomes for employees and organizations.

OB: **A Dual-Pathway Model Linking Algorithmic Management to Employee Work Engagement** 

Author: **Hui Deng**, *Beijing Forestry U.*

Author: **Wenqian Guo**, *School of Economics and Management, Beijing Jiaotong U., China*

Author: **Yirui Sheng**, *Beijing Forestry U.*

Author: **Wenjia Zhang**, *Beijing Jiaotong U.*

The development of artificial intelligence brings profound changes to management practices and employee work designs. Recent research on algorithmic management has drawn greater attention to the influences of algorithms on employee outcomes (e.g., work engagement) with fragmented arguments, lacking consistent empirical evidence. To address these contradictory arguments, our study, drawing on the job demands-resources model, developed a dual-pathway model to explain both the positive and negative effects of algorithmic management on employee work engagement. Conducting a three-wave field survey involving a sample of 327 employees in an information technology service company, we tested the proposed model. Results demonstrated that algorithmic management enhanced employee work engagement via the job clarity pathway, but impeded employee work engagement via the job autonomy pathway. Furthermore, job complexity moderated the mixed effects of algorithmic management on job clarity as well as job autonomy and the indirect effects of algorithmic management on employee work engagement. Our study provides an integrative explanation of how and when algorithmic management affects employee work engagement and offers new insights into the applications of the algorithmic management system in human resource management practices.

OB: **Leaders' Pathways to Followers' Empowerment: A Meta-Analysis**  

Author: **Dagmar Mareike Heyn**, *U. of Vienna*

Author: **Gernot Pruschak**, *Bern U. of Applied Sciences*

Empowering followers to take decisions on their own constitutes an important competitive advantage in today's dynamic organizational environments. Prior research has already demonstrated that leaders, especially those embracing transformational leadership, play a crucial role in eliciting the psychological empowerment of their followers. However, much less attention was given to structural empowerment despite its high relevance as a first enabler of empowerment. This is especially of high relevance when comparing the effects of transformational and transactional leadership as leaders embracing transformational leadership tend to change the organizational structure whereas transactional leaders simply accept it as a given fact and operate within its boundaries. We therefore conduct a meta-analysis exploring the relationships between transformational and transactional leadership and psychological and structural empowerment. Our findings comprising results from 45 studies indicate that transactional and transformational leadership moderately positively relate to psychological empowerment whereas there exists a strong positive association between transformational leadership and structural empowerment. Sub-group analyses highlight regional variations, with transformational leadership exhibiting a stronger association with structural empowerment in Western Europe and Northern America compared to Asia. Our findings underscore the role of transformational leadership in eliciting structural empowerment, urging leaders to consider organizational restructuring for fostering employee empowerment. We also highlight the need for future research to delve deeper into the interplay between leadership styles and structural empowerment, presenting an unexplored avenue for enhancing competitive advantage.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Learning from Time-Varying ESM Research

Session Moderator: **Siqi Wang**, *Aston Business School*

OB: The Crossover and Spillover Effects of Work-Family Spousal Support on Employee Creativity (WITHDRAWN)

Author: **Siqi Wang**, *Aston Business School*
Author: **Yasin Rofcanin**, *School of Management, U. of Bath*
Author: **Mireya Las Heras**, *IESE Business School*
Author: **Zeynep Yesim Yalabik**, *U. of Bath*

In an era where home and work domains have become inseparable, it is surprising to see that extant research has placed less emphasis on examining the boundary conditions and mechanisms to understand the home-to-work crossover and spillover process. Building on the work-home resources theory and the crossover-spillover perspective, we test a resource-based crossover-spillover model of how the work-family spousal support provision by one partner relates to the other partner's creativity at work. We propose that "phubbing" at home, which refers to the behavior which an individual focuses too much on their smartphone and snubs others at home, affects the crossover process of resource exchange between partners. Regarding the spillover from home to work, we propose that job crafting mediate the association between work-family spousal support and employee creativity. Daily diary data were collected from 65 dual-earner couples, over 15 working days in the USA. Results from the multilevel actor-partner interdependence model, which considers the nonindependence of dyadic data, showed that work-family support receipt enhances employee creativity by prompting the employee's relational job crafting and cognitive job crafting at work. Moreover, our results revealed that the high level of phubbing at home weakens the work-family support crossover between partners. We contribute to the literature by adding evidence regarding the mechanisms that enable social support at home to turn into employee creativity at work.

OB: I Am an Intelligent Leader! How and Why Leader Humor Impacts Leader's Subsequent Behaviors

Author: **Yujing Wang**, *Nanjing U. of Science and Technology*
Author: **Kong Zhou**, *Nanjing U. of Science and Technology*
Author: **Yuchuan Liu**, *Nanjing U.*
Author: **Xiaofei Hu**, *Hong Kong Polytechnic U.*
Author: **Huan Zhao**, *Nanjing U. of Science and Technology*
Author: **Xuan Zhou**, *Nanjing U. of Science and Technology*

Leader humor has been found to be associated with many positive follower outcomes. However, our knowledge about its influences on leaders themselves is very limited. Based on the process model of self-conscious emotions, we theorize a leader-centered model by proposing that daily leader humor is positively related to leader authentic pride, which indirectly enhances leaders' subsequent initiating structure behavior and consideration behavior. Moreover, we also theorize that leaders' ideal leadership self-concept for intelligence can augment the benefits of leader humor to leaders. By conducting an experience sampling investigation of 99 leaders (984 day-level observations) who completed two surveys per day for ten workdays, we found that leader humor was positively related to leader pride, which enhanced their subsequent initiating structure behavior and consideration behavior. Moreover, leaders with a high ideal leadership self-concept for intelligence tended to experience more pride after they expressed humor at work than leaders with a low ideal leadership self-concept for intelligence.

OB: Goal Orientation, Time Pressure, and Job Crafting Profiles

Author: **Xinxin Lu**, *Hunan U.*
Author: **Donald H. Kluemper**, *Texas Tech U.*
Author: **Yidong Tu**, *School of Economics and Management of Wuhan U.*
Author: **Haiming Zhou**, *Shandong U. of Science and Technology, Tai'an Campus*

Despite the emerging person-centered approach to job crafting, we have limited knowledge of the antecedents of job crafting profiles. Integrating the job demands-resources model and approach-avoidance perspective, the present research investigates how individual trait goal orientation and daily time pressure influence day-level job crafting profiles. Using two experience sampling method samples (Sample 1: N = 92, four times per day across 10 days; Sample 2: N = 46, four times per day across 10 consecutive workdays), we found that performance-prove oriented employees and those who experience daily time pressure engage in a proactive job crafting profile, simultaneously high in resource seeking, challenge seeking, and demand reducing. Moreover, job crafting profiles were found to significantly differentiate employee work engagement, task performance, and work-family conflict, such that the proactive job crafters are highest in work engagement, task performance, and role- and strain-based work-family conflicts. Theoretical and practical implications are discussed in detail.

OB: When is Leading with Play Wise? Implications of Leader-Follower Congruence in Playful Work Design

Author: **Yuri S. Scharp**, *Human Resource Studies, Tilburg U.*

While research on the integration of play with work is growing, little is known about the implications of leaders adopting playful practices. When and why should leaders initiate play during work activities, i.e., playful work design? Drawing on social information processing theories and the wise proactivity framework, we developed and tested a theoretical framework that delineates when and why playful work design is wise and when it is not. This study focused on leader-follower dyads to examine (in)congruence effects of leader and follower playful work design on leader work engagement (leaders' self-evaluations) and leader in-role job performance (followers' evaluations). Results from 61 leader-follower dyads (n = 351 weeks) indicated that playful work design by leaders yields the most favorable outcomes in the weeks when their behavior aligns with that of followers. In the weeks when leaders' playful work design exceeded that of followers, their in-role job performance was especially low. In contrast, when followers exceeded that of leaders, their work engagement suffered the most. Our research contributes to research on how leaders can manage their wellbeing, advances the social perspective of playful work design, and answers call for the potential dark side of play. This research offers a theoretical framework to explain when and why organizations should adopt or avoid playful practices.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Follow the Followers? Followership Research

Session Moderator: **Wu Wei**, *Wuhan U.*

OB: Employee-Supervisor Proactive Personality Incongruence and Employee Voice Behavior

Author: **Wu Wei**, *Wuhan U.*

Author: **Ming Jin**, *Economics and Management School, Wuhan U.*

Studies have shown that voice behavior, beneficial to an organization, can be triggered by employee and supervisor factors. Nevertheless, these studies may have overlooked the significant impact of employee-supervisor traits on employees' voice behavior. Incorporating complementary theory and role theory with voice literature, we examine whether and how the (in)congruence of employee and supervisor proactive personalities influences employee voice behavior. A multiphase, multisource field study was conducted to test our hypotheses. Based on data from 173 supervisor-employee dyads in China, we conducted polynomial regression analyses and discovered that employees experienced higher levels of voice role conceptualization when employee and supervisor were incongruent with proactive personalities. The results further revealed asymmetric incongruence effects: employees experienced the highest levels of voice role conceptualization when their own proactive personality was higher than their supervisor's. In addition, we found that voice role conceptualization mediated the impacts of employee-supervisor (in)congruence in proactive personality on employee voice behavior.

OB: Who is an Ideal Follower in Chinese Leadership Paradigms?

Author: **Aaron McCune Stein**, *Ipsos*

Author: **Aybike Mergen**, *Ozyegin U.*

Author: **Chris Bell**, *York U./Hunan Normal U.*

Who is an Ideal Follower in Chinese Leadership Paradigms? Extracting Social Types of Implicit Chinese Subordinate While Chinese leadership research has uncovered many invaluable insights, it has predominantly examined leadership from the leader's vantage point. This paper helps address this imbalance by delineating the "implicit Chinese subordinate" (ICS) - the assumed follower role and behaviors underlying major Chinese leadership theories. We conduct a narrative review of Chinese leadership research to synthesize key cultural assumptions regarding how Chinese followers are expected to think, feel, and act. Our analysis reveals seven major aspects of the ICS such as unconditional deference towards leaders, welcoming leader involvement in personal life, and unlimited obligation to reciprocate leader benevolence. Articulating the ICS allows us to advance leadership research in three significant ways: 1) providing a conceptual foundation to empirically investigate long-held cultural ideals about Chinese followership; 2) critiquing whether these implied aspects match the actual thoughts and behavior of Chinese subordinates; and 3) offering guidance for incorporating follower and contextual perspectives into existing leadership theories. Overall, our study demonstrates the value of bringing the follower's vantage point to the forefront to gain a more complete understanding of leadership processes in China.

OB: When Justice Conflicts with Care: Navigating Leaders' Moral Dilemma in the Face of Employees' UPB

Author: **Yating Gao**, *Guanghua School of Management, Peking U.*

Author: **Yue Zhang**, *Guanghua School of Management, Peking U.*

Author: **Dili Zhao**, *State Grid Corporation of China*

Research on unethical pro-organizational behavior (UPB) has predominantly focused on its consequences for the employees engaged while overlooking how observing such behavior might affect their leaders' psychological experiences and downstream responding behaviors. Integrating moral heuristics theory and social exchange theory, we argue that leader moral identity and relationship quality with the UPB conductor (i.e., LMX) may interact with the leader's perception of employee UPB, leading to leader moral dissonance and influencing their subsequent helping and undermining behavior toward the UPB conductor. We examined the hypothesized relationships with two studies. The first study was a three-wave, multisource field study consisting of 684 employees across a total of 150 work teams and their 150 direct supervisors from a prominent pharmaceutical company located in northwestern China. The second study was an experimental study on an English platform, Prolific, recruiting 240 full-time employees from the United States, United Kingdom, and Canada. The results of both studies provide support for our predictions. Our research offers insights into moral literature and the consequences of UPB in organizations.

OB: Leader Learning Goal Orientation on Follower Adaptive Performance Moderated by Follower Narcissism

Author: **Sharmeen Merchant**, *U. of Cincinnati*

Author: **Peng Wang**, *Miami U. Ohio*

Author: **Xiang Yao**, *Peking U.*

Adaptive performance is an ideal follower behavior in today's work environment. However, prior research suggests that leaders might struggle to influence followers in ways that facilitate this approach to work. Along those lines, drawing from social learning theory, we investigate leaders' learning goal orientation. More specifically, we hypothesize a trickle-down model whereby leader learning goal orientation is associated with follower learning goal orientation, which in turn is associated with follower adaptive performance. Additionally, we investigate whether a dark-side personality characteristic—follower narcissism—has the potential to disrupt the leader-to-follower learning goal orientation social learning process. Our findings support our hypotheses such that follower learning goal orientation mediates the effect of leader learning goal orientation on follower adaptive performance, and that follower narcissism diminishes the indirect effect of leader learning goal orientation on follower adaptive performance via follower learning goal orientation. Theoretical and practical implications specific to the leader-follower social learning processes and adaptive performance are discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Do the Differences Make a Difference? Insights From Diversity Research

Session Moderator: **Yongkang Yang**, *Rotterdam School of Management, Erasmus U.*

OB: **Team Cross-Culture and Within-Culture Information Elaboration: The Role of Learning Orientation**  

Author: **Yongkang Yang**, *Rotterdam School of Management, Erasmus U.*

Author: **Daan Van Knippenberg**, *Rice U.*

Author: **Jia Li**, *Vlerick Business School*

Author: **Anne Nederveen Pieterse**, *Erasmus U. Rotterdam*

Modern work teams are increasingly characterized by diverse cultural backgrounds. Research has established that cultural diversity holds the potential to enhance team performance through information elaboration—the exchange, discussion, and integration of task-relevant information. Recognizing that existing studies have studied information elaboration as an undifferentiated process, disregarding potential within-team differences in elaboration, we argue that differentiating between cross-culture information elaboration (elaboration between culturally dissimilar members) and within-culture information elaboration (elaboration between culturally homogenous members) within teams adds theoretical precision to our understanding of the role of information elaboration in culturally diverse teams. We propose that cross-culture elaboration is more strongly related to team performance than within-culture elaboration as well as that team member learning orientation stimulates cross-culture elaboration more than within-culture elaboration. In a survey of 104 teams, we found the predicted stronger influence of cross-culture information elaboration and the stronger indirect effect of team member learning orientation on team performance via team cross-culture information elaboration.

OB: **How Does Organizational Emotion Resources Enhance Person-Job Fit?** 

Author: **Xiaoman Zhou**, *Chongqing Normal U.*

Author: **Shuo(sure) Wang**, *Chongqing Normal U.*

Author: **Shuaijun Zhang**, *UTRGV*

Author: **Xinyuan(Roy) Zhao**, *Macau University of Science and Technology*

In the post-epidemic era, how to improve the career adaptability of Gen Z, who currently make up the main workforce in the hospitality industry has taken on added significance. According to broaden-and-build theory of positive emotion, this study aims to explore the relationships among career adaptability, organizational emotional capability, diversity management and person-job fit of Gen Z hotel employees. Data were collected from 391 Gen Z employees from 16 hotels in 14 cities of China. The results of structural equation modeling revealed that organizational emotional capability, as a positive organizational resource, enhances career adaptability, and effectively helps Gen Z adapt to workplace and lead to higher person-job fit. Moreover, diversity management moderates the relationship between career adaptability and person-job fit. This study enriches the antecedents of career adaptability and provides valuable insights for hotel human resource management practices of the Gen Z.

OB: **A Structuration Theory Perspective of Religious Minority Employees' Agency at Work**

Author: **Mehr Farhan**, *Lahore U. of Management Sciences (LUMS)*

Author: **Jawad Syed**, *Lahore U. of Management Sciences*

Using a structuration theory perspective, this study investigates how religious minority employees use their agency through identity work and resilience to cope with structural challenges in the workplace. This topic has received less focus in diversity literature where emphasis has been solely placed on the challenges faced by religious minorities in the workplace. Drawing on 21 in-depth interviews of Ahmadis, a religious minority group residing in Pakistan, this research explores the interplay between structures and their influence on the agency of religious minority individuals. Structural challenges included a stigmatized religious identity of Ahmadis, discriminatory laws and a social exclusion of the group. In spite of these difficulties, these individuals use their agency, manifesting through identity work (particularly identity regulation and identity management) and resilience to cope with challenges through a myriad of strategies such as a preparatory talk with parents, focus on professional achievement, reliance on private prayer, and perseverance against adversity. This study advances literature on religious diversity management through a structuration perspective by highlighting the role of religious minorities as agentic actors who are not merely passive recipients of structural challenges. It also offers practical suggestions to organizations to devise effective diversity policies which can accommodate contextual challenges of religious minority groups.

OB: **Promoting Mutual Learning and Technology Exploration of Age-Diverse Coworkers - A Field Experiment**

Author: **Patrick Vestner**, *U. of Cologne*

Author: **Kilian Hampel**, *U. of Konstanz*

Increasing age diversity and digitalization present challenges and opportunities for individual and collaborative learning and development in organizations. Age-diverse coworkers can benefit from each other's complementary experiences, knowledge, and skills by fostering intentional and self-directed learning and development. We argue that, through a training intervention, organizations can enable age-diverse coworker dyads to maximize the use of a rich portfolio of age-based digital competences. Specifically, the training intervention reframes their perception of the opportunities inherent in age diversity and technology, thereby increasing their personal readiness to adopt informal learning behavior. Applying an informal workplace learning lens, we developed a dual pathway model to investigate the effect of the training intervention on technology exploration via planned technology use, and on mutual learning via perceived value of age diversity. We further examined the moderating effects of peer attitudes towards technology. We tested the effectiveness of the training intervention using a randomized controlled field experiment with 173 age-diverse coworker dyads ($n = 347$ employees). Our results showed that the training intervention increased both technology exploration via planned technology use and mutual learning via perceived of age diversity, but only if the dyad partner had positive attitudes towards technology. Our research advances the literature at the intersection of age diversity and digitalization as well as the age diversity training and informal workplace learning literature. Further, the findings promote the advancement of evidence-based management of age diversity in organizations

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Ties That Bind: Employee-Employer Relationships

Session Moderator: **Aditya Agrawal**, *FLAME U.*

OB: Development of a Valid and Reliable Scale for the Construct of Organizational Healing 

Author: **Aditya Agrawal**, *FLAME U.*

Author: **Ashish Pandey**, *Indian Institute of Technology, Bombay*

Author: **Stacie Chappell**, *Vancouver Island U.*

The aim of this paper is to propose and test a psychometrically valid scale for enablers of Organizational Healing. Design/ Methodology/ Approach: Inputs were drawn from three sources – extant literature and two previous studies conducted by the authors. From these sources, individual items were developed and then the face validity was established with the subject experts, following which the remaining items were examined through a process of Exploratory and Confirmatory Factor Analysis. The proposed scale fulfills an existing gap as at present there is no psychometrically operationalized construct that could ascertain healing efficacy in varied organizational situations. This scale can help organizations evaluate their readiness for disruptive changes by assessing the levels of various healing enablers identified in this study.

OB: The Effect of Intergroup Contact on Political Views: Evidence from the COVID-19 Stay-at-Home Orders  

Author: **Thomas John Fewer**, *Rutgers U., Camden*

Research on the intergroup contact hypothesis has demonstrated that interactions across social groups affect individuals' attitudes toward outgroups, and more recently their stance on outgroup-related policies. We investigate whether these interactions have an even more foundational effect of shaping individuals' overall political ideology—deeply rooted belief systems guiding individual behavior. Our theory proposes that intergroup contact challenges the normative fit underlying in- and out-group differences, thereby influencing a core dimension of political ideology. Evidence from COVID-19 stay-at-home mandates (Study 1) and NASA's spaceflights from 1961 to 2019 (Study 2) show that intergroup contact increases voting and donating to liberal candidates and campaigns, and this effect is stronger for minorities. Establishing this link informs organizational and political scholars about the role of social interactions in shaping political views.

OB: Beyond Financial Outcomes: Assessing the Influence of ESG Tilt and Momentum on Employee Satisfaction in S&P 500 Corporations

Author: **Malte Susen**, *King's College London*

Author: **Michael Andreas Etter**, *King's College London*

Employees are a crucial resource for most companies, and they increasingly care about ESG (Environmental, Social, and Governance)- related aspects within their firms. Accordingly, studies have highlighted employee satisfaction as a crucial link between ESG and financial performance. However, how ESG impacts employee satisfaction remains only partially explored. Next to a static view of perceived ESG performance levels, acknowledging changes in ESG performance is important as expectations, interpretations, and attitudinal consequences may be impacted by how sustainability develops within organisations. We hence explore the following question: What is the effect of ESG performance and its change over time on employee satisfaction? In this paper, we draw on organisational justice theory as well as expectancy theory to theorise different impacts that ESG performance level (i.e., ESG Tilt) and changes in ESG performance (i.e., ESG Momentum) have on employee satisfaction, based on different mechanisms connected to Tilt and Momentum. We utilise a dataset from Glassdoor.com, comprising S&P 500 employee reviews from 2009 to 2017, a comprehensive ESG dataset, and automated text analysis (NLP) to test our hypotheses. Our findings confirm that a higher level of ESG performance (i.e., Tilt) increases employee satisfaction mediated by employee perceptions of organisational justice. A relationship between the changes in ESG performance (i.e., Momentum) and employee satisfaction, mediated by the expectancy of future rewards, is partly confirmed. As a key stakeholder group, our paper contributes to a more refined perspective on the relationship between ESG and employees, advancing knowledge of mediating factors in these relationships. Furthermore, we provide a novel operationalisation of organisational justice perceptions and employee expectancy through the analysis of employee reviews using natural language processing.

OB: Perception of Sustainable Change Strategy and Resistance to Change: A Moderated Mediation Model 

Author: **Meng-Hsiu Lee**, *Tamkang U.*

Author: **Yi-Sin Wu**, *Tamkang U.*

To actively respond to the global sustainable development action and the national goal of net zero emissions, Taiwanese government proposed the "Sustainable Development Roadmap for Listed Overseas Companies" in 2022 to promote all listed overseas companies in stages by 2027. Therefore, employees' perception of sustainable organizational change is imperative for enterprises. This study investigates the relationship among perception of sustainable change strategy, leader-member exchange, and resistance to change. A moderated-mediation model is proposed and tested based on the conservation of resources theory and broaden-and-build theory. This study proposes positive psychological capital as the moderator and leader-member exchange as the mediator. A sample of 362 multinational corporations (MNCs) employees in Taiwan were selected. We adopt questionnaires to collect data. Regression and the PROCESS were used for hypothesis testing. The results found that there is significant mediating effect of leader-member exchange on the relationship between perception of sustainable change strategy and resistance to change. Furthermore, positive psychological capital acts as a significant moderated-mediator, where a high value of positive psychological capital decreases the negative relationship among perception of sustainable change strategy, leader-member exchange and resistance to change. When MNCs implement sustainable change strategies, they must pay attention to and resolve the occurrence of employees' resistance to change.

Author: **Dinuka Herath**, *U. of Huddersfield*

Author: **Fred Ingram**, *Huddersfield Business School, U. of Huddersfield, UK*

Organizations in volatile, uncertain, complex, and ambiguous (VUCA) environments need strategies to survive and thrive. This paper introduces an agent-based model investigating the effects of alternating normal and abnormal conditions on organizational fitness. The model simulates a project-oriented organization with individuals interacting, completing tasks, and developing skills. Different environmental settings affect work pace, individual effectiveness, and project progress. The model illustrates how organizations exposed to periodic VUCA episodes can recover and maintain average performance. During favourable periods overall performance improved, but subsequent return to normal conditions normally led to a temporary dip. However, repeated exposure to alternating environments appears to improve long-term performance and resilience, suggesting that organizations can 'learn' from both normal and abnormal situations. Further research is needed to refine the model, investigate outliers, and explore additional agent attributes such as self-efficacy and personal resilience. This research contributes to understanding how organizations adapt and thrive in dynamic environments, offering insights for managers navigating VUCA challenges.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Should I Stay or Should I Go? Motivation to Stay, Leave, or Craft the Job

Session Moderator: **Meng Xi**, *Tianjin U.*

OB: Does Employee Perceived Invasion of Information Privacy Link to Turnover Intention?

Author: **Meng Xi**, *Tianjin U.*

Author: **Yueyue Liu**, *Hohai U.*

In the digital era, organizations increasingly collect various types of employee information data to implement digital management practices and build digital workplaces. However, this process may inadvertently infringe upon employee information privacy, potentially leading to negative consequences on their attitudes and behaviors. This study aims to investigate whether and how employees' perceived invasion of information privacy is linked to increased job insecurity and turnover intention. Drawing from psychological contract theory and employing a three-wave longitudinal study involving 355 employees, this research reveals that perceived invasion of information privacy positively predicts employee turnover intention. Furthermore, this positive relationship is mediated by employees' heightened job insecurity. Additionally, perceived supervisor support is found to moderate the positive relationship between perceived invasion of information privacy and employee job insecurity. It also moderates the indirect effect of perceived invasion of information privacy on turnover intention through job insecurity. These findings advance our understanding of the adverse consequences of perceived invasion of information privacy and offer valuable insights for organizations and managers in developing effective strategies for information privacy protection.

OB: Do More With Less: How Enactment Regulates the Work Impact of Quiet Quitters

Author: **Ilias Kapoutsis**, *Athens U. of Economics and Business*

Author: **Antonia Lampaki**, *American College of Greece*

Author: **Wayne Hochwarter**, *Florida State U.*

"Quiet quitting", a situation where an employee meets minimal effort and performance standards without exceeding expectations, has increased dramatically in recent years. Due to tight labor availability, organizations must submit to this approach in current job environments. We argue that quiet quitting is an intentional approach to managing work and non-work realities. However, outcomes are not consistent across individuals opting for this strategy. Instead, we maintain that individuals initiate quiet quitting and experience favorable results when the potential for reprimand is low. Specifically, we hypothesize that quiet quitting, in the form of self-estrangement, will lead to adverse outcomes only for individuals who failed to enact a work environment that promotes predictability and favorable coping. Using a sample of workers across various occupations and work settings, we found that enactment moderated the relationship between self-estrangement and multiple outcomes (e.g., job satisfaction, work effort, depressed work mood, citizenship, and job performance). Specifically, high estrangement workers who reported low enactment experience harmful consequences across all outcomes. Conversely, high estrangement - high enactment workers reported no ill effects for depressed mood and job satisfaction and improvements in effort, citizenship, and job performance. We provide implications of these results for science and practice, limitations, and research avenues from this study.

OB: Job Crafting in Competitive Contexts: Influence of Inter-Team Competition and Leadership Orientation

Author: **Yanbo Song**, *INSEAD*

Author: **Winnie Jiang**, *INSEAD*

This paper examines the impact of inter-team competition within an organization on employees' job crafting. Drawing on social comparison theory and self-determination theory, we hypothesized an inverted U-shape relationship between inter-team competition and team members' job crafting, moderated by the leadership orientations of team leaders. Our empirical analysis is based on a dataset comprising 722 individuals nested in 133 teams within a prominent restaurant chain in China. As expected, our findings reveal that inter-team competition had an inverted U-shaped relationship with team members' task, relational, and cognitive crafting. Intriguingly, we discovered that task-oriented leadership tends to mitigate the effects of inter-team competition on team members' task crafting and relational crafting. In contrast, relationship-oriented leadership exacerbates these effects. However, we noted that employees' cognitive crafting was not significantly affected by the interplay of inter-group competition and leadership orientation. These insights contribute to the literature on job crafting and leadership, highlighting the critical role of relational dynamics within an organization. Our study not only enhances the understanding of how an optimal level of competitive environments can boost job crafting but also underscores the pivotal role of leadership in moderating these effects, particularly in scenarios where the internal competition deviates from this optimal level.

OB: Speaking-up Fast or Slow: The Differential Impacts of Deliberate and Intuitive Voice

Author: **Mengyi Zhang**, *School of Economics and Management Tsinghua U.*

Author: **Shuye Lu**, *Tsinghua U.*

Author: **Jiawei Zheng**, *Harrisburg U. of Science and Technology*

Drawing insights from the dual-processing theory, employee voice entails both deliberate processes and intuitive ones. While traditional voice literature has mostly viewed employee voice as a rational, cost-benefit analysis, the role of intuition in voice behaviors is largely underexplored. To bridge this gap, our theory proposes that deliberate voice, due to its well-thought-out and organized nature, positively impacts individual creativity through obtaining supervisory responsiveness, whereas intuitive voice may provide more rapid but less refined suggestions, often leading to less individual creativity due to less supervisory responsiveness. However, this negative association can be mitigated by occupying voice network centrality, enhancing the voice credibility and visibility. Although intuitive voice might be less effective at the individual level, we further propose that its benefits accrue more at the team level, especially when team improvisation is high. In other words, when the team requires swift coordination, team members' collective intuitive voice is positively related to team adaptive performance. Through a pilot study, a survey involving 711 individual employees, and another survey involving 294 teams in the restaurant industry in China, our results largely support our predictions at both the individual and team levels. Theoretical and practical implications are discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Work Design Research

Session Moderator: **Linwei Gan**, *Chinese U. of Hong Kong*

OB: Workplace Uncertainty Predicted Remote Withdrawal: The Moderate Role of Employability and TMX

Author: **Yingni Cai**, *The Chinese U. of Hong Kong, Shenzhen*

Author: **Wenjing LUO**, -

Author: **WANG Siqi**, -

Author: **WENFEI ZHANG**, *The Chinese U. of Hong Kong, Shenzhen*

Workplace uncertainty arises when employees perceive a general lack of information on various components of their workplace. However, the role of daily workplace uncertainty has been underexplored among full-time remote employees. Based on affective events theory, we hypothesize that workplace uncertainty in remote settings functions as a daily event capable of eliciting emotional ambivalence, consequently leading to disengagement, such as remote withdrawal at a daily level and turnover intention at an individual level. In addition, we examine the moderating effects of individual differences (i.e. external employability) as well as contextual factors (i.e., team-member exchange) on the above relationships. Results of a multi-source diary study among 120 full-time remote employees over 10 days (N = 1,099) showed that daily increasing workplace uncertainty is linked to higher remote withdrawal through heightened emotional ambivalence. Furthermore, external employability strengthens the relationship between increasing workplace uncertainty and emotional ambivalence. Team-member exchange mitigates the relationship between emotional ambivalence and remote withdrawal. Our study also assessed participants' turnover intentions after six months, revealing a positive relationship between daily remote withdrawal and turnover intention. Theoretical and practical implications are also discussed.

OB: Investigating How Side Hustles Buffer the Negative Impact of Full-Time Job Insecurity on Rumination

Author: **Linwei Gan**, *Chinese U. of Hong Kong*

Author: **Guohua Huang**, *Hong Kong Baptist U.*

Author: **Kenneth S Law**, *Chinese U. of Hong Kong*

Author: **Xueqi Chen**, *Chinese U. of Hong Kong*

Employees engaging in side hustles have become increasingly prevalent, yet our understanding of how side hustles impact full-time jobs remains limited. Such limited understanding hinders managers from developing effective organizational measures to manage employees' side hustles. Based on the goal perspective and the cognitive theory of rumination, we propose that while insecure full-time employees may ruminate about unattained security goal and thus encounter depression, those with satisfying side hustle may experience reduced negative effects. Data from 261 full-time employees with side hustles support our theorization, showing that satisfying side hustle weakened the association between job insecurity and negative rumination through stop-ruminations mechanisms, which finally leads to employees' less depression in full-time jobs. We elaborate on how these findings contribute to both theoretical understanding and practical applications.

OB: Reactions to Electronic Communication After Work: The Roles of Family Supportive Supervisor Behavior

Author: **Xin Chen**, *School of Business, Renmin U. of China*

Author: **Wei Si**, *School of Business Administration, Zhejiang Gongshang U.*

Author: **Wenliangzhu Sun**, *School of Business, Renmin U. of China*

The use of information and communication technologies (ICTs) causes more prevailing electronic communication after work, or contacts from supervisors using ICTs for work-related issues after work hours. The current study aimed to advance the understanding of the potential counterproductive outcomes of electronic communication after work. Drawing on the appraisal theory of emotion, we proposed a dual-path model linking it with two performance-related behaviors (i.e., work effort and spending time on nonwork tasks at work [STNT]) through the mediating role of employees' annoyance, respectively. We further explored the moderating role of family supportive supervisor behavior (FSSB) in the after-work context at the dimension-level. We tested our research model with a multi-source experience sampling method study. The results showed that electronic communication after work was positively related to STNT the next day via annoyance during nonwork time. In addition, two dimensions of FSSB – instrumental support and creative work-family management – exhibited opposite moderating effects on the effect of electronic communication after work. Our work deepens the understanding of electronic communication after work, FSSB, and the roles of discrete emotions in the workplace.

OB: Customer Appreciation in Side Jobs and Gig Workers' Customer Behaviors in Full-Time Jobs  

Author: **Xin Zhang**, *College of Business, Shanghai U. of Finance and Economics*

Author: **Yao Yao**, *Telfer School of Management, U. of Ottawa*

Author: **Jing Hu**, *UNSW Business School, Australia*

Author: **Hong Zhang**, *Lingnan U.*

Author: **Hailing Lu**, *Sun Yat-Sen U.*

Gig workers have been primarily characterized in previous research as independent workers who are experiencing social isolation and depersonalization, with customers being portrayed as sources of monitoring and control over their behaviors. However, it is important to recognize that gig workers also have meaningful interactions with customers (i.e., customer appreciation). This research adopts a customer interaction perspective to examine how gig workers' interaction with customers in their side jobs (i.e., receiving customer appreciation) can influence their behaviors towards customers in their full-time jobs. Drawing from theories of status, we propose that gig workers who receive high levels of customer appreciation in their side jobs may lead them to engage in both proactive and unethical pro-organizational behaviors towards customers in their full-time jobs. A four-wave and an eight-wave weekly studies revealed that customer appreciation in side jobs was positively related to proactive behaviors in full time jobs through perceived status and status motivation, but also related to unethical pro-organizational behaviors in full time jobs through perceived status and entitlement feelings. In addition, we found that when gig workers' perceived status in full-time jobs was low, the negative effect of customer appreciation on unethical behaviors was eliminated. This research contributes to a deeper understanding of the meaningful customer interactions experienced by gig workers and sheds light on the complex dynamics between side jobs and full-time jobs in the gig economy.

Author: **Shannon Kerwin**, *Brock U.*

Author: **Laura Harris**, *Brock U.*

Author: **Teresa Hill**, *Brock U.*

Author: **Dawn Trussell**, *Brock U.*

The purpose of this study is to explore and synthesize the ways job design influences and is influenced by the power dynamics of social spaces within volunteer boards of directors. Specially, we adopted Lefebvre's spatial theory to address how power (re)produces board room spaces and how a shift in the structure of space can influence power dynamics on volunteer boards. Using ethnographic research, we observed six board of directors in nonprofit sport organizations over the course of one year with tenets of job design and spatial theory as guiding principles in data collection and analysis. The findings outline three overarching themes, 1) the construction of power through perceived formal and informal boardroom spaces, 2) disruptions of lived space shifts positional power in job design, and 3) disruptions of lived space elevates the voices of those often unheard. The findings are discussed to demonstrate consistency with and development from job design theory by recognizing the relevance of spatial theory in this conversation. In particular, the study contributes to theoretical understanding of the original conceptualization of job design by incorporating elements of Lefebvre's (1991) spatial theory to recognize and define power within volunteer boardroom spaces. Implications for research and managers are presented.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Motivation and Work Outcomes

Session Moderator: **Yuge Dong**, *School of Management, Huazhong U. of Science and Technology*

OB: **The “Double-Edged Sword” Effects of Proactive Personality on Newcomer Adjustment**

Author: **Yuge Dong**, *School of Management, Huazhong U. of Science and Technology*
Author: **Lu Zheng**, *Huazhong U. of Science and Technology*

Building on self-determination theory and research on newcomer socialization, this study examines how newcomers' need satisfaction unfolds over time and how proactive personality influences newcomer socialization outcomes via affecting the trajectory in need satisfaction. Using latent growth modeling and data collected at four points in time from newcomers (N = 168), we found that newcomers' need satisfaction declined within the first 3 to 12 months of employment. Moreover, those with a higher level of proactive personality had a higher level of need satisfaction at the beginning (3 months after entry), but underwent a steeper decline over time. Importantly, we found the “double-edged sword” effects of proactive personality: (1) proactive personality is positively related to good newcomer socialization outcomes (i.e., higher affective organizational commitment and lower turnover intention) via the initial level of need satisfaction; (2) proactive personality is negatively related to good newcomer socialization outcomes via the change (i.e., the decline) of need satisfaction over time. We discuss how these findings inform our understanding of newcomers' need satisfaction and proactive personality's influence on newcomer adjustment.

OB: **The Inverted U-shaped Effects of Algorithmic Control on the Performance of Crowdsourced Workers**

Author: **Chen Lin**, *Beijing U. of Posts and Telecommunications*
Author: **Chen Zhao**, *Beijing U. of Posts and Telecommunications*
Author: **Zhonghua Gao**, *Institute of Industrial Economics, CASS*
Author: **Jinlai Zhou**, *School of Economics and Management, Beijing U. of Posts and Telecommunic*

Algorithmic control has a profound impact and is the subject of extensive debate in academia. Drawing on the Job Demands-Resources theory, this study focuses on crowdsource food delivery riders in two surveys to explore the influence of algorithmic control on the performance of gig workers. The findings are as follows: Firstly, algorithmic control exhibits an inverted U-shaped relationship with job engagement, indicating that both excessive and insufficient algorithmic control are detrimental to job engagement. Secondly, the impact of algorithmic control on job engagement is moderated by algorithm familiarity, suggesting that higher algorithm familiarity strengthens the inverted U-shaped relationship. Thirdly, job engagement plays a mediating role in the process through which algorithmic control affects job performance, and algorithm familiarity acts as a moderator in the mediating effect. This study contribute to a comprehensive understanding of the mechanisms underlying algorithmic control and provide guidance for algorithm developers to formulate effective algorithmic strategies.

OB: **Evasive Hiding but not Playing Dumb: Employee Relative Overqualification and Knowledge Hiding**

Author: **Yanghao Zhu**, *Huazhong U. of Science and Technology*
Author: **Zejie Huang**, *Huazhong U. of Science and Technology*
Author: **Shiyinzi Huang**, *Huazhong U. of Science and Technology*
Author: **Yannan Zhang**, *Southwestern U. of Finance and Economics*








The purpose of this study is to investigate the effect of perceived relative overqualification on three dimensions of knowledge hiding behavior, and examine the mediating role of status maintenance motivation and the moderating role of zero-sum mindset. We collected survey data from 276 employee-coworker pairs in China at three-time points. The results show that perceived relative overqualification has a negative effect on employee playing dumb via status maintenance motivation, and has a positive effect on employee evasive hiding via status maintenance motivation. However, perceived relative overqualification has a non-significant effect on employee rationalized hiding via status maintenance motivation. In addition, we find that employee zero-sum mindset moderates the indirect effects of perceived relative overqualification on employee playing dumb and evasive hiding through status maintenance motivation. By breaking down the dimensions of knowledge hiding, this study attempts to reconcile the conflicting conclusions about the relationship between overqualification and knowledge hiding behavior, and also reveal the mechanism and boundary conditions.

OB: **Too Happy to be Engaged: How Does High-Activated Positive Emotion Lead to Procrastination**

Author: **Weili Zheng**, *Shanghai U. of Finance and Economics*
Author: **Huan Cheng**, *Huazhong U. of Science and Technology*
Author: **Changhong Lyu**, *Shanghai U. of Finance and Economics*

Can high-activated positive emotions lead to procrastination? Exploring this question, our research integrated the literature on mind wandering and self-regulation theory to construct and test a theoretical model of high-activated positive emotions increase workplace procrastination through mind wandering, and examine the moderating role of emotion regulation ability and intrinsic motivation. Results of an experience-sampling study involving 116 full-time employees show that high-activated positive emotions are significantly and positively correlated with mind wandering and further increase employees' procrastination behavior. Emotion regulation ability and intrinsic motivation play moderating roles between high-activated positive emotions and mind wandering. That is, for employees with higher (lower) emotion regulation ability or when employees reported higher (lower) intrinsic motivation for their work tasks, high-activated positive emotion has a weaker (stronger) positive effect on mind wandering. Our research sheds light on the potential costs of positive emotion and helps us better understand workplace procrastination.

KEY TO SYMBOLS

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

Exploring the Dynamics Between Power and Trust in Organizations



Participant: **C. Ashley Fulmer**, *Georgia State U.*
Participant: **Claire Zhang**, *Georgia State U.*
Presenter: **Jeewon Gwak**, *PhD Student*
Participant: **Kris Byron**, *Georgia State U.*
Participant: **Nuno Oliveira**, *Tilburg U.*
Presenter: **Oliver S. Schilke**, *U. of Arizona*
Participant: **Fabrice Lumineau**, *U. of Hong Kong*
Participant: **Baofeng Huo**, *College of Management and Economics, Tianjin U.*
Presenter: **Marlon Mooijman**, *Jones Graduate School of Business, Rice U.*
Presenter: **Shuang Wu**, *Rady School of Management, U. of California San Diego*
Participant: **Yidan Yin**, *U. of Southern California -Marshall School of Business*
Participant: **Joseph Ocampo**, *U. of California, Berkeley*
Participant: **Christopher Oveis**, *U. of California, San Diego*
Participant: **Pamela K. Smith**, *U. of California, San Diego*
Discussant: **Sim B. Sitkin**, *Duke U.*

To explore the diverse mechanisms of how power influences trust, this symposium includes studies that introduce diverse perspectives using diverse methodological methods. The research questions answered in these studies consider how the power and trust of a buyer-supplier dyad influence each other, if and why power influences trust after third-party trust violations, how power influences self-disclosure which then influences trust, and when people are more trusting of those with power and those with more power are more trusting of others. These studies examine questions in various contexts including interpersonal relationships, buyer-supplier relationships, supervisor and subordinate relationships, and third-party relationships. They also utilize diverse research designs and statistical methods including lab experiments, field surveys, meta-analysis, and Actor-Partner Interdependence Model. Following the study presentations, Dr. Sim Sitkin will serve as the symposium's discussant. Renowned for his seminal contributions to the field including numerous influential journal articles and books on the topic of trust and control, Dr. Sitkin will comment on the four presentations and offer an analysis on trust and power in organizational contexts. His insights promise to deepen the discourse of this symposium and enrich our understanding of the interplay between power and trust.

The Influence of Power on Trust in Buyer-Supplier Relationships: An APIM Approach

Author: **Nuno Oliveira**, *Tilburg U.*
Author: **Oliver S. Schilke**, *U. of Arizona*
Author: **Fabrice Lumineau**, *U. of Hong Kong*
Author: **Baofeng Huo**, *College of Management and Economics, Tianjin U.*

Power Weakens the Spillover Effects of Third-Party Trust Violations

Author: **Marlon Mooijman**, *Jones Graduate School of Business, Rice U.*

Power and Missed Opportunities to Build Trust Through Self-Disclosure

Author: **Shuang Wu**, *Rady School of Management, U. of California San Diego*
Author: **Yidan Yin**, *U. of Southern California -Marshall School of Business*
Author: **Joseph Ocampo**, *U. of California, Berkeley*
Author: **Christopher Oveis**, *U. of California, San Diego*
Author: **Pamela K. Smith**, *U. of California, San Diego*

A Structural-Relational Model and Meta-Analysis of Power and Trust in Organizations

Author: **C. Ashley Fulmer**, *Georgia State U.*
Author: **Claire Zhang**, *Georgia State U.*
Author: **Jeewon Gwak**, *PhD Student*
Author: **Kris Byron**, *Georgia State U.*

KEY TO SYMBOLS

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

The Interface between Work and Home: Work Recovery Strategies

Session Chair: **Aqsa Dutli**, *Purdue U., West Lafayette*
Session Chair: **Katelyn Zipay**, *Purdue U.*
Session Chair: **Jingran (Mia) Zhou**, *Purdue U., West Lafayette*
Discussant: **Marcus Butts**, *Southern Methodist U.*
Presenter: **Sabine Sonnentag**, *U. of Mannheim*
Presenter: **Benjamin Alan Rogers**, *Boston College*
Presenter: **Aqsa Dutli**, *Purdue U., West Lafayette*
Presenter: **Jingran (Mia) Zhou**, *Purdue U., West Lafayette*
Participant: **Laura Venz**, *Leuphana U. Lüneburg*
Participant: **Alexander Pundt**, *MSB Medicalschool Berlin*
Participant: **Ovul Sezer**, *Cornell U.*
Participant: **Trevor Watkins**, *U. of Oklahoma*
Participant: **Katherine Ann DeCelles**, *U. of Toronto*
Participant: **Chen-Bo Zhong**, *U. of Toronto*
Participant: **Michael Norton**, *Harvard U.*
Participant: **Hal Hershfield**, *UCLA Anderson School of Management*
Participant: **John P. Trougakos**, *U. of Toronto*
Participant: **Allison S. Gabriel**, *Purdue U., West Lafayette*
Participant: **Sabine Sonnentag**, *U. of Mannheim*
Participant: **Jason Dahling**, *College of New Jersey*
Participant: **Katelyn Zipay**, *Purdue U.*
Participant: **Matthew Shurman**, *Purdue U., West Lafayette*

The papers in this symposium explore the complex interplay between work experiences and employees' post-work recuperation. Together, this set of research illuminates the intricacies of recovery processes pivotal in the wellbeing of employees and examines the practices and strategies people employ to enable smooth work and non-work experiences. The first paper probes the 'recovery paradox,' spotlighting the significance of psychological detachment in high-stress work scenarios. The second paper proposes after-work rituals as a valuable practice, substantiated by field experiments and surveys. The third paper delves into the often-neglected aspect of reattaching to work, tying it to fundamental psychological needs and work-related outcomes. Lastly, the fourth paper scrutinizes proactive pushbacks against the prevailing 'always-on' work culture, evaluating its work and non-work implications for employees. Together, these papers present novel theoretical insights and empirical evidence, shedding light on the dynamics between work, recovery, and employee well-being. The symposium offers new directions on recovery research and the importance of fostering a more robust and healthier relationship with work.

When is it Difficult to Detach From Work? An Empirical Test of the Recovery Paradox

Author: **Sabine Sonnentag**, *U. of Mannheim*
Author: **Laura Venz**, *Leuphana U. Lüneburg*
Author: **Alexander Pundt**, *MSB Medicalschool Berlin*

After-Work Rituals as a Tool to Overcome the Recovery Paradox

Author: **Benjamin Alan Rogers**, *Boston College*
Author: **Ovul Sezer**, *Cornell U.*
Author: **Trevor Watkins**, *U. of Oklahoma*
Author: **Katherine Ann DeCelles**, *U. of Toronto*
Author: **Chen-Bo Zhong**, *U. of Toronto*
Author: **Michael Norton**, *Harvard U.*
Author: **Hal Hershfield**, *UCLA Anderson School of Management*

The Motivational Benefits of Reattachment at Work: A Self-Determination Theory Perspective

Author: **Aqsa Dutli**, *Purdue U., West Lafayette*
Author: **John P. Trougakos**, *U. of Toronto*
Author: **Allison S. Gabriel**, *Purdue U., West Lafayette*
Author: **Sabine Sonnentag**, *U. of Mannheim*
Author: **Jason Dahling**, *College of New Jersey*

Proactive Pushbacks: Examining the Social Reactions to Work Culture Rebels

Author: **Katelyn Zipay**, *Purdue U.*
Author: **Matthew Shurman**, *Purdue U., West Lafayette*
Author: **Jingran (Mia) Zhou**, *Purdue U., West Lafayette*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sick and Working: Innovation in Presenteeism Research

Organizer: **Charmi Patel**, *Henley Business School, U. of Reading*
Organizer: **Mariella Miraglia**, *U. of Liverpool*
Organizer: **Zara Whysall**, *Nottingham Trent U.*
Organizer: **Sascha Alexander Ruhle**, *Human Resource Studies, Tilburg U.*
Discussant: **Gary Johns**, *U. of British Columbia*
Discussant: **Sharon Parker**, *Centre for Transformative Work Design / Curtin U.*
Presenter: **Aleksandra Luksyte**, *U. of Western Australia*
Presenter: **Gillian Yeo**, *U. of Western Australia*
Presenter: **Derek R. Avery**, *U. of Houston*
Presenter: **Emika Howard**, *U. of Western Australia, UWA Business School*
Presenter: **Huijun Chen**, *Nottingham Trent U.*
Presenter: **Maria Karanika-Murray**, *U. of Leicester, Leicester, UK*
Presenter: **Michael Hewitt**, *Nottingham Trent U.*
Presenter: **Pietro Menatta**, *Sapienza U. Di Roma Rome, Italy*
Presenter: **Laura Borgogni**, *U. of Rome*
Presenter: **Tianan Yang**, *Beijing Institute of Technology*
Presenter: **Tianyu Wang**, *Beijing Institute of Technology*
Presenter: **Wenhao Deng**, *Beijing U. of Technology*
Presenter: **Jianwei Deng**, *Beijing Institute of Technology*
Presenter: **Taqleed Saeed**, *Doctoral Scholar, Xavier Labour Relations Institute (XLRI), Jamshedpur, India*

This symposium aims to advance understanding of presenteeism through innovative discussions and research. It includes papers using person-centered approaches to analyze decision-making and attendance behavior patterns, alongside studies on gender, health, and the impact of organizational practices during COVID-19 on presenteeism. Additionally, it explores the consequences of presenteeism, using a blend of quantitative and qualitative methods to examine individual experiences within organizations.

Presenteeism during a Pandemic: COVID-19 Preventative Practices Work Differently for Men and Women?

Author: **Aleksandra Luksyte**, *U. of Western Australia*
Author: **Gillian Yeo**, *U. of Western Australia*
Author: **Derek R. Avery**, *U. of Houston*
Author: **Emika Howard**, *U. of Western Australia, UWA Business School*

An experience sampling study of presenteeism decision-making.

Author: **Huijun Chen**, *Nottingham Trent U.*
Author: **Zara Whysall**, *Nottingham Trent U.*
Author: **Maria Karanika-Murray**, *U. of Leicester, Leicester, UK*
Author: **Michael Hewitt**, *Nottingham Trent U.*

The compensatory mechanism between presenteeism and organizational citizenship behavior.

Author: **Tianan Yang**, *Beijing Institute of Technology*
Author: **Tianyu Wang**, *Beijing Institute of Technology*
Author: **Wenhao Deng**, *Beijing U. of Technology*
Author: **Jianwei Deng**, *Beijing Institute of Technology*








Menstruation, Menopause and Presenteeism

Author: **Charmi Patel**, *Henley Business School, U. of Reading*
Author: **Taqleed Saeed**, *Doctoral Scholar, Xavier Labour Relations Institute (XLRI), Jamshedpur, India*

Presenteeism profiles and attendance.

Author: **Mariella Miraglia**, *U. of Liverpool*
Author: **Pietro Menatta**, *Sapienza U. Di Roma Rome, Italy*
Author: **Laura Borgogni**, *U. of Rome*

KEY TO SYMBOLS

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

Unravelling the Relational Impacts of Work Digitization

Organizer: **Hodar Lam**, *Lingnan U.*
Organizer: **Sut I Wong**, *BI Norwegian Business School*
Presenter: **Alejandro Hermida Carrillo**, *LMU Munich School of Management*
Presenter: **Birke Laubinger**, *LMU Munich*
Discussant: **Meir Shemla**, *Erasmus U. Rotterdam*
Presenter: **Jestine Philip**, *U. of New Haven*

The increasing work digitization (exacerbated by the COVID-19 pandemic) may have boosted some task-oriented work outcomes, but because work relationships become more instrumental, there may be some unintended yet unexplored relational impacts on employees (e.g., inability to psychologically detach, loneliness). In the current symposium, we bring together scholars across the globe to explore when, why and how work digitization has relational consequences for employees as well as to critically reflect on and discuss current issues in research on workplace relationships in digital work contexts. Drawing upon a variety of methodologies (e.g., experiments, longitudinal dyadic survey, theory piece, and systematic review) and different levels of organizational analysis, our presenters shed light on (a) how expressing solitude (i.e., enjoying working alone) in remote work is evaluated by colleagues, (b) the spillover of always-on culture on partner violence at home, (c) relational crafting in human-AI teaming, and (d) the role of hierarchy and its differentiation in virtual work. We conclude with an integrative summary that showcases key insights from the presentations and important research questions to address moving forward. Finally, we aim to provide practical insights into what both employees and organizations can do to mitigate the unintended relational impacts in today's digitalized workplaces.

Cold but Competent: Paradoxical Effects of Solitude Expression on Social Reputation in Remote Work

Author: **Hodar Lam**, *Lingnan U.*

Don't Take the Call: How an Always-On Culture Fuels Intimate Partner Violence

Author: **Alejandro Hermida Carrillo**, *LMU Munich School of Management*








The Influence of Paradoxical Leadership on Job Crafting in Human-Robot Teams

Author: **Sut I Wong**, *BI Norwegian Business School*
Author: **Jestine Philip**, *U. of New Haven*

How Virtuality Affords Hierarchical Differentiation – Reviewing the Empirical Evidence

Author: **Birke Laubinger**, *LMU Munich*

KEY TO SYMBOLS

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

Impressions and Expressions of Creativity: Expanding our Understanding of Creativity



Organizer: **Lynne Catherine Vincent**, *Syracuse U.*
Organizer: **Joel B. Carnevale**, *Syracuse U.*
Discussant: **Jack Anthony Goncalo**, *U. of Illinois at Urbana-Champaign*

In their 2023 introduction to a special issue on novel research on creativity published in *Organizational Behavior and Human Decision Processes*, “Escaping irony: Making research on creativity in organizations more creative,” Berg and colleagues argued that “Like most literatures as they mature, the creativity literature has become—ironically—less creative.” They maintain that while novelty exists in creativity research, there is a shift to incrementalism. Lua, Liu, and Shalley (2023) echoed Berg and colleagues’ call for new directions in creativity research and highlighted underdeveloped areas in creativity research in their review and synthesis of creativity research. Consistent with this theme and to answer recent calls for novelty and more radical approaches to creativity research, our symposium brings together five papers that push the field forward by looking at underexamined and newer forms of creativity such as creative reputation and unexpected precursors to creativity such as genetics. Utilizing various methodologies (e.g., experimental, survey-based, longitudinal), the studies included in this symposium explore a diverse set of contexts and conditions that examine creativity in new ways, thus demonstrating the novelty and significant advancements in creativity research.

Using Artificial Intelligence on Creative Tasks Makes Humans Overconfident about their Creativity

Author: **Sahoon Kim**, *U. of Illinois at Urbana-Champaign*
Author: **Aric Rindfleisch**, *U. of Illinois at Urbana-Champaign*
Author: **Jack Anthony Goncalo**, *U. of Illinois at Urbana-Champaign*
Author: **Carmen Julia Sanchez**, *U. of Illinois at Urbana-Champaign*

To Create with AI: Exploring the Social Evaluations of People Who Use AI for Creative Work

Author: **Anand Benegal**, *PhD candidate in Organizational Behavior*
Author: **Lynne Catherine Vincent**, *Syracuse U.*
Author: **Joel B. Carnevale**, *Syracuse U.*

A Little Help from the Water Cooler

Author: **Joel B. Carnevale**, *Syracuse U.*
Author: **Lei Huang**, *Auburn U.*

Genius, Madness, and Success: A Genome-Wide Association Study of Occupational Creativity

Author: **Wendong Li**, *Chinese U. of Hong Kong*
Author: **Xin Zhang**, *College of Business, Shanghai U. of Finance and Economics*
Author: **Kaili Yu**, *The Chinese U. of Hong Kong*
Author: **Yimo Zhu**, *National U. of Singapore*
Author: **Nianyao Du**, *National U. of Singapore*
Author: **Zhaoli Song**, *National U. of Singapore*
Author: **Qiao Fan**, *Duke-NUS Medical School Singapore*

Dancing with Proactive Members in the Party of Creativity

Author: **Inseong Jeong**, *U. of Melbourne*
Author: **Shung Shin**, *Portland State U.*
Author: **Yiqing Wang**, *Lingnan U.*
Author: **Sejin Keem**, *Portland State U.*
Author: **Wookje Sung**, *Hong Kong Baptist U.*

KEY TO SYMBOLS

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

Advancements in Understanding the Antecedents of Ethical Voice and Silence



Organizer: **Anjier Chen**, *National U. of Singapore (NUS)*
Discussant: **Subrahmaniam Tangirala**, *U. of Maryland*
Participant: **Connor Idso**, *Texas A&M U., College Station*
Participant: **Madeline Ong**, *Texas A&M U.*
Participant: **Ke Michael Mai**, *China Europe Int'l Business School (CEIBS)*
Participant: **Yamon Min Ye**, *National U. of Singapore (NUS)*
Participant: **Vivek Mishra**, *Indian Institute of Management, Lucknow*
Participant: **Alexander Newman**, *Melbourne Business School, U. of Melbourne*
Participant: **Nishant Garg**, *Indian Institute of Management, Lucknow*
Participant: **Richard Hadrian Gettys**, *Pennsylvania State U.*
Participant: **Michael Donald Caligiuri**, *California Polytechnic State U.*
Participant: **Linda K Trevino**, *Pennsylvania State U.*
Participant: **Alicia A. Grandey**, *Pennsylvania State U.*

Although much research exists on the antecedents and consequences of voice aimed at improving organizational efficiency, we know relatively less about antecedents of ethical voice. Ethical voice likely has a unique set of antecedents and consequences, due to its focus on societal ethical principles or super organizational interests that may conflict with organizations' bottom-line goals. The purpose of this symposium is to advance our understanding of antecedents of ethical voice (and silence) and the underlying mechanisms by highlighting limitations of existing research and providing new insights.

Balancing Sensitivity and Specificity When Rejecting Employees' Ethical and Non-Ethical Ideas

Author: **Connor Idso**, *Texas A&M U., College Station*
Author: **Madeline Ong**, *Texas A&M U.*

The Effect of Sharing Observed Unethical Workplace Behaviors with Romantic Partner

Author: **Anjier Chen**, *National U. of Singapore (NUS)*
Author: **Ke Michael Mai**, *China Europe Int'l Business School (CEIBS)*
Author: **Yamon Min Ye**, *National U. of Singapore (NUS)*

Silence of Observers of Unethical Pro-Organizational Behavior via Positive Emotion

Author: **Vivek Mishra**, *Indian Institute of Management, Lucknow*
Author: **Alexander Newman**, *Melbourne Business School, U. of Melbourne*
Author: **Nishant Garg**, *Indian Institute of Management, Lucknow*

Voice and Silence for Concealable Stigmatized Identity Groups in Organizations

Author: **Richard Hadrian Gettys**, *Pennsylvania State U.*
Author: **Michael Donald Caligiuri**, *California Polytechnic State U.*
Author: **Linda K Trevino**, *Pennsylvania State U.*
Author: **Alicia A. Grandey**, *Pennsylvania State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Navigating the AI Revolution: AI's Impact on Business Practices and Employee Experiences



Organizer: **Fangfang Zhang**, Curtin U., Perth
Organizer: **Florian Erik Klonek**, Deakin U.
Presenter: **Xiaoxuan Li**, Huaqiao U.
Presenter: **Xiaolin Ge**, Beijing Normal U.
Presenter: **Shanghao Song**, Beijing Normal U.
Presenter: **Florian Erik Klonek**, Deakin U.
Presenter: **Yukun Liu**, Zhejiang U., China
Participant: **Xiaoyan Zhu**, Huaqiao U., Business School
Participant: **Miles M. Yang**, Macquarie U.
Participant: **Yifan Zhong**, U. of Western Australia, UWA Business School
Participant: **Amy Wei Tian**, Curtin Business School
Participant: **Andreas Hirschi**, U. of Bern, Work and Organisational Psychology
Participant: **Suqing Wu**, Zhejiang U., School of Management
Participant: **Mengqi Ruan**, Zhejiang U., School of Management
Participant: **Siyu Chen**, Zhejiang U., China

This symposium presents an in-depth exploration of the transformative impact of Artificial Intelligence (AI) on business and organizational operations. This symposium brings together a diverse range of research that delves into the multifaceted relationship between AI and various business aspects, including corporate social responsibility, human resource management (HRM) practices, and employee psychological experiences. Li, Zhu, and Yang's presentation initiates the symposium with an investigation into the U-shaped relationship between AI adoption growth rate and Corporate Social Responsibility (CSR) in Chinese firms. Utilizing the resource-based view and data from the China Stock Market and Accounting Research (CSMAR) database, this study reveals the nuanced evolution of AI integration and its implications for CSR. Ge, Song, Zhang, Zhong, and Tian follow with an examination of generative AI, particularly ChatGPT, in HRM practices focusing on age-diverse workforces. This study compares ChatGPT's responses in HR decision-making scenarios with those of human professionals, highlighting the potential of AI in enhancing HRM efficiency and reducing age-based biases. Klonek and Hirschi's presentation shifts the focus to AI's rapid integration into workplaces and its impact on work design and employee outcomes. Analyzing a vast dataset of tweets related to ChatGPT and work experiences, this research quantifies key work design experiences and employee attitudes, revealing both positive and negative effects of AI on job design and employee wellbeing. Lastly, Wu, Liu, Ruan, and Chen's presentation investigates the augmentation effect of generative AI collaboration on human task performance and its psychological impacts. Through an experimental design involving tasks with and without ChatGPT assistance, this study uncovers the nuanced psychological effects of AI-human collaboration, highlighting the importance of balancing AI benefits with human psychological wellbeing. Overall, the symposium underscores the necessity of understanding the complex dynamics between AI and business to effectively navigate the evolving landscape of AI in the business world. It offers valuable insights for policymakers, corporate leaders, and stakeholders in harnessing AI's potential while addressing its challenges and ethical considerations.

Exploring a U-shaped Relationship of AI Adoption Growth Rate with Corporate Social Responsibility

Author: **Xiaoxuan Li**, Huaqiao U.
Author: **Xiaoyan Zhu**, Huaqiao U., Business School
Author: **Miles M. Yang**, Macquarie U.

Can Generative AI Shield Older Employees from Age Discrimination?

Author: **Xiaolin Ge**, Beijing Normal U.
Author: **Shanghao Song**, Beijing Normal U.
Author: **Fangfang Zhang**, Curtin U., Perth
Author: **Yifan Zhong**, U. of Western Australia, UWA Business School
Author: **Amy Wei Tian**, Curtin Business School

How Does AI Affect Job-Related Attitudes and Work Design? A Text-Analytical Approach

Author: **Florian Erik Klonek**, Deakin U.
Author: **Andreas Hirschi**, U. of Bern, Work and Organisational Psychology

Human-GenAI Collaboration Sustains Performance Yet Diminishes Motivation

Author: **Suqing Wu**, Zhejiang U., School of Management
Author: **Yukun Liu**, Zhejiang U., China
Author: **Mengqi Ruan**, Zhejiang U., School of Management
Author: **Siyu Chen**, Zhejiang U., China

KEY TO SYMBOLS

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

Extracting Wisdom from Experience: Lessons for Change Management

Session Moderator: **Bertrand Audrin**, *EHL Hospitality Business School, HES-SO*

ODC: **Making Sense of Emotions in Massive Layoffs: The Case of #techlayoffs**

Author: **Bertrand Audrin**, *EHL Hospitality Business School, HES-SO*

The purpose of this study is to investigate how victims, survivors and external actors make sense of massive layoffs, and on the role of emotions in their sensemaking and sensegiving process. Public posts on LinkedIn were collected and a discourse analysis was conducted to identify which categories of emotions were displayed and how they might impact organizational actors' sensemaking and sensegiving of massive layoffs. Results show that the sensemaking and sensegiving process that surrounds layoffs differs depending on the category of actors and centers on emotions and people. For some groups of actors, it also includes considerations of time and rational analyses. This study provides novel insights on layoffs' sensemaking by investigating how several groups of actors deal with major turmoil in an industry. The focus on emotions makes different phenomena visible for each group of actors.

ODC: **Sensemaking Responses to Power Issues Among Entrepreneurial Co-Founders**

Author: **John-Erik Hassel**, *Karlstad U.*

Author: **Hans Björkman**, *Karlstad U.*

Author: **Christina Öberg**, *Linnaeus U.*

This paper addresses co-founder responses to power issues in new firm creation processes. Issues deriving from distributed ownership and lack of process control, may lead to co-founders responding in a variety of ways, such as by terminating a vesting schedule mistimed, by using the experience as a learning opportunity, by embracing the opportunity as a traditional job situation, or by acting as lead founders in full control. We traced co-founder responses to power issues in new venture creation processes through an exploratory, longitudinal study, collecting data from forty interviews with sixteen co-founders in a venture builder context. The analysis was conducted using a sensemaking lens. Venture builders are privately owned organizations dedicated to repeatedly engaging in new venture creation in collaboration with individual entrepreneurs, or co-founders. Although most nascent entrepreneurs seek independence as motive for starting a new firm, the level of independence is challenged by factors of distribution of ownership and control risking to create dissonance. The contribution of this paper has implications for entrepreneurship theory in how the individual sensemaking process may influence entrepreneurial persistence in situations with limited or reduced ownership and process control. For practitioners in the venture builder community, these findings are of importance as to how to pursue a career as an entrepreneur in such context. The paper therefore adds to the understanding of distribution of control among co-founders in new ventures.

ODC: **How Co-Evolving Sensemaking and Trust Formation Shape Multi-Change Realisation**

Author: **Maria Bak Skov**, *N/A*

Author: **Toke Bjerregaard**, *Nottingham Business School, NTU*

Author: **Jesper Rosenberg Hansen**, *Aarhus BSS, Aarhus U.*

This paper investigates the evolution and mediating effects of trust as change recipients make sense of multiple, premeditated changes. It advances understanding of trust as a mechanism through which interactions between multiple, concurrent changes generate organisational outcomes. We draw on case-study findings to develop a conceptual model of the dynamics and effects of trust formation in realising multiple changes. Our study reveals how recipients' practices of making and sharing sense about multiple changes co-evolve with change agent-recipient trust formation processes, thereby shaping change realisation. These practices include sensemaking of (1) concurrent changes as an overall change effort, (2) interactions between concurrent changes, and (3) individual changes through concurrent changes. We further elaborate and complexify these explicit links from interactional dynamics between changes via trust to change outcomes by explaining how distrust is generated and causes resistance even to non-divergent changes. The article contributes an empirically grounded model explaining seemingly unanticipated processes and outcomes in multi-change processes. The model accounts for practice-based dynamics that explain how and why resistance to even non-divergent change occurs. We conclude with practical implications for dealing with multiple changes.

ODC: **How Innovation Failure Affects Organizational Strategy? The Role of System Thinking and Risk Perception**








Author: **Rui Zhao**, *liaoning technical U.*

Author: **Lixia Niu**, *liaoning technical U.*

Author: **Shiquan Wang**, *Northeastern U. China*

Innovation failure is common and of unique value, but few studies have examined how innovation failure affects enterprises' future organizational strategy. Based on the performance feedback theory, this study constructs a "Failure Feedback - System Thinking - Strategy Response" modeling framework to explore the mechanism by which innovation failure affects organizational strategy. We examined this by considering system thinking as a mediator and risk perception as an essential contingency variable. The results of 364 survey data collected from high-tech small and medium-sized enterprises (SMEs) in China indicate that system thinking mediates the effect of innovation failure on organizational strategy. The contingency analyses also revealed that the positive impact of system thinking on imitation strategy is stronger at high levels of risk perception. However, the relationship between system thinking and innovation strategy is weaker when the risk perception is high. The implications of the findings are discussed.

KEY TO SYMBOLS

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

Tailored Solutions: Customizing Change Interventions for Different Contexts

Session Moderator: **Roman Terekhin**, *George Washington U.*

ODC: **How Peer Coaching Groups Benefit Development and Wellbeing and Why They Differ from Work Teams**   

Author: **Roman Terekhin**, *George Washington U.*

Peer coaching groups (PCGs) are widely implemented in the workplace. However, few empirical studies have explored the purported antecedents and outcomes from case studies and qualitative research. Additionally, extant studies on PCGs give little regard to controls or comparative groups when assessing the efficacies of PCGs. This study is the first to investigate the effects of antecedent group characteristics on outcomes in PCGs compared to Administrative Groups (ADMGs). Results indicate PCG members experience a greater sense of belonging and quality of relations than do members in ADMGs. The continuity of relationships beyond regular meetings is more important in PCGs, positively influencing the quality of relationships (QR) and sense of belonging in the groups. QR also mediates the effect on the sense of well-being in PCGs. Additionally, for both PCGs and ADMGs, Group Emotional Intelligence (GEI) boosted participants' quality of relations, sense of belonging, and individual development, with the effect being stronger in PCGs for the latter. At the same time, a sense of belonging in ADMGs mediated GEI's impact on engagement at work. The findings show that adding PCGs to an organization's array of developmental activities can enhance many factors affecting employee engagement, motivation, and well-being.

ODC: **Appreciative Inquiry: A systematic review and future research agenda**  

Author: **Abhipsa Dash Bhatt**, *Doctoral Student at Indian Institute of Management Lucknow*

Since its birth, Appreciative Inquiry (AI) has carved a niche in the organizational development domain. Despite the widespread application, a gap exists in our understanding of the theoretical anchors of AI and its subsequent practical applications. Relying on the two relational bibliometric techniques of co-citation analysis and bibliographic coupling, we identify influential works and recent trends for research published between 1991 and 2023 (N= 68). We add to the scholarly dialogue by interpreting emerging trends in AI literature, such as implementing it in conjunction with multiple theoretical lenses, applying it as an evaluating instrument and creating a perception of safe cognitive and emotional space for vulnerable participants. The findings reveal a lack of holistic application of AI, limiting it to a few contexts. As an important contribution, the systematic approach to synthesizing earlier research enables us to identify the prevailing practice, thereby presenting opportunities to add to the scholarly conversation by outlining future research potential.

ODC: **How to Create a Mindful Community of Practice: Social Functions of Group Mindfulness During COVID-19** 

Author: **Jutta Tobias**, *City U. London*

This qualitative study was conducted to explore the experiences of individuals who have been participating in online mindfulness sessions since the beginning of Covid-19. In particular, its aim was to understand the social functions of regularly practicing mindfulness in this online community of practice. Analyses from semi-structured interviews revealed that the group-based setting and actively sharing thoughts and feelings during the mindfulness sessions helped improve participants' Mind-Body awareness and helped foster a unique sense of social connection. These findings are discussed through the lens of interdependence theory, resulting in several testable propositions on how to create a mindful community of practice. The study concludes with recommendations for follow-up research as well as for mindfulness practitioners intent on creating a sustainable mindful community in their workplace, educational setting, or neighborhood.

ODC: **A Learning Journey: Unveiling the Dynamics of Post-Acquisition Integration Experiences**

Author: **Jana Sophie Herbig**, *Toulouse School of Management*

Author: **Carlos Alfredo PLATA**, *TSM-Research, U. of Toulouse Capitole*

This paper delves into the critical phase of post-acquisition integration, exploring the experiences and learning dynamics of the post-acquisition integration processes. Studying a specific acquisition, involving an entrepreneurial firm and a multinational enterprise, through an in-depth, longitudinal, qualitative case, we shed light on the complex interplay between autonomy, integration, and communication in the post-acquisition integration. We emphasize the challenge of different identities, leveraging the resources of the acquiring and acquired entity, while also creating a delicate balance that fosters innovation and operational efficiency. The findings highlight key learning outcomes, ranging from cultural and operational integration to market expansion, technology acquisition, and employee mindset. Importantly, our research contributes to the field by offering a qualitative perspective that transcends the limitations of prior studies relying on secondary data and quantitative methods. This paper not only provides valuable insights into learning from acquisition experience but also underscores the strategic importance of effective communication and expectation management during post-acquisition integration.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



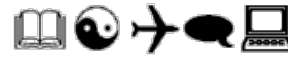
Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **1846** | Submission: **17215** | Sponsor(s): **(ODC, MC)**

Scheduled: **Tuesday, Aug 13 2024 8:00AM - 9:30AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Lakeview**

The “How” to “Why?": How Org. Purpose Drives Clarity, Confidence & Commitment for Innovation



Participant: **Patty Ann Lindstrom**, *Benedictine U.*

Participant: **Frank J. Barrett**, *Case Western Reserve U.*

Participant: **Richard E. Boyatzis**, *Case Western Reserve U.*

Participant: **Margaret D. Gorman**, *A23Advisors*

Participant: **Ed Williams**, *CEO, Sionic Energy*

The focus of this symposium is to introduce new empirical data and a model supporting how organizational purpose is transformed into the culture, strategic directives, practices and functional areas of organizations leading to value creation for employees, the organization, and society while advancing environments of change and innovation. The empirical data and accompanying model from recent research focus on shifting from “why” a company should have a purpose to “how” the purpose is implemented in environments of innovation and change. This focus is rare and only now seems to be getting the attention deserved. Building on recent empirical research, this symposium will explore the key themes which activate and accelerate the human impact of the implementation of organizational purpose on environments of change and innovation. The members of the panel have academic, as well as practitioner backgrounds, and represent supporting research initiatives.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



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Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1847** | Submission: **19509** | Sponsor(s): **(ODC, MC)**
Scheduled: **Tuesday, Aug 13 2024 8:00AM - 9:30AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Salon H**

Culture as the Gatekeeper To Success: Realize, Reorganize, Run With It



Panelist: **Jennifer Seyler**, *Benedictine U.*

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

Panelist: **Adekemi A. Akindutire**, *Benedictine U.*

Panelist: **David Anderson**, *Benedictine U.*

Panelist: **Robert Cooke**, *U. of Illinois at Chicago*

Culture can be seen as a gatekeeper to driving success in organizations of various types and demographic profiles. Organizational conditions shape members' understanding of the expected ways to behave at work, thus creating the overall culture. The resulting shared expected behaviors govern effectiveness criteria, such as creating fruitful policy, formulating purpose, and overall effectiveness, including innovation. The challenge for change agents and managers is discovering how to uncover and manage the change process, given members' different identities, values, and ethnic backgrounds. To address this challenge, panelists will discuss their experience with various organizational environments, specifically a not-for-profit in the process of succession planning, a police department under pressure to rebuild trust in the community, an organization expanding globally, and organizational culture measurement and application, specifically the Organizational Culture Inventory® (OCI®). The panelists will take part in a formal, moderated, interactive discussion of (1) the importance of culture in driving outcomes within organizations; (2) the panelists' personal research experience that demonstrates culture being a barrier or potential enabler to action; (3) the relationship between culture and the mission; and (4) how each variable is interconnected with the others, particularly in how organizational factors contribute to a desirable organizational culture. They will do this by discussing how they became aware that culture needed to be addressed (Realize), how they accepted the realities and determined interventions (Reorganize), and the actions that took place (Run With It).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

(Re) Crafting Professional Identities

Session Moderator: **Dongil Jang**, *U. of Minnesota*

OMT: **Ability, Visibility, or Credibility? Occupational Category Spanning with Profile-Based Matching**  

Author: **Dongil Jang**, *U. of Minnesota*

Author: **Alan M. Benson**, *U. of Minnesota*

Author: **Ming De Leung**, *U. of California, Irvine*

The use of online profiles generates new matching opportunities by making worker information public. Workers use occupational labels to signal their expertise concisely. Under this context, workers may attempt to increase their employability by affiliating with multiple occupational categories. While the signaling strategy can be successful by extending the pool of potential recruiters, it may also cause negative reactions due to its lack of focus. The study approaches the dilemma by applying categorization theory from economic sociology. We hypothesize that claiming multiple categories may increase the attention workers receive but decrease their credibility. To test the mechanisms, the study exploits an exogenous change of category visibility in a South Korean job-matching platform. The platform suddenly deleted occupational categories from the user list without prior announcements. The results show that category spanners received greater profile views but fewer interview offers when the occupational affiliations were visible. The decoupling of attention and legitimacy challenges the traditional idea that inattention to category spanners drives the social penalty. The study concludes with implications for the online labor market, platform design, and boundaryless career literature.

OMT: **Early-Career Scholars in Pursuit of Impactful Careers: Navigating the Science-Activism Paradox**    

Author: **Katrin Heucher**, *Faculty of Economics and Business, U. of Groningen*

Author: **Suwen Chen**, *U. Of Sydney*

Author: **Marleen Wierenga**, *Nijmegen School of Management*

Author: **Sylvia Grewatsch**, *Brock U.*

The evolving role of management scholars in business schools is becoming increasingly focused on research impact, particularly in addressing society's grand challenges. However, scholars pursuing impactful careers face seemingly contradictory demands in balancing science and activism. This study aims to understand how management scholars pursuing impactful careers navigate the paradox of science and activism. By examining the experiences of 22 early-career management scholars pursuing impactful careers, the study identifies presenting dilemmas, three phases of experiencing the paradox (i.e., inquiring, immersing, and introspecting), and zooms into the transition points between phases. Thereby, it contributes to the literature on paradox by revealing the interplay between the salience and intensity of experiencing paradox. It also contributes to the discussion on research impact and provides an empirically grounded perspective. Finally, we draw implications by applying paradox theory to foster a constructive debate on how scholars can excel in both scientific and activist roles in the face of grand challenges.

 OMT: **Crafting Identities in Platform Work: Interactions and (Dis) Identification Among Food Delivery Riders**  

Author: **Stella Kyrtzi**, *U. of Edinburgh*

Author: **Corentin Curchod**, *U. of Edinburgh*

Author: **Michelle O'Toole**, *U. of Edinburgh business school*

Workplace interactions are significant for shaping individual self-formation and organizational identification. With the emergence of the platform economy, traditional workplace dynamics have shifted towards more impersonal and transient interactions, raising questions about how platform workers establish coherent identities while navigating such interactions. This study investigates the impact of these interactions on self-identity formation among UK food delivery platform workers. Through qualitative interviews with 47 food delivery riders and an immersive 35-weeks long ethnography, our research reveals an unexpected trend. Contrary to heavily relying on external interactions for identity formation, workers tend to simply disidentify from external stakeholders involved in their work processes after experiencing feelings of not fitting in with them. Instead, they find strong internal connections among themselves based on shared social traits and focus on the inner dimensions of peripheral job elements to reconstruct their shaken identities. This approach allows them to cultivate a sense of pride and resilience. This paper contributes to the literature by challenging conventional anchors of occupational identity like organizational and customer identification. It further connects occupational identity research with the emerging platform literature and highlights the influence of minority status on platform work identity.

 OMT: **New Professionals and Experiences of Extreme Values Violations: A Study of Novice Physicians in Kenya**  

Author: **Stephanie Nzekwu**, *Warwick Business School*

Author: **April L. Wright**, *Warwick Business School*

Author: **Gerry McGivern**, *King's College London*

Author: **Jacinta Nzinga**, *KEMRI WELLCOME TRUST*

Author: **Mike English**, *U. of Oxford*

We explore how novice professionals experience and respond to violations of professional values that are severe and recurring when working at the organizational frontline in highly resource-constrained contexts. We investigate this important question through a qualitative study of novice physicians undergoing internship training in public hospitals in Kenya as new entrants into the medical profession. Our findings show that lived experiences of extreme values violations are variously interpreted in relation to selfhood, shared professional identity, and fatalism. For individual professionals, these triggers activate cycles of moral emotions and practical actions leading to systemic outcomes along three different pathways: traumatized departure, peer-supported survival and pragmatic acceptance. Our study makes three contributions to the literature on professions and values. We develop a new concept of 'extreme values violations' as institutionally embedded in resource-constrained contexts. We cast fresh light on theories of professional socialisation and identity construction through a dynamic process model of how novice professionals cognitively, emotionally and practically navigate extreme values violations in frontline work. Finally, we offer insight into the grand challenge of healthcare in Africa and open up the boundary conditions of Western explanations of how professional values shape frontline work.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Grappling with Inclusion: Theorizing Challenges & Opportunities in Migration and Forced Displacement



Organizer: **Gloria Kutscher**, *U. of Southampton*
Discussant: **John Matthew Amis**, *U. of Edinburgh*
Presenter: **Shivaang Sharma**, *UCL School of Management*
Presenter: **Gloria Kutscher**, *U. of Southampton*
Presenter: **Sophie Alkhaled**, *Lancaster U. Management School*
Presenter: **Innan Sasaki**, *Warwick Business School*
Presenter: **Eero Vaara**, *U. of Oxford*
Presenter: **Amna Chaudhry**, *U. of Edinburgh business school*
Presenter: **John Matthew Amis**, *U. of Edinburgh*

This symposium delves into the dynamics of migration and forced displacement, emphasizing challenges and opportunities in the inclusion of refugees and migrants in organizations, society, and the labor market. As migration reaches historic highs, with 108 million forcibly displaced, and a surge in global migration, achieving the UN Sustainable Development Goal #16 for inclusive societies is critical. Despite benefits, challenges persist, such as discrimination and inequality, revealing an ambivalent and paradoxical inclusion experience. The symposium, spanning diverse contexts, migration states, and inclusion needs, explores belonging, integration struggles, and challenges in agency, representation, and labor market discrimination. The goal of the symposium is to provide insights on the benefits and challenges of inclusion, and to connect these findings with wider discussions and future research opportunities in organization and management theory.

Intentional efforts and unintentional disruptive effects during institutional change

Author: **Shivaang Sharma**, *UCL School of Management*

Craftivism Through Refugee Women's Craftwork

Author: **Sophie Alkhaled**, *Lancaster U. Management School*
Author: **Innan Sasaki**, *Warwick Business School*
Author: **Eero Vaara**, *U. of Oxford*

Balancing inclusion approaches: A configurational boundary work lens to refugee integration

Author: **Gloria Kutscher**, *U. of Southampton*

The downside of resilience – irregular migrant experiences of competing precarities

Author: **Amna Chaudhry**, *U. of Edinburgh business school*
Author: **John Matthew Amis**, *U. of Edinburgh*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Strategic Decision Making: The Dance Floor and the Balcony

Session Moderator: **Muhammad Aftab Alam**, *School of Business and Law, Edith Cowan U.*

OMT: **Taking, Giving, or Matching Resources? How Theories of the Firm Inform Open Innovation Activities**

Author: **Muhammad Aftab Alam**, *School of Business and Law, Edith Cowan U.*

Resource-taking, resource-giving, and resource-matching are the three main open innovation activities between firms seeking competitive advantage. Based on the resource-based view, open innovation scholars argue for resource-taking and protection strategies because resource-giving can dilute competitiveness. In contrast, the relational view researchers promote resource-giving because it expands the social network and elevates a firm's position to gain preferential access to unique resources in the ecosystem. The middle lane between resource-based and relational views upholds resource-matching strategies to perpetuate tit-for-tat reciprocity. A common notion across these approaches to competitive advantage is the positive role of inter-firm trust. To integrate these different perspectives in an open innovation context, we develop and empirically test a model of three-way interaction among a firm's strategic orientation, open innovation activities, and trust and analyze their impact on innovation performance. Preliminary interviews with 44 managers followed by a survey of 390 innovating firms in Australia reveal that the innovation performance of TAKERS, GIVERS, or MATCHERS (firms named according to dominant open innovation activity) varies across levels of trust. The GIVERS, owing to a higher level of trust, experienced the highest impact of strategic orientation on competitive advantage followed by TAKERS and MATCHERS (lowest). Our integrative framework allows comparing, contrasting, and integrating various perspectives at the firm level. The implications for research and practice are discussed.

OMT: **A Relational Perspective on CEOs' Use of Powerless Language**

Author: **Radina R. Blagoeva**, *U. of Georgia*

Author: **Abhijith Acharya**, *Wilfrid Laurier U.*

Author: **Scott Graffin**, *U. of Georgia*

Author: **Joanna Reddick**, *U. of Georgia*

We provide a relational perspective on CEO communications by studying the antecedents and consequences of CEO powerless language during conference calls. Building on politeness theory, we theorize that CEOs' perceived image threat relative to that of analysts guides CEOs' powerless language usage during public interactions. The more threatening the interaction for the CEO image, as suggested when analysts and directors have longer tenure than CEOs, the less powerless language CEOs use to appear as competent leaders. The more salient the threat to the analysts' image, as suggested when CEOs have prior public director or CFO experience, the more powerless language CEOs use to protect the analysts' image. We further theorize and find that directors react negatively and participating financial analysts positively to CEO powerless language.

OMT: **Decoupling Digital Actions and Narratives: The Role of Firm Status**

Author: **Jiuyu Dong**, *Dalian U. of Technology*

Author: **Elena Golovko**, *Tilburg School of Economics and Management (TISEM), Tilburg U.*

In this study, we explore the factors that drive the decoupling behavior of firms, using digitalization as a context. We posit that digital decoupling is shaped by a firm's position within its market. Drawing on neo-institutional theory and the status literature, we propose that firms with middle status are most likely to engage in decoupling behavior, emphasizing digital reporting to align with stakeholders, while missing on substantive digital actions. We then examine how institutional and industry factors affect might influence the choice for decoupling among firms with different status. Our analysis uses data from Chinese listed companies between 2011 and 2021, with results generally supporting our hypotheses.

OMT: **How Important is Organizational Vision? A Meta-Analysis**

Author: **Jisun Kim**, *U. of Mississippi*

Author: **He Gao**, *U. of Delaware*

Author: **Hyun-Soo Woo**, *U. of Mississippi*

Author: **Albert Cannella**, *Texas A&M U., College Station*

What are the implications of an organization's statement of its desirable future? Organizational vision is often communicated by CEO and top executives to deliver an important message to both internal and external stakeholders—that is, what the organization aims to become in the future. Although management scholars acknowledge the positive influence of a vision on organizations, including motivating employees, facilitating innovations, and improving organizational performance, there is limited consensus regarding the benefits of organizational vision for organizational outcomes. In particular, it remains unclear whether vision matters, and if so, when it matters more or less. A meta-analysis on organizational vision can contribute value to the fields of management, spanning strategic management, leadership, and entrepreneurship studies, by synthesizing theories and statistically aggregating empirical findings to test the relationship between vision and four key organizational outcomes: employee attitudes, employee behavior, innovation, and corporate financial performance. We also examine two significant contingencies in the importance of organizational vision—types of vision and organizational size. Our findings, based on 60 empirical studies and 245 relevant effect sizes, provide a critical foundation for future research to further advance this field and explore more complex mechanisms behind these relationships.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Theorizing Stigma: Lessons from Luna Lovegood

Session Moderator: **Carine Farias**, *IESEG School of Management, France*

OMT: **Stigmatized Artefacts: Towards a Relational Process of Artefact Stigmatization and Sanitization**

Author: **Carine Farias**, *IESEG School of Management, France*
Author: **Lee Charles Jarvis**, *Warwick Business School*
Author: **Tapiwa Winston Seremani**, *IESEG School of Management, France*

If the literature on organizational stigma has boomed in recent years, little attention had been paid on stigmatizing processes originating from the artefacts that target organizations produce. Artefacts are symbolically connected to the organizations that has produced them, opening the risk of stigma-transfer. Yet, once an artefact is released to the public, it becomes physically independent and amenable to appropriation by users, including potential stigmatizing groups. By operating material and socio-symbolic alterations on products after their public release, the growing “custom” market opens the possibility of inscribing stigma onto artefacts. Based on a qualitative study of the release of the “Satan Shoes,” an unauthorized customization of Nike shoes by MSCHF and Lil Nas X, we investigate how the stigmatization of an existing artefact operates and how the target organization manages the risk of artefact-based stigma transfer. Our findings reveal that the stigmatization of an artefact is a relational process between uncoordinated actors. First, stigmatizing organizations appropriate and transform the material qualities and socio-symbolic meanings of the artefact. Then, stigmatizing organizations and artefacts’ overt sanctioners amplify the stigma around the artefact, pushing the target organization to engage in stigma management. This leads to an escalation that could be both damaging for the stigmatizing organizations and their target. Both parties then de-escalate by sanitizing the artefact and settling the conflict, which facilitate the growth of artefacts’ overt supporters.

OMT: **Neighborhood Stigma and Romani Entrepreneurship: Evidence from an Audit Study in the Czech Republic**

Author: **Grady Wallace Raines**, *Cornell SC Johnson College of Business*
Author: **Peter Polhill**, *ILR at Cornell*
Author: **Wesley Sine**, *Cornell U.*

We study the impact of neighborhood stigma on entrepreneurship. Through an audit study conducted in the Czech Republic, we sent over 700 emails to bank branches, inquiring about business loans while manipulating the perceived location and race of the entrepreneur (Romani vs. Czech). The results reveal a compounded disadvantage for entrepreneurs perceived as racial minorities and those based in stigmatized neighborhoods, particularly when these factors coincide. The study contributes to existing literature by demonstrating how neighborhood stigma, distinct from other forms of discrimination, may also explain some of the bias faced by disadvantaged entrepreneurs. It also extends the discourse on the impact of stigma on entrepreneurship, by showing how overlapping identities compound challenges. and focusing on its geographic dimension.

OMT: **How Organizations Enable the Disclosure of Individuals’ Concealable Stigmas**

Author: **Jan Stephen Lodge**, *Rotterdam School of Management, Erasmus U.*
Author: **Wesley Helms**, *Brock U.*

In this paper we theorize how organizations shape the disclosure experiences of individuals with concealable stigmas. To do so, we undertake an inductive study across different organizations that employ formerly incarcerated individuals with diverse disclosure preferences concerning their stigma. Through examining organization’ efforts to shape the disclosure of individuals at work and the consequences these efforts have for individuals, we find that individuals felt most supported and enabled in their disclosure when organizations were able to create contexts in which individuals felt in control over their disclosure. Our investigation counterintuitively revealed that many formerly incarcerated employees felt their disclosure and their control over it most disrupted when confronted with well-intended but highly public support activities by organizations, as they were perceived to cued stigma in the eyes of many. Taken together, we conclude with a model of organizational disclosure control, highlighting the different organizational efforts and consequences for stigmatized employees in the workplace.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Navigating Complexity and Pluralism



Session Moderator: **Chris Moos**, *U. of Oxford*

OMT: **Configurations of Institutional Pluralism: MBA Candidates' Assessments of Business Schools' Responses to Plural Institutional Expectations**

Author: **Chris Moos**, *U. of Oxford*

Author: **Michael Smets**, *U. of Oxford*

How do prospective students assess MBA programs according to their conformity with plural institutional expectations? We address this question using a Fuzzy Set Qualitative Comparative Analysis of MBA candidates' GMAT test submissions to MBA programs to develop a configurational approach to institutional pluralism. Our configurational approach advances our understanding of business schools and institutional pluralism in three ways: First, our concept of configurational relationality transcends the dominant dichotomy of logics being universally conflicting or compatible and reflects how their relationality depends on the configuration in which they coexist. Accordingly, in the business school field, there is plurality in pluralism. Second, our concept of pluralistic assessors challenges the prevailing notion that MBA candidates represent a single normative order. We show how MBA candidates holistically assess organizational responses to multiple norms, and demonstrate how conformity with additional institutional expectations may be detrimental: Sometimes, less is more. Third, the concept of comparative evaluation of conformity shows the different ways in which business schools can accomplish social approval. Rather than the predominant view of business schools having to follow one path to gain approval from stakeholders, this provides evidence of the multitude of ways in which business schools can combine conforming, and not conforming with plural institutional expectations. These contributions are significant as configurations of multiple expectations and their holistic evaluation by pluralist assessors are of growing empirical in the business school field and beyond, i.e., in the context of ESG or the "triple bottom line".

OMT: **Navigating Complexity: The Role of Motivated Denial in Policy Decisions**

Author: **Adrienne Mishel Kafka**, *Fuqua School of Business, Duke U.*

In a world that's changing faster than ever anticipated, due to factors such as technology, globalization, and climate change, decision-makers are consistently faced with ambiguity, complexity, and the unknown. In this paper, we theorize a dual pathway model of cognitive and social factors that contribute to the motivated denial of complex stimuli in policy-related decisions, both political and organizational, and potential implications. As the foundation of our model, we provide a working, contextual definition for complexity, explore the optimal balance of complexity and simplicity in decision-making, and discuss how individual differences impact the processing of complexity. We also review potential interventions that may improve decision-making in complex decision environments. Altogether, our paper advances research on complexity in decision-making and yields practical insights that can help leaders and managers approach today's nuanced policy challenges.

OMT: **Authoritarian Leadership and Democratic Administration as Responses to Institutional Complexity**

Author: **Roman Gibel**, *U. of Zurich*

Author: **Florian Ueberbacher**, *Montpellier Business School*

Author: **Andreas Georg Scherer**, *U. of Zurich*

Ongoing scholarly attention is directed to organizational responses to institutional complexity. However how heterogeneous institutional demands are processed by organizations is only marginally analyzed. We build on the concept of organizational decision-making as political processes to investigate how organizations internally and politically process heterogeneous demands, what kind of decision-making they apply and what effects thereof are. We build on the case of FIFA, the international football organization, and show, how the administration and the political leadership of FIFA have different modes of decision-making, whereas democratic administrative decision-making is often overruled or ignored by authoritarian leadership. This political drift, as we call it, explains, how organizations deal politically with institutional complexity and are thus able to address inconsistent, heterogeneous demands.

OMT: **Commerce and Care: Moral Complexity in Technology Adoption Among Bangladeshi Garment Firms**

Author: **Priyam Saraf**, *Stanford Graduate School of Business*

This study examines the moral complexities that shape technology adoption within Bangladesh's competitive garment sector. Through 16 months of ethnographic research with in-depth interviews and archival research, the paper presents a qualitative comparative analysis of two firms, Globalwear and Commuknit, using a matched case study design. Globalwear's strategy is motivated by commercial imperatives, reflecting a classic neoliberal interpretation of 'success', resulting in rapid implementation of a new auto-cutter technology. Commuknit, on the other hand, grapples with moral considerations, associating 'success' with the welfare of workers who it considers 'family' and who stand to be displaced by automation. As a result, Commuknit buys but delays the implementation of the auto-cutter. These divergent interpretations of 'success' that manifest when firms are confronted by a labor-substituting auto-cutter technology stem from the companies' foundational conditions and are sustained by the environmental diversity in Bangladesh which permits multiple justifications for legitimacy. The findings reveal a novel dimension of organizational behavior—the interpretive heterogeneity of the value of 'success'—highlighting the role of cultural cognition and moral values in strategic decision-making within complex economic landscapes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Categories and Categorization

Session Moderator: **MATILDE Dorothée Catarina GUILHON**, *ESCP Business School*

OMT: **Friends or Foes: Incumbents' Parallel Claims and Category Creation in Retail Banking**

Author: **MATILDE Dorothée Catarina GUILHON**, *ESCP Business School*

Category creation enables incumbents to rejuvenate and rearrange existing market categories, while preserving the social structuration of markets. Previous research has highlighted the importance of consensus building and the claiming of a collective identity among the actors promoting category formation. However, incumbents engage in category creation to reposition themselves in the market hierarchy and to further their strategic interests. As a result, they face conflicting pressures between seeking consensus with their historical rivals, who also engage in category creation, and claiming their distinctiveness to gain a competitive advantage. Through a qualitative study of the creation of the 'beyond banking' category in Europe by incumbent banks, we examine the claiming practices used by competing incumbents to simultaneously promote category creation and shape the nascent categories around their strategic interests. We synthesize our findings into an integrated theoretical framework that contributes to research category formation and categorization discourse.

OMT: **Hybrid Category Positioning: The Positioning of Plant-Based Meat Alternatives (WITHDRAWN)**

Author: **Cristian Arlex Trejos Taborda**, *EMLYON Business School*

Research on category formation has examined the double-edged sword of oppositional category positioning. In this study, I explore how hybrid category positioning, the intersection between oppositional and aligned positioning, may shield against risks of pure oppositionality. Using archival data from the market for Plant-Based Meat Alternatives in the US between 2011 and 2020, I developed a theory on the strategic opportunities of oppositional positioning to problematize moral components of established categories while simultaneously building moral distance from it. However, this strategy is strengthened with aligned positioning to conform to the established category's prototypicality. To illustrate this, based on empirical cases, I propose four mechanisms enabling the positioning of Plant-Based Meat. First, the problematization of the established meat category in terms of its detrimental effects related to carbon footprint and climate change. Second, the differentiation of the alternatives as a new product category with excellent moral value, emphasizing animal welfare, climate change, and human health. Third, the imitation of the prototypical attributes of the established meat category, focusing on texture, taste, and prototypes. Fourth, the contestation of the alternatives by questioning their processed nature and attempting to ban the category's label. This case allows us to investigate the benefits of hybrid category positioning.

OMT: **Escaping Conformity Pressures: How Categorical Coherence Drives Category Exits**

Author: **Karl Taescher**, *U. of Manchester*

Author: **Eric Y.-F. Zhao**, *U. of Oxford*

Research has long emphasized that categories play a central role in audiences' evaluation of organizations and offerings, but scholarship only recently started to explore organizations' strategic categorization efforts. In this paper, we delve into the influence of a category's coherence on the likelihood of its members' category exits—the deliberate decision to disaffiliate from the category. We integrate elements from category research, which posits that heightened category coherence offers evaluative benefits to its members but also subjects them to more restrictive audience expectations, with insights from research on strategic responses to conformity pressures. Using the Airbnb marketplace as our empirical context, we posit category exits as a strategic action that decision-makers deploy to sidestep a category's restrictive conformity pressures and outline two contrasting mechanisms by which category coherence can simultaneously increase and reduce the likelihood of category exits. Our longitudinal study of a panel of 110,069 Airbnb listings reveals that the relationship between category coherence and category exits follows an inverted U-shape, where Airbnb hosts are significantly more inclined to exit a category that has moderate coherence compared to one with very low or very high coherence.

OMT: **What's in a Name? Regulatory Labels in the Emergent Category of Cell-Cultivated Meat**

Author: **Magdalena Winkler**, *WU Vienna U. of Economics and Business*

Author: **Mia Raynard**, *U. of British Columbia*

This study examines how proponents and opponents of an emergent market category vie to shape the development of regulatory labels of new products. While an extensive amount of organizational research has examined how market category labels are constructed and adopted, less attention has been paid to processes of regulatory labelling. This is surprising, as studies have acknowledged that market and regulatory labels serve different purposes and are governed by different sets of rules and objectives. Whereas market labels are designed to influence consumer choice and signal competitive positioning, regulatory labels are designed to ensure transparency, consumer safety, and product compliance. In this study, we explore the process by which a regulatory label was negotiated in the nascent market category of cell-cultivated meat (i.e., meat produced by cultivating animal cells in bioreactors). Drawing on archival documents, interviews, and ethnographic observations, we unpack the different strategies employed by proponents and opponents—showing how these strategies influenced regulatory labels and, thus, how the product was classified under the law and the regulatory agencies responsible. Building on our findings, we theorize how regulators manage competing interests by striking a balance in linguistic distancing, conceptualized as the optimal association and dissociation from an existing category that facilitates category emergence, while preserving the stability of existing institutional frameworks. The study contributes to research on strategic categorization and the dynamics of creating and using labels to shape category emergence.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1854** | Submission: **13088** | Sponsor(s): **(OMT, SIM)**
Scheduled: **Tuesday, Aug 13 2024 8:00AM - 9:30AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Embassy Room**

The Psychedelic-Assisted Therapy Ecosystem: Charting New Scholarship in Value Creation & Distribution



Organizer: **Adelaide Wilcox King**, *U. of Virginia*
Participant: **Micki Eisenman**, *Hebrew U. of Jerusalem*
Participant: **Allison Elias**, *U. of Virginia Darden School*
Participant: **Kisha Lashley**, *U. of Virginia*
Participant: **Bennet Zelner**, *U. of Maryland R.H. Smith School of Business*

Building on the success of the 2023 inaugural symposium, “Psychedelic Assisted Therapy as a Catalyst for Refreshing Dominant Assumptions of What’s Possible Through and In Organizations,” this panel symposium delves into the transformative impact of Psychedelic Assisted Therapy (PAT) on organizational assumptions and possibilities. Aligning with the AOM 2024 theme, “Innovating for the Future,” we focus on possibilities to generate insights into value creation and distribution by studying an industry that is attracting billions of dollars in investments. This industry is particularly interesting because it is mired in challenges associated with the multistakeholder, scientific, economic, and political realities inherent to establishing safe and effective delivery of legalized psychedelics. Utilizing multiple theoretical lenses across differing levels of analysis, the panelists share their research on organizations and organization members at the forefront of exploring the potential of psychedelics to alleviate suffering, promote well-being, and open new pathways for addressing societal challenges. We investigate individual, organizational, and systemic possibilities of value creation and distribution while wrestling with associated complexities of harm and risks. Thus, we propose a phenomenon-driven symposium with the intent of further building the theoretical lenses through which we can better understand foundational topics of organization scholarship.

KEY TO SYMBOLS

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

Technological Disruption and Strategic Thinking in Environmental Performance



Session Moderator: **Nathan Sorin**, *SKEMA Business School*

ONE: **AI-Driven Leverage Points for the Natural Environment**

Author: **Nathan Sorin**, *SKEMA Business School*

Author: **Margherita Pagani**, *SKEMA Business School - U. Côte d'Azur*

While there is anecdotal evidence that artificial intelligence (AI) orientation may influence environmental performance, this phenomenon is undertheorized. Thus, we ask: “What is the relationship between AI orientation and environmental performance and what are the contingencies?”. We tackle our research question by adopting an exploratory mixed methods approach (we sequentially run qualitative and quantitative studies). Rooted in systems theory and relying on a taxonomy of increasingly deep leverage points, we locate a shallow AI-driven leverage point for positive change in the natural environment related to parameters: flows of material by-products due to production and operations. We provide more granular insights depending on a firm’s category of economic activity. Finally, we show unrealized potential to use AI to green the value proposition of entire value chains, providing inspiration for managers on how to create deep AI-driven leverage points.

ONE: **Robust Disruption: Responding to Technology Forcing in the Launch of Electric Vehicles**

Author: **Jan M. W. N. Lepoutre**, *ESSEC Business School*

This paper studies how collaboration and competition between incumbents and new entrants co-evolves with technology forcing policies and influences disruptive innovation in an established industry. The empirical context for our study of disruptive innovation is the emergence of electric vehicle markets in the automotive industry. I find that the industrial lifecycle phase in which the automotive industry found itself at the end of the 20th century had triggered a strategy of “robust action” with carmakers: actively working towards keeping options open to respond to unknown futures. This robust action resulted in very active horizontal and vertical collaboration on the one hand, and constant experimentation with new technologies. The sudden success of specific carmakers in this process, had as unintended consequences that policy makers and other carmakers started realizing the very disruptive innovation for which these robust action strategies were trying to prepare. This finding shows that disruptive innovation is not always an agentic process that can be traced back to either incumbents or new entrants, but is rather a distributed phenomenon in which various actors play catalytic roles, often even without their intention.

ONE: **Words That Mean Change: Paradoxical Thinking and Eco-Efficiency in the Automotive**

Author: **Frank Figge**, *ESCP Business School*

Author: **Mauricio Marrone**, *Macquarie Business School, Macquarie U.*

This study investigates the link between the presence of paradoxical thinking language in corporate sustainability reports and variations in companies' eco-efficiency, focusing specifically on the automotive industry. Based on the hypothesis that there is a relationship between paradoxical thinking and eco-efficiency, we aimed to identify which words are most likely to impact these emissions. We solicited the aid of ChatGPT to generate a potential list of impactful words and we tested this word list using sustainability reports from the automotive industry and the eco-efficiencies of these firms, spanning the years 2005 to 2023. Our analysis reveals a significant association between the usage of paradoxical thinking language in these reports and variations in eco-efficiency, showing that paradoxical thinking matters. Furthermore, our research links paradoxical thinking to two different strategies of dealing with the paradoxical tension between economic output on the one hand and lowering environmental resource use on the other hand. This research underscores the potential role of paradoxical thinking in corporate sustainability practices and suggests that specific language patterns in sustainability reports may influence practical environmental outcomes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Circular Economy Transitions: Strategies, Capabilities, and Market Impacts



Session Moderator: **Agnes Toth-Peter**, *Queensland U. of Technology*

ONE: **An Industry 4.0-Enabled Circular Economy Transition Framework**

Author: **Agnes Toth-Peter**, *Queensland U. of Technology*
Author: **Rui Torres de Oliveira**, *Queensland U. of Technology*
Author: **Shane Mathews**, *Queensland U. of Technology*
Author: **Leonie Barner**, *Queensland U. of Technology*

The world faces a severe planetary crisis marked by increasing pollution, depleting resources, and declining biodiversity, exceeding the Earth's sustainable limits. The circular economy emerges as an alternative, aiming to reduce waste through a closed-loop system, incorporating regenerative solutions, and leveraging Industry 4.0 technologies. However, integrating these concepts disrupts the business landscape, challenging the shift to digitally enabled circular business models. With this paper, based on a multiple case analysis of European and Australian companies, we advance a comprehensive theoretical transition framework encompassing three stages: transition, implementation, and optimization. Key triggers, mechanisms, circular economy strategies, and Industry 4.0 technologies along the circular economy path are uncovered. We also underscored the role of institutions in developed economies, suggesting a dynamic co-development of institutional and cost-based approaches. We also emphasize the agnostic role of Industry 4.0 technologies as enablers instead of drivers. The framework serves as a strategic tool for practitioners and policymakers, outlining the implications of circular strategies across diverse companies, sectors, and contexts.

ONE: **Green or Greed? How Closed-Loop Orientation Relates to Company Value in Innovation-Driven Economies**

Author: **Vincent Julius Verweyen**, *Chair of Technology Management / TIE Institute, TU Dortmund U.*

Climate crisis, resource shortages, and supply chain disruptions increasingly favor the adoption of circular economy concepts like closed-loop supply chain management. Prior studies investigate closed-loop supply chain orientation (CLSCO) as suitable orientation and its relation to fragments of environmental and operational firm performance merely in efficiency-driven economies. However, its aggregate effect on the level of company market value, particularly in the context of varying competitive intensities, as well as its significance in innovation-driven economies so far remain surprisingly underexplored. Addressing this gap, our study leverages the practice-based view (PBV) to assess the influence of CLSCO on company market value in innovation-driven economies. Our analysis of an extensive, longitudinal dataset, consisting of 3,696 observations from S&P500 companies spanning over 23 years (2000 – 2022), reveals a positive relationship between CLSCO and company market value. For environments with low competitive intensity, the positive association of CLSCO on company market value is further amplified.

ONE: **Unpacking Circular Economy Capabilities: What We can Learn from Family Businesses**

Author: **Nicola Blum**, *Bern U. of Applied Sciences*
Author: **Rahel Meili**, *Bern U. of Applied Sciences*
Author: **Sabrina Schell**, *Bern U. of Applied Sciences*
Author: **Tobias Stucki**, *Bern U. of Applied Sciences*

To accelerate the transition from linear to circular businesses in the future, it is important to understand in more detail what specific capabilities companies need to successfully master this transition. In this article, we take a closer look at the characteristics of family businesses, as there are hints in the literature that these companies are particularly well equipped for the circular economy transition. Specifically, in a first step, we will use unique quantitative company data from more than 1,200 Swiss companies to show that family ownership effectively promotes the transition to circular economy. In a second step, we will then use qualitative data from 7 case studies of Swiss family businesses to examine what capabilities characterize family businesses in this transition and what traditional businesses can learn from family businesses accordingly. We contribute to the scientific debate by showing that family businesses have characteristics that are particularly well suited for the transition to a circular economy, such as employee loyalty, long-term orientation and cross-organizational collaboration built on trust.

ONE: **Circular Economy in Fashion: Inter-Organizational Learning by Firms and Civil Society Organizations**

Author: **Raphalela M. Fritz**, *Witten/Herdecke U.*
Author: **Leona Henry**, *Nijmegen School of Management, Radboud U. Nijmegen*
Author: **Guido Moellering**, *Witten/Herdecke U.*

This study explores how firms and civil society organizations (CSOs) engage in inter-organizational learning to achieve the transition towards the Circular Economy (CE). Based on qualitative data from the fashion industry, this study develops an empirically grounded model of inter-organizational learning for the CE, which captures three practices of inter-organizational learning that firms and CSOs develop to realize the CE transition: 1) creating a safe learning space, 2) visualizing CE processes and outcomes and, 3) involving additional expertise. Our model also shows two collaborative pathways resulting from learning that enable actors to transition to the CE. In doing so, this study advances our understanding of inter-organizational learning by carving out learning practices specific for highly complex environments such as the CE. In addition, we advance our understanding of collaboration in the context of the CE by unfolding the dynamics of horizontal CE collaborations.








Author: **Hannah Altenburg**, *Friedrich-Alexander U. of Erlangen-Nürnberg*

Author: **Lauren Anne Mackintosh**, *Friedrich-Alexander U. of Erlangen-Nürnberg*

Author: **Kai-Ingo Voigt**, *Friedrich-Alexander U. of Erlangen-Nürnberg*

In this research, we explore how resource-intensive industries implement circular innovation (CI) in their business activities. In a cross-industry, we examine how the automotive, construction, high-tech, food, and textile industries report on CI activities. Our qualitative analysis of 150 corporate sustainability (CS) reports from the 30 largest companies in each industry reveals five major building blocks of CI: circular production process innovations, circular new product and material development, circular value recovery and waste management, investments and collaborations for circularity, and organizational evolution towards circularity. Our results show that all industries have started to implement CI. There are however, significant differences between industries. While production process innovations represent the largest building block of CI in the automotive industry, the construction and food companies primarily disclose on new product and material developments. In the food industry, such practices are however, largely related to packaging and incremental innovations. Companies from high tech and textile industries practice CI mostly by investing in and collaborating with smaller players. Our findings further provide an overview for practitioners seeking to understand CI implementation in industries that face the problem of high resource use.

KEY TO SYMBOLS

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

ESG Dynamics and Strategic Communication in CSR

Session Moderator: **Majid Ghorbani**, *China Europe International Business School (CEIBS)*

ONE: **Hush-Hush Figures: The Strategic Whisper of ESG Discrepancy in CSR Disclosures**

Author: **Xin Pan**, *Southwestern U. of Finance and Economics*

Author: **Xuanjin Chen**, *School of Economics and Management Southwest Jiaotong U.*

Author: **Majid Ghorbani**, *China Europe International Business School (CEIBS)*

This study delves into the puzzling question of why companies remain reticent about their social contributions. Drawing from the status inconsistency theory, which posits that conflicting identities can lead to ambiguity and diminish stakeholder support, we propose that companies deliberately engage in strategic silence. This is manifested through a sparse use of numerical data in their Corporate Social Responsibility (CSR) reports as a tactic to manage inconsistencies in Environmental, Social, and Governance (ESG) performance. The presence of numerical data typically serves as a clear and efficient way of stakeholder communication; therefore, its omission in CSR reports can obstruct access to detailed internal information, fostering perceptions of the firm that are both inconsistent and ambiguous. Evidence from Chinese companies over the period of 2006 to 2009 proves that the impact of ESG inconsistency on stakeholder perception is moderated by the firm's overall ESG performance. This research contributes to the body of ESG literature by elucidating the strategic use of silence by firms as a mechanism to navigate through the complexities of various performance dimensions.

ONE: **Robbing Peter to Pay Paul: The ESG Inconsistency Paradox in Corporate Practices**

Author: **Yawen Li**, *Beijing U. of Posts and Telecommunications*

Author: **Mengyu Zhuang**, *Beijing U. of Posts and Telecommunications*

Author: **Jingwen Liang**, *Beijing U. of Posts and Telecommunications*

Author: **Wei Chi**, *Tsinghua U.*

Author: **Jinyi Zhou**, *U. of Science and Technology Beijing*

Although existing studies have addressed the inconsistency between symbolic and substantive ESG (Environmental, Social, and Governance) practices in firms, such as verbal greenwashing, limited research has examined the trade-offs between different dimensions of ESG in corporate practices. This study introduces the concept of ESG inconsistency, which generally refers to the strategical adoption of an ESG strategy that disproportionately emphasizes on one dimension. Furthermore, drawing on the attention-based view of the firm, we suggest that some environmental policies can result in ESG inconsistency, as it compels firms to prioritize the performance of the environmental dimension at the expense of others. Furthermore, the allocation of a firm's attention, whether driven by internal or external attentional situations, can further exacerbate ESG inconsistency. Regarding the outcomes, ESG inconsistency may generate positive public opinion for firms. To test our hypotheses, we construct an unbalanced panel dataset comprising 3,354 listed companies in China from 2014 to 2021 and employ the directional and non-directional difference (DNDD) framework, along with polynomial regression and response surface analysis to test the model. Theoretical and practical implications are also discussed.

ONE: **Walk the Talk? Investigating the Performative Effect of Corporate Sustainability Communication**

Author: **Manuel Reppmann**, *U. of Hamburg*

Author: **Frederik Maibaum**, *Leibniz U. Hannover*

Author: **Laura Marie Edinger-Schons**, *U. of Hamburg*

Author: **J. Nils Foege**, *Leibniz U. Hannover*

Many companies communicate about their corporate sustainability (CS) activities to demonstrate conformity with their stakeholders' expectations. This communication is known as CS talk. Challenging the common notion of CS talk as a backward-looking description of completed CS activities, studies increasingly take a formative perspective on CS talk that acknowledges its potential to trigger CS-related organizational change (i.e., CS walk). Based on this view, we introduce a nuanced theoretical framework linking CS talk and walk, suggesting that, although CS talk evokes future CS walk, companies can also talk too much, causing an adverse effect that inhibits them from walking their talk. Furthermore, we argue that the performative effect of CS talk gradually unfolds within companies, initiating symbolic CS walk before translating into substantive CS walk. To test our theorizing, we created a text-based measure for CS talk and matched it with secondary data, assembling a sample of 820 US companies listed in the S&P 1500 over 15 years. The analysis supports our theorizing and contributes to research at the intersection of CS-related communication and organizational change, providing novel insights into the shape of the performative effect of CS talk and the organizational change process it initiates.

ONE: **CSR Language and the Divergence of ESG Ratings**

Author: **Wenzhuo Guo**, *Northwestern Polytechnical U.*

The divergence of environmental, social, and governance (ESG) ratings has garnered significant attention, with ESG information disclosure being a primary focus in previous research. However, the lack of consensus on ESG ratings may be attributed to the oversight of readability and tone of corporate social responsibility (CSR) information disclosure in previous studies. To fill this research gap, our study investigates the influence of CSR report readability and tone on ESG rating divergence. We propose that CSR report readability and tone are negatively correlated with the ESG ratings divergence. This proposition was empirically validated by analyzing A-share companies' CSR reports from 2016 to 2021. Furthermore, we examine the moderating impact of information disclosure violation and media coverage and find that information disclosure violation weakens the relationship, whereas media coverage strengthens it. Overall, our findings highlight the crucial role of CSR report readability and tone in effectively mitigating the ESG rating divergence.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Managing Disruptions - I

Session Moderator: **Nils-Ole Hohenstein**, *Cooperative State U. Mannheim*

OSCM: **The Power of Learning and Agility for Strengthening Supply Chain Resilience**

Author: **Nils-Ole Hohenstein**, *Cooperative State U. Mannheim*

The COVID-19 crisis has profoundly impacted firms' operational and financial performance. It has highlighted the vulnerability of interconnected global supply chains (SCs) to widespread disruption. In this paper we examine how the antecedents of organizational learning (OL) and organizational agility (OA) have influenced supply chain resilience (SCR) during the competitive dynamics associated with the COVID-19 crisis. Our study extends the understanding of SCR practices by exploring the effects of OL and OA on SCR reconfiguration in a post-pandemic world. We draw on the resource-based view and combine a literature review with a methodological multiple case study comprising fifteen interviews with seven firms operating globally in different industries. Our findings provide empirical evidence that OL and OA as a strategic, intangible resource have a strong positive influence on an organization's SCR, thereby enhancing competitiveness in times of crisis. Our study highlights that OL (e.g., through learning programs, employee engagement) has a direct impact on SCR by facilitating more robust response to SC disruptions, while OA (e.g., through communication, collaboration, digital transformation) enhances firms' capacity to respond to disruptions more swiftly. Hence, this paper provides valuable insights on how a firm's strategic resources can foster SCR in crisis conditions.

OSCM: **Changing Standards and Drug Shortages in the Pharmaceutical Industry**

Author: **Ivan Lugovoi**, *Kuehne Logistics U.*

Author: **Enno Siemsen**, *U. of Wisconsin, Madison*

Drug shortages can pose significant health risks; the failure of the market to fulfill the demand for life-saving drug treatments can endanger the health of patients. Using a proprietary dataset, we examine the relationship between changes in the quality standards of drugs and drug shortages through the lens of competition. We encode US-Pharmacopeia monograph changes to document changing quality standards in drug markets. Our analysis establishes that relaxing standards leads to an increase in the level of competition; however, tightening those standards does not lead to a similar decrease in competition. Further, we find a non-linearity in the relationship between the number of competitors and the risk of drug shortages. When that number is low, any new entrant will significantly decrease margins while not adding sufficient slack in the market capacity to absorb the failure of any incumbent to supply, leading to an increased drug shortage risk. However, as the number of competitors increases, the impact on profit margins is reduced; market shares of individual manufacturers decrease; and the reserve capacity in the market can more readily absorb the impact of a shortage by any individual competitor, decreasing the shortage risk again.

OSCM: **Firm Security Focus: The Promise and Peril of Balancing Security-Growth Challenges**

Author: **Joseph Simpson**, *Virginia Tech*

Headline-grabbing ransomware attacks, organized retail theft, and pandemic-related supply chain impacts have heightened the salience of security issues facing firms. However, these threats are simply the most recent profile of the security management challenges that large firms face when seeking opportunities for improved performance, while simultaneously forestalling attacks upon their physical assets, intellectual property, supply chains, resources, employees, customers, and other stakeholders. Alternatively, the strategic levers that are often instrumental to firm performance – alliances, open innovation, emerging markets, cloud-based big data solutions, and others – are also drivers of heightened security threats. Thus, security management issues have taken center stage in efforts to discern and implement a balanced approach to corporate strategy and operations. Yet, scholars have few theory-based tools to employ in conducting an integrated assessment of security management. Cognizant of this gap, we develop and test a novel construct – “Firm Security Focus” – to assess firms' ability and willingness to navigate performance -threat challenges.

OSCM: **Dependence Management Strategies for SME Resilience Under Demand Disruption**

Author: **Liu Hao**, *Sun Yat-Sen U. Business School*

Author: **Xin Zheng**, *Business School, Sun Yat-Sen U.*

Author: **Wang ZhiQiang**, *South China U. of Technology*

Author: **Chen Yun**, *School of Applied Economics, Renmin U. of China*

Unforeseen risk events often trigger severe demand disruptions. We explore effective dependence management strategies and their impact on SMEs' resilience. Building on resource dependence theory, we propose that amid demand disruptions, customer switching and production change-over can rebalance resource dependence by strengthening the power of suppliers, thereby promoting the resilience recovery of small and medium-sized enterprises. Further, under different boundary conditions, the role of dependence management strategies on SMEs' resilience varies. Our analysis of 239 SMEs that encountered disruptions reveals that the alternative of customers and production change-over promote SMEs' resilience. This positive effect is stronger when the magnitude of demand disruption increases. Further, when industrial technology commercialization becomes more difficult, the alternative of customers becomes more beneficial, while production change-over becomes less conducive for resilience under a high degree of demand disruption magnitude. Our findings provide a nuanced perspective on 'switching or development' strategies and enrich the demand disruption literature.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Technology-Enabled Operations & Supply Chain Management - I

Session Moderator: **Eva Niesten**, *SKEMA Business School - U. Côte d'Azur*

OSCM: **The Comparative Efficiency of Blockchain Governance – Empirical Evidence on the Fashion Supply Chain**

Author: **Eva Niesten**, *SKEMA Business School - U. Côte d'Azur*
Author: **Albert Jolink**, *SKEMA Business School - U. Côte d'Azur*
Author: **Engin Iyidogan**, *SKEMA Business School - U. Côte d'Azur*

Our research examines how transactions can best be governed by blockchain. We extend transaction cost economics from the analysis of markets, hybrids, and hierarchies to include a discriminating alignment of different types of blockchain governance. We model and visualize the comparative efficiency of public, consortium, and private blockchains. Public blockchains economize on mundane transaction costs, consortium blockchains on transaction costs driven by lawful opportunism, and private blockchains on transaction costs driven by blatant opportunism. We illustrate our model in the empirical context of the use of blockchain in fashion supply chains with the purpose of mitigating hazards from unsustainable practices and counterfeits. Our paper responds to recent calls for more research on blockchains as governance structures.

OSCM: **The Value of Digital Traceability for Managing Greenhouse Gas Emissions in Complex Supply Chains**

Author: **Sukrit Vinayavekhin**, *Thammasat Business School*
Author: **Aneesh Banerjee**, *City U. London*
Author: **Feng Li**, *Bayes Business School (formerly Cass), City, U. of London*

Due to the accelerating global climate crisis, supply chains are now under pressure to transform towards sustainability, necessitating precise tracing, monitoring, and reporting of greenhouse gas (GHG) emissions. The emergence of digital technologies such as IoT (Internet of Things), barcodes, RFIDs, and blockchains has made supply chain traceability easier, faster, more accurate, and more cost-effective. This research investigates the adoption of digital traceability systems for managing greenhouse gas (GHG) emissions in supply chains. Building on technology adoption and supply chain complexity literature, we categorise influencing factors into technology characteristics and supply chain complexity, exploring their impact through a choice-based conjoint experimental (CBC) design involving managers in the manufacturing sector. Results reveal that firms consider implementation when technology costs are lower, implementation time is shorter, and the full scope of implementation includes all Scope 1, 2, and 3 emissions. Detail-numerosness and detail-variety in both internal operations and the upstream supply chain positively influence adoption, whereas the impact of the dynamic dimension is nuanced. Detail-numerosness emerges as the most critical factor for internal operations, while detail-variety takes precedence for the upstream supply chain. This emphasises the multifaceted nature of supply chain complexity. The findings contribute to technology adoption and supply chain complexity literature, offering practical insights for stakeholders in sustainable supply chain management.

OSCM: **Artificial Intelligence in Spend Classification: An Information Processing Theory Perspective**

Author: **Michela Guida**, *Politecnico di Milano School of Management*
Author: **Federico Caniato**, *Politecnico di Milano*
Author: **Antonella Moretto**, *Politecnico di Milano*

The aim of this paper is investigating the impact of artificial intelligence on the spend classification performed by a buyer firm. The information processing theory is the overarching structure of the study, identifying the information processing needs and capabilities underlying the use of artificial intelligence for spend classification. The case study methodology involves the IT providers currently offering AI-based spend classification solutions as privileged respondents. The unit of analysis is the AI-based spend classification solution offered by the IT provider and the relationship that is triggered between the IT provider delivering the solution and the buyer firm implementing it. Information processing needs in spend classification are high for buyer firms. Often, they are not supported by internal information processing capabilities. AI-based solutions offered by IT providers for spend classification compensate for the lacking capabilities of the buyer, enabling the fit between information processing needs and capabilities. The study of the information processing theory to the specific case of artificial intelligence in spend classification is novel, extending the application of the theory to a new context. This research contributes through the structuring of a phenomenon that is still not very common in firms and not widely studied scientifically.

OSCM: **A Supplier Portfolio Management System to Align Decisions and Actions at Different Time Horizons**

Author: **Pamela Danese**, *Dep. of Management and engineering, U. degli Studi di Padova*
Author: **Marco Formentini**, *OSCM*
Author: **Pietro Romano**, *Polytechnic Department of Engineering and Architecture, U. of Udine*
Author: **Marco Boem**, *Novalia*

Researchers and practitioners are aware of the relevance of supplier portfolio management to achieve a company's strategic goals. Yet, there is a scarcity of procurement tools able to support purchasing managers at a strategic, tactical and operational level able to guarantee consistency of decisions and actions at different time horizons. Decision support systems (DSSs) mainly focus on the supplier selection phase, while in general purchasing portfolio models focus on the analysis and segmentation of suppliers at a specific moment in time. This paper presents a DSS for supplier portfolio management, which aligns decisions and actions at different levels and time horizons through a three-steps procedure: 1) Tracing a route, which aims to trace future directions and strategic decisions of portfolio management in a long-term perspective; 2) Control, which aims to understand if the current portfolio is consistent with the route traced in the long-term and to support decision makers in the identification of a 'Roadmap of change' to build a supplier portfolio which reflects the route traced; 3) Taking actions, which aims to identify and implement a consistent 'Purchasing action plan'. This research follows a design science paradigm: the proposed DSS has been conceptualized and implemented based on precise design objectives, while ex-ante and ex-post evaluations in both artificial and naturalistic settings were applied to demonstrate the novelty, relevance and utility of this artifact.

Author: **Michela Carraro**, *TUM School of Management, Technische U. München*

Author: **David Wuttke**, *Technische U. München, TUM School of Management*

Author: **Ankit Uphadhyay**, *Technische U. München, TUM School of Management*

Author: **Enno Siemsen**, *U. of Wisconsin, Madison*

Author: **Alexandra Wuttke**, *U. Würzburg*

Drawing on the conservation of resources theory, this study delves into the influence of digital versus traditional resources on employee stress during the execution of novel tasks. In a controlled field experiment involving frontline employees from a German manufacturing firm, we examine the impact of resource gain (providing either traditional or digital resources) and resource loss (withdrawing both types of resources) on stress levels. Results indicate that digital resource gains, with their ability to reduce cognitive load, outperform traditional resource gains in stress reduction. They are what we want in production. However, both digital and traditional resource losses lead to increased stress levels. More importantly, the magnitude of stress increase linked to the loss of digital resources exceeds that associated with the loss of traditional resources. These findings point toward the importance of leveraging available resources to develop the knowledge, skills, and abilities necessary for novel task performance. In this context, digital resources reflect what we want in production, but not necessarily what we need. This research expands our understanding of how different resources contribute to work-related stress, emphasizing the need to distinguish between their immediate and enduring effects.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Managing Relationships in Operations & Supply Chains

Session Moderator: **Hamid Moradlou**, *U. of Warwick*

OSCM: **The Role of Not-for-Profit Innovation Centres in Facilitating the Reshoring of Manufacturing**

Author: **Hamid Moradlou**, *U. of Warwick*
Author: **Lydia Bals**, *Mainz U. of Applied Sciences*
Author: **Steffen Kinkel**, *Hochschule Karlsruhe*
Author: **Samuel Roscoe**, *U. of Sussex Business School*

This study explores the role of High Value Manufacturing Catapult (HVMC) centres in supporting reshoring initiatives in the UK. The HVMC network is geared to provide businesses with specialist technical expertise and skills across sectors to OEMs, SMEs and supply chains, access to high value specialist facilities and infrastructure, technology and sector leadership, and long-term investment in technology platforms or demonstrators. Data was collected using semi-structured interviews with 35 individuals in the HVMC network. Dunning's eclectic paradigm was adopted to understand how HVMC influence location attractiveness leading to supply chain configuration decisions. Results show that HVMCs support pre-reshoring/during-reshoring decisions by enhancing market-seeking and strategic asset-seeking advantages and during-reshoring/post-reshoring decisions by enhancing resource-seeking and efficiency-seeking advantages.

OSCM: **Decoding SME Financing Screens: Evidence from Big Tech Lending**

Author: **Xinge Ding**, *School of Business, Renmin U. of China*
Author: **Siqi Han**, *U. of International Business and Economics*
Author: **Hua Song**, *School of Business, Renmin U. of China*

This study explores how financial institutions evaluate and discern small and medium-sized enterprises (SMEs) amidst information asymmetries in the realm of digital supply chain finance. Drawing on screening theory, we identify operational behavior as an effective screen and propose a "screening augmentation" framework. Using proprietary data from a leading Chinese big tech lender, our work reveals that operational behavior (i.e., brand procurement) serves as an effective screen, yet its effectiveness is contingent on contextual traits derived from digital footprints, encompassing individual, relational, and environmental dimensions. We identify three distinct screening augmentation mechanisms - propagation, enhancement, and activation. Results show that SMEs with more brand procurement obtain more credit supply from the big tech lender, particularly with lower entrepreneur ownership vulnerability, higher supply chain relationship strength, and operating in financially developed regions. Furthermore, SMEs obtaining more credit supply experience higher sales performance in the near future. By proposing a contextualized screening augmentation framework, this research enriches screening theory and advance our understanding of digital supply chain finance.

OSCM: **Competition and Cooperation in Humanitarian Operations**

Author: **Ujjwal Kumar**, *Doctoral Student at Indian Institute of Technology, Delhi*
Author: **Iana Shaheen**, *U. of Arkansas*
Author: **Zach G. Zacharia**, *Lehigh U.*
Author: **Ravi Shankar**, *Department of management studies, Indian Institute of Technology Delhi*

Leveraging the relational view to provide a theoretical framework, this paper explores the intricate dynamics of competition and cooperation in humanitarian operations, a critical yet understudied area in humanitarian studies. Our methodology is grounded in theory elaboration case study, providing a nuanced and in-depth analysis. This study collected data through 32 interviews, encompassing a diverse range of individuals actively engaged in humanitarian efforts for 14 different NGOs in India. Our findings reveal that the strategies of cooperation and competition among NGOs are significantly influenced by the degree of interdependency between these organizations. Interestingly, we observe that 'coopetition' - a blend of cooperation and competition - manifests in two distinct forms: voluntary, initiated by NGOs themselves either to enhance their media image or to acquire complementary skills from other organizations, and involuntary, often mandated by higher-level NGOs or government authorities. This paper contributes to the field by offering a novel understanding of how inter-organizational dynamics in humanitarian settings are shaped and shedding light on the strategic decisions that guide these relationships. This research provides theoretical insights and has practical implications for policymakers and practitioners in the humanitarian sector, promoting more effective and efficient responses to crises.

OSCM: **Unlocking the Secret to Why Women are an Advantage in Supply Chain Collaboration**

Author: **Siqi Ma**, *U. of Akron*
Author: **Iana Shaheen**, *U. of Arkansas*
Author: **John Aloysius**, *U. of Arkansas Sam M. Walton College of Business*

Prior literature has extensively documented gender differences in risk attitudes, competitiveness, and some social preferences. However, little is known about the psychological mechanism underlying how the gender of supply chain agents making decisions on behalf of firms in the supply chain affects collaborative behavior. Individuals are known to behave differently based on their personality inferences about other people. We disentangle precisely why gender affects supply chain collaboration. A behavioral experiment using professional supply chain managers manipulates gender pairings of retailers making decisions partnered with suppliers. Both genders are more collaborative with female partners because they trust their female partners more and perceive greater interpersonal justice. However, males are more collaborative with male partners because of greater trustworthiness in ability. We are the first to try to understand the rationale for why individuals exhibit different collaborative behaviors toward women and men in a supply chain context. The results inform practitioners that seek to expand their pool of available talent by targeting people that may have been previously underrepresented. The insights help by providing guidance on assigning the right person to the right supply chain role. Assigning more women in the supply chain does not just satisfy diversity requirements, it also benefits firms in the supply chain.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sector Fusion: Unraveling Dynamics at the Nonprofit-Business Intersection

Session Moderator: **Meng Ye**, *Georgia State U.*

This presentation will examine the complex interactions between nonprofit and for-profit entities, delving into the identity tensions of corporate volunteering, mandatory cross-sectoral CSR initiatives, collaborative approaches to providing social goods, and the effects of government support on social entrepreneurship outcomes.

PNP: **Investigation of Government Support and Social Entrepreneurship Performance** →

Author: **Jinyoung Kang**, *Mary Baldwin U.*

Author: **Nara Yoon**, *James Madison U.*

Author: **Chong Kyoong Lee**, *James Madison U.*

Since the government has acknowledged social entrepreneurship's potential to address social and environmental issues, the government provides various supports including financial and non-financial resources to fostering social entrepreneurship. However, previous research lags behind in illuminating the effects of government support for social entrepreneurship on the performance of social entrepreneurship. Using an integrated theoretical approach from resource-based view (RBV) and resource dependence theory (RDT), we argue that a social enterprise's financial performance depends on the availability of financial capital derived from government support and the tenure of social entrepreneurship. We test our hypotheses on a sample of 258 observations from 80 social enterprises in South Korea. This study aims to contribute to the growing body of literature that examines the role of government on the performance of social entrepreneurship by providing a more nuanced account of the resource arrangement of social entrepreneurship. This study also can have a practical contribution especially for policy makers who aim to foster social entrepreneurship.

PNP: **Joint Private Provision of Social Good: A Mixed-Method Study of Nonprofit-Business Collaboration** 📄

Author: **Meng Ye**, *Georgia State U.*

This study investigates the motivations behind cross-sector collaboration between the nonprofit and business sectors to provide social good jointly. We chose the empirical setting of Chinese charitable trusts, which emerged as a novel nonprofit avenue following the enactment of China's first Charity Law in 2016. The law designated charities and for-profit trust companies as eligible trustees, creating the potential for collaboration. Drawing resource dependency, transaction cost, and institutional theories, we employed a mixed-method design to analyze both quantitative data from 1,227 charitable trust filing documents and qualitative data from 31 semi-structured interviews conducted with key stakeholders of charitable trust likelihood of forming formal collaborations increases with growing trust asset size, term, and a positive temporal trend. The thematic analysis of the qualitative data provides richer explanations for the motivations behind cross-sector collaboration between nonprofits and for-profit trust companies. While the findings deepen our understanding of the regression results, new themes emerged, such as cases of cost-ineffective collaboration due to innovation and policy advocacy considerations within the evolving institutional environment. These findings contribute to the literature on cross-sector collaboration, offering insights into the specific factors that drive joint private provision of public goods in a non-Western context.

PNP: **Strange Bedfellows: Cross-Sectoral Interactions in a Mandatory CSR Regime** 📄

Author: **Dhirendra Mani Shukla**, *Indian Institute of Management Lucknow*

Author: **Israr Qureshi**, *Australian National U.*

Author: **Babita Bhatt**, *IE U.*

This study examines how a mandatory corporate social responsibility (CSR) regime, implemented since 2014 in India, has triggered changes in the interorganizational field and has affected the interaction between corporations and non-profit organizations (NPOs). Taking a qualitative research approach, this study identified four approaches that corporations take to meet their CSR mandate: i) direct social project delivery; ii) engaged through CSR department (headed by internal executives); iii) engaged through CSR department (headed by ex-NPO executive); and, iv) engaged through foundations. These approaches have varied implications for firms' cross-sectoral interactions with NPOs. Further, our findings reveal how these four approaches affect intra- and inter-organizational tensions, project implementation time, and social impact. We found that partnership, co-optation, and mutual learning are the key processes through which corporations could minimize inter- and intra-organizational tensions and enhance social impact. Our findings aim to contribute to the interorganizational field and organizational tension literature by enhancing the understanding of the implications of mandatory CSR regime on cross-sectoral interactions and how such interaction affect inter- and intra-organizational tension.

PNP: **Building Bridges Between the Non-Profit and For-Profit World? Identity Tension of Intermediaries**

Author: **Theresa Fricke**, *U. of Mannheim, Business School*

Corporate volunteering (CV) programs are supposed to create win-win situations for companies and non-profit-organizations (NPOs). However, current research reveals that wide gaps exist between what NPOs need and what companies provide. Intermediary organizations can positively affect the outcome of the CV program through building bridges between the for-profit and non-profit world. Connecting these two worlds in turn enhances the mutual understanding and initiates processes that promote civil society and ultimately democracy. While research and practice so far assumed that all intermediaries achieve equally positive outcomes, this study finds that intermediaries categorize into three different identities. They differ in whether they truly serve the interests of both sides and establish long-term cooperations. Three factors are discussed that support intermediaries in achieving balanced win-win outcomes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

From Charisma to Trust: Local Government Leadership in a Transparent Era

Session Moderator: **Yan Yu**, *School of Information, Renmin U. of China*

This presentation will delve into the dynamics of local leadership as we explore the ripple effects of governor charisma, the effectiveness of experienced leaders in crisis management, the complex relationship between political corruption and public trust, and the evolving concept of government accountability in our increasingly digital society.

PNP: Leader Career Experience and Crisis Management Performance: A Cross- nation Longitudinal Examination →

Author: **Yan Yu**, *School of Information, Renmin U. of China*

Author: **Lin Jiang**, *U. of South Florida*

Author: **Dong Liu**, *Georgia Institute of Technology*

Does a public leader's career experience matter for tackling public crises? Building on the Ability-Motivation-Opportunity (AMO) framework, we adopt a refined temporal view of career experiences to delve into specific facets of past and current career experiences, which may be related to public leaders' crisis management performance. Specifically, we theorize how two unique aspects of public leaders' past career experience (career advancement velocity and prior crisis experience) can foster public leaders' ability for handling a crisis, thereby enhancing crisis management performance. We also propose that two aspects of public leaders' current career experience (social approval and tenure) can hinder their motivation to respond to a crisis, thereby hurting crisis management performance. Finally, we highlight the contingent impacts of public leaders' managerial discretion, which can grant opportunities to alter the effects of public leaders' past and current career experiences. We tested these hypotheses using longitudinal datasets of U.S. state governors and Chinese prefecture mayors. Our findings provide valuable insights into how public leaders' career experience can influence their crisis management performance within different institutional and cultural settings.

PNP: Political Corruption, Political Responsiveness and Public Trust →

Author: **Wisapunpong Potapiroon**, *Prince of Songkla U.*

Previous research has associated citizens' support for corrupt authorities with information deficiencies. This research offers an alternative perspective, suggesting that even well-informed citizens may support corrupt political figures who are seen as responsive to the constituency. Drawing upon the implicit exchange hypothesis, this study aims to examine the interactive effect of political corruption and political responsiveness on public trust. Survey data were collected from 590 small local business owners in two town municipalities in Thailand. Results showed that political corruption had a negative effect on public trust, whereas political responsiveness had a positive effect. Moreover, political responsiveness was found to neutralize the trust-eroding effect of political corruption, after controlling for the (interactive) effects of politicians' perceived competence and local governance performance. These results paint a rather somber view, suggesting that, in the presence of political responsiveness, citizens may condone political corruption, allowing local politicians to maintain public trust even if they are seen as corrupt.

PNP: The Impact of Governor Charisma on State-Level Outcomes

Author: **Tiffany Kreutschy**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*

Author: **John Antonakis**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*

Author: **Dominic Rohner**, *Ecole Des HEC-U. of Lausanne*

Does governor charisma increase GDP? Leadership is a crucial factor in shaping the outcomes of a state or country. Charisma has been linked to various outcomes. However, there is a dearth of evidence showing the causal impact of leader charisma in real-world consequential settings. We therefore use a highly controlled setting to isolate the causal impact of leader charisma on outcomes, where we can construct a proper counterfactual. We collected 788 governor speeches across U.S. states between 1970 and 2018 from n=788 close-call elections (within 5%) and computed charisma signaling scores of the winner and runner up. We use a regression discontinuity with implementation at the threshold design. This design leverages closely contested elections to exploit quasi-random variations, enabling the isolation of various confounding factors and the assessment of charisma's causal effect on state GDP. The results show a strong effect of governor charismatic signaling on state outcomes. An increase of one standard deviation in charisma leads to a 24% increase in GDP, and this effect amplifies over the course of a governor's mandate; in addition, one standard deviation increase in charisma results in a 113% average increase in health expenditures over the typical four-year mandate period. These findings underscore the significant role of governor charisma signaling in shaping state outcomes. Given that charismatic communication is a learnable skill, our research suggests that leveraging charisma as a tool for political leaders can be instrumental in addressing key challenges faced by countries worldwide.

PNP: Reimagining Felt Accountability in Digital Societies

Author: **André Carlos Busanelli De Aquino**, *U. of Sao Paulo*

Author: **Fernando Deodato Domingos**, *FGV-EAESP*

Author: **Diana Lima**, *UnB*

While existing research has extensively explored felt accountability concerning legally enacted actors and sanctioned evaluation processes, this study embraces the complexities of contemporary digital societies. It is now the norm to have multiple, often undefined, audiences holding sway over public figures. Through a unique empirical setting in the context of a national crisis involving Brazilian local legislators, this paper employs a survey-experiment coupled with semi-structured interviews. The experiment design aims to understand how different forms of forum visibility and technology (in-person parliamentary sessions, livestreaming, and recorded sessions) influence legislators' perceptions of felt accountability. Findings indicate that contested issues drive public personas to focus their attention on broader audiences beyond legally enforced accountability structures. Contributing to both theory and practice, this research expands the understanding of felt accountability in contemporary digital societies. The study suggests that scrutiny and accountability consequences are multifaceted, extending beyond legal repercussions to encompass reputational and career-related concerns, as well as relational capital with specific interest groups. Moreover, it underlines the potential unforeseen effects of transparency, suggesting that the legitimacy and voice granted to specific interest groups within these forums might deviate deliberation from the pursuit of public interest.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Symposium**
Program Session: **1863** | Submission: **12952** | Sponsor(s): **(RM, OMT)**
Scheduled: **Tuesday, Aug 13 2024 8:00AM - 9:30AM CT (UTC-5)** at **Swissotel Chicago in Alpine I**

Exploring Opportunities & Challenges in Qualitative Meta-Studies

Organizer: **Miriam Feuls**, *Copenhagen Business School*
Organizer: **Stefanie Habersang**, *Leuphana U. Lüneburg*
Panelist: **Hans Berends**, *Vrije U. Amsterdam*
Panelist: **Nicholas Berente**, *U. of Notre Dame*
Panelist: **Christina Hoon**, *Bielefeld U.*
Panelist: **Ann Langley**, *HEC Montreal*
Panelist: **Markus Reihlen**, *Leuphana U. Lüneburg*

In this panel symposium, we will discuss how management scholars can benefit from the ever-expanding body of qualitative evidence available in our field. Despite the growing interest in this area, there have been limited opportunities for dialogue on various issues to qualitative meta-studies and for exchanging insights across different divisions. We intend to bring together experts on qualitative knowledge syntheses, qualitative meta-studies, and qualitative research more generally. These experts will offer insights into both the most promising and contentious issues around qualitative knowledge synthesis in general, and more specifically, qualitative meta-studies. They will provide their perspective on several unresolved issues critical for advancing different types of qualitative meta-studies, including (1) onto-epistemological considerations in synthesizing qualitative evidence, (2) theory-building from qualitative meta-studies, and (3) quality criteria for evaluating qualitative meta-studies.

KEY TO SYMBOLS

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

Creative Practices

Session Moderator: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*

SAP: **Creative Micro-Processes in Business Model Innovation: Balancing Reflective and Prospective Inquiry** 

Author: **Nico Klenner**, *Australian National U.*
Author: **Gerda Gemser**, *Faculty of Business and Economics, U. of Melbourne*
Author: **Ingo Karpen**, *Karlstad U.*

Based on a longitudinal, ethnographic study of an innovative organization, we unpack creative micro-processes facilitating business model innovation (BMI). Our results suggest reflective inquiry (drawing on past and present) and prospective inquiry (to create the future) to facilitate the emergence and implementation of business models that are novel and useful. Furthermore, four ambidextrous interactions help to balance opposing process demands to ensure effective BMI. In addition to enhancing microfoundational understanding of creativity in BMI, this study offers a dynamic perspective on BMI and proposes interaction to complement the conventional BMI pillars of cognition and action.

SAP: **Grounded Creativity and Novel Strategic Initiatives: A Study of Discovery-Oriented Adaptation**  

Author: **Laura Poppo**, *U. of Nebraska, Lincoln*
Author: **Hilary Schloemer**, *Arkansas State U.*
Author: **Yan Huang**, *Iowa State U.*








Strategists tasked with discovery-oriented adaptation cannot always foresee the value-creating potential of a novel strategy. In this setting, often characterized by unprecedented challenges, we suggest that Strategists initiate discovery through Discovery Paths, with the intent of having Creative Teams composed of relevant specialists in the organization generate novel strategic initiatives. We propose and examine that when Creative Teams follow a Grounded Creative Problem-Solving Process, a sequential process of Strategic Problem Engagement followed by Ideation, their solutions are judged as more creative. Our conceptual model also examines two well-theorized perspectives: (1) team identification, which overcomes the motivational challenges of teams, positively impacting the Grounded Creative Problem-Solving Process, and (2) diverse knowledge, which directly impacts creative solutions through knowledge recombination but more effectively impacts creative solutions through the Grounded Creative Problem-Solving Process. We test new constructs and measures in a field study of 13 problem-solving teams tasked with generation novel solutions. We then find support for the Grounded Creative Problem-Solving Process through an organizational field study of members of 50 planning teams employed by a service organization tasked with developing creative solutions to a given Discovery Path.

SAP: **A Multimodal Investigation: Epistemological Implications from Video Art**   

Author: **Sunyu Chai**, *U. of Southampton*

In the field of organization studies, there has been a growing interest in utilizing visual artefacts as research constructs. This paper not only builds upon this research context but also critically examines the underlying assumptions regarding how empirical materials have been operationalized in our research practices, taking into account the associated methodological and epistemological issues that shape our approach to materiality. For this investigation, the paper poses a thought-provoking question: Can auditory elements, such as sound and music, be integrated as alternative representational modality, akin to the way visual artefacts play their roles in scholarly research? To further explore this question, this paper examines specific attributes of video art that utilize television as a medium, with a particular focus on the concept of “musicalizing” visual representation, manifesting “dynamic modality,” prompting further exploration of its epistemological aspects, beyond examining conventional modes of visuals and sounds.

KEY TO SYMBOLS

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

Open Strategy

Session Moderator: **Julia Hautz**, *U. of Innsbruck*

SAP: **A Motivation Perspective to Participation in Strategy Work in Organizations: A Field Experiment on the Effect of Framing**

Author: **Saeedeh Ahmadi**, *Amsterdam Business School, U. of Amsterdam*

The democratization of work marks a significant shift toward more inclusive strategy-making in organizations. This paper investigates the underexplored aspect of employee motivation in strategy crowdsourcing. Focusing on framing as a key communication technique to influence perception, we examine how both radical and moderate framing in relation to the organization's status quo influence employee participation in strategy crowdsourcing. Utilizing Self-Determination Theory (SDT), we develop a conceptual model and conduct a controlled field experiment with 1,795 employees in a Fortune 500 company. In this experiment, we manipulate the framing of invitations and the nature of rewards offered to employees. Our findings reveal that framing aligns with employees' psychological needs, varies by tenure and hierarchy, and significantly influences their participation. These insights contribute to developing nuanced framing strategies that cater to the diverse psychological needs of employees at different organizational levels, enhancing our understanding of effective employee mobilization in strategy crowdsourcing.

SAP: **Ups and Downs in an Open Strategy Initiative: Exploring an Incumbents' Struggles to Embrace Openness**

Author: **Christian Bruck**, *WU Vienna U. of Economics and Business*

Author: **Melanie Wiener**, *WU Vienna U. of Economics and Business*

In response to the dynamic and complex corporate environments characterized by intensified competition and evolving consumer demands, the call to open up the strategy process is on the rise. Organizations increasingly realize that the potential for valuable ideas can also originate externally, beyond the confines of the organization itself or from internals that are usually not involved in the strategy process. Yet, openness is not universally applicable due to inherent challenges in finding the right levels of transparency, inclusion, or participation among others. In tackling the puzzle of why and how companies embrace openness in strategy-making, this research identifies a number motivational and inhibiting factors during the transition from a closed to open strategy and develops propositions to inspire future research. We address this prevailing issue by conducting an in-depth longitudinal single case study centered around an incumbent from the European energy industry. Our approach involves case interviews and the special format of open strategy workshops with 13 industry partners to identify why incumbents really struggle to implement an open strategy initiative. In addition, ways how to leverage barriers and inhibiting factors to develop a fruitful open strategy process are presented. We conclude with promising hints for senior strategists of incumbents supportive for their transition towards open strategizing.

SAP: **Finding the Balance: Practices to Leverage Open Strategy in Restructuring Under Financial Distress**

Author: **Kristina Stoiber**, *U. of Innsbruck*

Author: **Daniel Degischer**, *MCI - The Entrepreneurial U.*

Openness in strategy-making highlights the inclusion of additional actors and the enhancement of transparency, whereby strategizing under 'regular' conditions often occurs within contexts where stakeholder power and interests are relatively balanced. This, however, differs when circumstances change, as in the context of organizational restructuring during financial distress. Drawing on data from 56 semi-structured interviews with various stakeholders involved in restructuring, we gain a comprehensive understanding of individual perspectives and provide insights into how organizations can balance divergent stakeholder interests. Specifically, our findings highlight competing demands that require mechanisms for alignment to control information sharing, direct stakeholder involvement, and moderate decision-making. These three balancing practices are characterized by a recursive relationship that call for intermediaries to dynamically adapt to stakeholders' continuously changing claims and interests during times of distress. By this, our research not only underscores the transition towards more balanced and recursive practices in restructuring but also enriches the understanding of open strategy in challenging financial contexts, offering valuable insights into its benefits and complexities.

SAP: **Managing Complexity in Stakeholder Engagement and Open Strategy Processes Through Facilitation**

Author: **David Montens**, *IESEG School of Management (LEM-CNRS 9221)*

With more openness, more practices, and more stakeholders involved, open organizing has become more complex to manage. This article explores open strategy and its closely related concept of stakeholder engagement by further exploring the dynamics of openness in open strategy initiatives through a qualitative meta-synthesis of 25 peer-reviewed journal articles. First, the theory on open strategy is consolidated by developing a reading of open strategy processes and what complexities arise from them. Second, open strategy constructs are extended by exploring more deeply how organizations can manage the complexities, thereby bringing forward five constructs (Encouraging procedural openness, organizing group dynamics, developing process guidance, facilitating accessibility, and building legitimacy and buy-in). Finally, the notions of structure, neutrality, and purpose are proposed as an answer to why organizations struggle with openness and, thus, extend theorization on open strategy whilst bridging these findings with stakeholder engagement literature. Further, the role of facilitators and facilitation is discussed as being a means to manage the identified complexities.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

I. Organizational Wrongdoing Spotlight: Executive Misconduct, Fraud, and Adverse Event Contexts

Session Moderator: **Andrew Spicer**, *U. of South Carolina*

SIM: Turnover of Bystander Firms' Outside Directors in Light of Executive Misconduct at a Peer Firm

Author: **Srikanth Paruchuri**, *Texas A&M U.*

Author: **Erik Hoempler**, *Texas A&M U., Mays Business School*

Author: **Albert Cannella**, *Texas A&M U., College Station*

Boards of directors are ostensibly put in place to monitor executives, yet recent research found that directors trust executives and do not consider monitoring as a critical aspect of their duties. We posit that monitoring and the vulnerability to manipulation become more salient to outside directors when a peer firm's managerial opportunism becomes widely and publicly discussed as organizational misconduct, such as that observed at Theranos. Integrating research on organizational categories and corporate governance, we develop a novel theoretical framework to better understand how a public breach of trust between outside directors and executives at a perpetrator firm can spillover to other firms in the same industry (i.e., bystander directors), harming the trust between outside directors and executives, generating feelings of vulnerability among outside directors, and prompting outside director exit. We further propose that the salience of vulnerability will be less effective in prompting action for some outside directors than for others. Support for our theory in empirical examination on a matched sample of outside directors has implications for research on corporate governance, organizational misconduct, and director turnover.

SIM: An In-Depth Look into the Impact of Industry Competitiveness on Occupational Fraud

Author: **Demond Daniels**, *Metropolitan State U.*

Author: **Jun Li**, *Metropolitan State U.*

This research examines how industry competitiveness impacts both the occurrence of occupational fraud and the severity of financial loss experienced by a company due to occupational fraud. Recent fraud research has alluded to a relationship between industry competitiveness and fraud. The purpose of this study is to further examine this phenomenon by looking into the relationship between industry competitiveness and occupational fraud from two dimensions. The first dimension examines the effect of the level of competitiveness within an industry on the occurrence of occupational fraud. The second dimension examines the effect of the level of competitiveness on the severity of financial loss by a company due to occupational fraud. Several of the hypotheses in the second dimension also explore the moderating role of industry competitiveness. Regression results show statistically significant relationships between competitive industries and the occurrence of occupational fraud in both dimensions.

SIM: Does Performance Relative to Aspiration Level Affect a Firm's Response Strategy Post-Crisis?

Author: **Niken Putri**, *U. of North Texas*

Recent studies on crisis management propose that strategic framing plays a crucial role in determining a firm's response to crisis, ranging from accommodativeness to defensiveness. While substantial research on organizational responsiveness and social evaluation has examined this relationship, the antecedents of a crisis response strategy remain to be explored. Addressing this research gap, this paper employs the behavioral theory of the firm to investigate why firms vary in their responses to crisis. We theorize that a firm's response strategy following a crisis is influenced by its performance relative to its aspiration level. Moreover, we expand on social evaluation research by examining the moderating effects of multiple reputations, such as character and capability reputations, on the relationship between a firm's performance relative to its aspiration level and its response strategy. We test this theory using 400 US public companies from the S&P 500 and the S&P midcap indices with a history of various adverse events from 1995 to 2008. Our theory and results suggest a new path in understanding a firm's crisis response management strategy. Keywords: firm performance, behavioral theory of the firm, impression management, scandals, misconduct, and wrongdoing.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leverage Points for Responsible Future Making

Session Moderator: **Jarrold Ormiston**, *U. of Technology, Sydney*

SIM: Using Imaginaries to Prefigure Social Change: The Case of Kenyan Complementary Currency  

Author: **George Kuk**, *Nottingham Trent U.*

Author: **Stephanie Giamporcaro**, *Nottingham Trent U.*

While much research on prefiguration has focused on creating counter-alternatives in the present, projecting counter-alternatives from the present into the future is often overlooked. Drawing from the case of a grassroots organisation that confronted the shortcomings of the Kenyan banking system in serving the poor, we develop a framework of prefigurative imaginaries. This framework captures how the proponents use imaginaries to prefigure an alternative community currency system through two purposive actions – enacting social change in the present and foreshadowing future undesirable outcomes. However, when attempting to expand the alternative currency system on a larger scale, these actions fell out of sync, resulting in cracks within the imaginaries and eventually leading to the abandonment of the system. Our study unveils how grassroots organisations prefigure social change in marginalised contexts. Importantly, it underscores the significant influence of imaginaries on experiences and practices, ultimately shaping the acceptance or rejection of grassroots initiatives by the communities they aim to serve.

SIM: Performing Utopias: Values Practices in Blockchain-Enabled Commons Based Peer Production 

Author: **Claire Shaw**, *Aalto U. School of Business*

Author: **Ville Eloranta**, *Aalto U. School of Business*

Author: **Esko Hakanen**, *Aalto U.*

Since its inception, blockchain has been linked to ideals of distributed cooperation, freedom from social and economic hierarchies, and a rejection of government oversight. These value-laden concepts are not inherent in the technology, but rather are imbued by its designers and users, often through open-source communities: online networks collaborating through peer production to build their own blockchain. In this paper, we argue that values practices bring the utopian process to reality in the form of commons based peer production and the development of a blockchain. Blockchain technology has a particular role this process as the community values are encoded to software code, and thereby they more directly affect the journey toward the utopia. We this taking place in three stages: beginning with a desire for something new, engaging in the utopian process through values process, and encoding utopianism into infrastructure. Using an ethnographic study of an online community building a blockchain, we identify three values practices unique to this context and their connection to the utopian process.

SIM: Shared Imaginaries of Sustainable Development: The SDGs, Materiality and Interconnectedness

Author: **Dorota Dobija**, *Kozminski U.*

Author: **Charles H. Cho**, *Schulich School of Business, York U.*

Author: **Joanna Krasodomska**, *Cracow U. of Economics*

Author: **Ewelina Zarzycka**, *U. of Lodz*

Author: **Chaoyuan She**, *U. of Essex*

The world is undergoing dramatic transformations, and there is an urgent need to address emerging societal and environmental problems of significant scale and impact. Explicit, shared visions of the future are necessary to motivate and guide these grand challenges. Thus, we conceptualize the Sustainable Development Goals (SDGs) as dialogic zones where stories of efforts to address grand challenges are discussed—and we explore the possible creation of a shared vision of sustainable development and the role of dialogic accounting tools in this process. Through a single case study, we analyze Nestlé's sustainability report to explore such imaginaries of sustainable development. To establish the imaginaries of stakeholders we use Twitter/X data. We employ a materiality matrix and map interconnectedness across different SDGs to compare individual visions of this company and its stakeholders. Our findings reveal a lack of collective imaginary for addressing grand challenges, as the visions of sustainable development within this company and among its stakeholders do not fully converge. Moreover, the stakeholders diverge in their visions of sustainable development. The creation of a collective imaginary for addressing grand challenges therefore requires a more collaborative approach and the consideration of the multiple voices of all relevant actors. Hence, the SDGs comprise a useful dialogic space where dialogic accounting tools can serve as a stimulus for discussion.

SIM: Impact Assessment as Future-Making: Predictive, Explorative and Normative Futuring Techniques    

Author: **Kiia Strömmer**, *Maastricht U.*

Author: **Jarrold Ormiston**, *U. of Technology, Sydney*

Research on future-making has tended to treat the future in an undifferentiated way. Prior studies have neglected to consider the plurality of possible futures and the variety of futuring techniques through which organisational actors identify, create and disseminate images of the future. This study aims to understand the future in a more nuanced way by offering an understanding of the multifaceted practices of future-making and futuring techniques. Impact assessment in impact investing provides an exciting research site for investigating futuring techniques, as impact investors use prospective impact assessment to explore and enact potential futures. Based on 40 interviews with European impact investors, we highlight the nuanced ways in which impact investors enact the future by unpacking three broad categories of futuring techniques: predictive, explorative, and normative. We also unpacked the role of informal futuring such as ideation or intuition of the future as a core element of future-oriented decision-making. Our analysis revealed how organisations use a combination of these formal and informal futuring techniques in their efforts to anticipate and respond to different potential futures. Our study contributes to the literature on future-making in organisation studies by highlighting the complex and multifaceted nature of future-making, and suggests the need for a more nuanced understanding of the combinations of formal and informal futuring techniques organisations use to navigate and shape the future.

Author: **Haiying Lin**, Hainan U./Arizona State U.

This study extends lines of enquiry into the intersection of entrepreneurship and inequality, and explores how “heroic” elites materialize imagination to mobilize collective action in pursuing a desired future. Building on an intensive case study of Yuan village in northwest of China, the study inductively develops a future making process with an embedded cat-teasing mechanism that connects cognition (imagination), discourse and collective action. The identified mechanism and tactics (e.g. imagination, deliberation, discourse, demonstration, and institution) enrich current perspectives on the organization for the future.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Horizons in Global Poverty Research

Session Moderator: **Nancy B. Kurland**, *Franklin & Marshall College*

SIM: 75 Years of Poverty Research: How to Chart Future Research at the Macro, Meso and Micro Levels?

Author: **Roberto Nolan Galang**, *Ateneo de Manila U., Philippines*
Author: **Alfred Presbitero**, *Deakin Business School Melbourne Australia*
Author: **Mendiola Teng-Calleja**, *Ateneo de Manila U., Philippines*
Author: **John Luis Lagdameo**, *SOMBA*
Author: **Dianna Carla Yap**, *Ateneo de Manila U., Philippines*

While the world has made significant strides in the last few decades in reducing extreme poverty, even the most affluent societies have not eradicated poverty fully. In response to the first United Nations Sustainable Development Goal, this paper conducts a systematic literature review to capture and synthesize poverty studies among the top management and social science journals over the last 75 years. The research tracks the evolution of poverty research, from a simplistic conceptualization on income deprivation and towards a multi-dimensional understanding of its antecedents and outcomes. The review breaks down the main findings in poverty research across its micro-, meso- and macro-dimensions, and provides a roadmap for management scholars to combine these dimensions for more innovative and impactful scholarship in support of novel research on the role of firms in alleviating poverty.

SIM: Reconceptualizing the Nano-Enterprise: A Transaction Cost View of the Smallest Business Enterprise

Author: **Roberto Nolan Galang**, *Ateneo de Manila U., Philippines*
Author: **Mariel Vincent Rapisura**, *Ateneo de Manila U., Philippines*








This exploratory study characterizes the nano-enterprise -- or the single-person enterprise -- as a distinct category of firms that constitutes a significant pillar for economic activity and poverty alleviation in many parts of the world, especially in emerging markets. Because of their founders' resource constraints, nano-enterprises focus less on increasing profitability and growing the business, but more on ensuring their own survival. Using the lens of transaction cost economics, this paper theorizes the genesis of nano-enterprises with a focus on the impact of institutional and technological change on firm survival. We apply a mixed-methods procedure leveraging on global survey data and a case study from the Philippines collected at the height of the Covid-19 pandemic to further theorize on the main characteristics that support nano-enterprise survival during times of crisis.

SIM: How Can SMEs Achieve the Win-Win Situation in Chinese Poverty Reduction?

Author: **Guangming Xiang**, *U. of Electronic Science and Technology of China*
Author: **Zheng He**, *U. of Electronic Science and Technology of China*
Author: **Wanyue Wei**, *Chengdu U.*

There is increasing evidence that the government and large enterprises can effectively promote poverty reduction through their extensive resources. However, we still lack an understanding of how small- and medium-sized enterprises (SMEs) can contribute. To fill this gap, we selected a typical SME (Helet) for a rigorous case study to explore the motivations and decision-making processes of SMEs when engaging in poverty reduction. This paper aims to identify the role of SMEs in poverty reduction and how they innovate to satisfy different stakeholders. Our findings indicate that poverty reduction activities that incorporate social and economic values are necessary to motivate the involvement of SMEs. They can bridge the information and resource gaps among stakeholders in rural areas by occupying structural holes and innovating business models. This approach enables SMEs to promote poverty reduction while simultaneously achieving corporate responsible competitiveness. Our study contributes to organizational ambidexterity by demonstrating how social and economic values can be mutually reinforcing. Additionally, this paper proposes the formation path of corporate responsible competitiveness to enrich poverty reduction research. Furthermore, by regarding networks as tools, and understanding the role and formation of the organization occupying structural holes, we enrich the research of network governance and structural holes. Practically, our research suggests that SMEs should prioritize multiple stakeholders and integrate social value into their decision-making processes.

KEY TO SYMBOLS

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

Models for Understanding and Advancing Social Value Creation

Session Moderator: **Punit Arora**, *City U. of New York*

SIM: Investigating the Paradox of Embedded Agency in Social Intrapreneurship

Author: **Christina Lara Kannegiesser**, *U. of Hamburg*

How can individuals in organizations become agents of divergent change if they are constrained by the very institutions they seek to change? Previous work has touted experimental spaces as potential remedy to this 'paradox of embedded agency'. Yet, it remains a puzzle how such experimental spaces enable or constrain the change efforts of employees in the context of social innovation in for-profit firms where such change efforts challenge the dominant market logic. To shed light on this question, we conduct a multiple case study (including 40 interviews) examining four social intrapreneurship programs as dedicated spaces for social innovation. We derive a theoretical model depicting the 'social innovation sandbox' in which employees get to play with their social innovation ideas at the organizational periphery, while the protective boundaries of the experimental space impede these ideas from diffusing to the organizational core. Our findings contribute to research on social innovation and intrapreneurship, experimental spaces, and hybrid organizing.

SIM: The Role of Cultural Variation and Economic Inequality in the Prevalence of Social Entrepreneurship

Author: **Nara Jeong**, *San Francisco State U.*

Author: **Geoffrey Desa**, *San Francisco State U.*

Author: **Ian M. Dunham**, *San Francisco State U.*

Author: **Denise Kleinrichert**, *San Francisco State U.*

Research Summary Under which socio-economic conditions does social entrepreneurship flourish? We apply institutional anomie theory to explain levels of social entrepreneurship across a variety of countries, cultures, and economic conditions. Through a multilevel analysis involving 83,089 individuals in 22 countries, we empirically examine and test our theory. We find that social entrepreneurship can manifest as a creative, yet deviant response to anomic conditions. This study validates institutional anomie theory as an explanatory framework for understanding individual involvement in social entrepreneurship. It underscores the importance of social entrepreneurship as a societal stress-relieving mechanism to adapt to changing institutional conditions and cultural values. Managerial Summary This study explores how interplay between cultures and economic inequality impacts individuals' involvement in social entrepreneurship. Our findings indicate that conditions of resource constraint weaken normative behaviors while promoting deviant actions. Consequently, social entrepreneurship declines within cultures that traditionally prioritize humane and future-oriented values (which typically tend to exhibit higher rates of social entrepreneurship), while it increases in cultures that traditionally emphasize performance and institutional collectivism (which typically tend to exhibit lower rates of social entrepreneurship). Our study highlights specific configurations of national cultures and social stratification that shape social entrepreneurial activities.

SIM: Using Social Media for Opportunity Exploration in Social Entrepreneurial Ventures

Author: **Jihye Kim**, *U. of Dundee*

Author: **Dhruba Jyoti Borah**, *U. of Liverpool*

Author: **Nicolas Li**, *Manchester Metropolitan U.*

We use an exploratory research design involving multiple case studies in South Korea to explain how the use of social media facilitate opportunity exploration and exploitation in social entrepreneurial ventures. This study advances research on social media by proposing a novel categorisation of social media use in social entrepreneurial ventures for exchanging resources with external stakeholders. Specifically, we found that social media is used by social entrepreneurial ventures for the inbound transfer of resources through scanning, sourcing and acquiring as well as the outbound transfer of resources through revealing, signalling, selling and disseminating. Lastly, our findings also unveil some challenges for SEVs to use SM, understanding of which offer significant practical implications.

SIM: Building Trust to Develop a Sustainable Sharing Economy Model: A Case Study of a Social Enterprise

Author: **Urmi Mehta**, *LM Thapar School of Management, Thapar Institute of Engg. and Technology, India*

Author: **Pradeep Kumar Hota**, *Indian Institute of Management, Udaipur*

Author: **Padmakumar Nair**, *LM Thapar School of Management Thapar U. Patiala (Punjab) India*

Social enterprises face multiple challenges while trying to establish sustainable and scalable sharing economy models at the Base of the Pyramid (BoP). Extant literature has acknowledged these challenges as well as the need to have such models. However, we are yet to fully understand how social enterprises navigate these challenges to develop a sustainable sharing economy model. We address this gap through an inductive case study of a social enterprise operating in a slum area in India which dealt with issues of trust deficit in the ecosystem as it tried to build a resilient and scalable sharing economy model. We found a four-step approach to trust building (assess, repair, build and maintain) that was embedded in the microprocesses adopted by the enterprise. Further, we identified that collective decision making and a value-based approach in these microprocesses helped the model to be sustainable and scalable. We clearly identify these values as transparency, adaptability, fairness, care, and quality-consciousness. Our study has important implications for social entrepreneurship as well as sharing economy at the BoP literature.

Author: **Ghita Lkhoyaali**, *HEC Montreal*

The concept of stakeholder engagement has developed around the premise that organizations that involve multiple stakeholders in organizational activities yield better outcomes than those that do not. Considering the importance of stakeholder engagement for addressing grand challenges in a sound and sustainable way, this paper explores how does stakeholder engagement unfold in unconventional form of organizing (UFO) dedicated to creating social value? For doing so, this article studies the stakeholder's engagement mechanisms of AquaHacking; an initiative that has developed in the field of water conservation in Canada by adopting the organizing form of hackathons. Our analysis shows that in UFOs three mechanisms support the social value creation process: (1) harnessing fluidity, (2) maintaining attractiveness, and (3) ensuring commitment. Our findings also consider the challenges inherent to organizing in unconventional forms and the conditions for the viability of a UFO dedicated to social value creation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Stakeholder Orientation, Identity, and Complexity: Who Cares -- Why and How Much? -- About What?

Session Moderator: **Jo-Ellen Pozner**, *Santa Clara U.*

SIM: The Effect of a Stakeholder Orientation on Stakeholder Cooperation: An Empirical Test 

Author: **Paul Simonis**, *U. of Amsterdam / Zuyd U. of Applied Sciences*

Author: **Jan-Willem Stoelhorst**, *U. of Amsterdam*

We develop and test theory related to the central proposition of instrumental stakeholder theory (IST): that stakeholder-oriented firms will outperform profit-oriented firms. While IST has always been clear that this proposition hinges on favorable behavioral reactions towards stakeholder-oriented firms, it has never developed a causal model detailing its central proposition. We address this gap in three steps. First, we build on extant literature to propose unambiguous definitions and operationalizations of IST's independent variable (IV) and dependent variable (DV). For the IV we develop vignettes describing a 'stakeholder-oriented firm' and a 'profit-oriented firm,' and for the DV a vignette describing a situation requiring cooperation in a collective action situation. Second, we hypothesize that stakeholders of stakeholder-oriented firms are more likely to cooperate than stakeholders of profit-oriented firms because the former are more likely to trust the firm and to enter a relational as opposed to a transactional psychological contract with it. Finally, we test these hypotheses in a preregistered experimental vignette study and find support for a model in which the effect of the firm's stakeholder-orientation on stakeholder cooperation is sequentially mediated by trust and a relational contract. We discuss how our work contributes to research in behavioral stakeholder theory.

SIM: Social Movement Dynamics in Corporate Takeovers and the Battle for Employees' Wealth in Target Firms 

Author: **Rajiv Krishnan Kozhikode**, *Simon Fraser U.*

Previous research on corporate takeovers has shown that an important source of financial gains from a takeover is the expropriation of the wellbeing of the target's stakeholders. Per economic theory of property rights employees do not have secure property rights over their claims following a takeover, making their claims susceptible to post takeover expropriation. But social movement scholars contend that property rights are established based on continuous contestation between interest bearing groups. Drawing on this notion we theorize about social movement process inside firms and the ability of employees to prevent expropriation. We construe employment contracts as the primary opportunity structures available to employees that allow them to pose voice and exit type threats to the new managers when faced with expropriation concerns. But these contractual opportunity structures might be more potent following a takeover when employees have at their disposal other means inside and outside their firm to make their voices loud and their exits costly.

SIM: A Domino Effect of Firm CSR Across Multi-Stakeholders: Evidence from China's Resource Tax Reform

Author: **Yijia Dai**, *Sichuan Normal U.*

Author: **Xiuli Sun**, *The Southwestern U. of Finance and Economics (SWUFE)*

Author: **Jing Xu**, *The Southwestern U. of Finance and Economics (SWUFE)*

To address the most pressing social and ecological challenges, governments are reclaiming control over certain arena that was previously self-regulated by business firms. Yet, how firm corporate social responsibility (CSR) responds to this shift in governance remains ambiguous. In this study, we develop a domino-transmission model incorporating multiple stakeholders to investigate firms' reactions to more stringent hard law by shrinking their CSR. We test our model using a sample of Chinese listed mining firms during the period 2010 – 2019 when a national resource tax reform took place. Our results indicate that firms responded negatively to the reform by the rundown of CSR performance, especially in the environmental aspect. Moreover, their response varied by relative values of stakeholders and firm attributes. Mining firms cut CSR most in supplier-buyer dimension, modestly in society groups and employees, and least in shareholder engagements. Additionally, firm slack in terms of profitability, size, and resource independence could buffer the negative effect of the resource tax reform on CSR. Our study contributes to the CSR literature by uncovering the hidden impact of rise of government authority in certain CSR domains, and advances research on stakeholder complexity by identifying firms' differentiated responses.

SIM: Do Owners Care About Stakeholders? Owner Identities and Stakeholder Orientation 

Author: **Sebastian Sigg**, *U. of St. Gallen*

This study investigates owner identity as important determinant of stakeholder orientation. We develop hypotheses based on the owners' relationship with the firm and their access to information. Examining individual owners, including families, founders, and lone entrepreneurs, alongside institutional investors categorized based on their investment time horizon, we identify distinct degrees of stakeholder orientation. Institutional investors demonstrate a heightened stakeholder orientation, driven by their responsiveness to external demands for transparency. In contrast, individual owners, who benefit from private information and maintain informal stakeholder ties, exhibit a lower level of stakeholder orientation. Empirical testing validates these findings and reveals nuanced variations in stakeholder orientation within specific owner sub-classes, such as high turnover and low turnover institutional investors, as well as distinctions between families and other individual owners. This research contributes to the existing literature on stakeholder orientation, advances the new stakeholder theory, and expands upon the literature on owner heterogeneity.

Author: **Saptarshi Purkayastha**, *Indian Institute of Management, Calcutta*

Author: **Kannan Ramaswamy**, *Thunderbird School of Global Management at ASU*

Drawing upon the concept of social identity and the critical role of organizational stakeholder alignment, we argue that a board's social identity diversity (SI-diversity), shaped by the religious and caste identities of its members, will have a significant and systematic bearing on the outcomes associated with its CSR investment decisions. Results from a longitudinal empirical study set in India, show that SI-diversity (a) positively moderates the relationship between CSR initiatives and performance, (b) has a stronger positive impact on the social CSR-performance link than it does on the environmental CSR-performance relationship, and (c) the proportion of board members who reflect lower caste social identities positively moderates the performance outcomes associated with social CSR. In managerial parlance, the findings underscore the powerful role that caste and religious diversity can play, even at fairly low levels, in impacting the performance outcomes of CSR initiatives.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Corporate and CEO Activism and Ideology

Session Moderator: **Tyler Nicole Abayon Fezzey**, *U. of Alabama*

STR: **Damned If You Do & Damned If You Don't: Examining the Conditionality of CEO Activism Decisions**   

Author: **Tyler Nicole Abayon Fezzey**, *U. of Alabama*

Author: **Paul L. Drnevich**, *U. of Alabama*

The phenomenon of a firm's chief executive officer (CEO) engaging in sociopolitical activism has increasingly emerged in recent years as a significant subject of interest and controversy in both mainstream media and scholarly investigation. Such engagement, while frequently expected by stakeholders, is often fraught with risks for the firm and its leader. Through this article, we seek to advance stakeholder alignment theory, departing from traditional trait-based perspectives to focus on executives' decision-making processes in sociopolitical contexts. This shift offers a nuanced exploration of executive actions, going beyond individual differences and providing a comprehensive understanding of the impact activism decisions have on different stakeholders. By offering practical guidance to executives facing this dynamic decision-making environment, our framework contributes to a deeper understanding of how CEOs translate their ideological stances into concrete actions, navigating complexities and trade-offs. We propose that the best stance for an executive to take is a highly conditional one, dependent on the alignment of the company's mission and values and those of its most relevant stakeholders. We aim to contribute to a deeper understanding of the evolving role of CEOs in the sociopolitical landscape and provide a foundation for future research and practical guidance.

STR: **From Covert Action to Overt Activism: The Evolution of Corporate Sociopolitical Involvement**

Author: **Anna Eileen McKean**, *U. of Utah, David Eccles School of Business*

In recent years we have seen an increase in firms taking overt and intentional sociopolitical actions. However, with its rise brings questions around whether this form of corporate action is new and where it fits within nonmarket strategy literature. This paper examines the overall emergence and growth of corporate sociopolitical involvement (CSPI), exploring the variance in its manifestations and how these actions differ from other forms of nonmarket strategy. Using a database of news articles on CSPI related to controversial issues over a 25-year period (1996-2020), I analyze the ways in which corporations are publicly involved and active in sociopolitical issues. Findings illuminate how firms' relationship to sociopolitical issues has shifted over time from business-centric to moralistic. Additionally, findings provide greater understanding on the ways in which corporations exercise their power in relation to politics and to society at large.

STR: **Contradictory Corporate Sociopolitical Activism and Stakeholders' Evaluations of Legitimacy**   

Author: **Yu Li**, *U. of South Carolina*

A mainstream of stakeholder theory focuses on how firms address interest conflict among multiple stakeholders. This paper call attention to a new strategy of firms, especially multinational enterprises (MNEs), to reconcile political ideologies conflicts among stakeholders—contradictory corporate sociopolitical activism (CSA). Contradictory CSA occurs when a firm takes contradictory stances on controversial sociopolitical issues. We argue that firms take divergent stances to appeal various stakeholder groups with different political ideologies by leveraging the fact that these stakeholder groups are usually isolated by time and space. We submit that firms leverage stakeholder isolation and conduct three types of CSA contradictions, i.e., temporal, spatial, and spatiotemporal. However, with the development of social media, along which information retentivity and information connectivity was largely enhanced, formerly isolated stakeholder groups are more easily to detect and react to firms' CSA contradictions. Implementing a formal modeling approach, this paper theorizes on how CSA contradictions influence stakeholders' evaluations of firms' sociopolitical legitimacy by proposing that the effect depends on characteristics of stakeholder groups (power, information connectivity, political polarization) and characteristics of CSA contradictions (information retentivity, extent of contradiction). This research contributes to the literatures on corporate activism, stakeholder management, and legitimacy.








STR: **CEO Political Ideology and Firm-Level Outcomes: A Systematic Literature Review and Research Agenda**  

Author: **Lea Raemy**, *U. of Bern*

Author: **Philipp Sieger**, *U. of Bern*

Upper echelons scholars have shown that the political ideology of CEOs influences strategic decisions as well as subsequent firm performance. A recent increase in research interest in this area has led to a widely fragmented literature, with a multitude of outcomes and related moderators and mediators of CEO political ideology being investigated. This paper therefore asks: How does CEO political ideology actually influence the respective firm? We conduct a systematic literature review of 38 papers published in leading academic journals between 2013 and 2023 that is guided by three specific research questions: (a) How is CEO political ideology operationalized and measured? (b) What outcomes, moderators, and mediators of CEO political ideology have been investigated? (c) What theories have been used to explain the relationships that are found? Based on the corresponding findings, we develop a conceptual framework of the different mechanisms through which CEO political ideology influences firm-level outcomes and present a comprehensive future research agenda. Overall, our study provides deep insights into the nature of CEO political ideology as well as its implications in the organizational context.

KEY TO SYMBOLS

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

Investment and Innovation in Technology Ventures

Session Moderator: **Florence E M Honore**, *U. of Wisconsin, Madison*

STR: **Championing the Flawed Gems: In Search of Contrarian Opportunities Through Minority Ruling**    

Author: **Jose Pablo Arrieta**, *U. of Amsterdam*
Author: **Chengwei Liu**, *Imperial College London*

Effective decision-making structures like majority voting reduce noise, but they can also result in organizations competing for the same high-quality targets, diluting profits. We examine minority ruling, which champions the minority's choices and denies the majority's, as an unconventional approach to finding overlooked opportunities. Inspired by a venture capital firm that used minority ruling to identify nanotechnology startups, we computationally demonstrate its ability to maximize noise impact and identify signals for contrarian opportunities. The wisdom of minority ruling lies in how it monopolizes the "flawed gems" hidden from competition-neglecting rivals. Our findings contribute to the literature on decision structures by incorporating competition dynamics and illuminate a behavioral strategy that underdogs can use to profit from incumbents' blind spots.

STR: **Can Academic Startups be Broad? How Problem Formulation Shapes Market Breadth Among Startups in AI**  

Author: **Shinjinee Chattopadhyay**, *U. of Illinois*
Author: **Florence E M Honore**, *U. of Wisconsin, Madison*
Author: **Shinjae Won**, *U. of Illinois at Urbana-Champaign*

Founding teams rely on their prior experiences to identify the breadth of market segments their startups can pursue. Contrasting founding teams with and without academic founders, we use an abductive approach on a sample of 988 startups in the Artificial Intelligence field, to investigate the difference in the breadth of markets segments between the two groups. Upon finding a positive association between academic startups and the number of market segments, we discover that academics formulate and solve general problems. Our results indicate that teams with academic founders produce more general publications and patents than others, which drives the association with more market segments. Our findings complement prior literature by highlighting the role of problem-formulation in new ventures and that of academic startups within AI.

STR: **On Resource Complementarity Between Startups and Seed Investors**

Author: **Simone Santamaria**, *National U. of Singapore*
Author: **Stefano Breschi**, *Bocconi U.*

We propose a theoretical framework and provide empirical evidence on how resource complementarity or substitutability between entrepreneurs and seed investors drives selection and value creation in the context of high-tech startups. Specifically, we argue that seed investors specialized in training programs, like startup accelerators, are the ideal match for entrepreneurial teams equipped with strong technological competencies but lacking business knowledge. Conversely, entrepreneurial teams with good technological and business knowledge should prioritize raising funds from primarily financial investors like business angels or venture capitalists to speed up the go-to-market process. Combining information from Crunchbase and LinkedIn, we provide consistent empirical evidence from the assortative matching of start-ups and investors as well as the ex-post analysis of joint value creation.

STR: **Knowledge Contribution and Equity Split Dynamics Among China's Technology Ventures**   

Author: **Jiang Bian**, *HKU Business School, The U. of Hong Kong*

Equity split is one of the most important decisions that entrepreneurial ventures have to make in order to align individual efforts with contributions among the cofounders. While the prior literature has examined the impact of equity division on individual cofounder's effort to contribute ex post, we know little about how the initial sources of contribution shape equity division decision ex ante. Yet, it is well documented that knowledge contribution through ideas, technologies, and information is critical for the creation and growth of high-tech ventures. At the same time, knowledge is hard to evaluate and contracts involving the evaluation of knowledge is subject to the hazard of renegotiation. Drawing insights from the behavioral theory of entrepreneurship, I argue that knowledge contribution, relative to other (generally more tangible) forms of contribution such as financial capital, real estate, and machinery, is associated with both a higher level of initial equity share and a higher level of equity dilution over the course of venture development. I further investigate the moderating role of venture capital (VC) investors in equity split adjustment and find evidence that VCs featured with different institutional logics (i.e., state affiliated VCs vs. private VCs) vary in their role of facilitating this adjustment. A hand-collected dataset from China that uniquely helps identify initial knowledge contribution among cofounders provides supportive evidence to my hypotheses.

STR: **Role of Venture Organization Affiliation on Startup Innovation** 

Author: **Supradeep Dutta**, *Rutgers U., Camden*
Author: **Siva Ramakrishna Devarakonda**, *Tilburg U.*

This study unpacks the distinct endowments of venture organization that influences the novel innovation prospects of entrepreneurial firms. Drawing on the Penrosean perspective and advancing a framework that conceptualizes the venture organization as an important 'managerial' resource for the entrepreneurial firm, we focus on the two endowments – (a) network embeddedness, and (b) experience diversity. We ascertain how the combined effect of these distinct and cardinal endowments provide a superadditive learning advantage to influence entrepreneurial firms' novel innovation. Furthermore, we propose that the superadditive learning from these endowments hinges on organizational and market conditions surrounding the entrepreneurial firm. Focusing on VC-backed biotechnology startups, we find that novel innovation in startups benefit from the superadditive effect of venture organizations' network embeddedness and experience diversity. These benefits are contingent on founders' technological capability and market uncertainty.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Emerging Perspectives on Corporate Governance

Session Moderator: **Kuo-I Chang**, *Dong Hwa U., Taiwan*

STR: Coevolution of Board Interlocks and Digital Transformation: Learning About Business Model Innovation 

Author: **Jingtao Yi**, *Renmin U. of China*
Author: **Fangyi Liu**, *School of Business, Renmin U. of China*
Author: **Liang Chen**, *Singapore Management U.*

In the process of corporate digital transformation, business model innovation represents a key challenge. In this study, we delve into the strategic choices made by focal firms in selecting interlocking partners based on their digital business model innovation (DBMI) levels and the subsequent influence of these connections on the focal firms' own DBMI. Employing a stochastic actor-oriented model (SAOM), our research explores the coevolution of board interlock networks and firms' DBMI levels. We analyze data from 345 A-share listed firms in China over the 2016-2020 period. Our findings uncover a compelling pattern: as conduits for organizational learning, board interlocks tie formation process demonstrate that focal firms show a propensity to form ties (outgoing ties) with firms that exhibit higher levels of DBMI. However, our study challenges the conventional wisdom by revealing that the DBMI levels of alter firms, connected via outgoing ties, do not significantly impact the enhancement of focal firms' DBMI. Instead, a substantial positive correlation emerges between the number of incoming ties received by a firm and the enhancement of its DBMI.

STR: Strategic Uniqueness and Firm Value  

Author: **Marina Lugova**, *U. of Burgundy*
Author: **Kannan Srikanth**, *The Ohio State U. Fisher College of Business*
Author: **Jaideep Anand**, *Ohio State U.*

There is a fundamental conundrum in our theories of firm competitive advantage. Although both the positioning and resource based theories argue that firm's unique strategies should lead to superior performance, empirically we find that unique strategies reduce firm financial performance. Scholars have suggested this 'uniqueness paradox' arises because the information, cognitive, and incentive limitations of equity analysts lead capital markets undervalue unique strategies. We contribute to this literature by examining how the uniqueness of strategic change influences firm financial performance. We argue that the theorized informational and cognitive limitations should reduce with greater persistence of strategic change, and that this effect is even more consequential when the strategic change is both unique and complex. We test and find support for our hypotheses using longitudinal data from the global pharmaceutical industry from 1995 to 2020. We used a novel text based machine learning technique based on topic modeling to create measures of uniqueness, persistence, and complexity of strategic change. This technique is superior to typical accounting based measures used in prior work since it allows us to capture more broadly changes across firms' value chain. These findings enrich our understanding of the contingencies under which unique strategies improve firm financial performance.

STR: How Data Factor Property Rights Legislation Attempts Increase Firm Value

Author: **Lanzhu SUN**, *Tsinghua U.*
Author: **Donghong Li**, *School of Economics and Management Tsinghua U.*








In order to promote the development of the digital economy, Chinese provinces have introduced local regulations on clarifying the property rights of data factor to strengthen the property rights protection of data. Relevant literature has explored the role of data factors for firms, but there is a lack of research on the changes in the data property rights system. Based on the property rights theory, this paper breaks the assumption that the existing property rights system is advanced and stable. We argue that the property rights legislation attempts are able to promote firm value. State-owned enterprises are less positively affected by the property rights legislation attempts because they are more involved in basic economic data. Firms with more experience in data operations are more protected by the property rights legislation attempts. We contribute to the study of property rights theory by leveraging the specificity of the property rights of data and the event of the optimization of the data property rights system.

STR: The Effect of Family Control on Executive Compensation and Compensation-Performance Relationship 

Author: **Chien-Nan Chen**, *National Dong Hwa U.*
Author: **Nguyen Thi Thu Trang**, *National Dong Hwa U.*
Author: **Kuo-I Chang**, *Dong Hwa U., Taiwan*

Executive compensation serves as a crucial tool for motivating executives to align with shareholders' interests. This study investigates the differences in compensation levels of executives between family-owned and non-family-owned firms, as well as the impact of family control on executive compensation. Utilizing publicly listed companies in Taiwan as the sample, the study finds that there is no significant difference in the total compensation of top executives between family-owned and non-family-owned firms. However, family-owned firms are more inclined to offer top executives higher fixed salaries and fewer incentive bonuses. In family firms, the extent of family control positively influences top executives' fixed salaries while having a negative impact on their variable incentive cash bonuses. Moreover, the presence of family directors weakens the positive correlation between family ownership and top executives' fixed compensation, as well as the negative relationship between family ownership and cash bonuses. In terms of performance, incentivized bonuses show a positive and significant impact on firm financial performance, while fixed salary does not demonstrate a direct association with firm performance. This study extends our understanding of executive compensation in family firms, it sheds light on how family influence compensation structure and ultimately affect firm performance.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **1874** | Submission: **17058** | Sponsor(s): **(STR, OMT, SIM)**
Scheduled: **Tuesday, Aug 13 2024 8:00AM - 9:30AM CT (UTC-5)** at **Sheraton Grand Chicago in Superior A**

Perspectives on “Woke Capitalism”



Organizer: **Krishnan Nair**, *U. of Illinois Urbana-Champaign*

Organizer: **Alina Georgiana Andrei**, *Rotterdam School of Management, Erasmus U.*

Organizer: **Eric Y. Lee**, *The Pennsylvania State U.*

Organizer: **William Ocasio**, *U. of Illinois at Urbana-Champaign*

Moderator: **Krishnan Nair**, *U. of Illinois Urbana-Champaign*

Panelist: **David A. Waldman**, *Arizona State U.*

Panelist: **Danielle E. Warren**, *Rutgers U.*

Panelist: **Patrick Wright**, *U. of South Carolina*

Panelist: **William Ocasio**, *U. of Illinois at Urbana-Champaign*

Panelist: **Witold Jerzy Henisz**, *U. of Pennsylvania*

Business practitioners, politicians, and academics have increasingly noted the phenomenon of large corporations and their leaders embracing socially progressive public stances, organizational practices, and symbolism, referred to by some as “Woke Capitalism.” This phenomenon has been hotly contested in both the business and political realms. The proposed panel symposium will bring together scholars from diverse backgrounds and perspectives to discuss and potentially debate different aspects of “Woke Capitalism.”

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Symposium**
Program Session: **1875** | Submission: **15646** | Sponsor(s): **(STR, TIM)**
Scheduled: **Tuesday, Aug 13 2024 8:00AM - 9:30AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Michigan A**

Psychological Design of Organizations

Discussant: **Daniel Levinthal**, *U. of Pennsylvania*
Panelist: **Markus Reitzig**, *U. of Vienna*
Panelist: **John Joseph**, *U. of California, Irvine*
Panelist: **Libby Leann Weber**, *U. of California, Irvine*
Panelist: **Dongil Daniel Keum**, *Columbia Business School*
Organizer: **Saerom Lee**, *The Wharton School, U. of Pennsylvania*

Psychology research on decision-making highlights the challenge of repairing the “hardwired errors of individual cognition” (Powell et al., 2011:1378) and suggests structural interventions to improve the decision environment. This panel symposium brings together two eminent streams of organizational research that explore the psychological design of organizations: organizational design research and transaction cost economics (TCE) research. Among others, we explore how hierarchy can create, exacerbate, and solve cognitive biases. While the symposium offers a brief review of the related body of work from different perspectives, it will focus on providing a perspective on promising future research directions.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **1876** | Submission: **23028** | Sponsor(s): **(SVC)**
Scheduled: **Tuesday, Aug 13 2024 8:00AM - 3:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Ballroom Foyer**

Conference Registration

Pre-Registration Badge Pick-up, Onsite Registration, Housing Assistance, Program Assistance, AOM Publications and Exhibitor/Press Registration.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1877** | Submission: **21879** | Sponsor(s): **(SVC)**
Scheduled: **Tuesday, Aug 13 2024 8:00AM - 5:00PM CT (UTC-5)** at **Swissotel Chicago** in **St. Mortiz**

Reflection Room

This space is designated as a non-denominational room for attendees to use for prayer or quiet reflection amidst the busy backdrop of the meeting. Use of this space requires tolerance for all faiths, spiritual beliefs and practices. In order to make this space available to attendees, the following rules apply: Only registered Academy of Management attendees are permitted. No candles, incense burning or other smoke, fragrance or flame is allowed. The space is open to registrants at all scheduled times. Conversation and music are prohibited and noise is to be kept to the strictest minimum. Use is restricted to purposes of personal reflection, meditation or prayer. No sleeping is permitted.

KEY TO SYMBOLS

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

Funding and Founding: Academic Entrepreneurship

Session Moderator: **XiaoYu Tan**, *U. of Science and Technology of China*

TIM: **How Academic Entrepreneurs Affect Firm Innovation Performance via Strategic Innovation Orientation?**

Author: **XiaoYu Tan**, *U. of Science and Technology of China*

Author: **Runyong Liao**, *Gf Securities Co., Ltd*

Author: **Feng Feng**, *School of Management, U. of Science and Technology of China*

In response to the call of innovation literature and strategy literature, that is, to enrich the research on the mechanism of the impact of academic entrepreneurs (AEs) on firm performance and the heterogeneity of innovation strategy at the firm level, this study focuses on the mediating mechanism of strategic innovation orientation (IO) between AEs and firm innovation performance. Based on the theoretical framework of IO proposed in prior research, we explore the role of IO from three perspectives: innovation culture, innovation behavior, and innovation environment. Our findings indicate that AEs enhance firm innovation performance, including both innovation quantity and quality, by fostering innovative culture characterized by strategic long-term thinking and innovation incentives, engaging in innovative behaviors including distant search and university-industry collaboration (UIC), and managing dynamic environments. This study contributes to the existing literature and provides insights for the formulation of innovation policies and firm innovation management.

TIM: **Do Funded Research Projects Deviate from Grant Proposals, and Does it Matter?**

Author: **Andres Madariaga Espinoza**, *KU Leuven*

Author: **Stijn Kelchtermans**, *KU Leuven*

Author: **Cindy Lopes-Bento**, *Maastricht U., School of Business & Economics*

Author: **Arvids A. Ziedonis**, *Boston U.*

Despite the substantial resources devoted to the review process, it is unclear whether publicly funded research closely adheres to the original grant proposal. Using natural language processing techniques on 449 research grants awarded to about 900 scientists from a large European research university in 2000-2018, we document the deviations between pairs of grants and publications that acknowledge the grant. We analyze the antecedents of these deviations, focusing on the role of new team members, i.e., those co-authoring papers with the grant holders but who were not co-applicants of the grant. In addition, we examine whether there are differences in scientific impact between publications exhibiting larger deviations when compared to those closely aligned with the original proposal. Our findings reveal that publications with co-authors joining the team from outside the grant holders' university ("external scientists") tend to deviate more from the grant proposal. Conversely, first-time collaborations with junior external scientists align more closely with the original research plan. We theorize that these results are consistent with a trade-off between new team members fostering the knowledge recombination process within the team and the "liability of newness" that they face. Finally, we find a positive association between deviations and scientific impact, which informs the debate on the added value of a detailed ex ante review of grant proposals and the mechanisms to allocate science funding.

TIM: **Get Rid of Dependency: Impact of Elite Research Fund on the Career Path of Young Scientists**

Author: **Xiangru Zhou**, *Peking U.*

Early career researchers (ECRs) in university organizations play an important role in any science and technology innovation system, yet are generally assumed to be intensively government resource dependent. Developing the resource dependency theory (RDT), we argue that this assumption fails when organizational mergers or political actions occur, for neglecting the resource-power relationship dynamics of ECRs and their funding agencies. We find empirical evidence in the Excellent Young Scientists Fund Policy, which is a competitive elite research funding policy established by the Chinese central government. Previous research has shown that more public research funding leads to more research outcomes for ECRs. However, our study clarifies the fact that public financial adequacy is not the primary cause, since the increase in publications occurred 1 year prior to the policy implementation and 3 years lagged behind the award year. Employing the difference-in-discontinuity model, we conclude that the academic bureaucrat title, the spinoff of the government research grant, triggers young scientists' decentralized fundraising strategy including expanding social network ties and activating the industrial sponsorship, which are the joint mechanisms of scientific productivity boosts.








TIM: **What Makes Academic Ventures Successful? The Role of Academic Prominence and Early Employees**

Author: **Wolf-Hendrik Uhlbach**, *Tilburg U.*

Author: **Markus Perkmann**, *Imperial College London*

Prior research emphasized the role of academic founders' human capital as a key factor informing the success of their ventures. Yet the mechanisms by which technically focused academic knowledge and expertise translate into venture success remain underspecified. Here we explore a hitherto unexplored mechanism: academically prominent founders can attract superior early employees who then contribute to venture performance. We probe this conjecture using matched employer-employee panel data for the full population of Danish academic ventures founded between 2008 and 2016. Our findings suggest that prominent academic founding teams attract employees that command higher salaries. In turn, ventures attracting higher paid employees achieve higher employment growth and greater success in attracting venture capital. We contribute to the literature on the antecedents of academic venture performance by going beyond considering the characteristics of the founding team and highlighting the role of early employees.

KEY TO SYMBOLS

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

AI Effects on Firm Performance

Session Moderator: **Bruno Cirillo**, *SKEMA Business School*

TIM: Organized Complexity of A.I. and Retail Firm Performance: A Business Process Perspective

Author: **Lanlan Cao**, *NEOMA Business School*
Author: **Jiachen Yang**, *NEOMA Business School*

This study explores the strategic configurations of artificial intelligence (AI) applications within retail business functions, with the goal of optimizing overall firm performance. The investigation systematically categorizes AI-enabled business processes at task-, business function-, and firm-levels, subjecting them to a meticulous examination for their intricate interactions within organizations. Utilizing grounded theory, we analyze AI applications from 37 retailers, identifying 28 tasks distributed to five functions: customer service, store, supply chain & logistics, marketing, and cybersecurity & risk management. From these tasks, a robust measurement tool for AI-enabled business functions is constructed, facilitating a deeper understanding of their impact. Fuzzy-set qualitative comparative analysis, based on data collected from 140 retail executives, unveils three key findings concerning AI implementation configurations in the identified functions, each contributing uniquely to the enhancement of firm performance. First, individual AI-enabled business functions exhibit limited impact on firm performance. However, AI-enabled customer service, particularly in promoting high innovation, emerges as a pivotal factor. Second, the inclusion of AI-enabled cybersecurity and risk management proves crucial for the effectiveness of firm-level AI applications. Third, emergent configurations often display an isomorphic structure, concurrently fostering both high efficiency and innovation. These findings not only contribute insights for further AI research in organizations but also provide guidance for retail managers in strategically implementing AI for enhanced efficiency and innovation.

TIM: Artificial Intelligence and Firm Performance: A Systematic Literature Review and Future Research

Author: **Qiong Yuan**, *Middlesex U., Business School, London, UK*
Author: **Zhongqi Jin**, *Middlesex U.*
Author: **Dongmei Zha**, *Brunel Business School*
Author: **Charles Dennis**, *Middlesex U.*

This article presents a comprehensive systematic literature review examining the intricate relationship between artificial intelligence (AI) and firm performance. The objective is to deepen our understanding of the role of AI in driving firm performance and to identify avenues for further research. Drawing from a meticulous analysis of 101 articles spanning 47 years, this study identifies key drivers in developing AI capabilities and unveils how AI facilitates firm performance. Additionally, the study explores the moderating role of contextual factors on the relationship between AI capabilities and firm performance. Building upon the insights garnered from this investigation, a future research agenda is proposed, along with strategic implications for managers in developing AI-enabled advantage strategies.

TIM: The Contribution of Individual Specific and Generic Experience to Improving AI's Predictive Accuracy

Author: **Artyom Yepremyan**, *SKEMA Business School*
Author: **Francesco Castellaneta**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*
Author: **Bruno Cirillo**, *SKEMA Business School*

The growing integration of Artificial Intelligence (AI) in strategic management has sparked interest in understanding its interplay with individual experience in predicting firms' performance. This study delves into the relationship between AI-generated firm performance predictions and individual predictions, especially focusing on the roles of domain-specific and general experience. Our research underscores the nuanced role that individual experience plays in influencing AI's predictive capabilities, particularly under the condition of environmental uncertainty. Notably, we highlight the advantages of leveraging individual experience in AI predictions while showing the contingencies upon which the blending of machine learning and individual knowledge results in better or worse outcomes

TIM: The Performance Implications of Attention to and Action on Artificial Intelligence

Author: **Tung-Min Hung**, *National Taiwan U. of Science and Technology*
Author: **Muhammad Fatah Wibiseno**, *National Taiwan U. of Science and Technology*

We adopt the theory of attention-based view (ABV) to explore the cognitive driver of artificial intelligence (AI) adoption and its impact on firm performance. In general, we propose an attention-action-performance model from the theoretical lens of ABV. Based on our model, we examine how a firm's attention to AI affects its action on AI and also investigate the performance implications of a firm's attention and action. In particular, we argue that an increase in a focal firm's attention to AI drives the firm's action on AI patenting, and the action on AI patenting enhances the firm's accounting-based performance. Moreover, the positive impact of a firm's attention to AI on firm performance is mediated by its subsequent action on AI patenting. Testing 150 companies indexed by the S&P 500 from 2012 to 2022, we find our premises supported.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Digital Capability and Performance

Session Moderator: **Yuqing Shen**, *Tongji U., School of Economics and Management*

TIM: Can Process Digitization Improve Firm's Innovation Performance?

Author: **Yuqing Shen**, *Tongji U., School of Economics and Management*
Author: **Yize Qin**, *School of Economics and Management, Tongji U.*

Process digitization has garnered increasing attention from scholars and firms as a means to enhance innovation performance. Following Job demands-resources model, we argue that process digitization serves as job resources and job demands simultaneously, both of which are related to innovation performance. Process digitization offers additional job resources that contribute to enhanced work engagement and fostered innovation performance at lower level, while increasing job demands that result in exhaustion and hindered innovation performance at higher level. Therefore, we propose firms with moderate level of process digitization are more likely to have higher innovation performance. We further propose that training and payment can buffer against the negative impact of process digitization on innovation performance. Training serves as an ex ante measure, which enables knowledge-based employees to effectively respond to job demands without culminating in exhaustion. Conversely, payment serves as an ex post measure, which compensates for the depletion of resources caused by excessive job demands, thereby alleviating the adverse effect of exhaustion on innovation performance. Using data from 3823 Chinese firms, our empirical results strongly support these predictions.

TIM: Multidimensional Driving Mechanisms of Digital Capability on Radical and Incremental Innovation

Author: **Ao Zan**, *Changsha U. of Science & Technology*
Author: **Yanhong Yao**, *Hunan U.*
Author: **Xueting Zhang**, *Anhui U. of Finance and Economics*

Digital capability is pivotal for enterprises to resolve the paradox of digital productivity and overcome the challenges in digital transformation. This study, employing scenario separation and cross-sectional approaches to collect data from a sample of 304 enterprises, utilizes the TOE (Technology-Organization-Environment) theoretical framework. Employing the fsQCA (fuzzy-set Qualitative Comparative Analysis) method, it deconstructs the interactive effects among multiple factors driving radical and incremental innovations in enterprises through digitization. The research reveals distinct configurational pathways for radical and incremental innovations. Specifically, six configurations drive radical innovation, presenting four patterns: Technology dominant (T), Technology-Organization co-dominant (T-O), Technology-Environment co-dominant (T-E), and Technology-Organization-Environment multidominant (T-O-E). On the other hand, five configurations drive incremental innovation, delineating into two patterns: Technology-Environment co-dominant (T-E) and Technology-Organization-Environment multidominant (T-O-E). The study's findings offer empirical evidence in uncovering the concurrent mechanisms and complex configurational relationships of digital innovation within enterprises. This understanding contributes to facilitating enterprises in achieving transitions in digital capability and optimizing paths for innovation.

TIM: Digital Transformation and Breakthrough Innovation in Chinese Manufacturing Firms

Author: **Yufei Zhang**, *School of Business Administration, Hebei U. of Economics and Business*
Author: **Long Xu**, *School of Business Administration, Hebei U. of Economics and Business*








This paper examines the influence of digital transformation on breakthrough innovation by adopting the "Ability-Motivation-Opportunity (AMO)" framework of human capital. Using data from A-share listed companies in China's manufacturing industry from 2012 to 2021, we found that digital transformation has a significant positive impact on breakthrough innovation among manufacturing enterprises, and that digital transformation has a "reverse" effect, driving abilities upgrading, motivation activating and opportunities enhancing of human capital, ultimately driving breakthrough innovation. Moreover, the effects of digital transformation on breakthrough innovation among state-owned and high-tech enterprises are especially pronounced, and enterprises located in the eastern region of China experiences stronger promotion effects than those in central and western regions. Significances and implications are discussed.

TIM: Digitalization Scope and Firm Performance

Author: **Ching T. Liao**, *CUNEF*
Author: **Kremena Slavova**, *CUNEF*
Author: **Metin Onal Vural**, *CUNEFU*
Author: **Paola Zanella**, *CUNEFU*

The effect of the adoption of different digital technologies on firm performance is not clear yet. We investigate the relationship between digitalization scope and firm performance using the Flash Eurobarometer 486 survey, conducted in 2020 on behalf of the European Commission. First, we find that digitalization scope has an inverted U-shaped relationship with firm performance. Second, our results show that the negative effect of adopting too many distinct types of digital technologies can be moderated when firms have the necessary skills to engage in digitalization. We comment these findings for literature on digital transformation, the use of digital technologies and digital capabilities, and managerial and organizational skills.

KEY TO SYMBOLS

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

Inclusive Innovation Processes

Session Moderator: **Joelena S. Leader**, *Edwards School of Business, U. of Saskatchewan*

TIM: Decolonized Participatory Design: Sustainable Tech Adoption in Northern and Indigenous Communities    

Author: **Joelena S. Leader**, *Edwards School of Business, U. of Saskatchewan*

This paper critically examines the interplay of innovation, policy, and purpose in the context of northern and remote Indigenous communities in Canada and explores the intersection of technology adoption and decolonized participatory design (DPD). By focusing on technology adoption, specifically drawing on highlights from a community-based study on telehealth adoption in Northern Canada, the paper seeks to challenge conventional approaches to leading, managing, and organizing technology projects. As these communities face unique challenges, innovation must be redefined to prioritize inclusivity, community collaboration, and sustainable socio-economic development. The study reveals early challenges in telehealth implementation, underscoring the importance of considering community needs, local resources, and capacity and emphasizing the broader socio-cultural and technical factors in technology design, adoption, and assessment. The study highlights a mismatch between technologies designed for southern contexts and their relevance in the north, emphasizing the importance of community-driven approaches and a DPD framework informed by Science and Technology Studies and Indigenous perspectives. It underscores the potential of DPD to reshape decision-making for technology solutions aligned with community needs. The paper contributes to community-engaged innovation management research by emphasizing equitable resource distribution, responsible innovation, and Indigenous knowledge for sustainable innovation in community contexts.

TIM: The Determinants of New Product Innovation and its Effect on the Success of Female Entrepreneurship 

Author: **Tahir Iqbal**, *College of Business Administration, ImamAbdulRahman Bin Faisal U.*

Author: **Hoda AboAlsamh**, *Hoda AboAlsamh. College of Business Administration. IAU. KSA*

Author: **Kamran Ahmed Siddiqui**, *College of Business Administration, ImamAbdulRahman Bin Faisal U.*

Author: **Faisal Aftab**, *College of Business Administration, ImamAbdulRahman Bin Faisal U.*

The study aims to evaluate the determinants of new product innovation and their effect on the success of female entrepreneurship in the Kingdom of Saudi Arabia. The research follows a quantitative design, and the researchers collected primary data through a survey questionnaire from 256 female entrepreneurs from five major cities using a snowball sampling technique. Further, the research follows Structure Equation Modeling (SEM) as a major tool by using SmartPLS software. The analysis inferred that the overall effect of new product innovation impacts both female entrepreneurial perseverance and female entrepreneurial success. Additionally, the moderating role of risk-taking behavior and the mediating role of perseverance are also found to be statistically significant in the relationship between product innovation and female entrepreneurial success. The practical implication of the study suggests that to benefit from the potential of innovation and entrepreneurship in developing the economy, the Saudi government and society should offer increased financial, regulatory, and moral support to women entrepreneurs. However, the research is limited to the geographical bounds of Saudi Arabia; therefore, future research directions have also been provided.

TIM: Challenges for UN SDGs: Will Open Innovation with Design Thinking Integration Provide Solutions?   

Author: **Deepika R. Gupta**, *Indian Institute of Management Visakhapatnam*

The article is an initial attempt to ideate on the integration of open innovation model with design thinking process with a view to meet the UN SDGs targets by 2030. For this, the article explores the basic premise of both these concepts of being human-centric and the aim of knowledge creation and sharing along with the thinking (both divergent and convergent) process. The complexity of the concept is deepened when the integration connects to co-creation of values and skills that further connects with absorptive capacity for the nations that signify that the 'learning' nation has the ability to learn and implement the knowledge and information inculcated within them in the network ecosystems. The countries should make continuous efforts to meet the dynamic market environment and also the non-market relationships involving authority, trust, and social capacity. This novel thought should help develop the set of opportunities required to spur the timelines for SDGs achievement. Such an approach needs to be cognizant of circumstances and hence can also be tailored to meet the needs of any particular nation because learning is dynamic in nature. The global ecosystem should sustain and strive to implement conditions that help it develop local knowledge, capture the incoming knowledge, and improvise on it to spur design led open innovation-based growth to achieve the SDGs within the time schedules.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Customer and Competitor Dynamics in Platform-based Markets

Session Moderator: **Wookyoung Kim**, *Sookmyung Women's U.*

TIM: **Why Some Pay More in an Emerging Art Platform?**

Author: **Wookyoung Kim**, *Sookmyung Women's U.*

Author: **Dong-Il Jung**, *Sookmyung Women's U.*

The emergence of platforms as promising economic activity venues has catalyzed extensive research on the mechanisms of price determination in these platforms. However, our understanding of how high uncertainty in these nascent markets shapes participants' pricing behaviors remains limited. This paper draws upon market entry timing, experiential learning, and signaling theories to investigate how participants in an emerging NFT art platform, underpinned by recent technological innovations such as blockchain, employ macro- and micro-level information to mitigate uncertainty in pricing decisions. Empirical analysis of 51,295 transactions reveals that both early adopters and experienced buyers tend to pay higher prices; however, their patterns of information utilization in pricing decisions significantly differ. Early adopters are receptive to market-wide signals indicative of an upswing and to transaction-specific signals affirming the value of the NFTs in consideration for purchase. In contrast, experienced buyers, having accumulated substantial hands-on knowledge from previous success, exhibit a negligible or negative response to these signals. Further analysis of the interplay between adoption timing and success experience suggests that early adopters establish a positive-feedback loop from success experiences more rapidly than late adopters. Implications for the attention shift during market participation and its impact on sustained market hype are discussed.

TIM: **Platform Owners' Entry and Complementors' Innovation: the Impact of Platform Evolution**

Author: **Xi Wang**, *Jones Graduate School of Business, Rice U.*

Author: **Prashant Kale**, *Rice U.*

Author: **Haiyang Li**, *Rice U.*

The platform literature has shown conflicting findings regarding how a platform owner's entry into its complementors' market affects the complementors' innovation. To reconcile these mixed findings, we bring a dynamic perspective by examining the role of platform evolution within and across technology generations. We argue that in the early stage of a platform's technology generation, the platform owner's entry (i.e., developing first-party products) offers complementors vicarious learning opportunities to understand the new technology infrastructure and customer demand, which, in turn, helps reduce technology and demand uncertainties that complementors face and encourage their product innovation. However, in the late stage of the technology generation, where technology and demand uncertainties become low, the platform owner's entry into the complementors' space increases competitive pressure on complementors. This pressure reduces their perceived opportunities to capture value from the platform, discouraging their innovation. We further explore how technology gaps between two successive technology generations and the nature of complementors' product portfolios moderate these relationships. We find strong support for our arguments by using data from nine game consoles and 5,784 third-party developers in the video game console industry from 2000 to 2020.

TIM: **Planned Obsolescence in Digital Platforms: An Empirical Investigation of Desktop Operating Systems**

Author: **Ramnath Chellappa**, *Emory U., Goizueta Business School*

Author: **Jonathan Gomez Martinez**, *Emory U., Goizueta Business School*

Author: **Anand Swaminathan**, *Emory U.*

Staying relevant in the digital landscape necessitates regular updates for digital goods, often achieved through planned obsolescence strategies to prompt repeat sales. However, the execution of such strategies faces challenges in the context of digital platforms, particularly due to their reliance on network effects. This paper explores the case of Microsoft's Windows operating system, employing a semi-structural approach to unravel the factors hindering the platform's planned obsolescence strategy. We develop a robust and generalizable framework that recommends strategically utilizing first-party products and market signaling, particularly when users and complementors may not find the platform's current offerings immediately enticing.

TIM: **The Impact of Online Platform IP Protection on New Product Sales: Evidence from the Alibaba**

Author: **Yanfeng Zheng**, *Hong Kong U. of Science and Technology*

Author: **Can Huang**, *Zhejiang U.*

Author: **Guoqiao Liu**, *Zhejiang U.*

Author: **Yao Fu**, *Xi'an Jiaotong-Liverpool U.*

The rising digital economy and popularity of digital technologies present novel challenges to the IP regime but also provide novel chances to tackle it. This study examines a novel and unique IP protection initiative—Original Design Protection Program (ODPP) launched by Alibaba in 2018. ODPP employs cutting-edge artificial intelligence algorithms to issue digital certificates to those original products and enforce them within the platform. Leveraging this unique IP initiative, we examine the effectiveness of this IP protection regime initiated by the platform company and elucidate the precise impact of IP protection on product-level performance. Our analyses show that this platform-wide IP protection can significantly increase new product sales by at least 30%. This benefit is more pronounced for large sellers but not for those products with a high level of innovativeness. Further analyses reveal that the sales boost is partially due to restricting imitative entries, rather than displaying the digital certificates publicly. Our study provides granular level evidence on how IP protection impacts product sales in an online setting and these findings offer valuable insights for firms to manage their IPs in the digital era and for policymakers to consider IP regime reforms.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

AI and Humans

Session Moderator: **Steven Siu-Yun Lui**, *U. of New South Wales*

TIM: **New AI Technology for Selection Interviews**

Author: **Steven Siu-Yun Lui**, *U. of New South Wales*

Author: **John H.w. Lai**, -

Author: **Zhijing Zhu**, *U. of Nottingham, China*

Author: **Carolyn Yesse Ngowi**, *U. of New South Wales*

This study aims to examine the roles of trust in artificial intelligence (AI) and augmentation in moderating the effect of fairness on applicant satisfaction in a novel selection context of AI selection interview. Field survey data were collected at two time points separated by three to five weeks from a sample of 125 university applicants who were assessed by AI selection interviews for their industry internships. Moderated regressions were conducted to test the hypotheses. Results in the new technology setting reaffirm the positive relationship between fairness and applicant satisfaction on AI interviews, but not the compensatory effect between fairness and outcome favorability. Results also reveal that procedural fairness is most effective when trust is low and augmentation present. By contrast, interactional fairness is most effective either when trust is high and augmentation absent, or when trust is low and augmentation present. This study extends the research on fairness to the novel context of AI technology. Drawing on uncertainty management theory of fairness and findings from a field survey, this study sheds light on how procedural and interactional fairness are bounded by applicants' trust in AI and augmentation, rather than interview outcomes with the new AI technology.

TIM: **Automation or Augmentation? Task Characteristics, Managers' Objectives, and AI Adoption**

Author: **Maximilian Koehler**, *ESMT Berlin*

Author: **Henry Sauermann**, *ESMT European School of Management and Technology*

Artificial intelligence (AI) is diffusing rapidly throughout the economy, raising questions regarding its impact on human workers. Current theories predict that the degree to which humans are replaced (automation) or supported (augmentation) will depend on characteristics of the task such as its degree of routinization and manual vs. cognitive nature. Yet, existing empirical evidence tends to come from aggregate occupation data or individual case studies, with limited research using larger samples of projects or tasks. Moreover, whether and how AI is implemented may not only depend on task characteristics but also on managers' objectives, which may go beyond narrow efficiency to include benefits resulting from human employment itself ("employment goals"). We provide novel empirical evidence using data from more than 1,200 research projects that involve crowd members in different tasks such as data collection, data analysis, or creative problem solving. We confirm that the use of AI is associated with task characteristics, although the patterns are more nuanced than those shown in work on prior automation technologies such as computers and robots. Moreover, we find that managers pursuing employment goals are less likely to use AI for automation, while they are just as likely as others to use AI to augment the work of human workers. We contribute to the literature on AI adoption in organizations by providing rare evidence from project-level data, and by highlighting that the path towards "good AI" or "bad AI" is, partly, a matter of human choice.

TIM: **AI's Creative Promise: For Better or For Worse?**

Author: **Yingyue Luan**, *Cambridge Judge Business School*

Author: **YeunJoon Kim**, *U. of Cambridge*

Author: **Jing Zhou**, *Rice U.*

The advent of large language models like GPT signifies a transformative breakthrough in AI capabilities. The emergence of human-AI collaboration prompts a crucial question: does such collaboration result in improvements in joint creativity over time? In two studies, we explore how joint creativity of human-AI collaboration changed over multiple rounds of creativity tasks. Study 1 involved two rounds of image generation tasks with Midjourney, and Study 2 encompassed three rounds of problem-solving tasks with ChatGPT. Study 1 revealed no significant change in joint creativity, whereas Study 2 demonstrated declining joint creativity over the rounds. Both studies unveiled an intriguing pattern: less creative individuals experienced declining joint creativity when collaborating with AI, while creative individuals maintained their joint creativity. To understand the underlying mechanisms, we conducted qualitative analyses of participants' interactions with ChatGPT, followed by quantitative testing. Results indicate that less creative individuals primarily acted as idea generators instead of transitioning into supervisory roles, explaining the decline in their joint creativity.

TIM: **Digital Coordination Between Organizations: Will Tech Replace Trust in Supply Chains?**

Author: **Jaime Caballero**, *Rotterdam School of Management, Erasmus U.*

Author: **Merieke Stevens**, *Rotterdam School of Management, Erasmus U.*

The transparency of economic conduct that Artificial Intelligence can potentially create has resulted in unsurpassed investments in this new technology. Supply chains are one key area that holds seemingly endless promise of improvement based on analytics. The performance of supply chains crucially depends on information exchange, which has long been supported by IT-enabled tools. While such tools have formalized part of the historically interpersonal interaction in supply chains, human boundary spanners—such as key account holders, machine operators, and IT specialists—continue to occupy a role as gatekeeper for IT-based information exchange. A key mechanism for the coordination of interorganizational information sharing is trust—a topic that is widely discussed in the interorganizational information systems literature. Recent digital-enabled tools, however, do not require human control. This begs the question whether such tools, by making humans obsolete, will substitute trust? We conducted a dyadic, longitudinal case study of supplier machine sensorization by a Fortune Global 500 automotive supplier, and found that a longitudinal relationship of complementarity and substitution exists between trust and digital-enabled monitoring. We shed light on this finding by combining insights from the Technology Management literature and the theory of Embeddedness.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Agile and Open Innovation: Opportunities and Hazards

Session Moderator: **Seh-Hyun Yoo**, *KAIST College of Business*

TIM: When R&D Becomes a Firm's Liability: The External Shocks and Adoption of Digital Innovation Solution

Author: **Xincheng Wang**, *Tongji U.*

Author: **Tianyu Gong**, *School of Economics & Management, Tongji U.*

Author: **Longwei Tian**, *Tongji U., Shanghai, PR. China*

This research builds upon the problemistic search theory to explain why and when external shocks may lead to firm first-time digital innovation, a novel and risky solution. Our theory explains why external shocks such as COVID-19 bring novel or radical problems to firms, and thus trigger firms' problemistic search scope for solutions in the searching process, increasing firms' willingness to delve into first-time digital innovation. We further suggest that in the evaluation process, the evaluation depends on the firm's own experience (i.e., R&D) and the experiences of others (i.e., social networks). The cognitive entrenchment embedded in the firm's prior R&D may, however, pose a barrier to the evaluation of first-time digital innovation. A firm's interlock ties with digital firms can potentially alleviate such cognitive barriers. Using a difference-in-difference design based on data from Chinese published firms, we find support for our theoretical predictions. This research deepens our understanding of firms' digital transformation, problemistic search theory, and R&D.

TIM: How Salieri Beats Mozart: Socio-Political Process of Bridging Creativity and Innovation

Author: **Yunsung Lee**, *KAIST College of Business*

Author: **Seh-Hyun Yoo**, *KAIST College of Business*

Ideas successfully generated within firms do not always result in implementation. Drawing upon a rich body of research on creativity and innovation, this study delves into the socio-political process of intrafirm innovation to propose how ideas evolve into innovation. We argue that idea creators can leverage their social ties with top management team (TMT) members to efficiently capture managerial attention, garner political support, and streamline the decision-making process. Thus, even when possessing comparable attributes to other ideas, the ideas of creators who have close social connections with politically powerful TMT members are more likely to be selected and implemented within their firms. Moreover, we highlight that the uncertainty regarding the potential returns of ideas is a boundary condition of the socio-political process of intrafirm innovation. Specifically, we argue that the socio-political process becomes more pronounced when implementing exploratory ideas with uncertain returns. In contrast, it is less evident when creators build their ideas upon star creators to mitigate the associated uncertainty. We find supportive evidence from the intrafirm collaboration network for patenting activities. This study provides valuable insights into why some creative ideas get stuck while others are implemented.

TIM: Striking a Balance: Exploring the Coexistence of Agile and Conventional NPD

Author: **Leonie Mueller**, *U. of Kassel*

Author: **Patrick Spieth**, *U. of Kassel*

Organizations increasingly integrate agile processes into their conventional managed NPD portfolios to address growing complexity, dynamics, and turbulences in new product development (NPD). Besides organizational-wide agile transformations and hybrid approaches, most organizations use agile and conventional processes in co-existence depending on the specific characteristics of an NPD project within an NPD portfolio. As identified in previous literature, this leads to an emerging interface of conventional and agile NPD. However, there is a need for further investigation since the contradicting elements of conventional and agile approaches and associated tensions challenge existing knowledge and processes in NPD. In response, we explore the following research questions: How can the interface of conventional and agile NPD be characterized? How can organizations manage the interface between the requirements of conventional and agile NPD? We conducted multiple case study research. Preliminary results draw on a rich sample of archival data (more than 1,200 pages) and 63 interviews from two cases. By applying a paradox perspective on agility, our preliminary insights show how the co-existence of agile and conventional NPD processes reinforce paradoxical tensions that, in turn, challenge NPD. These insights extend our understanding of the conventional-agile interface and enable us to derive behaviors to benefit from the contradicting elements by leveraging synergies from both approaches. Furthermore, we refine paradox theory by contrasting previous findings on paradoxical tensions in the context of conventional-agile NPD. Finally, we develop rich practical implications through an in-depth investigation of the emerging interface.

TIM: How and When Would Organizational Size Influence Open Innovation? A Meta-Analysis

Author: **ZHUOYUE PANG**, *McGill U. - Desautels Faculty of Management*

Extant research has demonstrated mixed findings (positive and negative relationships) between organizational size and open innovation. These inconsistent results could be due to prior studies focusing on the static relationship between open innovation and financial outcomes. Such models are insufficient in explaining the dynamic effect of different types of organizational size on the changeable processes of open innovation. To reconcile the inconsistent findings, I propose that different theoretical frameworks may affect the relationship between organizational size and different types of open innovation. I compare the authors' theoretical framework, the resource-based view, and resource dependence theory, and my study also incorporates additional factors, including two types of open innovation and organizational age. Because past studies have found positive and negative relationships between organizational size and open innovation, I conducted a meta-analysis of 95 samples and 389, 926 organizations. My results found that the overall relationship between organizational size and open innovation was positive. From a dynamic perspective, I examined three moderating effects (different types of open innovation, theoretical frameworks, and organizational age) that accounted for this inconsistent relationship in prior studies. My study contributes to developing a new theoretical framework by using two resource-related theoretical frameworks (internal and external resources) that clarify the mixed relationship between organizational size and open innovation and reconcile inconclusive results in the existing literature.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **1885** | Submission: **10263** | Sponsor(s): **(TIM, OMT, STR)**

Scheduled: **Tuesday, Aug 13 2024 8:00AM - 9:30AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Bucktown**

Technology: Democratizing Access or Exacerbating Inequality



Organizer: **Ying Li**, *Hong Kong U. of Science and Technology*

Organizer: **Manav Raj**, *The Wharton School, U. of Pennsylvania*

Discussant: **Abhishek Nagaraj**, *UC Berkeley & NBER*

Presenter: **Ying Li**, *Hong Kong U. of Science and Technology*

Presenter: **Audra Wormald**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Presenter: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*

Presenter: **Melody Chang**, *USC Marshall School of Business*

Participant: **Nicole Kreisberg**, -

Participant: **Laura E. Dupin**, *Amsterdam Business School, U. of Amsterdam*

The goal of this symposium is to bring together scholars studying the distributional effects of technology to address three questions: (1) For whom can technology democratize access? (2) Can technology exacerbate inequalities? (3) What can managers and policymakers do to facilitate the equitable distribution of technology-enabled opportunities? To this purpose, the symposium consists of four unique papers that study questions around equity and equality related to the diffusion and adoption of various technologies (i.e., sound synchronization technology in movies, mobile money, AI, and crowdfunding platforms). With diverse theoretical perspectives (i.e., organizational technology adoption, industry emergence, labor employment, and social exchange), different levels of analysis (i.e., individual, organizational, market, and country levels) and various methods (i.e., historical and archival, abductive, survey experiments, and matching in large samples), these four studies together represent a thoughtful inquiry into the issue of technology and inequality and shed light on when and under what conditions technology may be more or less likely to foster (in)equity.

Beyond the Decibels: U.S. Movie Theaters' Adoption of Sound Synchronization Technology, 1927-1931

Author: **Ying Li**, *Hong Kong U. of Science and Technology*

Author: **Laura E. Dupin**, *Amsterdam Business School, U. of Amsterdam*

Regulatory Uncertainty, State Fragility, and Emergence of the African Mobile Money Industry

Author: **Audra Wormald**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Who Needs College? Employers Value Adults with Training Certificates

Author: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*

Author: **Nicole Kreisberg**, -

Does Equity Crowdfunding Provide Better Funding Opportunities for Underrepresented Founders?

Author: **Melody Chang**, *USC Marshall School of Business*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



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Diversity-oriented



Selected as a Best Paper

Hype: How We Promise, Expect, and Evaluate a Future

Moderator: **Nelson Phillips**, *U. of California, Santa Barbara*
Panelist: **Matthew Grimes**, *Cambridge Judge Business School*
Panelist: **Stine Grodal**, *Northeastern U.*
Panelist: **Rebecca Karp**, *Harvard Business School*
Panelist: **Andrew Nelson**, *U. of Oregon*
Organizer: **Aaron Pagel**, *U. of Oregon*

Hype has been researched across many scholarly domains, including an increasing interest within management scholarship. While it is generally understood that hype involves rapidly increasing expectations of perceived value that could lead to overvaluation, there is a lack of cohesion around the best approach to theorize and research the phenomenon. The most direct hype theorizing in management literature recommends that hype should be theorized as a structural resource, yet research in legitimacy and entrepreneurial resource mobilization literatures suggest that hype could be a strategic resource as well as generated through a strategic or structural process. Additionally, extant research tends to view technology as a subject of hype rather than an input. And while expectation dynamics included in process models plot expectations over time, the temporal relationship of hype may be undertheorized. This panel of distinguished scholars aims to discuss these tensions and gaps in order to begin laying the theoretical foundation needed to explore this phenomenon as management scholars.

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Selected as a Best Paper

Facilitating Innovation Within Genomic Research and New Drug Development



Participant: **Arvids A. Ziedonis**, *Boston U.*
Participant: **Michael Roach**, *U. of Illinois at Urbana-Champaign*
Participant: **Sina Khoshokhan**, *U. of Colorado, Boulder*
Participant: **Samantha Zyontz**, *Boston U. Questrom School of Business*
Participant: **Elisabeth Hofmeister**, *Max Planck Institute for Innovation and Competition*

Research and drug development within the life sciences has increasingly relied on advances in genomics to generate new outcomes and treatments. New technologies such as CRISPR offer tremendous opportunities for new therapeutics and treatments. Not surprisingly, new institutions, policy changes towards intellectual property protection, and firm strategies have arisen to facilitate and govern innovative activity within this emerging sphere. This presenter symposium assembles three studies that provide new and complementary vantage points on the emergence of institutions, policies, and firm strategies for the development and commercialization of genomics-based therapeutics.

Open Science or Entrenchment? The Role of Biological Repositories on Inter-Institutional Co-Creation

Author: **Samantha Zyontz**, *Boston U. Questrom School of Business*

Do Scientists Get a Free Pass? Gene Patents and Scientific Research in Biology

Author: **Sina Khoshokhan**, *U. of Colorado, Boulder*

Shelved Innovation - Evidence from the Pharmaceutical Industry

Author: **Elisabeth Hofmeister**, *Max Planck Institute for Innovation and Competition*

KEY TO SYMBOLS

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

New Knowledge About How to Make Careers More Sustainable



Session Moderator: **Bilal Ahmad**, *Superior U. Lahore - Pakistan*

CAR: **Knowledge of AI as a Future Work Skill for Career Sustainability: The Role of Person Job Fit**

Author: **Bilal Ahmad**, *Superior U. Lahore - Pakistan*

Author: **Saba Bilal**, *U. of the Punjab*

In response to the pervasive influence of AI across various professional domains, we investigate how the acquisition of AI knowledge as a future work skill can foster career sustainability. Our exploration delves into the role of this knowledge in aligning individual skills with job demands, enhancing what we term as person-job fit. Moreover, we present a moderated-mediation model to examine the interactive influence of career confidence between person-job fit and career sustainability. Data were collected in three waves from part-time students pursuing professional courses, concurrently employed in diverse industrial sectors. Hypotheses were tested using covariance-based structural equation modeling (CB-SEM) on a final dataset (n=318). Our findings reveal that AI knowledge as a future work skill significantly contributes to workers' career sustainability, both directly and through person-job fit. Additionally, higher career confidence significantly strengthens the interplay between person-job fit and career sustainability. Theoretical contributions and practical implications of the study are discussed, along with potential avenues for future research in this domain.

CAR: **Leadership or Self-Based Strengths for Sustainable Careers? The Compensatory Effect via Adaptability**

Author: **Xiaolin Ge**, *Beijing Normal U.*

Author: **Qing Zhang**, *School of Government, Beijing Normal U.*

Author: **Rui Xiong**, *Faculty of Education, Beijing Normal U.*

Author: **Siyuan Liu**, *School of Government, Beijing Normal U.*

Author: **Haibo Yu**, *Beijing Normal U.*

In the current changing career landscape, the importance of career sustainability is becoming increasingly important. However, few studies have focused on the antecedents of leadership, especially from the strength-based approach. Both the strengths that are brought by the leader or by the individual themselves (e.g., protean career orientation) are key factors for the individual career development process. Based on strengths-based inclusive work theory, we argue that strengths-based leadership promotes career sustainability by bringing such strengths as career adaptability to the individual, especially when protean career orientation is lacking. We tested our moderated mediation model through a three-wave survey. Results show that strengths-based leadership is positively related to career adaptability, then further leads to career sustainability. Especially when protean career orientation is low, the relationship between strengths-based leadership and career sustainability will be amplified through the mediating role of career adaptability. We conclude that strengths-based leadership infuses individuals with more adaptability resources in situations where their strengths are insufficient, thereby promoting sustainable careers. Meaningful insights are provided for the domain of career development and leadership.

CAR: **TO SELL OR NOT TO SELL: Towards a Moderated Mediation model of Career Sustainability for Salespeople**

Author: **Uday Bhaskar**, *Institute of Management Technology Ghaziabad, India*

Author: **Shreya Homechaudhuri**, *Institute of Management Technology Ghaziabad, India*

The study examines the linkage between readiness to adopt digital selling by salespeople and their effectiveness, which in turn promotes their career sustainability. We draw on the change readiness literature and career sustainability literatures to formulate our research hypotheses. Using data from a two-wave survey among salespeople who are engaged in digital selling, we found considerable support for our research model assuming a mediating role of salesperson's effectiveness in the relationship between digital selling readiness and career sustainability. Our study offers counter-intuitive finding on the role of spousal support which negatively impacts the strength of the relationship between salesperson's effectiveness and career sustainability. This study contributes to the embryonic literature on career sustainability in the sales sector, by identifying the underlying mechanisms that shape salespeople's career sustainability. Moreover, this scholarly work extends the career sustainability literature by examining the role of spouse in salespeople's careers. In the discussion, we go into theoretical and practical implications and recommendations for future research.

CAR: **Financial Stress and Sustainable Start to Graduate Careers During the COVID-19 Pandemic**

Author: **Belgin Okay-Somerville**, *U. of Glasgow*

Author: **Dora Scholarios**, *U. of Strathclyde, Scotland, UK*

Author: **Daria Luchinskaya**, *Strathclyde Business School, U. of Strathclyde, UK*

Author: **Pauline Anderson**, *Strathclyde Business School, U. of Strathclyde, UK*

Author: **Scott Hurrell**, *Adam Smith Business School, U. of Glasgow*

This paper examines the efficacy of career resources for sustainable career outcomes for university leavers who experienced high financial stress during the COVID-19 pandemic. Theoretically the study brings together concepts from sustainable careers theory and psychological framework of scarcity to understand the impact of financial stress in early graduate careers. The study is informed by two-wave survey data (at the time of graduation and one and a half years after graduation) from the 2020-cohort of graduates in the UK. Findings show that career resources do predict sustainable career outcomes, and this effect is explained through person-career fit. However, the effect of career resources at graduation on sustainable career outcomes one and a half years after graduation was only significant for those who experienced high financial stress at the time of graduation. These findings have implications for sustainable career theory and broadening the scope of education-to-work transitions research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Understanding Career Success and Related Decisions



Session Moderator: **Courtney Buchanan**, *Wayne State U.*

CAR: **Promotions are Too Much Work: An Employee-Centric Approach to Promotion Decisions**

Author: **Courtney Buchanan**, *Wayne State U.*

Although job promotions are generally regarded positively, recent findings from both research and popular press suggest some employees may find career advancement opportunities undesirable. This paper seeks to provide a theoretical understanding for why employees turn down job promotions by drawing on the job embeddedness framework comprising of fit (compatibility with the role), links (social connections associated with the role), and sacrifice (costs incurred from leaving the role; Mitchell et al., 2001). Furthermore, we incorporate both on-the-job (i.e., work) and off-the-job (i.e., nonwork) perspectives to account for the complex constellation of factors that contribute to employees “staying” in their jobs and declining advancement opportunities. Together, we suggest that employees evaluate the fit, links, and sacrifice of their current job, along with anticipated future levels of fit, links, and sacrifice associated with a promotional role, to “weigh their options” and arrive at career mobility decisions. We outline anticipated contributions and future research directions associated with our proposed framework.

CAR: **Thanks to My Last Team: How Statuses of Recent Prior Affiliations Impact Employees' Future Salaries**

Author: **Di Shao**, *U. of Virginia, Sociology Department*

Extensive labor market research has uncovered employer biases based on ascribed individual features of employees such as their race, gender, and class. However, there is limited research dedicated to understanding how employees' recent prior employers may impact their attainment from their subsequent affiliations. While organizational status is crucial in organizational studies, it remains unclear if the status of prospective employees' prior affiliations can shape bias and preferences from their succeeding employers at the hiring stage, and further impact their individual attainment. To address this question, utilizing a novel dataset that combines NBA players' non-entry-level contracts, salaries, performances, and NBA team data from 1990 to 2022, this study explores the impact of the status of players' recent prior teams on their logged seasonal average salaries after signing subsequent contracts with new teams. The results of linear panel models with individual-, time-, and team-fixed effects provide evidence to such preference. Additionally, this employer preference driven by organizational status does not wane over time, suggesting that it is likely rooted in some status-related beliefs held by employers. Uncovering a new source of employer preference, this study enhances the theoretical understanding of employees' unequal organizational attainment in an era of declining internal labor market and growing interorganizational mobility.

CAR: **Protean Careers and Career Success Among Self-Initiated Expatriates in Overseas Work**

Author: **Yi-chun Lin**, *National Taiwan Normal U.*

Numerous empirical studies have examined work- or career-related outcomes in cross-cultural work settings, leading to an emerging research stream in the current literature. Building upon self-determination theory, this study aimed to examine whether protean career attitude is positively associated with subjective career success. We further explored the mediating role of overseas work adjustment and the three-way moderation of cultural intelligence and learning-goal orientation to strengthen this indirect relationship. The data from two studies, encompassing non-Asian (n = 289) and Asian (n = 192) participants, provide convergent support. Statistic procedures, such as hierarchical regression and bootstrapping analysis based on Hayes' PROCESS on SPSS 28, were conducted to test the hypotheses. The result showed the indirect effect of protean career attitudes on subjective career success through overseas work adjustment. Moreover, this indirect effect is strengthened when self-initiated expatriates only possess higher levels of cultural intelligence and learning goal orientation. Our study contributes significantly to the existing literature by shedding light on the factors influencing subjective career success among self-initiated expatriates in diverse work environments. Our findings also hold practical implications for individuals seeking to pursue protean careers in overseas settings.

CAR: **Navigating New Career Realities: Increasing Influence of Career Boundarylessness on Career Success** →

Author: **SEMI OH**, *Korea Employment Information Services*

Author: **Myungwon Choi**, *Ajou U.*

The purpose of this study is to examine the evolving dynamics of career boundarylessness during the early career. This study particularly focuses on voluntary turnover, a major boundary-crossing behavior, and assesses its effects on indicators of career success. Relying on the career literature illustrating emerging career patterns, this study empirically examines whether the impact of voluntary turnover on objective and subjective indicators of career success—measured in terms of wage and job satisfaction, respectively—has been increasing. For this purpose, this study utilizes data from the Graduate Occupational Mobility Survey (GOMS) provided by Korea Employment Information Service, collected from 2007 to 2019. The findings reveal a significant shift over time in the impact of voluntary turnover on wage levels. A notable positive correlation between voluntary turnover and wage growth that has emerged in recent years suggests increasing importance of voluntary turnover in enhancing objective career success. In addition, the analysis of those who experienced voluntary turnover revealed that job satisfaction in new positions was consistently higher than in previous positions, even after controlling for various factors; and, this trend also has been becoming more pronounced. While satisfaction levels in first jobs showed no significant change with time progression, a progressively stronger positive association exists between voluntary turnover and job satisfaction particularly in recent years, reflecting the dynamic shifts in the career landscape over time. The study highlights the increasing need for individuals to engage in boundary-crossing behaviors in order to achieve objective career success, but also points to the need for a more nuanced approach to understanding the relationship between these behaviors and subjective career success. Based on the findings, theoretical and practical implications are proposed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gender Dynamics in Work and Home: Impacts on Career and Well-being

Organizer: **Hillary Claire Keltner**, *Florida State U.*

Organizer: **Samantha C. Paustian-Underdahl**, *Florida State U.*

Discussant: **Ivona Hideg**, *Saïd Business School U. of Oxford*

Participant: **Samantha Jordan**, *U. of North Texas*

Participant: **Shanna R. Daniels**, *Florida State U.*

Participant: **Marcus Butts**, *Southern Methodist U.*

Participant: **Kathryn Ostermeier**, *Bryant U.*

Participant: **Michele Medina Craven**, *Mississippi State U.*

Participant: **DC De La Haye**, *Florida State U.*

Participant: **Meagan Eleanor Baskin**, *Florida Gulf Coast U.*

Participant: **Angela R. Grotto**, *Montclair State U.*

Participant: **Maura Mills**, *U. of Alabama*

This symposium encompasses a series of studies exploring the intricate dynamics of work and home life, particularly focusing on gender-related aspects and the impact of significant societal changes such as the COVID-19 pandemic. The first presentation utilizes experience sampling methodology to investigate how daily household labor influences the work experiences of mothers and fathers. The second paper emphasizes the need to consider diverse relationship statuses of working parents beyond traditional categories, addressing gender disparities in career outcomes. The third study examines the repercussions of the pandemic on remote work settings, specifically for working parents, uncovering gender and parental status effects on supervisor evaluations. The symposium concludes with a paper exploring the pandemic's influence on nonwork boundary flexibility and its long-term impact on career satisfaction, with a focus on gender differences. Collectively, these presentations contribute valuable insights into the nuanced intersections of gender, family dynamics, and evolving work structures, shedding light on the challenges and opportunities for fostering diversity, equity, and inclusion in the contemporary workplace.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Dealing With Bullying, Incivility, and Grievances in the Workplace

Session Moderator: **Rohan Crawley**, *Purdue U.*

CM: **Workplace Incivility: Underestimated or Overblown?**

Author: **Rohan Crawley**, *Purdue U.*

Historically, observed workplace incivility has strongly and positively related to detrimental outcomes like instigated incivility and turnover intent. Prior research is based on the underlying assumptions that uncivil behavior is always ambiguous, harmful, and deviates from some universal convention of norms for respect. The presumed harm of observed incivility supposedly causes instigated incivility and turnover intent. Despite these assumptions, research rarely addresses targets' feelings toward uncivil behavior or how these perceptions influence outcomes. Incorporating endorsed incivility—individual attitudes towards uncivil behavior—offers a more nuanced understanding of incivility's nomological network. As hypothesized, endorsed incivility moderates the relationship between descriptive incivility norms and instigated incivility; for those reporting lower endorsed incivility, this relationship is attenuated to non-significance. In further contrast to the literature, descriptive incivility norms show no significant relationship to turnover intentions when endorsed incivility is higher. Theoretical and practical implications are discussed with directions for future research.

CM: **What Was That? Exploring Incivility in the Workplace**

Author: **Heath Gregg**, *U. of Miami*

Experiencing incivility in the workplace is common and unpleasant. It is also subjective, what individuals see as rude or harmful differs from person to person. Despite the fascination and the considerable interest shown in investigating incivility, there are some criticisms regarding how the construct is defined and measured. There are concerns that one of the most common measurement instruments used to assess workplace incivility (the WIS-R, Cortina et al., 2013) may not be identifying uncivil behaviors (in particular), but rather employee appraisals of various forms of interpersonal mistreatment. This study aims to aid the understanding of workplace incivility by exploring individual perceptions, experiences, and affective reactions to experiencing uncivil behaviors using Critical Incident Technique. Data were collected from 115 respondents who provided accounts of incidents involving incivility they had experienced in their workplace. Content analysis of the incivility incidents revealed a number of antecedents to experiences of incivility in the form of sources (e.g., coworkers, manager, customers) and discrete emotional reactions (e.g., anger, contempt, embarrassment, disgust). This qualitative analysis of incivility incidents in the workplace enhances our understanding of various types of behaviors that may be perceived as uncivil and provides insight into the different affective reactions that experiencing incivility provokes. As such, it can provide a baseline for future innovative research into this type of workplace mistreatment and its measurement.

CM: **Development and Validation of a Workplace Bullying Bystander Response Scale**

Author: **Kara Ng**, *Alliance Manchester Business School, U. of Manchester*

Author: **Karen Rochelle Niven**, *U. of Manchester*








Despite wide recognition of workplace bullying's harmful individual, team, and organisational effects, previous work has traditionally conceptualised it as a dyadic problem between the perpetrator and dyad. In past years, researchers have begun to examine bullying as a social phenomenon in which third parties, known as bystanders, are also involved. However, there has been to date no validated scale to measure workplace bullying bystanders despite the growing number of studies that suggest that bystanders can engage in a multitude of behaviours with different effects. To address this, we draw on existing frameworks of workplace bullying bystanders and propose four bystander responses categorised along two dimensions Constructive to Destructive and Active to Passive, resulting in four bystander 'types': Active Constructive, Active Destructive, Passive Constructive, and Passive Destructive, for which we develop clear definitions. Drawing from subject matter experts and past academic research, we developed and finalised the Bystander Typology Scale (BTW), consisting of 34 items that capture the four bystander response groups. Across five samples, we test the BTS' psychometric properties and its content, discriminant, and nomological validity. Specifically, in Study 2, we test various individual differences that may predict bystander responses, and, in Study 3, we show that the BTS can be used to predict target-reported outcomes of experiencing workplace bullying. We believe that the BTS is a reliable measure that can be used by academics and practitioners to help understand the role and effect of bystanders in workplace bullying, thereby helping to reduce and prevent its occurrence.

CM: **Justice Comes at a Cost: The Impact and Effects of Filing a Workplace-Related Grievance**

Author: **Rose Brown**, *Cornell U.*

Recognizing the potential cost, this study investigates the consequences of informal and formal disclosure or complaints in response to workplace mistreatment, particularly discrimination, harassment, and retaliation, addressing a significant theoretical and empirical gap that spans decades. Employing grounded theory to study these social and psychological processes, the study develops an organizational punishment-industrial discipline nomological network of what employees can expect when engaging in the formal, informal, or even consideration of workplace grievance processes and how this network is moderated by ethnicity and age. This study expands organizational punishment-industrial discipline theory to include intentional actions such as ostracism in person and virtually, and individual and institutional gaslighting. Findings from 50 qualitative interviews and archival records concerning 160 employees indicate many participants experienced negative professional consequences such as adverse performance reviews, blacklisting, constructive discharge, reduced work contracts, and diminished career opportunities. Additionally, participants reported negative physical, psychological, and emotional impacts, from weight gain to feelings of revictimization, hypervigilance, and imposter syndrome. Despite the potential empowerment felt by a minority, the study underscores the pervasive challenges, including lack of confidentiality, investigation, and due process within grievance procedures. The resulting nomological network provides a nuanced understanding of the multifaceted consequences faced by employees who engage in or consider engaging in formal disclosure processes.

KEY TO SYMBOLS

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

Evaluating Competence in Uncertain Environments



Session Chair: **Craig Brimhall**, *UCLA Anderson School of Management*
Session Chair: **Joel Levin**, *Rady School of Management, U. of California San Diego*
Presenter: **Charles Adam Dorison**, -
Presenter: **WENZHUO XU**, -
Participant: **Xiawei Dong**, *Hong Kong U. of Science and Technology*
Presenter: **David M. Munguia Gomez**, *Yale School of Management*
Presenter: **Shilaan Alzahawi**, *Stanford Graduate School of Business*

In this symposium, we bring together leading and emerging scholars to explore how decision makers assess competence in uncertainty environments. Specifically, the papers explore (1) how people develop beliefs about skill in environments that are either devoid of skill signals or in which signals of skill are noisy, (2) the decisions people make based on their attributions of skill, and (3) how managers are perceived when they communicate uncertainty in their decisions. Together, the papers in this symposium offer important empirical insights into the difficulty managers face in accurately assessing skill in uncertain environments. Practically, the collection of papers offers guidance to decision makers tasked with interpersonal decisions like whom to hire, fire, promote, and demote or which leaders to follow or to ignore.

Judging Others' Models of Uncertainty

Author: **Joel Levin**, *Rady School of Management, U. of California San Diego*
Author: **Gulden Ülkümen**, *U. of Southern California - Marshall School of Business*
Author: **Craig R Fox**, *U. of California, Los Angeles*

Beyond Accuracy: The Interpersonal Costs of Independent Judgment Aggregation

Author: **Charles Adam Dorison**, -
Author: **Bradley DeWees**, *United States Air Force*
Author: **Julia Alexandra Minson**, *Harvard Kennedy School*

Explaining the Paradox of Skill: Why More Competence means More Luck

Author: **Craig Brimhall**, *UCLA Anderson School of Management*
Author: **David Tannenbaum**, *U. of Utah*

Ambiguous Performance Feedback Leads to Overconfidence in Later Decisions

Author: **Xiawei Dong**, *Hong Kong U. of Science and Technology*
Author: **WENZHUO XU**, -
Author: **David Hagmann**, -
Author: **Martha Jeong**, *Hong Kong U. of Science and Technology*

Luck that Builds Merit

Author: **David M. Munguia Gomez**, *Yale School of Management*

Does Expressing Uncertainty Help or Harm Leaders?

Author: **Shilaan Alzahawi**, *Stanford Graduate School of Business*
Author: **Frank Flynn**, *Stanford U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Developments in Unethical Leadership: What it is, its Antecedents and Consequences



Organizer: **Gabriela Rivera**, *Penn State Smeal College of Business*
Organizer: **Linda K Trevino**, *Pennsylvania State U.*
Organizer: **Marie S. Mitchell**, *U. of North Carolina, Chapel Hill*
Presenter: **Shubha Sharma**, *The U. of Tulsa*
Presenter: **Celia Moore**, *Imperial College Business School*
Presenter: **Wei Wang**, *U. of Manitoba*
Presenter: **Grace Ching Chi Ho**, *Arizona State U.*

Significant efforts have been devoted to understanding negative types of leadership, including unethical supervisory behaviors. Despite these efforts, much of the research in this area is focused on harmful interpersonal behaviors (e.g., abusive supervision). Yet, unethical leadership entails much more, such as breaking or contravening rules and employing unethical means to influence employees. This symposium aims to present new insights and perspectives from recent empirical research that advances our understanding of unethical leadership and how and why it occurs.

Seeing pariahs or prospects? Why leaders behave unethically (or not) toward poor performers.

Author: **John Lynch**, *U. of Illinois at Chicago*
Author: **Marie S. Mitchell**, *U. of North Carolina, Chapel Hill*
Author: **Shubha Sharma**, *The U. of Tulsa*

Uneth savior: A dyadic investigation of leaders' pro-follower unethical behavior toward underdogs.

Author: **Grace Ching Chi Ho**, *Arizona State U.*
Author: **Devin Ronald Flake**, *W. P. Carey School of Business, Arizona State U.*
Author: **David Welsh**, *Arizona State U.*

Easily led astray: Subtle changes in how leaders motivate subordinates can increase morally compromi

Author: **Celia Moore**, *Imperial College Business School*
Author: **Yaoxi Shi**, *Imperial College London*

Intervening the trajectories of leader (un)ethically over time: A within-person field experiment.

Author: **Wei Wang**, *U. of Manitoba*
Author: **Michelle K. Duffy**, *U. of Minnesota*

Unethical Leadership: Measure development and validation.

Author: **Gabriela Rivera**, *Penn State Smeal College of Business*
Author: **Linda K Trevino**, *Pennsylvania State U.*
Author: **Marie S. Mitchell**, *U. of North Carolina, Chapel Hill*
Author: **Anjier Chen**, *National U. of Singapore (NUS)*

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **1894** | Submission: **15550** | Sponsor(s): **(CMS)**
Scheduled: **Tuesday, Aug 13 2024 9:45AM - 11:15AM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Regent Room**

Defining, Designing And Deploying Indigenous Research Methodologies In Management Research



Organizer: **Theadora Carter**, *Alberta School of Business*
Organizer: **Jordyn Hrenyk**, *Beedie School of Business Simon Fraser U.*
Organizer: **Mary E. Doucette**, *Cape Breton U.*
Organizer: **Emily Salmon**, *Beedie School of Business Simon Fraser U.*
Organizer: **Katelynn Carter-Rogers**, *Saint Mary's U., Canada*
Organizer: **Mick Elliott**, *Haskayne School of Business, U. of Calgary*

Over the past two decades, there has been substantial growth in Indigenous-focused research within the field of Management and Organization Studies (MOS). This symposium aims to address the imperative for rigorous and community-connected MOS research with Indigenous Peoples. The symposium highlights the shift from viewing Indigenous Peoples merely as subjects of research to involving them as research partners. Emphasizing ethical considerations and acknowledging historical disenfranchisement, this session underscores the increasing demand from Indigenous communities for researchers to demonstrate competency in Indigenous Research Methodologies. This symposium invites Academy of Management members to explore and learn from emerging experts about designing and deploying Indigenous Research Methodologies in management research. Organizers will provide an overview of the state of Indigenous Research Methodologies in the MOS field, introduce their own methodologies, and engage in a moderated panel discussion.

KEY TO SYMBOLS

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

Work, Connectivity and Belonging

Session Moderator: **Sebastien Stenger, ISG**

CMS: **[Audit vs. Consulting, Which Route to Choose? The Role of Self-Elimination in the Social Exclusion](#)** 

Author: **Sebastien Stenger, ISG**

This article shows that social exclusion among elite professional services firms (PSFs) varies depending on the profession and moreover is more heavily pronounced by the effect of self-exclusion of students from more modest backgrounds. For this purpose, we analysed the recruitment of two classes of students enrolled at a top-tier business school by their social and geographic origins and conducted a qualitative study of 18 students from this school in order to determine their aspirations. Our study indicates that, for the same level of qualification, auditing within a Big Four firm is mainly chosen by students from secondary schools in regions and from a lower socio-professional category than their fellow students, whereas strategy consulting firms mainly recruit from the higher social strata coming from the capital city. We also demonstrate that for this population, auditing is perceived as less socially discriminating than strategy consulting, a field from which these students exclude themselves.

CMS: **[Emplacing a Craft Village in the Global Marketplace](#)**

Author: **Shalini Gupta, Indian Institute of Management, Calcutta**

Author: **Devi Vijay, Indian Institute of Management, Calcutta**

This study explores how a place of craft is emplaced in global circuits of capital. Drawing on fieldwork at Ajrakhpur (Gujarat, India), we examine how some artisans of the Muslim Khatri community relocated from their village following a devastating earthquake in 2001 and constructed a new craft village connected to global commerce. We distill three socio-spatial processes through which the artisan community engaged in place-making: situating community capital, staging the craft, and producing multi-scalar trade networks. We illustrate incommensurable worlds that arise in our context as inconceivable iconography and invisible border-making. We make the following contributions to organizational studies of craft. First, we deepen conversations on the relations between craft and place by surfacing what happens to place as the craft is produced for global marketplaces. Second, we foreground the socio-spatial inequalities integral to constructing a distinct place for global marketplaces. Finally, we offer a corrective to the Global North-centric understanding of craft.

CMS: **[Navigating the Labyrinth of Precarity: The Case of Women Domestic Workers in India](#)**     

Author: **Aiman Nida, Indian Institute of Management, Calcutta**

Author: **Randhir Kumar, Indian Institute of Management, Calcutta**

Existing research predominantly adopts a monolithic view of the domestic work segment, rendering the differential distribution of precarity invisible within academic discourse. This hinders a nuanced understanding of the precarity endemic to their lifeworlds. In challenging this paradigm, our article critically examines the differential experiences of precarity among women domestic workers in India during the COVID-19 pandemic. Using the lens of social positionality, our study reveals how the axes of gender, caste, religion, and migration status interact in complex ways to forge a spectrum of experiences, ranging from acute vulnerability to strategic resilience. These intersections lead to differential access to network and skill resources, shaping the varied capacities of the workers to navigate the precarious landscapes of their lives. We posit a novel network-skill typology to elucidate how differential access to these resources before the pandemic led to differential experiences of precarity during the pandemic. This research disrupts the monolithic portrayal of the domestic work segment, illuminating the nuanced ways in which structural inequalities are both reproduced and reinforced. It contributes to critical management studies by articulating a more dynamic understanding of the discourse on precarity, one that recognizes domestic workers as active agents in shaping and responding to the conditions of their labour. This research not only enriches our understanding of the precarious lives of domestic workers but also offers critical insights for policy interventions aimed at mitigating precarity in times of crisis.

CMS: **[Participation, Power and Relationality: Navigating Researcher-Patient Relationship](#)** 

Author: **Tero Montonen, U. of Eastern Finland**

Author: **Pasi Hirvonen, U. of Eastern Finland**

Author: **Paivi Eriksson, U. of Eastern Finland**

Author: **Eeva Aromaa, U. of Eastern Finland**

This article joins the discussion on knowledge production in research by focusing on an overlooked way of knowing together that connects academic researchers with citizens. Building on the literature about research involvement and power, we worked towards a post-paternalistic approach to explore how academic researchers navigate 'patient and public involvement' – a practice that involves specifically laypeople's contribution to academic research. We analysed the narratives mentioned in personal interviews with health and social science researchers, and the analysis details three storylines of relationships between academic researchers and citizens (i.e. patients, caregivers and the wider public). Drawing from the conceptual ideas of Mary Parker Follett, we provide a nuanced discussion on participation, power and relationality in these storylines and the prospects and possibilities of producing collaborative knowledge in health research in broad sense. Keywords: participation; research collaboration; power with; patient; narrative

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Organizational Effects of New Technology Implementation

Session Moderator: **Giuseppe Modarelli**, *U. of Turin*

CTO: **Implementing Conversational AI: Institutional Logic, Responses, and Constraint Absorption**      

Author: **Kevin Schmitt**, *U. of St. Gallen, Institute of Information Systems and Digital Business*

Author: **Ivo Blohm**, *U. of St. Gallen*

Over the last few years, Conversational AI has become increasingly prevalent in service-oriented industries. This case study delves into the antecedents of why service-oriented industries implement Conversational AI in their customer service operations. Second, it elucidates the interplay of institutional logic and organizational responses in addressing resource constraints encountered during the technology's implementation. We collaborated with six Swiss retail banks and insurance companies over a year to analyze their Conversational AI implementation practices. Our research identifies three organizational responses to absorb constraints: development of AI Business Unit Capabilities, formation of specialized AI Teams, and establishment of AI Value Streams. Furthermore, our research identified that a company's institutional logic — from opportunistic and cautious to pragmatic AI utilization and innovative customer-centric — significantly molds its organizational response to accessing external resources needed during Conversational AI implementations. Additionally, these organizational responses exhibit varying degrees of external resource-accessing capabilities (i.e., full, partial, or minimal).

CTO: **Effects of IT-based Changes on the Complexity of an Organizational Routine**

Author: **Sandro Franzoi**, *U. of Münster*

Author: **Sophie Hartl**, *U. of Liechtenstein*

Author: **Thomas Grisold**, *HSG U. of St. Gallen*

Author: **Jan Vom Brocke**, *U. of Münster*

Information technologies are expected to improve organizational routines in a number of ways, yet their implementations often lead to unexpected, unintended, and even undesired effects. In this research, we investigate how IT-based changes affect the complexity of an organizational routine over time, that is, the number of ways through which the routine can be performed. We present the findings of a computationally-intensive research study of a customer onboarding routine at a financial institution in Central Europe. To this end, we investigate how IT-based changes in the associated low-code platform affect the dynamics of how the routine is performed over the course of 2 years. We explain the effects of IT-based change on the routine's complexity along four core dimensions—the type of change, the strength of the effect, and the temporal unfolding of the effect and the permanence of effect—, where each dimension is characterized by different change patterns. We further distinguish between two types of IT-based effects: intended and unintended effects.

CTO: **A Process Model for Implementing Weakly Structured Systems in Manufacturing** 

Author: **TC Eley**, *Weatherhead School of Management, Case Western Reserve U.*

Author: **Kalle Lyytinen**, *Case Western Reserve U.*

The fourth industrial revolution (4IR) has yet to lead to a growth in productivity similar to the previous industrial revolutions. Current implementation of the underlying technologies follows the logic of the previous industrial revolutions in manufacturing despite the change in the nature of some of the technologies, especially the Industrial Internet of Things (IIoT). We conduct an exploratory case study in a medium-sized manufacturing company implementing IIoT system to highlight the importance of the embedding of organizational rules during the use of the information technology (IT) systems. The case allows us to unpack the patterns of practices, rules, and IT system uses and show that unlike previous manufacturing IT systems, IIoT implementation and assimilation moves from individual practices to organizational rules embedded in the IT and surrounding its use. Based on the analysis of practices, rules, and IT artifact interactions, we formulate an implementation process model for IIoT implementation.

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Selected as a Best Paper

Understanding Politeness, Civility, and Aggression Online

Session Moderator: **Mary Beth Watson-Manheim**, *U. of Illinois at Chicago*

CTO: **A Redundant Pattern or a Social Lubricant? Smiley Emoji Usage in Virtual Request Communication**

Author: **Jiayi Du**, *Fudan School of Management, Fudan U.*

Author: **XuHong Li**, *Fudan U.*

Author: **Zhiying Shi**, *School of Management, Fudan U.*

People actively use emojis as an equivalent tool for the absence of nonverbal cues in online communication. Prior studies showed that emojis or emoticons may not merely influence receivers' emotions but also the formation of impression. However, how emoji usage influences receivers' behavior in the organization is still unknown. Drawing on politeness theory, the present study proposes that the usage of smiley emojis in the help request context may positively influence receivers' helping behaviors via pleasure; trait cynicism of receivers which influences the interpretation of message is likely to moderate such the indirect effect. By adopting a mixed research design with an interview (N = 11), an experiment (N = 120), and a field survey (N = 214), we found that when receivers' trait cynicism is lower, the indirect effect of smiley emoji usage on receivers' helping behaviors via pleasure is stronger. Our study suggests smiley emoji usage as a social lubricant in organizational communication.

CTO: **Incivility in Online Communities: A Configurational Approach**

Author: **Marie Madeleine Meurer**, *Jönköping International Business School, Incoming Rotterdam School of Management*

Author: **Eliane Bucher**, *BI Norwegian Business School*

Author: **Suzanne Van Gils**, *BI Norwegian Business School*

This study explores the emergence of incivility in online communities, challenging the traditional perspective that attributes incivility to individual characteristics of actors and digital platforms. We argue that this narrow focus fails to recognize the complex interactions between these elements, leading to a rudimentary understanding of how incivility originates and evolves. To address this gap, our research employs a fuzzy set Qualitative Comparative Analysis (fsQCA) to examine a comprehensive dataset comprising approximately 4.3 million posts from 100 diverse online communities on Reddit. Through this analysis, we uncovered five distinct paths that converged into two primary community configurations: close-knit and scattered communities. Each configuration exhibits unique affordances contributing to incivility, shedding light on its nuanced and multifaceted nature. Therefore, this study highlights the dynamic interactions within sociotechnical systems and emphasizes the critical role of community-specific characteristics. We demonstrate that within the same digital platform, different social systems can impact user behaviors, including incivility.

CTO: **Two "Faces" of Players: The Relationship Between fWHR and Aggressive Behavior in Digital World**

Author: **Zhengda Xu**, *Beijing Technology and Business U.*

Author: **Song Lin**, *Central U. of Finance and Economics*

Author: **Heqi Jia**, *Central U. of Finance and Economics*

Author: **Yafang Zhang**, *Beijing Technology and Business U.*

The growing literature has emphasized the role of facial structures in affecting human behavioral tendencies, especially the debate on whether a person's facial width-to-height ratio (fWHR) will influence his aggressive behavior. The development of the digital economy and e-sports provide a new research context. E-sports players use virtual characters as representatives rather than engaging in physical fighting. We aimed to explore the role of fWHR of players and virtual characters regarding the indicators of aggressive behavior. Using the data of 954 professional players of League of Legend from 2017 to 2022, we present evidence that e-sports players' fWHR is not significantly associated with their aggressive behavior in the virtual world. We further proved that when the player's real face is more similar to his virtual character's face, he will perform more aggressively. Our studies extend the boundary of fWHR and aggressive behavior research in the digital era.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Teams: Understanding Formation, Structure, and Dynamics

Session Moderator: **Aimee Kane**, *Duquesne U.*

CTO: Assigning or Recommending You a Team? The Algorithmic Effects on Team Formation and Performance

Author: **Diego Gomez-Zara**, *U. of Notre Dame*

This study explores the impact of recommendation systems' algorithms on individuals' teammate choices when assembling teams. I posit that different algorithmic designs will lead individuals to choose one team member over another, thereby shaping their final teams' composition, dynamics, and performance. To investigate this, I conducted a between-subject laboratory experiment (N=332 participants) using four team formation algorithms, each manipulating participants' agency and the inclusion of diversity criteria. The findings show that the algorithms directed participants toward different team combinations, resulting in varied communication patterns and team viability levels. Notably, algorithms that implemented either diversity criteria or agency did not result in high team performance. While allowing personal agency without any diversity criteria led to homogenous teams with low performance, incorporating diversity criteria alone resulted in teams with low communication frequency and viability. In contrast, the team formation algorithm that combined personal agency with diversity criteria facilitated the assembly of effective diverse teams. I conclude by discussing the findings and the implications of algorithmic designs on organizational capabilities.

CTO: The Effects of Decision-Making Structure on Performance and Satisfaction in Temporary Teams

Author: **Lena Rudat**, *U. of Mannheim*

Author: **Nils Schweikard**, *U. of Mannheim*

Author: **Himani Singh**, *U. of Mannheim*

Temporary teams are frequently formed on-demand in organizations for short-term engagements involving tightly coupled and complex tasks. We examine how the distribution of decision-making authority among team members affects the effectiveness of such teams. Specifically, we shed light on how decision-making (de)centralization (i.e., whether decision-making authority is concentrated in a formal leader or shared among team members) impacts temporary teams' task performance and satisfaction. Empirically, we conduct a field experiment, involving 113 temporary distributed teams and a unique field setting, i.e., an online escape game. Our findings reveal that while decentralized structures enhance task performance, they also lead to lower team task satisfaction compared to centralized structures. Further, causal mediation analysis reveals that the main effect of centralized versus decentralized structure on team task satisfaction can be explained by differences in teams' collective perceptions of social loafing. Our findings contribute to existing research on temporary team effectiveness and the role of decision-making structures in such teams.

CTO: (A) I Sit Back - Unraveling the Dynamics of Social Loafing in Human-AI Collaboration

Author: **Edona Elshan**, *KIN Research, VU Amsterdam*

Author: **Dominik Siemon**, *LUT U.*

Author: **Triparna De Vreede**, -

Author: **Gert-Jan De Vreede**, *Muma College of Business, U. of South Florida*

Author: **Philipp Ebel**, *U. of St.Gallen*

This study investigates the phenomenon of social loafing within the context of human-AI collaboration. Focusing on team dynamics and individual contributions in human-AI teams, the research explores how the presence of AI affects human effort and the propensity for social loafing. The findings provide novel insights into the changing nature of teamwork in the era of AI and highlight critical considerations for managing human-AI interactions in professional environments. This study not only contributes to the existing body of knowledge on team dynamics and AI integration but also offers practical implications for optimizing team performance in an increasingly AI-driven world.

CTO: The Impact of Proximity and Hierarchy on Network Dynamics: A Quasi-Experimental Field Study

Author: **Jessica Reif**, *Fuqua School of Business, Duke U.*

Author: **Ramon Lecuona Torras**, *Duke U.*

Author: **Jonathon N. Cummings**, *Duke U.*

Prior literature on intra-organizational network dynamics has noted the role of contextual factors in changing workplace ties. For example, while physical proximity in the office is a well-known contextual factor for creating opportunities for tie strength, tie persistence, and tie formation in organizations, much less is known about how the formal structure influences these opportunities. In this paper, we focus on tie changes among 108 employees who moved from an office where desk locations were based on functional areas to a new office in which seating was quasi-randomly assigned. As a result of the office move, some employees now sat much further away from their bosses. Using surveys of face-to-face communication and logs of email communication before and after the move, we show that employees located closer to their bosses in the new office exhibited less tie strength, less tie persistence, and less tie formation with other employees. We also show that this negative effect of being proximate to the boss in the new office is exacerbated when the employee and boss had more face-to-face communication in the old office, which suggests that strong hierarchical relationships can further constrain communication opportunities presented by being physically close to other employees. These new findings at the intersection of proximity and hierarchy extend our understanding of contextual factors that shape network dynamics in organizations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Promise and Peril of AI Assistance in Coding, Writing, Literature Reviews

Session Moderator: **Shaila Miranda**, *U. of Arkansas, Fayetteville*

CTO: **Towards a Guide for Conventional and Gen AI-Assisted Literature Reviews**

Author: **Fabian Tingelhoff**, *U. of St. Gallen, Institute of Information Systems and Digital Business*

Author: **Micha Brugger**, *U. of St. Gallen, Institute of Information Management*

Author: **Jan Marco Leimeister**, *U. of St. Gallen and U. of Kassel*

Generative artificial intelligence (Gen.AI) is poised to significantly impact how literature reviews (LRs) are conducted, raising essential questions regarding methodology, quality, and ethical implications. Previous research predominantly focused on the capabilities and limitations of Gen.AI to establish guidelines for research practices. However, the rapid evolution of Gen.AI often outpaces the publication of methodological papers. In response, our study adopts a criteria-centric approach, scrutinizing the scientific quality standards that Gen.AI must meet. Our study shall inform researchers, irrespective of their intent to employ Gen.AI in LRs, as we first analyze the established state-of-the-art processes and associated quality standards in conventional LRs. This culminates in the synthesis of a unified process and criterion set, not only underpinning a comprehensive understanding of the extant LR methodologies but also serving as the foundational framework for integrating Gen.AI. Second, we delineate the specific scenarios conducive to incorporating Gen.AI into this fundamental framework, as well as situations where its integration may not be suitable. Our contribution is further solidified by providing a detailed, step-by-step guide — akin to a “cooking recipe” — to effectively integrate Gen.AI in LRs, ensuring adherence to established quality criteria.

CTO: **The Promise of Evaluative Algorithmic Advice: A Field Experiment on Writing Improvement**

Author: **Anuschka Schmitt**, *U. of St. Gallen, Institute of Information Management*

Author: **Thiemo Wambsganss**, *Bern U. of Applied Sciences*

Author: **Andreas Janson**, *U. of St. Gallen*

Author: **Krzysztof Gajos**, *Harvard U., School of Engineering and Applied Sciences*

The design and impact of algorithmic advice has become more important than ever with generative artificial intelligence's (AI) diffusion in organizational and private realms. Unfortunately, challenges associated with the computational nature of AI-based systems and human sensemaking can hinder augmentation of human work. Prevalent forms of algorithmic advice commonly provide a user with ‘one best’ solution that can induce the user to fixate on the advice and neglect own critical reasoning. To overcome such interaction challenges, we explore the potential of evaluative algorithmic advice that provides users with more open-ended and engaging feedback. As part of two controlled experiments, we find that humans prefer evaluative over contrastive advice for writing feedback. We then conducted a field experiment in the context of an educational business pitch writing task with two conditions: (i) contrastive algorithmic advice improving users' writing without any further feedback; and (ii) evaluative algorithmic advice providing feedback in form of open-ended questions and pro and contra arguments. Users' writing could be improved regardless of the type of algorithmic advice, yet we show that users exposed to evaluative advice engaged significantly more with the task and the advice. Our study explores how algorithmic advice may serve as a critical stimulator rather than attenuating human agency in AI augmentation.

CTO: **Decoding Coding Advice: How Credible are Programming Solutions Produced by Generative AI?**

Author: **Ziyi Zhao**, *Fox School of Business, Temple U.*

Author: **Kanghyun Cho**, *Fox School of Business, Temple U.*

Author: **Aleksi Aaltonen**, *Fox School of Business, Temple U.*

Author: **Detmar Straub**, -

The sudden availability of generative artificial intelligence tools has given rise to concerns about individuals' capacity to correctly evaluate and adopt outputs from generative AI. This is particularly important in the context of programming work that involves complex problem-solving and deep expertise that have been traditionally difficult to automatize. Generative AI technology can provide complete solutions to programming problems that previously required programmers to seek answers from their colleagues or online question-and-answer forums dedicated to programming. By contrast, tools based on generative AI offer programming solutions in real-time as they become integrated into professional workflows. Yet, AI-based tools are also known to occasionally produce 'hallucinations', that is, plausible-looking yet misleading or incorrect outputs. This raises a question of how programmers assess and perceive the quality of solutions produced by generative AI as opposed to human-generated solutions, and whether this results in algorithm appreciation and aversion. Understanding this dilemma is critical to programmers and their managers trying to decide how to make the best use of rapidly developing tools based on generative AI. We draw from the elaboration likelihood model and cognitive load theory to study how the source of a programming solution affects the quality of the solution and the decisions to adopt solutions produced by generative AI.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Minds and Machines: Expertise in an Age of Intelligent Machines

Organizer: **Sienna Helena S. Parker**, *U. of California, Santa Barbara*
Organizer: **Brandon Lepine**, *U. of California, Santa Barbara*
Discussant: **Melissa Valentine**, *Stanford U.*
Presenter: **Callen Anthony**, *New York U.*
Presenter: **Sarah Lebovitz**, *U. of Virginia*
Participant: **Emmanouil Gkeredakis**, *IESE Business School*
Presenter: **Kevin Woojin Lee**, *U. of British Columbia*
Presenter: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*
Presenter: **Matt Beane**, *U. of California, Santa Barbara*

Intelligent machines are transforming the nature of knowledge, skills, and expertise, challenging many of our assumptions about work and organizing. Researchers have long emphasized the impact of emerging technologies on reshaping interactions within organizations and occupational communities. From paper mill operators with software systems (Zuboff, 1988), radiologists with computerized CT scanners (Barley, 1986), librarians with internet search (Nelson & Irwin, 2014), and NASA scientists with open-source innovation (Lifshitz- Assaf, 2018) scholars have found that the introduction of digital technologies can occasion changes to occupational identities and trouble the boundaries of domain knowledge within and between organizations. However, our understanding of expertise in the era of machine learning, algorithms, and AI is still nascent. Unlike previous digital technologies, intelligent machine applications can handle complex decision-making tasks and analysis of large amounts of structured and unstructured data, disintermediating the tasks of managers and workers (Kellogg et al., 2020; Murray et al., 2021; Faraj et al., 2018). As such, recent calls for research emphasize the need for more theorizing on expertise and more empirical studies on how workers, occupational communities, and organizations can adapt to and cultivate the skills needed in this new world of work (Heimstädt et al., 2023; Nicolini et al., 2022). Therefore, this symposium provides new perspectives and insights at the nexus of intelligent machines and the evolving nature of knowledge, skills, and expertise. It will consist of two conceptual and three empirical papers that grapple with differing forms of intelligent technologies and their impacts. In concert, these presentations foreground and question the assumptions and heuristics that scholars of work, management, and organizing have traditionally held preceding the proliferation of intelligent machines. This symposium is designed to encourage discussion and integrate diverse theoretical and methodological approaches to the evolving landscape of work and technology.

How Autographic Affiliations Shape Patterns Of Technology Use

Author: **Callen Anthony**, *New York U.*

Ethical Expertise in the Era of Fair Algorithms in Organizations

Author: **Sarah Lebovitz**, *U. of Virginia*
Author: **Emmanouil Gkeredakis**, *IESE Business School*

Monsters of Our Own Creation: AI, Occupational Cannibalization, and the Future of Work

Author: **Kevin Woojin Lee**, *U. of British Columbia*

Integrated Organizational Training in the Age of Artificial Intelligence

Author: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*

Characteristics as a Complement to Process: Theorizing Skill in an Age of Intelligent Machines

Author: **Matt Beane**, *U. of California, Santa Barbara*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Women's Career Progression

Session Moderator: **Marlee Eden Mercer**, *York U.*

DEI: A Conceptual Exploration of Endometriosis Disclosure and its Impact of on Women's Career Progression

Author: **Marlee Eden Mercer**, *York U.*

Author: **Tina Sharifi**, *York U., Toronto*

Endometriosis is a debilitating disease that affects approximately ten percent of reproductive-aged women. However, its specific ramifications on women's professional development and career trajectory remains inadequately understood. This conceptual paper explores the challenges women who disclose their endometriosis condition face in the workplace, examining the impact of disclosure on career progression. Drawing from stigma management theory and intersectionality theory, we explore how supervisors' stereotypes and limited understanding of endometriosis contribute to negative perceptions, hindering women's career progression. We also introduce downplaying behavior, whereby women may engage in behaviors that de-emphasize the symptoms to reduce the negative perceptions. Though this behavior may make women suffer in silence, it is proposed to circumvent challenges surrounding career progression. Our research advances discussions on gender, health, and workplace dynamics in the hopes of contributing to developing more inclusive and supportive work environments for women facing health-related challenges like endometriosis. A discussion and implications are outlined.

DEI: The Cost of Me-Time: Social Media as a Window Into the Gendered Career Outcomes

Author: **Jiyoan Park**, *Rutgers U., School of Management and Labor Relations*

Author: **Maria Kraimer**, *U. at Buffalo*

Author: **Pat Downes**, *U. of Kansas*

Author: **Jerry Liu**, *Rutgers U., School of Management and Labor Relations*

While there has been escalating interest in the impact of social media on employee outcomes, research on the role of supervisors in this context is limited. To address this gap, we conducted two studies exploring how employees' social media posts affect their promotability ratings through supervisors' perceptions of their work-life conflict. Utilizing a survey experiment with Facebook post mockups of a fictitious employee, we examined how respondents, assuming the role of supervisors, evaluated the employee's work-life conflict and promotability. These evaluations were based on the employee's presentation of hobbies, parental status, and gender on Facebook. In the first study, findings from 306 respondents indicated that posts depicting hobbies as resource-depleting, as opposed to energizing, negatively impacted promotability ratings. This effect was, unexpectedly, particularly strong for female employees without children. The second study, with 241 respondents, further examined this unexpected finding, underscoring that perceived work-life conflict is a mediating mechanism explaining why resource depleting hobby posts led to the lowest promotability ratings for females without children. Alternative potential mediators were also explored but were not found to be significant.

DEI: Observing Upward Social Class Transition, Voice Solicitation, and Promotion Intention

Author: **Yi Huang**, *Nanyang Business School, NTU Singapore*

Author: **Xinyu Han**, *Nanyang Technological U.*

Author: **Jiajin Sophie Tong**, *School of Psychological and Cognitive Sciences*

Many employees work in order to gain financial and social status for moving upward on the social ladder, but extant research provides limited insights regarding the interpersonal experience of how social class transition is perceived by others in the workplace. Drawing from the literature on inspiration, we suggest that coworkers will have a more positive impression of employees who have demonstrated an upward transition in life. We argue that perceived upward transition is positively related to observers' inspiration, especially for the observers with a higher contextualism mindset. This will in turn predict observers' knowledge solicitation and intention to promote employees who have moved upward. Our hypotheses were consistently supported using both lab ($n = 268$) and field ($n = 285$) data. Overall, this research illustrates how and why upward transition has an effect on observers. We discuss the implications and limitations and call for more research attention on interpersonal mechanisms related to upward transition in the workplace.

DEI: This is Not a Calling: I'm selling My Expertise. Navigating Through Late-Career in Nursing

Author: **Sirpa Koponen**, *Jyväskylän yliopiston kauppa korkeakoulu/Executive Education*

Author: **Monika Von Bonsdorff**, *U. of Jyväskylä School of Business and Economics*

Author: **Iiris Aaltio**, -

We explored nurses' intentions to continue working as they approach retirement. Specifically, we were interested in micro and meso-level factors that underlie the intentions of continuing to work or transitioning to retirement. We applied the life course perspective and career construction theory as a lens for understanding the role of lived lives and the gendered nature of the nursing profession as aging nurses navigate and negotiate their late careers. We conducted a Q-methodological study in 2010 among 16 registered nurses in the federation of municipalities of a Finnish Care District. Respondents were employed as registered nurses aged 45 years and older. Nurses were asked to rank-order 60 statements (Q-set) regarding the factors influencing their desire to continue working in nursing. Individual Q-sorts were analysed using PQMethod 2.11. Three distinct views were extracted in which different aspects were considered important: 1) nurses who placed the highest value on the nature of care work, 2) nurses who prioritized a supportive workplace environment, and 3) nurses who valued fair and transparent leadership above all else. Interestingly, we found a need to reconcile the professional calling, which manifested in an intrinsic desire towards the work and to help others, and an instrumental role of the work. We discuss our contributions to the retirement, late-career, and career construction literature and practical implications. Keywords: late career, nursing, retirement, gender, Q-methodology

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1902** | Submission: **14298** | Sponsor(s): **(DEI)**
Scheduled: **Tuesday, Aug 13 2024 9:45AM - 11:15AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Burnham**

Developing a Better Understanding of Employee Resource Groups in the Workplace



Session Chair: **Lesly R. Krome**, *St. Mary's U. (San Antonio)*

Session Chair: **Cody Brent Cox**, *St. Mary's U.*

Participant: **Quinzy Johnson**, *USAA*

Participant: **Alexandrea Rodriguez**, *San Antonio Zoo*

Participant: **Brooke Connolly**, *Maryland General Assembly*

Participant: **Brenda To Dromgoole**, *Activision Blizzard*

Participant: **Amanda Reid**, *Ford Automotive*

Participant: **Tunji Oki**, *Google*

Participant: **Andrea Brown**, *Whataburger*

Employee Resource Groups (ERGs) are great assets to organizations, but little is known about them, their direct impact on employees, and how they can further company goals. The current panel sought to bring ERG experts from various industries together to discuss the role ERGs play within their respective organizations, how to best support ERGs in the workplace, what organizational utility is afforded through ERG investment, provide direction on how to establish ERGs, and to address sensitive questions, such as perceptions of inclusivity in ERGs. The panel creators are also available to discuss their research pertaining to the creation of an ERG taxonomy based on Fortune 100 companies.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gendered Selection and Allyship

Session Moderator: **Jingyi Wei**, *U. of Macau*

DEI: **Interpersonal Consequences of Perceived Allyship by Women: Helping and Knowledge Sharing Toward Ally (WITHDRAWN)**

Author: **Jingyi Wei**, *U. of Macau*

Allyship literature has centered on the ally while paid less attention to the perceptions of the allied. The present study draws on the social exchange theory to unfold the interpersonal consequences of allyship from the perspective of the allied. Three-wave data from 173 full-time working women in the United States across various industries showed that women's perceived allyship increased their trust toward their ally(ies), which inclined them to engage in ally-directed helping behavior and ally-directed knowledge sharing. Yet, these indirect effects emerged only for women who perceive organization as obstructing. The findings introduced a motive for ally's engagement in allyship through a relational lens, as they can derive work-related reciprocity as a response to their engagement in allyship. The theoretical and practical implications are both discussed.

DEI: **What Dandelions Teach Us about Daisies: A Framework for Hiring and Socialization Supporting Neurodiv**

Author: **Nikki Drader**, *U. of North Texas*

Author: **Virginie Lopez Kidwell**, *U. of North Texas*

Author: **Rhonda K. Reger**, *U. of North Texas*

Author: **Timothy J. Vogus**, *Vanderbilt U.*

Organizations are starting to actively invest in hiring initiatives aimed at recruiting neurodivergent talent. Yet, our understanding of the best ways to recruit and support these individuals as job applicants and employees remains limited. Using a combination of participant observer ethnographic case study and in-depth structured interviews of a targeted hiring initiative, we detail the importance of tailored recruiting service providers (TRSP) to identify, hire, and onboard neurodivergent talent. Specifically, we present a holistic perspective of how all stakeholders experience the hiring initiative (e.g., neurodivergent jobseeker, hiring manager, and TRSP coach) of a multinational TRSP and its client organization. From these data we develop a model for hiring neurodivergent talent grounded in alternative screening methods for selection and institutionalized tactics for socialization. We then discuss implications, limitations, and future research directions for human resource management related to recruitment, selection, and socialization of a neurodivergent workforce.

DEI: **The Surrendered Self: Stories of Mothering Neurodiverse Children (WITHDRAWN)**

Author: **Angela Owens-Schill**, *Utah Valley U.*

Author: **Amanda Peticca-Harris**, *Grenoble Ecole de Management*

Author: **Sara R. S. T. A. Elias**, *U. of Victoria*

Author: **Nadia C. DeGama**, *AFG College with the U. of Aberdeen*

Our qualitative study delves into the life history of a mother-worker caring for two neurodiverse children, surfacing how the burdensome mental load of balancing domestic and professional responsibilities permeates and shapes her identity. Employing narrative analysis and photovoice methods, we investigate how she navigates the logistical and emotional complexities in both roles across three distinct storytelling events: storying (mis)diagnoses, storying care needs and work negotiations, and storying coping. Our primary contribution lies in introducing the concept of the surrendered self, signalling the amplified and prolonged embodiment of one's provisional identity (mother) based on socio-cultural expectations of who she thinks she ought to be, leading to the eclipse of other possible identities (woman, wife, worker).

DEI: **Promotion During Peril: Status & Uncertainty Explain Gendered Selection During Org. Decline**

Author: **Nathan Barrymore**, *McCombs School of Business, U. of Texas at Austin*

Author: **Jamie Strassman**, *U. of Texas at Austin*

How are women's career prospects impacted by organizational decline? A sizeable body of work suggests that organizations appoint women to leadership positions as a turnaround strategy during periods of organizational decline, a phenomenon known as the glass cliff. However, evidence for this phenomenon and its underlying mechanisms are mixed. We explain this mixed evidence by juxtaposing the glass cliff literature with research on status and uncertainty. Relying on this research, we predict that on average, women are less likely to be appointed to leadership positions during organizational decline. However, firms mostly led by women should exhibit a glass cliff effect. Using 1.6 million senior-level job placements within U.S. public companies from 2014 to 2023, we find that while performance declines are correlated with increased placement of women into leadership positions, this relationship is accounted for by the job categories firms fill while underperforming. After accounting for job categories, organizational decline predicts a lower likelihood of selecting external women for leadership positions, and contrary to the mechanisms proposed by the glass cliff literature, men-dominated firms are responsible for this effect. Our research provides a novel, theoretically driven account of how, why, and where organizational performance declines affect the advancement of women.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented

Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Vantage Point: Perspectives of Mental Health Experiences at Work

Organizer: **Daniel James Quintal-Curcic**, *Telfer School of Management, U. of Ottawa*
Organizer: **Michaela Scanlon**, *Smith School of Business, Queen's U.*
Discussant: **Emily Rosado-Solomon**, *Babson College*
Participant: **Julian Barling**, *Queen's U.*
Participant: **Alyson Byrne**, *Memorial U. of Newfoundland*
Participant: **Anika Cloutier**, *Rowe School of Business, Dalhousie U.*
Presenter: **Cindy D. Suurd Ralph**, *Royal Military College of Canada*
Presenter: **Mikaila Ortynsky**, *Telfer School of Management, U. of Ottawa*
Participant: **Jennifer Dimoff**, *Telfer School of Management, U. of Ottawa*
Participant: **Laurent Lapierre**, *Telfer School of Management, U. of Ottawa*

Mental illness is a common health impairment, and in a given year, 1 in 5 North Americans will experience a mental-health-related concern. Although prevalent, stigma surrounding mental health remains a pervasive workplace challenge which negatively impacts employment for those facing mental-health challenges, such as mental illness. In addition, a lack of mental-health related support in the workplace contributes to lost productivity which can be costly to organizations. Given the pervasiveness and costs associated with mental health, there is a need to better understand employees' mental health experiences in the workplace context. The papers in our symposium contribute to the prominent body on mental health in the workplace, emphasizing employees' experience of mental health at work and the implications on job attitudes and performance. Each paper provides a unique perspective, including how experiencing mental-health-related stigma can affect leader emergence, how mental health can affect leadership pursuit, why managers' responses to poor mental health are essential to enhance employees' well-being, and what organizations can do to cultivate a supportive mental health environment. The symposium will conclude with a discussion on what organizational leaders can do to promote good mental health and prevent poor mental health, providing valuable insight for practitioners and researchers.

The Bright and Dark Sides of Personal Stigma and Leadership Emergence

Author: **Michaela Scanlon**, *Smith School of Business, Queen's U.*
Author: **Julian Barling**, *Queen's U.*

Mental Health and Leadership Pursuit

Author: **Anika Cloutier**, *Rowe School of Business, Dalhousie U.*
Author: **Alyson Byrne**, *Memorial U. of Newfoundland*
Author: **Cindy D. Suurd Ralph**, *Royal Military College of Canada*

Employees' Perspectives on Why their Managers' Supportive Actions Benefit their Mental Health

Author: **Daniel James Quintal-Curcic**, *Telfer School of Management, U. of Ottawa*
Author: **Laurent Lapierre**, *Telfer School of Management, U. of Ottawa*

Workplace Mental Health Environment: Conceptual Development

Author: **Mikaila Ortynsky**, *Telfer School of Management, U. of Ottawa*
Author: **Jennifer Dimoff**, *Telfer School of Management, U. of Ottawa*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



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Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1905** | Submission: **21814** | Sponsor(s): **(DEI)**
Scheduled: **Tuesday, Aug 13 2024 9:45AM - 11:15AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Roosevelt 3A**

2024 AOM DEI EC Meeting

Program Chair: **Sujana Adapa**, *professor*

2024 AoM DEI Executive Committee Meeting

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Firm Culture and CEOs

Session Moderator: **Moritz Johannes Volk**, *Innovation and Entrepreneurship Group (WIN) – RWTH Aachen U.*

DEI: **The Influence of TMT Faultlines on the Culture of the Firm and the Moderating Effect of the CEO**

Author: **Moritz Johannes Volk**, *Innovation and Entrepreneurship Group (WIN) – RWTH Aachen U.*

While corporate culture (CC) plays a key role for firm-level success, research on managerial antecedents of CC is scarce. Drawing on subgroup and CC perspectives, we theorize that TMT identity-based faultlines (gender & age) are negatively related to the culture of a firm. However, the presence of a female CEO and the functional background diversity of a CEO weaken this relationship. We test our predictions in a sample of 5,591 firm-year observations from 527 different S&P 500 companies between 2005 to 2020 and find support for our predictions. We contribute by highlighting the role of faultlines as inhibitors of strong CCs and by exploring which factors attenuate this relationship.

DEI: **Breaking Traditional Bonds: How Divorce Enhances Earnings for Female Executives**

Author: **Ipek Kocoglu**, *Kean U.*

This study challenges the traditional narrative that divorce adversely affects women's earnings, particularly focusing on female CEOs. We propose that, for women who effectively navigate social constraints, divorce can actually lead to increased earnings. Grounded in evolutionary psychology, our research suggests that the absence of a mate prompts women, unlike men, to intensify their resource acquisition efforts. This is particularly evident in divorced female CEOs, who, free from certain marital constraints, are able to allocate more cognitive resources to their professional roles, resulting in a 'divorce premium' in earnings compared to their married counterparts. Our analysis, utilizing a matched sample of female and male CEOs, reveals this divorce premium is exclusive to female CEOs. Notably, the premium escalates with the duration of being divorced, although it diminishes in the presence of children or if the CEOs remarry. These findings illuminate the intricate ways in which gender differences in earnings are influenced, highlighting that while social constraints tend to reduce women's earnings post-divorce, evolutionary adaptations appear to limit their earnings during marriage. The absence of a similar pattern among male CEOs underscores a gender-specific impact of marital status on professional preferences and financial outcomes.

DEI: **Minority Status as a Burden? Demographic Minority CEOs, External Pressures, and Diversity Policy**

Author: **Zhaoyi Yan**, *IE Business School*

This study attempts to investigate the extent to which external pressures can help moderate concerns that constrain demographic minority CEOs' (women and racial/ethnic minorities) preferences for diversity policy promotion. Drawing upon status-related theory and institutional theory, I propose external pressures significantly moderate the relationship between CEO gender and race/ethnicity and diversity policy promotion. I focus on the providence of transgender-inclusive benefits - which is arguably one of the most contested diversity policies at the workplace - across Fortune 500 firms from 2011 to 2020. Results suggest that female CEOs and racial/ethnic minority CEOs are susceptible to different types of external pressures. The likelihood of a firm's transgender-inclusive policy adoption is increased for female CEOs rather than males when the location a firm headquartered is dominated by politically left preferences, has strong anti-discrimination laws protecting sexual minorities, and has larger number of benchmarking firms. However, female CEOs are less likely than males to advance such policy when a firm headquartered in politically right-leaning states. Furthermore, firms led by racial/ethnic minority CEOs (particular for Hispanic and Asian CEOs) are more likely than those led by white CEOs to advance transgender-inclusive benefits when there are more benchmarking firms within the same industry.








DEI: **Heterogenous Returns to Performance-Based CEO Dismissal: Does CEO Gender Matter?**

Author: **Gurdeep Singh Raina**, *The U. of Texas, Permian Basin*

Author: **Anup Menon Nandialath**, *U. of Wisconsin, La Crosse*

While there has been extensive research on understanding the relationship between CEO appointments and stock returns, little is known about the impact on the stock returns after the CEO is dismissed. Furthermore, even less is known about when female CEOs are dismissed due to reasons of performance. Integrating the insights of the "resource-based view," "role congruity theory," and "investor sentiment perspective," we build on the premise that female CEOs are unique resources and hence, the dismissal of female CEOs will be perceived as substantial loss to the organization giving rise to particularly negative market reaction, leading to a lower cumulative abnormal return on the day of the dismissal announcement for female CEOs compared with male CEOs. However, the dismissal of female CEOs, who are dismissed for performance related reasons, will incite a positive market reaction, leading to a higher cumulative abnormal return on the day of the dismissal announcement for female CEOs compared with male CEOs. Using data from 909 CEO dismissals from 1992–2020, we find that the investors' behavior toward female CEOs' dismissal is different when they are dismissed due to performance. We contribute to the literature we draw from as well as to the upper-echelon literature uniquely.

KEY TO SYMBOLS

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

Experience

Session Moderator: **Nitish Singh**, *Chaifetz School of Business, Saint Louis U.*

ENT: **Emotion Lexicon and Entrepreneurs' Anxiety**

Author: **Nitish Singh**, *Chaifetz School of Business, Saint Louis U.*

Author: **Jintong Tang**, *Saint Louis U.*

Author: **Wenping Ye**, *school of management, Jinan U.*

Entrepreneurs' anxiety unveils a spectrum of negative emotions arising from the new venture creation process marked by acute levels of uncertainty. We offer a novel theoretical account of why entrepreneurs experience anxiety and how entrepreneurs cope with anxiety. Integrating linguistic and entrepreneurship research, we examine the constitutive role of language's emotion lexicon in augmenting entrepreneurs' prospective and inhibitory anxiety. We further explore individual-level (bilingualism) and national-level (cultural tightness) coping mechanisms that may diminish this relationship. We administered an international survey of 1,251 entrepreneurs speaking 14 native languages and conducted in-depth interviews to triangulate our quantitative findings and gain further insights.

ENT: **Emancipation Through Entrepreneurship: A Structuration Perspective**

Author: **Benson Kinney**, *Louisiana Tech U.*

Author: **Arielle M. Newman**, *Syracuse U. Whitman School of Management*

Author: **Garry D. Bruton**, *Texas Christian U.*

Entrepreneurship has been suggested as a means for producing emancipation for marginalized individuals. However, these claims have been debated within the literature, raising concerns over whether entrepreneurship facilitates emancipation. In this review, we examine entrepreneurship as emancipation literature through a structuration lens to critically evaluate both the enabling and constraining environmental factors such entrepreneurs face. Through this review we: 1) examine whether emancipation occurs through entrepreneurship, 2) consider the contextual impacts of structures on entrepreneurs' ability to find emancipation, and 3) propose that codependence of individuals and structures is a barrier to emancipation for marginalized individuals. We argue that research studying emancipation motives for entrepreneurship should consider environmental and agentic factors.

ENT: **Effectual Entrepreneurship: A Review and Bibliometric Analysis**

Author: **Banu Goktan**, *U. of North Texas at Dallas*

Author: **Elizabeth J. Muniz**, *U. of North Texas*

This bibliometric analysis explores effectuation research, unveiling its trajectory, impact, and interdisciplinary appeal. Despite varying opinions on the novelty of effectuation theory, our examination of publications indicates a growing interest across influential journals in various business fields. Drawing on author expertise and employing VOSviewer for bibliometric analysis, we explore thematic clusters, discuss landmark articles forming the foundation of the theory, review applications of effectuation theory in innovation and international research, and investigate emerging topics. The findings of this study contribute to a deeper understanding of the growth and impact of effectuation theory, simultaneously guiding future research directions and aiding practitioners in making more informed and effective decisions within the entrepreneurial context.








ENT: **Encroachment or Entitlement? Negotiating Public Space for Business Sustainance**

Author: **Athi Karthick V**, *Doctoral Scholar, Indian Institute of Management Ahmedabad*

Author: **Arun Sreekumar**, *Assistant Professor Indian Institute of Management Ahmedabad*

Research in marketing has paid scant attention to public resources, especially those that are contested for access and control by multiple social actors. In this multisited qualitative study, we explore the ways in which poor retailers negotiate access to a particular public resource, public space. We explore how public space can be contested as both a private and a collective good simultaneously, where different negotiation strategies enable access without claiming any ownership. Specifically, we document four main ways of negotiation that result from the interaction, both conflict and shared interest, of consumers, the public, the government, and the retailers. We demonstrate how the common nature of space stimulates contestations among various social actors and fuels forms of agency and hardships for informal retailers.

KEY TO SYMBOLS

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

Sustainability

Session Moderator: **Maik Bonn**, *Maastricht U., School of Business & Economics*

ENT: **From DNA to Professionalization: Family Firms' Path in Environmental Sustainability**

Author: **Maik Bonn**, *Maastricht U., School of Business & Economics*
Author: **Anita Van Gils**, *Maastricht U., School of Business & Economics*
Author: **Juliette Koning**, *Maastricht U., School of Business & Economics*
Author: **Jolien Huybrechts**, *Maastricht U.*

Many scholars have long assumed family firms to be naturally sustainable entities, yet recent studies suggest they may underperform their non-family counterparts. While such mixed results highlight a lack of unanimity, most studies also fail to address the heterogeneity among family firms in the context of sustainability. What is more, they largely neglect to understand why family businesses adopt sustainability practices in the first place and how they approach the rapidly changing sustainability arena. Hence, our study aims to shed light on why family firms adopt sustainability practices and how they navigate and respond to the changing sustainability landscape. For this purpose, we conducted semi-structured interviews among C-level managers and sustainability representatives of 21 family firms from the German Mittelstand and analyzed our data using a thematic approach. Our findings illustrate that family firms currently transition from an invisible to a more visible sustainability identity through a professionalization process triggered by internal and external catalysts for change. We contribute to the entrepreneurship and family business literature by extending the ongoing discourse on professionalization to the realm of sustainability practices, offering support for socioemotional wealth theory and stewardship perspective, and providing insights into the presumed heterogeneity among family businesses.

ENT: **When Values Aren't Enough. The Role of External Enablement in Sustainable Industry Creation**

Author: **Sarfraz Ali Kyani**, *Queensland U. of Technology*
Author: **Per Davidsson**, *Jönköping International Business School*
Author: **Dietmar W. Hutmacher**, *Queensland U. of Technology*
Author: **Martin Obschonka**, *U. of Amsterdam*

Research on sustainability entrepreneurship and industry creation often highlights how value-driven agents individually and collectively create significant and lasting change. We attempt to complement these agent-focused approaches by addressing the underlying business-environmental conditions that make participation in industry creation attractive and potentially successful. Accordingly, we emphasize the significance of external factors in fostering sustainability industry creation by applying the external enabler framework. We address how sociocultural, technological and regulatory changes to the business environment, as external enablers, can contribute to creating a sustainability-oriented industry, the empirical example being the potential creation of a viable automotive plastic recycling industry in Australia. We find that while all three types of enablers have important, interacting roles, their direct influence on shaping entrepreneurial action in this domain varies. While the value-based sociocultural pressure toward sustainability may have a fundamental role in driving technology development and regulations toward sustainability, the micro-level agents concerned are variously driven by such concerns and stress much more the need for regulatory measures to make sustainability investments commercially attractive. Further, we find that it is imperative that external enablement is sufficient across all significant roles in the emerging industry. To capture the latter, we introduce the concept of stakeholder comprehensiveness (of external enablement) as an important structural complement to the well-established, agent-focused notion of collective action as crucial in processes of industry creation. In all, our study contributes new insights to research on external enablement, sustainability entrepreneurship, and industry creation.

ENT: **Sustainable Entrepreneurship: Taking Stock and Moving Forward**

Author: **Antonio Giuliani**, *Department of management, Bologna U.*
Author: **Tiago Ratinho**, *IESEG School of Management (LEM-CNRS 9221)*
Author: **Ghassan Yacoub**, *IESEG School of Management*

Sustainable Entrepreneurship (SE) encompasses a burgeoning wealth of academic scholarship that has seen a sharp rise in recent years. Driven by a dramatic increase in the attention paid to sustainability related themes, both in the academic discourse and in the wider public and society, this field has ballooned to a size and spread that merits further investigation. Using contemporary bibliometric techniques, we quantitatively survey the extant literature on SE to better structure it, take stock of the current academic debates, and provide an itinerary for future researchers to develop this important field.

ENT: **Entrepreneurial Navigation in Dynamic Landscapes: The Path to Creating a Sustainable Venture**

Author: **Seham Ghalwash**, *The Technical U. of Denmark - DTU Entrepreneurship*
Author: **Rachida Justo**, *IE Business School*
Author: **Ismail Ayman**, *American U. in Cairo*

While rising, Sustainable Entrepreneurship (SE) prefers developed countries and ignores the specific challenges of developing countries with dynamic and unpredictable circumstances. To fill this gap, our research investigates how entrepreneurs create and develop sustainable enterprises in such settings. We employ an in-depth qualitative study of KarmSolar, an enterprise emerging from the Egyptian Revolution. We identify four navigating phases of the venture creation and development: Revolution Inspired Entrepreneurial Venture Creation, Foundational Resilience Strategies, Strategic Entrepreneurial Adaptation and Growth, and Sustainable Institutional Legacy. This study combines the subjective emphasis of discovery theories with the objective function of external enablers and the dynamic nature of Effectuation. Our multilevel model shows how external enablers, venture development, and entrepreneurial actions interact, giving SE literature a new perspective in changing contexts. Our research emphasizes transitioning from a company to a sustainable institution, adding a forward-thinking, sustainable perspective to Sustainable Entrepreneurship literature.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Family Firms IV

Session Moderator: **Marco Mismetti**, *Stockholm School of Economics*

ENT: Family Control, Country Progress and Sustainable Development Goals: A Mixed Gamble Perspective  

Author: **Marco Mismetti**, *Stockholm School of Economics*

Author: **Ivan Miroshnychenko**, *IMD*

Author: **Alfredo De Massis**, *Free U. of Bolzano, IMD Business School and Lancaster U.*

Building on the mixed gamble perspective, we analyze the progress of family versus non-family firms towards SDG 7 (affordable and clean energy). Our framework explains how the mixed gamble and goals of family firm ownership and management, as well as the national context (i.e., country progress toward SDG 7), affect firm behavior in the pursuit of affordable and clean energy. Using a novel and unique sample of listed firms from 39 countries over 14 years, our study provides insights into why firms calculate the mixed gamble of SDG 7 progress differently, depending on their ownership and management configurations, in countries with different levels of SDG 7 progress. Our study is an important step toward a better understanding of the sustainable development goals of family firms.

ENT: SME Familiness and the Use of External Consultants: Role of CPA as Advisor

Author: **Timothy Kiessling**, *Sabancı U.*

Author: **Nufer Yasin Ates**, *Sabancı U.*

Author: **Kagan Sirdar**, *Sabancı U.*

Most SMEs are run by small families and due to this have characteristics unlike those are not. One of the “familiness” characteristics focuses on the use of external consultants. Drawing on the knowledge-based view of the firm, this paper studies the advising role of external accountants in SMEs. We investigate when SMEs utilize their external accountants as advisors and how this utilization enables the SMEs to attain higher performance. Our results indicate that family SMEs adopt external accountants as advisors more than non-family SMEs, and this utilization leads to higher organizational performance. The use of internal resources for basic accounting tasks enhances the use of external accountants as advisors in family SMEs. These findings offer several theoretical contributions for family business and SME literature as well as practical implications for external accountants and family SMEs.

ENT: Family Ownership and Innovation Output: Integrating Resource Allocation and Resource Conversion  

Author: **Tao Han**, *EMLYON Business School*

Author: **Xuedan Tao**, *Nottingham U. Business School China*

Author: **Hongbin Tan**, *School of Economics and Management, Tongji U.*

There has been intense debate on the role of family firms in the innovation process and their impact on innovation output. Empirical work to date presents mixed results, showing that family ownership could have both positive and negative influences. To address this puzzle, we shift the focus from the “family versus non-family” comparison to the variational heterogeneity in family ownership. Importantly, we examine two distinct yet essential mechanisms through which family ownership affects innovation output: its detrimental effect on resource allocation (i.e., R&D investment) and its governance advantages in resource conversion (i.e., transforming R&D input to innovation output). Based on a multiplicative combination of these two underlying channels, we propose an inverted U-shaped relationship between family ownership and innovation output, suggesting that a moderate level of family ownership may enable firms to maximize their innovation output. Using a panel dataset of Chinese listed firms from 2007 to 2020, our analyses confirm this inverted U-shaped relationship and validate the two underlying mechanisms. Our integrated theoretical framework and empirical findings help reconcile the conflicting findings in the literature, providing a more complete account of the relationship between family ownership and innovation output.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Entrepreneurship and Well-Being III

Session Moderator: **Yekaterina Pak**, *U. of Vaasa*

ENT: **Narrating the Experience of Entrepreneurial Stress**

Author: **Yekaterina Pak**, *U. of Vaasa*
Author: **Jukka Pekka Partanen**, *U. of Vaasa*

In this paper, we aim to unveil the complexity and dynamics of entrepreneurial stress by analysing accounts made by entrepreneurs who have experienced severe stress. We recognize stress as a complex multiyear phenomenon, the intricacies of which cannot be adequately captured through quantitative analysis of the relationships between individual variables. To this end, we apply narrative analysis to gain a deeper insight into the phenomenon of entrepreneurial stress. Our findings reveal the complex nature of stress and illuminate how entrepreneurs' beliefs and characteristics, such as optimism and self-efficacy can expose entrepreneurs to increased stress. The results of the paper contribute to the literature on entrepreneurial stress and well-being.

ENT: **Overwork and Subjective Well-Being: The Moderating Effect of Self-Perceived Socio-Economic Status**

Author: **Sanggeun Lee**, *Syracuse U.*

In this paper, the dynamics of how overwork influences entrepreneurs' subjective well-being (SWB) are thoroughly investigated. Building upon existing literature, it is posited that the relationship between overwork and SWB is negatively associated, yet the underlying reasons are distinctively characterized by the entrepreneurs' context. It is argued that overwork symbolizes high ambition and aspiration among entrepreneurs, leading to increased stress and pressure. Additionally, the extensive dedication to work inhibits entrepreneurs from engaging in leisure and stress-relieving activities, culminating in a decrease in SWB. A novel aspect of this research is the assertion that self-perceived socio-economic status (SPSES) serves as a positive moderator in the relationship between overwork and SWB. High SPSES is indicative of an entrepreneur's satisfaction with their achievements relative to their peers, signifying that their diligent efforts have been fruitful. Consequently, for those perceiving their work as rewarding, the negative impact of overworking is proposed to be mitigated. This hypothesis and its implications are empirically tested using data from 2,797 entrepreneurs in the Korean Labor Income Panel Study (KLIPS). The findings reveal that overworked entrepreneurs generally report negative SWB, yet this relationship is positively moderated by SPSES. Furthermore, it is noted that these outcomes are not mirrored in the general population, underscoring the unique entrepreneurial context. This study contributes to the nuanced understanding of the interplay between work intensity, personal perceptions, and well-being in the entrepreneurial landscape.

ENT: **Navigating Clan Influences: The Impact of Informal Institutions on Rural Entrepreneurs' Well-Being**

Author: **Chenjian Zhang**, *U. of Bath*
Author: **Yuanyuan Lan**, *Qingdao U.*
Author: **Bin Li**, *Shanghai Normal U.*
Author: **Xiaotong Liu**, *School of Business, Qingdao U.*
Author: **Yuhuan Xia**, *Shandong U.*

Entrepreneurship plays a pivotal role in alleviating poverty and fostering economic and societal growth. Entrepreneurs with higher levels of subjective well-being (SWB) often exhibit resilience and increased productivity in their endeavors. While previous studies have mainly focused on Western contexts with an emphasis on economic outcomes, our study aligns with the emerging interest in everyday entrepreneurship in non-Western settings. This research explores how clan culture, a prevalent informal institution in non-Western contexts, affects the SWB of rural entrepreneurs and examines the influence of contingencies within the clan on this relationship. Situated within the context of China, our qualitative findings offer detailed insights into the activities and personal experiences of rural entrepreneurs. Our quantitative analysis further reveals a negative relationship between clan culture and SWB. This negative association is pronounced among entrepreneurs with high in-clan status and in areas with a dense entrepreneurial landscape. However, this negative association is mitigated when the rural community develops adaptive conventions. This study contributes to literature by shedding light on the role of informal institutions in shaping the entrepreneurial journey and entrepreneurs' well-being. It underscores the complex interplay between entrepreneurship and communal obligations, interwoven with individuals' social status, the dynamics of communal entrepreneurship, and community conventions.

ENT: **Entrepreneurs' Well-Being: The Role of Personality and Background Heterogeneity between Co-Founders**

Author: **Daniela Kremer**, *WIN Lehrstuhl RWTH Aachen*
Author: **Sebastian Kruse**, *Innovation and Entrepreneurship Group - RWTH Aachen U.*

In recent decades scholars have paid rising attention to entrepreneurs' well-being as an essential individual outcome of entrepreneurship and a vital prerequisite for sustained venture success. However, there are still significant gaps in understanding the pathway from entrepreneurship to mental well-being, especially considering an entrepreneur's social environment and, more precisely, the co-founder. To address this gap, we build on person-environment fit theory and create a model highlighting the perceived heterogeneity of entrepreneurs and their co-founders as an important antecedent of well-being. Specifically, we investigate the relationship between (a) perceived personality heterogeneity and hedonic well-being, and (b) perceived background heterogeneity and eudaimonic well-being, considering firm age and firm performance as moderators. We test our model with data from 304 German entrepreneurs in two waves in 2023. Results suggest that perceived personality heterogeneity negatively relates to an entrepreneur's hedonic well-being. Firm age positively moderates this relationship. In contrast, perceived background heterogeneity positively relates to an entrepreneur's eudaimonic well-being and firm performance negatively moderates this relationship. We contribute by highlighting the critical role of co-founders and their characteristics for entrepreneurs' both hedonic and eudaimonic well-being, and by highlighting the importance of firm-level factors in buffering potential mismatches.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **1911** | Submission: **13172** | Sponsor(s): **(ENT)**

Scheduled: **Tuesday, Aug 13 2024 9:45AM - 11:15AM CT (UTC-5)** at **Hyatt Regency Chicago** in **New Orleans**

Founding Team Fundamentals: New Perspectives on the Inner Workings of Founding Teams



Organizer: **Audra Grace Quinn**, *U. of Southern California - Marshall School of Business*

Organizer: **Raja Singaram**, *U. of Galway*

Discussant: **Nicola Breugst**, *TUM School of Management, Technical U. of Munich*

Discussant: **William B. Gartner**, *Babson College*

Presenter: **Moran Lazar**, *Tel Aviv U.*

Presenter: **Davide Bavato**, *EPFL*

Participant: **Alisa Boguslavskaya Jno-Charles**, *Babson College*

Participant: **Miruna Radu-Lefebvre**, *Audencia*

Participant: **Gilad Chen**, *U. of Maryland*

Participant: **Brent Goldfarb**, *U. of Maryland*

Participant: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*

Participant: **Holger Patzelt**, *TUM School of Management, Technische U. München*

Participant: **Manuel Braun**, *Technical U. of Munich*

Participant: **Darren Meister**, *Richard Ivey School of Business*

Participant: **Denis A. Gregoire**, *HEC Montreal*

We are at a critical juncture in the study of entrepreneurial teams, as much work has emerged in the last few years. While scholars have defined what an entrepreneurial team is, the field lacks a standard definition of what it means to be a founder, an integrative theory of how cofounders come together, and an understanding of the implications of different approaches to forming and adapting a founding team. With these gaps in mind, we have convened scholars doing important research addressing these key topics to present their cutting-edge work.

Founding Team Fundamentals: New Perspectives on the Inner Workings of Founding Teams

Author: **Audra Grace Quinn**, *U. of Southern California - Marshall School of Business*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Art & Technology

Session Moderator: **Yiru Cai**, *School of Business and Management, Jilin U.*

ENT: **The Role of Entrepreneurs' Skills on Opportunity Evaluation: Discovery, Creation, and Ambidexterity**

Author: **Yiru Cai**, *School of Business and Management, Jilin U.*
Author: **Li Cai**, *School of Management, Jilin U.*

The present study reconciles the tension between the discovery view and the creation view by introducing a holistic view of entrepreneurial opportunity which divides opportunity into three categories - discovery, creation, and ambidexterity. Employing this classification, we examine how entrepreneurs' skills (cognitive, social, technical, and management) influence opportunity evaluation (OE) in general and, more specifically, its three sub-dimensions (i.e., discovery, creation, and ambidexterity). Drawing on surveys from Chinese and the U.S. entrepreneurs, the study identifies cognitive, technical, and management skills as universally significant in OE, while social skills hold particular relevance in China. In sub-dimensioned opportunity contexts: irrespective of national context, management skills are critical for discovery, while technical skills are key for creation. For ambidexterity, Chinese entrepreneurs prefer balanced skills, while US entrepreneurs prioritize technical skills. Implications and future research discussed.

ENT: **The Effect of Business, Music and Digital Competencies on Musician's Entrepreneurial Performance**

Author: **Richard Aristeo Rodriguez**, *U. of Texas Rio Grande Valley*
Author: **Sibin Wu**, *U. of Texas Rio Grande Valley*

As a result of the digital disruption of the music industry, many musicians have the option of using digital platforms such as Spotify to act as entrepreneurs where they can market their music and be profitable at the same time. However, why do some musicians emerge as entrepreneurial and others do not? Basing on Jack-of-all-Trades Theory, we argue and test that musician entrepreneurs need three sets of competencies (business, music, digital) to achieve financial, operational, non-financial and product performance. We found that business competencies (organizing and personal strength) positively influence financial and operational performance while music competencies (movement and musicianship) lead to positive non-financial and product performance. Further, while digital competencies are negatively related to financial performance, they exert positive influence on non-financial and product performance. Lastly, digital competencies strengthen the relationship of personal strength and movement with performance. We discuss and draw conclusions from our findings.

ENT: **The Role of Art Collecting in Entrepreneurial Families**

Author: **Jennie Fahlström**, *Stockholm School of Economics*
Author: **Camille Korschun**, *Stockholm School of Economics*
Author: **Mattias Nordqvist**, *Stockholm School of Economics*








Entrepreneurial families are important art collectors, yet little is known about how and why they engage with the practice. Through an exploratory study with an inductive empirical research design, we interview multiple members of intergenerational entrepreneurial families actively involved in art collecting. We find that art collecting could be a practice with strong implications for both the business and the family over time. We explore the motivations behind why entrepreneurial families engage in art collecting and how this develops individually and collectively into a practice of collecting across generations. We contribute to the entrepreneurship and family business literature and to research on the role of art in business and management.

ENT: **The Impact of Digital Technology on Entrepreneurial Ecosystems: Case of UK Digital Gaming Industry**

Author: **Zimu Xu**, *Cranfield School of Management*
Author: **Gideon Maas**, *Coventry U., International Centre for Transformational Entrepreneurship*
Author: **Paul Jones**, *Swansea U.*

This study examines how digital technology and its capabilities impact the entrepreneurial process and the development of entrepreneurial ecosystems (EEs). Based on 70 interviews with key stakeholders in the UK's digital gaming industry, a framework is proposed that represents EE activities across local, national, and global scales. The findings show that digital capabilities allow a local EE to expand its reach to national and global levels. Additionally, it underscores the necessity of thoroughly assessing EEs at multiple scales, and recognizing their potential advantages and challenges.

KEY TO SYMBOLS

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

Accelerators 1

Session Moderator: **Jing Zhang**, *Old Dominion U.*

ENT: **External Funding and Social Impact Accelerators: Gender in Different Institutional Contexts**    

Author: **Jing Zhang**, *Old Dominion U.*
Author: **Fatemeh Askarzadeh**, *U. of Houston Downtown*
Author: **Matthew Farrell**, *Austin Peay State U.*
Author: **Veronika Ciarleglio**, *the U. of tampa*

Recent attempts to narrow the gap between genders have made positive impacts, however, they created some unexpected backlash effects that might inadvertently hurt women entrepreneurs. Integrating signaling theory and institutional theory, we contend that social impact accelerators (SIAs) can counteract some individual merits of women when they apply to accelerator programs. Thus, we propose that while men-led ventures with external funding have a higher chance of acceptance to SIAs, it does not influence women-led ventures despite greater barriers to gaining it. However, this effect depends on the institutional context. That is, when operating in a country with low gender inequality or high national equity funding availability, external funding matters for both genders. An analysis of survey data of 10,217 startups in 143 countries over 2016-2018 supports most of our predictions. We find while acquiring external funding increases the likelihood of SIA acceptance for men in any nation, in contexts with low equity funding availability, SIAs are more likely to become oblivious to the existing external funding for women, despite the greater challenge in obtaining this signal. Our study challenges the general assumption of signaling theory that signals more difficult to gain will create more value for the sender, informs theories of heterogeneity in resource acquisition in different institutional contexts, and highlights potentially unintended consequences of supporting women.

ENT: **Exploring the Emergence of a University-Based Accelerator**

Author: **Monica Masucci**, *U. of Sussex*
Author: **Roberto Camerani**, *SPRU U. of Sussex UK*
Author: **Nicoletta Corrocher**, *Bocconi U.*
Author: **Mariarosa Scarlata**, *U. of Bergamo*

This paper explores the creation and development process of an accelerator by an Italian business university, investigating the factors that led the university to found its own accelerator and that guided its set up process in terms of choice of focal activities and governance structure, as well as the mechanisms through which it creates value for its internal and external ecosystem. Relying on an in-depth case study approach, we conducted several interviews with members of the accelerator, key university stakeholders and external partners. Our empirical evidence points to the existence of both internal and external drivers that led to the emergence of the university accelerator and suggests that its operating and governance structures were strategically designed to leverage the university's internal strengths and resources. It also underscores the key roles played by the top management of the university and by the internal champion in aligning views, building consensus, and negotiating solutions in this process. Finally, it reveals how by strategically orchestrating the relationships with internal and external stakeholders a university accelerator can successfully balance the need of creating value for both the university and the broader ecosystem in which it operates.

ENT: **Staging Knowledge Amongst Experts: How an Accelerator Works to Develop an Ecosystem**

Author: **Alana Pierce**, *HEC Montreal*








Accelerators play a key role in entrepreneurial ecosystems, however, extant research is limited in knowledge and theory about how accelerators work to develop entrepreneurial ecosystems. Accelerators are the means by which ventures seek to gain knowledge to build high-growth ventures, but accelerators are also posited to contribute meaningfully to ecosystems in other ways. I employ field theory to conceptualize an entrepreneurial ecosystem as a field and accelerator events as field-configuring events. I engage in a two-year ethnographic study of a series of accelerator events to explore how an accelerator works to achieve ecosystem-level outcomes using events. I find that the accelerator engages in stage production practices to produce a knowledge refinement process amongst field-level experts. Contrary to existing research on entrepreneurial ecosystems, the accelerator engages beyond a simple facilitative role in knowledge transfer to purposeful engagement in a process of knowledge refinement. This paper contributes to research on accelerators in entrepreneurial ecosystems, as well as field theory by positing the accelerator as not only a host to field-configuring events but also an active influencer to the ecosystem field as a field-configuring organization.

 ENT: **Home Country Institutions and Accelerator Outcomes**  

Author: **Dibyendu Sharma**, *Indian Institute of Management, Ahmedabad*
Author: **Divyanshu Jain**, *Doctoral Scholar, Indian Institute of Management Ahmedabad*

Accelerators are gaining popularity in the entrepreneurship ecosystem for accelerating new ventures by providing benefits such as learning, sorting, and signaling. However, existing empirical evidence on the accelerator outcomes does not consider the role of boundary conditions, such as institutional environments in which they operate. In this paper, we argue and test institutions' importance and empirically examine accelerators' impact on new venture performance using a generalized difference-in-differences technique on a worldwide accelerator database. At the baseline, the findings are consistent with previous literature, which shows a positive impact of accelerators on the revenues and equity funding of new ventures. However, we find that the positive impact is higher in countries with stronger institutions. This paper demonstrates that institutions are a crucial boundary condition for assessing the impact of accelerators on new ventures. These findings contribute to emerging empirical research that assesses the impact of business accelerators on new venture performance.

KEY TO SYMBOLS

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

Harnessing Diversity

Session Moderator: **Bao Wu**, *zhejiang U. of technology*

ENT: The International Network Activity of Entrepreneurial Firms in Multi-Layered Networks

Author: **Eve-Michelle Basu**, *Stockholm School of Economics*
Author: **Angelika Lindstrand**, *Stockholm School of Economics*
Author: **Joakim Fichtel**, *KTH Royal Institute of Technology*

This study investigates the dynamics of international network activity of entrepreneurial firms within multi-layered interorganizational networks. Interorganizational relationships enable entrepreneurial firms to tap into external resources, identify new business opportunities and are pivotal for their innovativeness and growth. Firm-level network activity, however, is embedded in complex, multi-layered interorganizational networks. This research explores variations in international network activity across different network layers, with a focus on cross-border relationships. Drawing from social structuration theory, we take a dynamic perspective and analyze how network structure and activity in one period affect international network activity in subsequent periods. We analyze a unique dataset covering the network activity of Swedish dedicated biotech firms from 2004–2013, using social network and statistical analyses. The research reported in this paper finds that international network activity differs between the R&D, financial and marketing layers of an interorganizational network and offers critical insights into the nuanced nature of international network activity within multi-layered networks.

ENT: The Influence of Intergenerational Differences on Portfolio Entrepreneurship in Family Businesses

Author: **Bao Wu**, *zhejiang U. of technology*
Author: **Yuxin Zhang**, *zhejiang U. of technology*
Author: **Esra Memili**, *U. of North Carolina, Greensboro*

We argue that knowledge differences between the first- and second-generation family members induce intergenerational feedback, and their cognitive differences trigger intergenerational conflict, which both lead to portfolio entrepreneurship in family businesses. Using a sample of Chinese family firms for the period 2008 to 2021, we confirm that knowledge differences and cognitive differences promote portfolio entrepreneurship in family firms. Our findings further suggest that maternal involvement strengthens the positive relationship between knowledge differences and portfolio entrepreneurship, and weakens the positive relationship between cognitive differences and portfolio entrepreneurship in family businesses. The participation of multiple offspring of the founder enhances the positive impact of cognitive differences, but does not moderate the relationship between knowledge differences and portfolio entrepreneurship. Our study provides a nuanced picture of how intergenerational differences propel portfolio entrepreneurship via distinct interaction mechanisms. We expand the research on family dynamics by identifying antecedents of portfolio entrepreneurship in family businesses.

ENT: The Impact of Transdisciplinary Academic Entrepreneurship upon Entrepreneurial Ecosystems

Author: **Mauricio Guerra**, *U. de Santiago de Chile*
Author: **Simon Mosey**, *U. of Nottingham*
Author: **Chris James Carter**, *U. of Nottingham*

Scholars are paying increased attention to entrepreneurial ecosystems in universities, with calls to investigate and explain contemporary changes, consider different stakeholders, and evaluate the social impact of entrepreneurial activities. At the same time, universities have been urged to collaborate with non-academic actors to address societal and environmental issues, recognizing that such complex social challenges cannot be addressed by the academy alone. Instead, it requires a paradigm shift, coalescing within the literature as transdisciplinarity. This paper explores the potential impact of a transdisciplinary entrepreneurship program where leading UK universities, corporates, and public and third-sector organizations invite a regional community to explore entrepreneurial solutions to the societal challenges of poverty and infrastructure. Using a qualitative multiple-case study research design, 13 cases are investigated longitudinally, representing a variety of industrial sectors, disciplinary perspectives, and founders of entrepreneurial projects such as students, alumni and community members in addition to faculty. We contribute to theory by developing a framework showing how a transdisciplinarity intervention can impact positively upon the institutional, interpersonal, and intrapersonal aspects of the university entrepreneurial ecosystem. We highlight where key barriers remain and conclude with recommendations for more inclusive academic entrepreneurship, educational practice, and policy.

ENT: The More Different the Better? Venture Heterogeneity and Survival in Entrepreneurship Support

Author: **Kevin Reuther**, *Leipzig U.*
Author: **Carolin Schmidt**, *Leipzig U.*
Author: **Yngve Dahle**, *U. of South Eastern Norway*
Author: **Franziska Schösser**, *Leipzig U.*
Author: **Elisa Villani**, *Department of management, Bologna U.*

Entrepreneurship support (ES) plays a pivotal role in entrepreneurial ecosystems, helping individual ventures to thrive and contributing to broader economic growth. The extant literature investigates and substantiates the significance of ES, highlighting how different types and sources of support impact new venture performance. Beyond this body of research, there is an academic debate on the impact of team composition and diversity on venture outcomes, under-scoring the human factor in entrepreneurial success. While these dynamics are rather well understood on the entrepreneurial team level, a gap remains in understanding the impact of heterogeneous versus homogeneous venture composition during ES programs (ESPs) and its impact on venture survival. Thus, our research transcends focussing on the dynamics within individual entrepreneurial teams by investigating heterogeneity across multiple ventures jointly participating in ESPs. We utilize fuzzy-set Qualitative Comparative Analysis (fsQCA) to investigate conditions of venture heterogeneity along the constructs of separation, variety, and disparity for the survival of 497 Norwegian ventures. Our analysis results in eight conditions and two robust configurations. Interestingly, both configurations show the same results for disparity and separation, but opposite results for the conditions of variety. Our study adds to the existing literature on team diversity in the context of ES, provides valuable insights for the design of ESPs and represents a novel approach to studies in this research field.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **1915** | Submission: **13105** | Sponsor(s): **(ENT, DEI)**

Scheduled: **Tuesday, Aug 13 2024 9:45AM - 11:15AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Horner**

Global Female Entrepreneurship: Practical Applications of the 5M Framework in Four Diverse Countries



Presenter: **Marleth Judith Morales Marengo**, *U. of Alabama, Tuscaloosa*

Presenter: **Jiani Fan**, *U. of Alabama, Tuscaloosa*

Presenter: **Athina Skiadopoulou**, *U. of Alabama*

Presenter: **Tyler Nicole Abayon Fezzey**, *U. of Alabama*

Presenter: **Shijian Wei**, *U. of Alabama*

This symposium aims to bridge the gap in applying the 5M framework— comprising Money, Market, Management, Motherhood, and Meso/Macro Environment—to individual cases of female entrepreneurs. Historically, the significant contributions of female entrepreneurs have been underrepresented in the literature despite their crucial role in shaping new business landscapes. This symposium addresses this by exploring the entrepreneurial journeys of four female entrepreneurs from Greece, China, Colombia, and the USA. It will examine how the 5M framework, which extends the traditional "3M" model by adding dimensions of "Motherhood" and "Meso/Macro Environment," can illuminate the factors contributing to the creation and sustainability of female-owned and managed firms. By doing so, the symposium will not only contribute to the existing literature but also open new avenues for understanding and supporting female entrepreneurship globally.

Pioneering Reproductive Telehealth: A Spotlight on Gaby Izarra

Author: **Tyler Nicole Abayon Fezzey**, *U. of Alabama*

Applying the "gender-aware" framework: the case of the Greek female entrepreneur Angeliki Frangou

Author: **Athina Skiadopoulou**, *U. of Alabama*

Leo Espinosa's Rise to Global Culinary Prominence: An Entrepreneurial Case Study Using the 5M Framework

Author: **Marleth Judith Morales Marengo**, *U. of Alabama, Tuscaloosa*

Act Strong or Starve: An Analysis of Chinese Female Entrepreneur Huabi Tao Using Gender-Aware Framework

Author: **Jiani Fan**, *U. of Alabama, Tuscaloosa*

A Case Study Utilizing the "5M" Framework: A research on Lens Technology founder Qunfei Zhou

Author: **Shijian Wei**, *U. of Alabama*

KEY TO SYMBOLS

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

Session Type: **Symposium**

Program Session: **1916** | Submission: **19380** | Sponsor(s): **(ENT, HR)**

Scheduled: **Tuesday, Aug 13 2024 9:45AM - 11:15AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Skyway 272**

Family Firms Unveiled: Navigating the Crossroads of Human Resources and Organizational Behavior



Organizer: **Alyssa Anne Bevacqua**, *Mississippi State U.*

Organizer: **Tyler D. Burch**, *Mississippi State U.*

Organizer: **Siwei Jiang**, *Mississippi State U.*

Organizer: **Myes Melancon**, *Mississippi State U.*

Organizer: **Destiny Orr**, *Mississippi State U.*

Panelist: **Laura Elizabeth Marler**, *Mississippi State U.*

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

Panelist: **Kimberly A. Eddleston**, *Northeastern U.*

Panelist: **James Vardaman**, *U. of Memphis*

Panelist: **Alfredo De Massis**, *Free U. of Bolzano, IMD Business School and Lancaster U.*

This panel symposium addresses the understudied intersection of human resource management (HRM) and organizational behavior (OB) within family firms. Scholars, drawing from social exchange, stewardship, social capital, and job embeddedness theories, will discuss key HRM and OB topics including leadership, staffing, motivation, organizational citizenship behaviors, and retention. The symposium aims to advance microfoundations linking HRM practices to employee behavior and family firm outcomes, offering theoretical perspectives and suggesting future research directions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Healthcare Organizations and Systems

Session Moderator: **Karla Sayegh**, *U. of Cambridge*

HCM: **The Work of Rules: How Organizations Negotiate Rules to Address Disruptions**  

Author: **Karla Sayegh**, *U. of Cambridge*

Author: **Xian Zhu**, *McGill U. - Desautels Faculty of Management*

While existing research has examined challenges associated with formulating and enacting rules in organizations, less is known about how newly introduced rules evolve and become stabilized in organizations that depend on them. To address this question, we conducted a 2-year ethnographic study that documented the relocation of an emergency department (ED) at a leading University-affiliated hospital in Canada to a new state-of-the-art facility. The relocation changed the patient population, disrupting patient flow practices. To address these disruptions, the ED introduced and negotiated new rules. We traced five rule trajectories, we label emerging, optimizing, reviving, eroding, and materializing, which reflect ED members' skillful efforts to coordinate and manage overwhelming demands for its services. Our findings suggest that while the deployment of rules improved patient flow, it also unintentionally reconfigured the role relationships among professionals both within and between various units over time. Our study contributes to the literature on organizational rules by providing a processual account of how newly introduced rules evolve and stabilize over time. Contrary to existing coordination research which maintains that rules can either constrain emergent practices or clarify ways of working, our research suggests that rule deployment can yield both productive and counterproductive consequences for coordination practices as rules evolve.

HCM: **How Primary Care Intensive Management Supports Coordinated Care for High-Risk Patients** 

Author: **Karleen F. Giannitrapani**, *Stanford U. /VA Palo Alto*

Author: **Jesse Holliday**, *Center for Innovation to Implementation (Ci2i), VA Palo Alto Health Care System*

Author: **Natalie Connell**, *Stanford U. /VA Palo Alto*

Author: **Tana Luger**, *Center for the Study of Healthcare Innovation, Implementation and Policy, Greater*

Author: **Donna Zulman**, *Center for Innovation to Implementation (Ci2i), VA Palo Alto Health Care System*

Author: **Susan Stockdale**, *VA Greater Los Angeles Healthcare System*

Author: **Lisa Rubenstein**, *RAND Corporation*

Author: **Evelyn Chang**, *Center for the Study of Healthcare Innovation, Implementation and Policy, Greater*

Patients at high risk for hospitalization require care coordination across their multiple conditions. Few studies have assessed performance of specific activities that together comprise care coordination for these patients. We evaluated whether and how five geographically diverse intensive primary care teams delivered care coordination to high-risk patients based on the nine types of activities identified in an established care coordination framework. Specifically, we used secondary qualitative content analysis of semi-structured interviews to identify care coordination activities based on the Agency for Healthcare Research and Quality (AHRQ) framework. Interviews were from the PACT Intensive Management (PIM) national Veterans Health Administration (VHA) demonstration project and evaluated PIM interprofessional team activities without directly addressing care coordination. Participants included 29 PIM team members and 51 PIM patients from five demonstration sites in five different states. Qualitative data validated the importance of all nine AHRQ domains as critical components of the care PIM delivered, with six of the nine AHRQ domains garnering mention by interviewees at each of the five sites. PIM teams showed that the AHRQ framework successfully identifies and classifies the key activities that intensive management teams and their patients considered to be critical advantages of intensive primary care management of high-risk patients.

HCM: **Sustainability in Healthcare: Unraveling the Mechanism of Diversity's Impact in Pharmaceutical Sector**

Author: **Su Ruixin**, *School of Accountancy, Wuxi Taihu U.*

Author: **Du Jianguo**, *School of Management, Jiangsu U., China*

Author: **Si Li**, *U. of Bath, UK*

Amidst the burgeoning corpus of scholarly works dedicated to sustainability within the healthcare domain, a critical gap exists regarding how to drive pharmaceutical companies, a pivotal stakeholder, to contribute more significantly to healthcare net-zero goals. This study proposes that breadth of directors' experiences, stemming from their diverse educational, industrial, and organizational backgrounds, serves as a catalyst for pharmaceutical firms to prioritize environmental strategies. Employing a sample of publicly listed Chinese pharmaceutical firms from 2007 to 2019, we substantiate the affirmative influence of board experiential diversity on corporate environmental strategy. Our findings also indicate that CEO power, which encompasses CEOs' environmental expertise, amplifies the focus and commitment of pharmaceutical firms in crafting and executing environmental strategies. Additionally, the boards of non-state-owned enterprises located in economically developed regions have greater power and higher participation in the environmental decision-making process. Embracing environmental strategies proactively can bring long-term economic benefits to pharmaceutical firms.

Author: **Margo Janssens**, *Tilburg School of Social and Behavioral Sciences*

Author: **Samantha Van Der Bruggen**, *Department of Oncology, st Elisabeth Hospital Tilburg, The Netherlands*

Author: **Nicoleta Meslec**, -

Author: **Laurens Beerepoot**, *Department of Oncology, st Elisabeth Hospital Tilburg, The Netherlands*

Author: **Roger Leenders**, *Tilburg U.*

Workflow interruptions are skyrocketing in the contemporary workplace, especially in collaborative team environments. The reliance on (communication) technologies and accessibility through e-mail and phone creates increasing avenues for frequent teamwork interruptions. Importantly, interruptions not only affect team members individually, but spill over and affect team functioning as a whole. In this study, we investigate in fourteen multidisciplinary team meetings in hybrid healthcare settings (1) which workflow interruptions naturally emerge and (2) how these interruptions influence the communication valence as well as communication clarification. We find evidence for a highly interruptive meeting environment, characterized by videoconferencing issues, disruptive beepers/phones that go off, and people leaving and entering the meeting room during patient discussions. Contrary to what was expected, team members initially respond to the interruption with positive statements (i.e., humor) as a coping mechanism, which decreases significantly in the minutes after the interruptive event. After the interruptive episode, significantly more negative statements, as well as conversational repetitiveness occurs. This research contributes to understanding naturally occurring workflow interruptions in actual organizational healthcare teams, by providing objective and fine-grained empirical insights into how workflow interruptions affect changes in the teams' communication.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Healthcare Provider Outcomes

Session Moderator: **Pejmon Noghrehchi**, *The Ohio State U. College of Public Health*

HCM: **Toward an Understanding of Healthcare Professionals' Burnout in Telehealth Two Literature Reviews and an Organizing Framework**

Author: **Dana Yagil**, *U. of Haifa*
Author: **Michal Biron**, *U. of Haifa*
Author: **Jennifer Slawotsky**, *U. of Haifa*

As telehealth becomes an increasingly prevalent mode of healthcare, it is becoming crucial to understand the occupational challenges that healthcare professionals (HCPs) face in telehealth environments. A particularly salient concern is burnout, an occupational hazard characterized by the loss of emotional, mental, and physical energy due to continued exposure to chronic stress at work. HCPs, particularly physicians and nurses, are among the most burned-out occupational groups worldwide. Though numerous studies have identified personal and work-related antecedents of burnout in HCPs, most of these studies focused on traditional, in-person medical contexts. It remains unclear whether these antecedents also manifest in the telehealth context, and what other contributing factors, unique to the latter, should be considered. To address this scarcity of knowledge, the current research seeks to extrapolate known antecedents of burnout from the in-person context to the telehealth context. To this end, we first review and summarize research on antecedents of burnout among HCPs providing in-person care. We then review and summarize research on HCPs' experiences working in a telehealth context, to identify characteristics of telehealth that might affect burnout. Next, we synthesize the reviews to come up with common themes and potential variations, and put forward an organizing framework that connects antecedents of burnout with key technological, professional and psychological aspects of telehealth. We conclude with directions for future investigation.

HCM: **Guardians of Care: Decoding Workplace Violence Through Qualitative Insights**

Author: **Gregory N. Orewa**, *U. of Texas At San Antonio*
Author: **Ifeyimika Ajaiyeoba**, *U. of Wisconsin - Parkside*
Author: **Nero Edevbie**, *dillard U.*
Author: **Marla White**, *Virginia Tech*

Workplace violence (WPV) directed toward nurses is increasingly becoming a problem within the healthcare industry. WPV can lead to negative individual and organizational outcomes such as increased stress, burnout, and employee turnover. Scholars studying nurses' WPV experiences have employed various qualitative methods, leading to many studies on the phenomenon. We adopt an interdisciplinary approach to this topic by conducting a Qualitative Interpretive Meta-Synthesis (QIMS). This QIMS aims to provide a more comprehensive and synergistic review of nurses' experiences with WPV (N = 401) from different sources (e.g., patients, co-workers, supervisors), geographical locations, and functional healthcare facilities. The QIMS resulted in four overarching new themes related to nurses' WPV experiences: 1) it comes with the job - patient and family violence are normal, 2) a vulnerability in nurse safety, 3) sexual harassment, and 4) poor treatment within the organization. We conclude by discussing implications for patient safety and nurses' well-being and offer suggestions for future research.

HCM: **Enablers and Consequences of Exploitative Working Relationship in Healthcare Sector**

Author: **Sandra Pereira Costa**, *Instituto U. de Lisboa (ISCTE-IUL) Business Research Unit (BRU-IUL)*
Author: **Jacqueline A-M. Coyle-Shapiro**, *CSUSB & LSE*
Author: **Sofia Oliveira**, *Instituto U. de Lisboa (ISCTE-IUL) Business Research Unit (BRU-IUL)*

Exploitation in the workplace, despite advancements in labor protection may be more prevalent than one would anticipate. Employee exploitation can occur when organizations make decisions that promote serving their own interests at the expense of employees' welfare. Essential workers such as those that work in healthcare may be susceptible to exploitative employer practices given the caring orientation of their jobs yet at the same time, their exposure to high demands and risks with low pay. This paper sheds light on the nature of exploitation amongst healthcare workers. An interpretative grounded theory study was conducted using 32 in-depth interviews with healthcare professionals including physicians, nurses, and technicians. The study revealed that these workers feel exploited by their organization. Enabling factors such as a sense of calling, dedication to their job and a desire to make a contribution to society facilitate employees' susceptibility to being taken advantage of by their organization. Our findings also reveal that workers experience different types of exploitation: relational and structural. The former originates in the relationship with the organization and the latter is associated with exploitative human resource practices. Finally, the results also show that an exploitative employee-organization relationship carries emotional, behavioral and health-related consequences. This study contributes to understanding the experience of exploitative work relationships in the healthcare sector, which is a critical issue in our society and a matter of public concern.

Author: **Eda Algur**, *The Wharton School, U. of Pennsylvania*

Author: **Ingrid Nembhard**, *The Wharton School, U. of Pennsylvania*

Author: **Michaela Kerrissey**, *Harvard U.*

Author: **Amy C. Edmondson**, *Harvard U.*

Author: **Jonathan Paul**, *New York Presbyterian U. Hospital of Columbia and Cornell*

Author: **Vivek Moitra**, *New York Presbyterian U. Hospital of Columbia and Cornell*

Callousness—the display of impersonal, insensitive, and cynical behavior towards others—is increasing among healthcare professionals, yet there is little theoretical or empirical investigation of callousness. In this work, we distinguish callousness from related interpersonal factors and develop theory-derived hypotheses about organizational conditions associated with healthcare professionals becoming more or less callous, and the consequences of these professionals' increasing their callousness for themselves and for the quality of care that their workgroups provide to patients. We tested our hypotheses with survey and performance data collected at two times for professionals in 20 intensive care units (N=557 and N=153). We find that work-life balance and psychological safety are negatively associated with callousness and that the strength of their mitigating effect varies by the type of work (providing mixed versus specialized care). Additionally, callousness is negatively associated with intent to stay in one's job and proactive behavior, a persistent effect across time for the former but not the latter. We find no effect of unit-level callousness on patient mortality rates. We discuss these results and suggest the need for continuing research on callousness and addressing it in healthcare organizations through at least improving work-life balance and psychological safety to maintain the workforce.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Optimizing Organizational Outcomes: Strategies to Reduce Turnover and Enhance Commitment



Session Moderator: **Jarrold Haar**, *Massey U. Business School*

HR: Indigenous Perspectives of High-Performance Work Systems: Challenging the Universality

Author: **Jarrold Haar**, *Massey U. Business School*

Author: **David Brougham**, *Massey U. Palmerston North*

Author: **Urs S. Daellenbach**, *Te Herenga Waka - Victoria U. of Wellington*

While the links between High Performance Work Systems (HPWS) and organizational performance are established, this study extends the literature by providing insights into Aotearoa (New Zealand) firms, including firms with Maori ownership (the indigenous people of Aotearoa). We test whether indigenous businesses extract greater benefit from HPWS compared to their non-Maori competitors using social exchange theory. In study 1 (606 firms including n=85 Maori Firms) we find HPWS are positively related to firm performance benefits, with workforce retention (including top talent) playing a mediating role. Significant moderation and moderated mediation effects show that Maori firms are better able to leverage HPWS towards greater firm performance. To better understand these findings and examine whether distinct Maori cultural values play a role we conduct two further studies. In study 2 we undertook 12 case studies (six Maori firms) and found Maori cultural values shaped HR practices and that these can also be included in non-Maori firms. Finally, study 3 (n=127 Maori employees) tested the effects of Maori centric HPWS on time-lagged turnover intentions and direct effects were support. We also found these were more important for earlier career than late career Maori employees. This study challenges the universal nature of HPWS and suggests while they might be generally important across indigenous workforces, a more culturally specific approach might provide greater insights and accuracy.

HR: Examining the Effects of High Commitment Human Resource Practices in the Gig Economy

Author: **Michael Maffie**, *Cornell SC Johnson College of Business*

Author: **Tashlin Lakhani**, *Cornell SC Johnson College of Business*

This article challenges the conventional wisdom that high commitment human resource practices cannot yield a competitive advantage when applied to a workforce comprised of contract workers. We situate this study in an emerging form of non-standard work, the online gig economy. Drawing on the multi-sided markets literature and theory in strategic human resource management, this article explores how platform companies' economic model enables novel ways that high commitment HR practices can lead to valuable worker behaviors. Specifically, we focus on one important behavior: workers' simultaneous use of a rival platform, a practice known as multi-homing. Drawing on original qualitative and quantitative data from the ride-hail industry, we examine whether the introduction of high commitment HR practices reduces gig workers' tendency to multi-home. The article concludes by discussing the possibility of a "high road" gig economy.

HR: Impact of Perceived AMO Bundles on Affective Commitment: A Mediating Role of Employee Wellbeing

Author: **Harleen Kaur**, *Indian Institute of Management Sirmaur, Sirmaur, Himachal Pradesh, India*

Author: **Parul Malik**, *Indian Institute of Management Sirmaur, Sirmaur, Himachal Pradesh, India*

The impact of AMO bundles on the employees, as well as the organizations, has been investigated from both the "dark side" and "bright side". However, this research explores the "bright side" of AMO practices on employee well-being and affective commitment. Moreover, employee well-being is hypothesized to mediate the AMO-commitment relationship. Data was collected from 405 Gen Y and Gen Z employees working in the Indian IT sector. The research findings reflect a significant positive relationship of AMO bundles with employee wellbeing. Further, it indicates that motivation and opportunity bundles are significantly and positively associated with affective commitment except ability bundles. This study provides implications to the managers that motivation practices should be implemented more for the employees as it demonstrated the major role in strengthening employee well-being which are followed by opportunity and ability bundles respectively. Results also suggest that employees look for ability, motivation, and opportunity-enhancing practices that grow their potential, improve their well-being, and make them more committed to the organization. Thus, the current study is novel linking AMO bundles with affective commitment via a mediating role of eudaimonic wellbeing of Gen Y and Gen Z employees. Keywords Affective commitment; AMO bundles; employee wellbeing; eudaimonic; Gen Y; Gen Z employees; HR practices

HR: Navigating Entrepreneurial Survival: The Essential Role of HR Practices and Legitimacy from Within

Author: **Kyoung Yong Kim**, *Villanova U.*

While entrepreneurial firms invest significant effort in establishing legitimacy with external stakeholders to enhance survival, a considerable proportion of them still experience failure. This study delves into this conundrum, proposing that securing legitimacy from employees, a crucial internal stakeholder, is paramount for entrepreneurial survival. This can be achieved through the implementation of human resource (HR) practices. To test the survival effect of HR practices, I introduce the concept of stabilizing work practices (SWP), which are designed to stabilize employees in the entrepreneurial firm environment, characterized by numerous risks and uncertainties. Based on a sample of 11,203 firm-years, I found that SWP is negatively associated with entrepreneurial firm failure. I also found that while individual HR practices within SWP are independently significant in predicting entrepreneurial firm failure, the survival effect of SWP is more pronounced than that of individual HR practices. Theoretical and practical contributions of these findings are discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

A Human Capital Perspective on Employee Turnover



Session Moderator: **Tsutomu Doiguchi**, *U. of Arkansas, Fayetteville*

HR: **Boomerang Trajectories: Exploring Time-Varying Impacts in Comparison with New Hires**

Author: **Tsutomu Doiguchi**, *U. of Arkansas, Fayetteville*

Author: **John E. Delery**, *U. of Arkansas*

Author: **Dorothea Roumpi**, *Pennsylvania State U.*

Author: **Samantha A. Conroy**, *Colorado State U.*

In the context of the boundaryless labor market, companies are increasingly considering the recruitment of former employees (“boomerangs”) as an alternative to traditional external new hires. Yet, research on the comparisons between boomerangs and new hires remains scant and yields inconsistent findings. Addressing these limitations and incongruencies, we comprehensively incorporate “time” into our theory-building process and propose that the impacts of boomerang status on four key behavioral outcomes (i.e., job performance, voluntary turnover, involuntary turnover, and turnback) unfold over time. Investigating 11,676 truck drivers in a large trucking company, we find that any initial boomerang advantages associated with job performance and involuntary turnover diminish over time. We also find that boomerangs are more likely to voluntarily leave and return for another employment term. Furthermore, our longitudinal employment data reveal that boomerangs who have returned multiple times (“serial boomerangs”) exhibit distinct behaviors compared to those who have returned only once. Finally, this research introduces two novel methodological approaches—the Fine-Gray subdistribution hazard model and the time-dependent moderation effect—to advance our understanding of survival analysis in the broad management literature.

HR: **Training Investment and Voluntary Turnover: Testing the Commitment and Human Capital Perspectives**

Author: **Sangsuk Oh**, *National Cancer Center Korea*

Author: **Daejeong Choi**, *U. of Melbourne*

Author: **Chiho Ok**, *Kangwon National U.*

Author: **Owwon Park**, *The Catholic U. of Korea*

In order to understand whether and why training helps firms retain talent, we develop and test a research model that integrates the two perspectives: the commitment and human capital perspectives. Specifically, we propose that the firm-level relationship between training investment and voluntary turnover is negative (i.e., decrease voluntary turnover) because training enhances employee commitment that subsequently decreases voluntary turnover (the commitment perspective). We suggest that the firm-level relationship between training investment and voluntary turnover is also positive (i.e., increases voluntary turnover) because enhanced employee competence by training increases employees’ ease of movement and external marketability (the human capital perspective). Our findings support the commitment perspective, showing that the indirect relationship between training investment and voluntary turnover is negative through employee commitment. On the other hand, the indirect relationship between training investment and voluntary turnover through employee competence is not significantly different from zero. Our findings highlight the benefits of training to talent retention. In this vein, we discuss theoretical and practical implications of our findings and provide future research agenda.

HR: **Holding on Too Tightly? Evaluating Subordinate Responses to Employee Guarding**

Author: **Timothy P. Munyon**, *U. of Tennessee, Knoxville*

Author: **Jiaju Yan**, *Baylor U.*

Author: **Timothy M. Gardner**, *Utah State U.*

Author: **Peter Hom**, *Arizona State U.*

Managers use employee guarding to maintain access to valued employees over whom they feel a sense of psychological ownership. Although research suggests that the practice is widely used, questions remain regarding the efficacy of these downward influence tactics, most notably including how subordinates respond to these influence attempts. In this investigation, we directly test how employee guarding affects turnover intentions, job embeddedness, performance, and voluntary turnover. In Study 1, a self-report subordinate perspective, we find that the persuasion form of guarding is positively related to turnover intentions, positively related to job embeddedness, and marginally and negatively related to job performance. The nurturing form of guarding is positively related to job embeddedness, negatively related to quit intentions, but was not significantly related to job performance. In Study 2, a global dyadic study of managers and randomly selected subordinates, persuasion and nurturing were positively related to subordinate performance, nurturing was negatively related to subordinate job embeddedness, positively related to quit intentions, and both persuasion and nurturing increased voluntary turnover risks. These results broadly offer caution against the use of employee guarding as a retention tactic, and we discuss theoretical and practical contributions.

HR: **Navigating Educational Disparity in the Industry 4.0 Era: A Three-way Moderated Mediation Model**

Author: **Yuhan Zuo**, *Central U. of Finance and Economics*

Workplace equality has become prominent in human resource management during the Industry 4.0 era, characterized by integrating artificial intelligence (AI) robotics in manufacturing organizations. This study investigates how organizations’ use of AI robotics makes the educational disparity in workplaces more consequential and how managerial practices can counterbalance such an effect. Drawing from a multisource survey of 1142 employees from 76 manufacturing organizations, we found a significantly positive relationship between employees’ educational level and affective commitment when organizations introduce AI robotics. Nonetheless, this consequence of educational disparity is attenuated when chief executive officers emphasize strategic human resource management, suggesting that managerial practices can counterbalance inequalities caused by AI robotics. Furthermore, employees’ affective commitment is negatively related to their turnover intentions. Our study contributes to a better understanding of employees’ attitudinal reactions in the AI-integrated workplace. We provide theoretical and practical implications for humanizing workplaces in the digital times.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Combating Counterproductive Behaviors and Stress: Strategies for Managing Turnover and Withdrawal



Session Moderator: **David Jinwoo Chung**, *ILR at Cornell*

HR: **The Impact of Techno-Complexity on Employees' Cheating at Work**

Author: **Rui Yan**, *Harbin Institute of Technology*
Author: **Yang Yang**, *Harbin Institute of Technology*
Author: **Yan Meng**, -

The increasingly complex digital technologies in the workplace are exacerbating the technological paradox faced by organizations, where tools intended to reduce or manage complexity are actually increasing complexity for employees. Premised on transactional stress theory, we examined the negative impact of techno-complexity on employees' cheating at work. We also examined task visibility as a boundary condition. Through three waves data collection involving 332 employees working from home, our results suggest that employees engaged in cheating as a way to cope with techno-complexity, significantly predicted cheating. Low task visibility amplified the relationship between techno-complexity and employees' cheating. Implications of our study for research and practice are discussed.

HR: **Call for Fairness: Do CEO Pay Cuts Improve Post-Layoff Performance?**

Author: **David Jinwoo Chung**, *ILR at Cornell*

Amidst the recent layoffs in the United States, some chief executive officers (CEOs) of laid-off firms took pay cuts. Allegedly, the pay cuts were made to address employee unrest and achieve better organizational performance, specifically financial outcomes. The phenomenon begs the question of whether CEO pay cuts indeed help enhance layoffs' performance consequences. However, existing academic literature lacks understanding regarding the effectiveness of CEO pay cuts in improving organizational performance (i.e., financial outcomes) in relation to layoffs. Focusing on employees' judgment of layoff unfairness, I hypothesize that the effect of layoffs on organizational performance is relatively more positive when CEO pay cuts are implemented, as well as that the conditional effect of layoffs on organizational performance is negative when the pay cuts are not implemented and non-negative (i.e., null or positive) when they are implemented. The suggested hypotheses were tested using a sample of publicly traded companies in the United States observed from 2001 to 2020. Overall, the findings imply that reducing CEO pay leads to more positive performance outcomes during layoffs by shaping their relational pattern in the way that was proposed.

HR: **Dual-Pathway of Employer Branding's Influence on Talent Retention**

Author: **Jin Feng Uen**, *National Yang Ming Chiao Tung U.*
Author: **ChunShan Tai**, *National Yang Ming Chiao Tung U.*

We examined the effect of employer branding on talent retention from the perspective of employer brand, focusing on the roles of internal and external marketing. Research shows that employer branding positively affects talent retention through two channels: organizational reputation in an organization and relational psychological contract at the individual level. Studies support both paths. We believe organizational attractiveness positively affects not only potential employees but also the cohesion of current employees. Data was collected from 253 employees in 51 high-tech companies. This study used signaling theory and social identity theory as conceptual frameworks. In this study found that a good organizational prestige conveys messages about value, stability, and success to current employees. And relational psychological contract connects with the organization, and the attractiveness of the internal brand motivates employees. The attractiveness strengthens employees' identification with the organization and aligns them with its values, which are also influenced by organizational prestige. The value of organizational reputation is a key factor in talent careers.

HR: **Fostering Advantage: Third-Party Employer Branding on Turnover and Firm Performance in Public Firms**

Author: **Miao-Ju Wang**, *Feng Chia U.*

Employer branding, a strategy aimed at cultivating an employer's reputation as the premier choice for talent, relies on differentiation to shape perceptions. While considerable efforts have been dedicated to shaping and enhancing these brand perceptions, empirical evidence demonstrating its impact remains sparse. Leveraging the resource-based view, this study employs third-party certifications as indicators of employer branding, utilizing longitudinal panel data from Taiwan's publicly listed companies to examine the connections between employer branding certifications, employee turnover rates, and firm performance. Findings indicate a positive correlation between employer branding and firm performance, mediated by employee turnover. This study emphasizes the substantial advantages of employer branding in terms of employee retention and firm performance and provides valuable insights for organizations seeking to enhance their human resource strategies and ultimately thrive in a competitive business landscape.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Strategic Analytics: Empowering HR Decisions through Qualitative Analysis



Session Moderator: **Adelle Bish**, *North Carolina A&T State U.*

HR: **Failing to Serve the Frontlines: Nurses' Perceptions of HRM in the Midst of a Crisis**

Author: **Adelle Bish**, *North Carolina A&T State U.*

Author: **Frances Jorgensen**, *Royal Roads U.*

In this paper, we investigate nurses' perceptions of the role of HRM in addressing their needs as frontline employees, and how those perceptions changed during the height of the COVID-19 pandemic. By integrating literature from the areas of frontline service employee management, HRM, and crisis management into our longitudinal, qualitative study, we identify three primary roles of HRM that the nurses felt were critical to supporting their wellbeing and sustained delivery of quality patient care during the crisis, but were lacking from HRM in their hospitals, namely communication, planning and addressing emotional demands. Importantly, our findings also emphasize the dynamic nature of employee perceptions of HRM, particularly as a crisis compounds existing job demands on the frontlines, necessitating a more responsive form of HRM. Ultimately, we propose the need for a more reflexive, differentiated approach to HRM, built to meet the unique needs of frontline service employees during a crisis.

HR: **HR is Not on Mute: Assisting Organizations During Exogenous Shocks**

Author: **Abhoy Kumar Ojha**, *Indian Institute of Management, Bangalore*

Author: **Rajashik Roy Choudhury**, *Doctoral Student at Indian Institute of Management Bangalore*

Although Human Resources (HR), as a function, is no longer treated as just administrative and transactional, the literature is yet to explore HR's pivotal role in guiding organizations through tumultuous times. Despite acknowledgement of HR's strategic contributions in the times of crises, there is a dearth of discussion demonstrating how HR practices steer organizations toward adaptability and resilience. In this paper we explore the evolving strategic role of HR during crises or exogenous shock. We argue that HR professionals are instrumental in formulating and implementing rapid crisis response strategies, facilitating business recovery, and ensuring organizational resilience. Simultaneously, HR takes a leadership role during an exogenous shock in transitioning organizations towards more agile operating models, managing heightened complexity, and balancing compassion for employees with the imperative of ensuring managerial efficiency. Using analysis of newspaper articles on Covid-19, we found 9 broad HR enablers that bailed out organizations during the event as well as kept them relevant in the post-pandemic era. We also validated the themes, that emerged from the literature, by interviewing senior HR professionals across the world. The findings show that HR acted as a crucial change agent during an exogenous shock, driving bottom-line results as a business partner while fostering trust and empathy among employees.

HR: **Emerging Paths for Developing Competencies for Sustainability in Higher Education Institutions**

Author: **Caroline Krüger**, *U. de São Paulo*

Author: **Adriana Fiorani Pennabel**, *School of Economics, Management and Accounting of Ribeirao Preto, USP*

Author: **Marcelo Borges De Oliveira**, *PhD candidate at School of Economics, Business and Accounting at USP/BRAZIL*

Author: **Fábio Henrique Corrêa Bogado Guimarães**, *Instituto Federal de Santa Catarina*

Author: **Adriana Cristina Ferreira Caldana**, *U. of Sao Paulo (FEA-RP/USP)*

In a time of environmental calamities, pandemics, and social inequality, the development of people to deal with complex situations and solve threats to the planet's sustainability becomes relevant. In this context, Higher Education Institutions (HEIs) play an important role, as they are instruments for developing competencies for sustainability (DCS). However, how to move forward to this purpose remains a gap in the literature. To address this issue, the present research aims to develop and validate a model for DCS to HEIs. A systematic literature review gathered 271 articles on DCS and HEIs, which were systematized, categorized, and analyzed. The analysis resulted in the Model "Development of Competencies for Sustainability in Higher Education Institutions" (DCS-IES) validated through interviews with 30 experts. The proposed model represents the first model for creating an integrated program focused on the institutionalization and development of CS at universities besides incorporating different audiences of HR from HEIs, such as professors and staff. Another research contribution focuses on the model's potential to promote programs and institutional politics at HEIs and to favor government planning and the design of public policies and practices.

HR: **Tensions in Algorithmic HRM: Examining the Reactions of App-Workers**

Author: **James Duggan**, *Cork U. Business School*

Author: **Anthony McDonnell**, *U. College Cork*

Author: **Ronan Carbery**, *Cork U. Business School*

Author: **Ultan Sherman**, *Cork U. Business School*

The use of algorithms to manage human resources represents one of the most significant recent developments in HRM research and practice. While harboring the potential to facilitate more efficient and accurate HR processes, the emergence of algorithmic HRM also raises concerns for workers operating under advanced data-driven systems. Currently, algorithmic HRM is most prevalent in labor markets in the gig economy, and particularly in localized, app-based forms of gig work. In this paper, we adopt a qualitative research design to examine how gig workers in both the food-delivery and rideshare sectors react to the dynamic features of algorithmic HRM practice. In doing so, we explore how these reactions positively and/or negatively impact on the work arrangement and reveal the key concerns and issues encountered by workers operating under algorithmic HRM systems. We find that gig workers grow frustrated and disillusioned as they navigate the constraints of algorithmic HRM, and that workers may adopt informal and individual efforts to reclaim aspects of their autonomy. Where these efforts failed, workers exhibited disruptive behaviours and resistance to the pervasive and heavily prescriptive algorithmic HRM features encountered. The role that other non-organizational actors can play in this is notable.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leveraging Advanced Methodologies to Transform HR Practices

Session Moderator: **Zhe Zhang**, *Xi'an Jiaotong U.*

HR: **Kick Robots away with Heart and Head: How and When AI Interviews Undermine Organizational Attraction**

Author: **Zhe Zhang**, *Xi'an Jiaotong U.*

Author: **Xuebing Wang**, *Xi'an Jiaotong U. School of Management*

Artificial intelligence (AI) interviews have been penetrating hiring practices and producing valid arguments about its application. This research sheds light on the dark side of AI interviews from the unsophisticated perspective of organizational behavior. Combining social information processing (SIP) theory with the dual-process model, we investigate how and when AI interviews restrain organizational attraction. We examine our model by conducting a laboratory experiment using FaceReader 8.0 and a scenario experiment. The results indicate that AI interviews will inhibit organizational attraction via job seekers' emotional pathway (i.e., negative emotion) and cognitive pathway (i.e., organizational trust). In addition, our results show that job seekers' prior AI experience can buffer the effects of AI interviews on their negative emotion and organizational trust. Furthermore, their experience can weaken the indirect effect of AI interview on organizational attraction through the emotional pathway. Our findings provide theoretical and practical implications for scholars and managers in HRM.

HR: **Usage of Algorithms in Personnel Selection: A Systematic Review and Computational Analysis**

Author: **Marcel Herold**, *TH Wildau (U. of Applied Sciences)*

Author: **Marc Roedenbeck**, *TH Wildau (U. of Applied Sciences)*

Objective This paper aims to structure the research addressing the application of artificial intelligence (AI) in human resource management (HRM), with a specific focus on the recruitment process. The goal is to identify which steps in the recruitment process have been in the focus of AI, and to assess in which stages specific algorithms are used. To achieve this, we utilised a taxonomy of AI research. Design / Methodology / Approach The analysis combines a systematic literature review, based on a qualitative content analysis, and computational analysis, using natural language processing. The initial 4,579 studies were sourced from three databases and narrowed down to a total of 502 in a qualitative and iterative process. The computational analysis was performed in a Python environment by applying part-of-speech tagging and the implementation of bidirectional encoder representations from transformers. Findings While AI was introduced relatively late in HRM research, since 2009, most studies have been categorised under the stages "assessment & selection" and "processing incoming applications" in the recruitment process. They mainly focus on ranking candidates and analysing resumes / CVs. The predominately used algorithms were found in the field of natural language processing and machine learning, with bidirectional encoder representations from transformers serving as a bridge between both categories. The computational analysis highlighted the importance of ethics in AI research, thereby contributing to the expansion of the general AI taxonomy used. Practical implications This paper contributes to expanding the general AI taxonomy by incorporating an ethical perspective. Additionally, it highlights which algorithms are predominately represented in research. Consequently, companies should prioritise implementing these algorithms, while research should aim to explore and test alternative options. Originality / Value This study is unique in its approach, being, to our knowledge, the first to comprehensively analyse the use of algorithms used in the recruitment process.

HR: **An Attributional Perspective on HRM Implementation and University Faculty Members' Well-Being**

Author: **Natthapong Pakieranum**, *U. of Liverpool*

Author: **Huadong Yang**, *U. of Liverpool*

Author: **Mariella Miraglia**, *U. of Liverpool*

Although it is acknowledged that the intended HRM differs from the implemented HRM, past studies on employee attributions of HRM have mainly focused on the intended HRM by organizations. Little is known about how employees attribute the implemented HRM by line managers. Drawing on Kelley's (1973) covariation model of attribution theory and Schwartz's (2012) framework of personal values, this study investigates how information patterns of HRM implementation influence employees' attributions and how employees' personal values modify the relationships between perceived information patterns and employees' attributions of HRM implementation. In addition, it also explores the effects of employees' attributions of HRM implementation on their well-being. Using vignettes as experimental stimuli, we conducted a one-factor (with three levels) between-subject design with personal values as covariates among 200 academic staff in a Thai university. The results largely support the moderated mediation models, showing that personal values moderated the relationships between information patterns perceived by employees and their attributions of HRM implementation, which in turn influenced employees' well-being. Theoretical and practical implications of these findings are further discussed.

HR: **Signaling the Adoption of Responsible AI Principles: A Study of AI Job Advertisements**

Author: **Aizhan Tursunbayeva**, *Parthenope U. of Naples*

Author: **Shilpi Jain**, *FORE School of Management*

Author: **Sriparna NA Basu**, *Dean Research*

Author: **Luigi Moschera**, *Parthenope U. of Naples*

Little is currently known about the extent to which Responsible Artificial Intelligence (AI) principles are implemented in organizations and the organizational processes through which these principles unfold. This theoretically informed and empirically grounded paper sought to bridge this crucial knowledge gap. It draws upon unique job advertisement data for AI-related positions from the USA, the UK, and India to investigate whether and how organizations signal their commitment to Responsible AI (RAI) principles during the recruitment process. The Natural Language Processing analysis indicates a limited presence of RAI signals across and within circa 9,000 job advertisements analyzed. Where these were present, the analysis suggests variations of RAI signals, especially across different employment statuses, and seniority levels. The findings hint that organizations predominantly consider RAI principles relevant to full-time positions for entry and mid-senior-level AI jobs. The consistency of signals varied in terms of the actual RAI keywords and their combinations. The correlation analysis provides insights into the interconnectedness of some of the RAI keywords, emphasizing the multifaceted nature of addressing ethical, legal, and quality considerations in AI development and deployment within the RAI context. We also noted the disparity between the RAI keywords used in job advertisements, and those the most frequently used in existing RAI and/or Ethical guidelines. Finally, the findings demonstrate that translation of RAI principles into practices might be challenging even for the companies recognized as the most ethical. The study has important implications for theory and practice, as well as builds an agenda for future research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Wellness in the Digital Era: Advanced Strategies for Promoting Employee Health



Session Moderator: **Mike Halinski**, *Ted Rogers School of Management, Toronto Metropolitan U.*

HR: **Good News for You is Good News for Me: The Effect of Coworker Disclosure on Employee Vitality**

Author: **Janet Boekhorst**, *U. of Waterloo*

Author: **Mike Halinski**, *Ted Rogers School of Management, Toronto Metropolitan U.*

Author: **Jessica Good**, *York U.*

Research shows that coworkers can play a critical role in shaping employee vitality, but we have little insight into specific actionable behaviors that coworkers can take to affect the vitality of other employees. We draw insights from social information processing theory to argue that coworker positive work event disclosure has a positive indirect effect on employee vitality through the mediating role of employee career ambition. Drawing insights from role congruity theory, we further propose that this indirect effect is stronger for men compared to women. To test these arguments, we use a time-separated field dataset ($n = 175$), which provides support for these hypotheses. We conclude by discussing the theoretical contributions with respect to the important role of coworkers in sharing positive work stories with others as these stories elicit employee cognitions (career ambition) that foster employee vitality. In addition, we provide interesting gender-focused insights that suggest these coworker stories are particularly impactful for men. Practical insights for HR professionals, leaders, and employees are provided to meaningfully improve employee vitality in organizations.

HR: **Not Aware or Don't Dare! The Use and Awareness of Employer-Sponsored Mental Wellbeing Programs**

Author: **Miguel Mejicano Quinta**, *Sprott School of Business, Carleton U.*

Author: **Linda Duxbury**, *Sprott School of Business, Carleton U.*

While academics and practitioners seek reliable information on how best to support employee mental health, there is no consensus in the literature in terms of the use and awareness of Stress Management Interventions (SMIs). Our research objectives address these issues by identifying key factors predicting employee awareness of five SMIs on offer in their organization; and identifying key factors predicting employee use/not use of each of these five SMIs for those employees who know the benefit is available. Our partner in this research was the Canadian Armed Forces (CAF), a male-dominated hierarchical organization which recognizes and rewards those who adhere to "ideal worker" norms. All SMIs included in our study were available to all workers surveyed ($n = 1627$). We make two key contributions to the literature. First by identifying the factors predicting awareness and use of different SMIs, we provide information which should help key stakeholders develop strategies to address the above issues. Second, our ability to study benefit awareness and use in an extreme case environment allows us to explore the impact of workplace context and organizational culture on these topics.

HR: **The Overnight Stress Carryover in Leaders: A Conservation of Resources Perspective**

Author: **Stefan Razinskas**, *Freie U. Berlin*

Author: **Julia Backmann**, *U. of Münster*

Author: **K. Praveen Parboteeah**, *U. of Wisconsin, Whitewater*

Although leading others is undeniably stressful, scholarly work in leadership contexts thus far focuses more on the consequences of leaders' stress for their subordinates or employees in general. Surprisingly scant research on stress carryover in leaders yet exists. Drawing on conservation of resources theory, we nurture this perspective by studying how the work-related stress of leaders affects their off-the-job stress, thereby turning to the mediating role of insomnia. We further consider how segmentation supplies and telework alter the overnight stress carryover in leaders. Based on multilevel analysis of 637 observations from 115 leaders, we find evidence that the stress experienced by leaders during work leads to heightened off-the-job stress. Although we do not find work stress to result in increased off-the-job stress through insomnia, we identify this indirect effect to be jointly shaped by segmentation supplies and telework. Notably, we show that receiving stronger segmentation supplies help leaders mitigate their stress carryover via insomnia on days when they telework but not when they work from the office. Our findings contribute to a deeper understanding of work stress creeping into the private domain of leaders. We discuss implications for future research, acknowledge limitations, and offer recommendations for human resource professionals.

HR: **CSR Leadership in a Hybrid Work Environment**

Author: **Kelsy Hejjas**, *Edinburgh Napier U.*

Author: **Andrew Bratton**, *Edinburgh Napier U.*

Author: **Magdalena Gilek**, *Edinburgh Napier U.*

Social exchange theory is used to understand the relationship between leadership and employee corporate social responsibility (CSR) engagement in a hybrid work environment. Using interview data from managers (5), CSR champions (6), and employees (17), we find that the influence of managerial level leadership can be hindered by hybrid work environments, where there are barriers to communication and relationship-building, including fewer informal leader-follower exchanges, which negatively impact levels of trust. Results also show that by expanding the scope of CSR leadership to include alternative sources of leadership, including organisational leadership and peer-leadership, alternative means to generate employee CSR engagement emerge, offsetting the limitations of hybrid work environments. Given the theoretical and managerial interest in understanding the processes of effectively leading CSR internally, our study makes an important contribution in that it adds to knowledge about the boundary conditions influencing when and how employees engage in CSR. In doing so, additional means by which to engage employees outside of the traditional work environment, and beyond formal top-down leadership, are identified. Organisations can subsequently use this information to better support CSR leadership and employee CSR engagement.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Diverse Talent, Fair Practices: DEI and Modern HR Practices

Session Moderator: **Dylan Nelson**, *U. of Illinois at Urbana-Champaign (UIUC)*

HR: **Racial Inequality and Bureaucracy in US Manufacturing**

Author: **Dylan Nelson**, *U. of Illinois at Urbana-Champaign (UIUC)*

Author: **Nathan Wilmers**, *Massachusetts Institute of Technology*

Amid persistent racial inequality, bureaucratic work organization promises fairness: rules and oversight limit racial prejudice. Yet research showing apparent positive effects of bureaucracy for Black workers does not adjust for worker selection. In this project, we compare Black-White earnings inequality in workplaces with two types of bureaucratic organization: structured management practices or unionization. We do so by matching a large survey of US manufacturing workplaces to employer-employee linked earnings data. Both types of bureaucratic workplaces pay relatively more to Black workers than do non-bureaucratic workplaces. This holds even within narrow industries and labor markets and among firms of a similar size and productivity level. However, bureaucracy's disproportionate pay advantages for Black workers stem largely from bureaucratic workplaces more positively selecting Black workers. For structured management practice workplaces, this is due mainly to the disproportionately lower ability of exiting Black workers, rather than to differences in hiring. This project shows how apparent inequality effects of employer practices can be driven by worker selection.

HR: **A Person-centric Latent Profile Approach to Generational Cohorts in Organizations**

Author: **Jiaxin Liu**, *Hong Kong Baptist U.*

Author: **Fuli Li**, *Xi'an Jiaotong U.*

A young cohort of Millennials born in and after 1990, named "post-90s" in China, is becoming the major workforce. Mass media and empirical studies have reported greater challenges of managing younger employees than managing older generation employees. However, research has inconsistent findings regarding the differences across generations, and we know little about whether the differences can help explain the generational differences in job performance. To address this void, this research proposes a three-dimensional framework of generational cohorts to focus on the configurations of key indicators with each other, including (1) personalities of who they are (i.e., self-efficacy, psychological entitlement, and openness), (2) work values of what they think (i.e., leisure, intrinsic, extrinsic, altruistic, and social values), and (3) work motivations of why they motivate (i.e., career aspiration, work-life balance, and work flexibility). Specifically, we adopt the person-centric latent profile approach to portray the constellation of post-90s Millennials and before-90s older generations. Based on the data of 954 post-90s Millennial employees and 899 before-90s employees collected in a Chinese dairy company, results show four similar profiles (i.e., harmonist, workaholic, modest, and laissez-faire) in both two generations. Using the company's archival performance records, we further compare the differences in performance across four profiles and identify the harmonist profile as the high-performing profile for both post-90s and before-90s generations. Accordingly, we show a more comprehensive picture of generational cohorts and shed light on the idea that there are more similarities than differences in configurations and performance between post-90s cohorts and older generations.

HR: **AI-Human Sequential Evaluation: Enhancing Performance Assessments through AI-Human Collaboration**

Author: **Sima Sajjadiani**, *Sauder School of Business, U. of British Columbia*

Author: **Danielle Van Jaarsveld**, *Sauder School of Business, U. of British Columbia*

Author: **David Douglas Walker**, *U. of British Columbia*

Author: **Gabrielle Voiseux**, *Sauder School of Business, U. of British Columbia*

Organizations are increasingly incorporating AI alongside human evaluators to address biases and inconsistencies that can contaminate performance evaluations. We use information processing theories to develop the AI-Human Sequential Evaluation model and explain how AI and humans with differential access to data and distinct information processing capabilities collaborate to evaluate performance. We empirically test our model using machine learning techniques to analyze text and audio data from 94,776 call center interactions and conduct a field experiment. We found that when humans independently evaluate performance, they exhibit more bias against demographic minorities with perceived accents compared to AI. However, this bias diminishes in the AI-Human Sequential Evaluation model, where human evaluators use AI scores as a reference point, often aligning with AI decisions when they lack performance-related reasons to dispute them. Conversely, human evaluators diverge from AI evaluations if they identify performance-relevant signals in data, highlighting the continuing necessity of human expertise even in the age of intelligent machines. Taken together, our findings demonstrate that human evaluators can exhibit 'selective' trust in AI, and underscore the potential of our model to foster more fair and valid performance evaluations, contributing to the AI-Human collaboration and performance management literatures.

HR: **Unraveling DEIA Dynamics: Unconscious Biases and the Emergence of Destructive Leadership**

Author: **Larry Small**, *Senior Advisor for Management & Budget, National Nuclear Security Administration*

In this theoretical study, we explore the manner in which unconscious biases influence the emergence of destructive leadership, thereby impacting critical dimensions of organizational diversity, equity, inclusion, and accessibility (DEIA). Applying the Attraction-Selection-Attrition (ASA) model of strategic human resource management and drawing upon theories of social identity and transformational leadership, we develop a conceptual framework that addresses persistent gaps in management scholarship concerning the formidable impediments to achieving DEIA. While extant research has painstakingly documented both the nature and impact of successful and unsuccessful DEIA programs, there continues to be relatively little understanding about the mechanisms that cause impediments to DEIA, particularly those arising from unconscious biases and destructive leadership. Our multi-disciplinary study takes important steps to deepen the theorization of DEIA-related mechanisms by developing an explanatory model and testable propositions that offer an important and exciting agenda for future research as well as potent implications for scholars, practitioners, and policy makers. Keywords: Unconscious biases, destructive leadership, DEIA, ASA model, organizational behavior

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

How do Home Countries and Standards Influence Sustainability Practices Abroad?

Session Moderator: **Jingwen Sha**, *Ivey Business School*

IM: Managing Home Country Uncertainty: Impacts on the Sustainability Performance of Multinationals → 📄

Author: **Cristina Leone**, *U. of Palermo*

Author: **Alvaro Cuervo-Cazurra**, *Northeastern U.*

We analyze how home country uncertainty affects multinationals' sustainability performance. Building on institutional economics, we argue that home country uncertainty harms multinationals' sustainability performance because it creates financing constraints, inducing multinationals to allocate resources and attention to compensate for low-quality institutions and restricting their focus on sustainability. However, we also propose that investing in host countries that provide fiscal arbitrage (i.e., tax havens) weakens this relationship because leveraging fiscal activities frees up resources that help multinationals reduce financing constraints, improving their sustainability performance. Finally, we propose that the availability of financial resources in firms alters these relationships because they lessen the contextual financing constraints on sustainability. Analyses of a sample of 865 European multinationals and their subsidiaries worldwide support the hypotheses.

IM: The Power of Standards: Sustainability Disclosure Standards Adoption and MNC Foreign Investment → 📄

Author: **Juan Bu**, *Indiana U., Bloomington*

Author: **Aurora Genin**, *Indiana U. - Kelley School of Business*

Author: **Liu Yang**, *Wichita State U.*

This study examines the impact of sustainability disclosure standards adoption on multinational enterprises' (MNEs) foreign investment. Extant research depicts the "pollution havens" effect, where MNEs target host countries with weak regulatory governance on environmental issues to evade pollution abatement. We argue that standard adoption enacts market governance as a substitutive mechanism to curb MNE investment into pollution havens: standard adoption ensures the transparency and consistency of information disclosed, thus enabling market participants to evaluate and compare (un)sustainable actions across firms. Using a sample of 51,038 firm-country-year observations of 245 U.S. firms between 2010 and 2020, we find that MNEs tend to reduce their foreign investment in pollution havens after adopting the disclosure standards developed by the Sustainability Accounting Standards Board. Consistent with our proposed mechanism, we find MNEs subject to greater sustainability-focused market governance forces—namely, those with higher shares of sustainability-focused institutional ownership—to drive the overall effect. These findings shed new light on pollution haven literature, sustainability disclosure research, and global strategy research.

IM: Global Sustainability Disclosure Standards and MNE's Strategic Response 🌐 → 📄

Author: **Lifang Zhang**, *Queen's U.*

Author: **Anthony Goerzen**, *Queen's U.*

When pursuing the global sustainability strategy, multinational enterprises (MNEs) are embedded in the sustainability-specific organizational field where global sustainability standards create strong institutional forces to shape MNEs' sustainability behaviors. The purpose of our paper is to elaborate on the conditions under which MNEs are more likely to resort to decoupling as the strategic response to institutional complexity in the organizational field of global sustainability reporting. By conceptualizing the coexistence of multiple sustainability reporting standards from the lens of institutional complexity, our paper theorizes how field-level attributes – fragmentation, formalization, and centralization – shape MNEs' strategic response. We argue that the current fragmented and informalized disclosure standards are more likely to trigger policy-practice and means-ends decoupling, in the form of either symbolic adoption or symbolic implementation. The recent harmonization efforts, such as the emergence of the International Sustainability Standards Board (ISSB) and its publication of International Financial Reporting Standards (IFRS) S1&S2, could enhance the centralization of global sustainability reporting and provide hope to achieve higher levels of compliance in reporting. Overall, with the collective efforts of all actors in the organizational field of global sustainability reporting, a positive feedback loop could be formed to achieve an alignment of transparency policy, consistent reporting practice, and the intended objective of sustainable development.

IM: The Relationship Between CSR Contracting and Corporate Social Performance: A Comparative Approach → 🗨️ 📄

Author: **Valentina Marano**, *Northeastern U.*

Author: **Steve Sauerwald**, *U. of Houston*

Author: **Pete Tashman**, *UMass Lowell*

We integrate stakeholder agency and institutional theory to assess how home-country institutions shape the effectiveness of CSR contracting, which links executive pay to achieving certain CSR targets. Based on 22,588 observations representing 3,799 public firms and 26 countries from 2007 to 2019, our multilevel analysis shows that both pro-shareholder and pro-stakeholder institutions weaken the impact of CSR contracting on Corporate Social Performance (CSP). This suggests that strong institutions, regardless of their orientation, can act as substitutes for CSR contracting and alter executive discretion in prioritizing CSR commitments. These insights deepen our understanding of CSR contracting within diverse institutional frameworks.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

IM Division CEIBS Best Paper in OB/HRM/OT Award

Session Moderator: **Katherine Xin**, *China Europe International Business School (CEIBS)*

Award Winners will be announced at the IM Division Awards and Recognition session.

IM: Cultural Identity and Bridging Skills of Highly Qualified Migrants

Author: **Cristina Popescu**, *U. of Tuebingen*

Author: **Markus Pudelko**, *U. of Tuebingen*

This inductive study explores on the basis of 134 semi-structured interviews the impact of cultural identity on highly qualified migrants' cultural and language bridging skills. We find that cultural identity impacts migrants' cultural and language bridging skills, prompting differences not only between generations but also within them. On this basis, we establish two sub-groups of first generation migrants: those with a separated identity (heritage culture is dominant) and those with an ambiguous identity (cultural choice decided by context); similarly, we find two sub-groups of second generation migrants: those with an integrated identity (combined and balanced cultures) and those with an assimilated identity (mainstream culture is dominant). We further ascertain that migrants with an integrated identity, encompassing a balanced identity of both heritage and mainstream cultures, possess the highest degree of cultural and language bridging skills. Our study provides a more nuanced understanding of migrants' cultural identity formation and their impact on skilled migrants' cultural and language bridging skills.

IM: High-Magnitude Role Transition in the Multinational Enterprise: A Subsidiary Actor Perspective

Author: **Kieran Michael Conroy**, *Queen's U. Belfast*

Author: **David Collings**, *Trinity College Dublin*

Role transition is increasingly common in multinational enterprises (MNEs) and presents a significant challenge for individual actors. Studies to date have presented a static understanding of key actors' roles in the MNE, particularly those in subsidiaries that are confined to a local geographical context. Combining insights from role transition with subsidiary management literature, our qualitative study explores the lived transitional experiences of actors who exit their subsidiaries and progress to assume a corporate role. We find that subsidiary actors entering and enacting corporate roles confront a high-magnitude transition with significant contrast and discontinuity. Specifically, our findings show that individuals make the transition by easing psychological, relational, and socio-political tensions within local, global, and corporate exchanges. This involves detaching from a subsidiary role that had clearly defined boundaries, limited scope and discretion, and low complexity, and transitioning to a corporate role that is ambiguous, expansive, and extremely challenging. In contrast with conventional practice, this transition did not involve a physical relocation to corporate headquarters (CHQ), but corporate roles were enacted remotely in the local subsidiary, which intensified transitional tensions. In this context, a seamless transition may not always be the most effective approach, and holding on to some core features of the exited role may serve as a 'transitional bridge' to enacting the new role. Our findings expand the reach of studies on role transition by disentangling how a high-magnitude transition compels a subsidiary actor to refashion their identity, network, and behaviour.

IM: The Unexpected Upside of High Language Diversity

Author: **Mai Al-Naemi**, *College of Business and Economics, Qatar U.*

Author: **Hyun-Jung Lee**, *London School of Economics*

Author: **Carol Wasbauer Reade**, *San Jose State U.*

Evidence suggests that language diversity and the asymmetric fluency of corporate lingua franca among employees negatively affect social integration, knowledge sharing and performance in the workplace. We explore the boundary conditions that might mitigate such negative consequences. Our research context is a multilingual firm where English is mandated as the corporate lingua franca and employee English fluency is generally low. Utilizing a mixed-methods approach and longitudinal design across three studies, we discover an informal network, Language Advice Network (LAN), in which individuals with varying levels of English fluency seek and share language-related knowledge. Contrary to extant research findings, our analysis shows that individuals actively seek language advice from fluent speakers, forming ties between fluent and less-fluent English speakers across different language clusters in the organization. It is the low English fluency of the majority of employees and the strict English language mandate that drives connection between individuals who may otherwise segregate. We also find that language-advice giving is positively associated with the advisors' annual performance rating, indicating that management recognition and rewards play an important role in sustaining the informal language advice network. Our findings provide fresh theoretical insight on the relationship between corporate lingua franca, social integration and knowledge sharing, and management implications for fostering social integration, particularly in contexts of high first-language diversity.

IM: Offshoring and the Mental Health of Onshore Employees

Author: **Robin John Clerckx**, *Hasselt U.*

Author: **Bart Leten**, *KU Leuven*

Author: **Christoph Grimpe**, *Copenhagen Business School*

Author: **Mark Vancauteran**, *Hasselt U.*

We study the impact of offshoring on the mental health of onshore employees. Using the job demands-resources framework, we argue that increased job complexity and heightened job insecurity due to offshoring has a negative effect on the mental health of onshore employees. In addition, we hypothesize that this effect is heterogeneous among firms and depends on the mode of offshoring (internal versus external ownership), offshoring destination (intra versus extra-regional), type of offshored activity (support versus primary activities), and whether jobs are lost at the onshore location. Estimating two-way fixed effect difference-in-difference models with panel data (2011-2018) for 1.1 million employees working at 2500 firms in the Netherlands, we find a negative and long-lasting effect of offshoring on the mental health of onshore employees. The effect is stronger in the case of internal ownership, extra-regional offshoring, offshoring of support (ICT) activities, and when offshoring results in layoffs.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Managing Global and Virtual Teams

Session Moderator: **Julianne Sellin**, *Fox School of Business, Temple U.*

IM: **Assessing the Impact of Brexit on UK-based Inventor Teams' Connectivity**

Author: **Julianne Sellin**, *Fox School of Business, Temple U.*
Author: **Vaibhav Mishra**, *Fox School of Business, Temple U.*

Contemporary events have challenged the idea of an inevitable rise in connectivity. Economic, geopolitical, or again, regulatory disruptions have led scholars and practitioners to consider the potential implications of a loss of global mobility and connectedness on the potential for knowledge creation. Although key to this process, the notion of connectivity has seldom been studied along with disruptions. To fill in this gap, this paper intends to investigate the impact of an unprecedented regulatory shock - the 2016 United Kingdom European Union (EU) membership referendum - on UK-based inventor teams' knowledge connectivity. There is considerable literature documenting a negative relationship between the uncertainty generated by disruptions and innovation. We add a complementary and potentially ameliorating effect whereby disruptions increase knowledge connectivity. We review the evidence for the former and discuss potential mechanisms behind the latter. Relying on patent application data from 2009 to 2022, we observe an overall increase in connectivity for teams with at least one inventor based out of the UK after the referendum. Our analysis also suggests an internationalization of UK teams taking precedence over what may have been a more regional focus. We discuss the immediate, and potential long-term implications of this dynamic for UK innovation.

IM: **Impact of the Timing of Entry and Team Diversity on Global Virtual Team Members' Contributions**

Author: **Justin Kraemer**, *Mae Fah Luang U.*
Author: **Daria Panina**, *TAMU, Mays Business School*
Author: **Theresa Bernhard**, *FAU Erlangen-Nürnberg*

Teams are of increasing importance to accomplish complex work in organizations. Research on entering organizations and the teams within them seems to assume a false newcomer-incumbent dichotomy whereby entry is either advantageous or disadvantageous. We challenge these assumptions and conceptualize outcomes of entry timing as a matter of degree. We focus on global virtual teams (GVTs) because they are becoming more prevalent in work organizations and because GVTs diversity is often portrayed as offering a unique set of advantages. Our research studies the association between the team members' timing of entry and their team contributions. To predict this association we integrate insight from literature on newcomer entry and socialization and role theory. This integration predicts a U-shaped association. Specifically, we hypothesized that the earliest of entrants contribute the most while the latest of entrants contribute more than those entering in between. We also suggest that team diversity alters this association. In applying random coefficient modeling to 304 GVTs of 1913 individuals, we find support for our hypotheses. We conclude by discussing implications for both scholars and practitioners as well as limitations of our work.

IM: **Work from Home in Multinational Firms: The Stimulating Influence of Technological Innovation**

Author: **Diego Morris**, *The U. of Birmingham*








We build on the knowledge based view (KBV) of the firm and use data on 22,900 firms to assess the nexus between innovation and work-from-home (WFH) in multinational enterprises (MNEs). To the best of our knowledge, this study is the broadest cross-country analysis at the firm level to assess this issue, allowing us to examine how economic development influences the implementation and effectiveness of WFH. We find that innovative firms and MNEs are more likely to engage in WFH but innovative MNEs are not. Notwithstanding, MNEs that engage in WFH, do so more intensively than other firms.

IM: **The Impact of Language Barriers on Familiarity in Multilingual Teams**

Author: **Helene Tenzer**, *LMU Munich School of Management*
Author: **Markus Pudelko**, *U. of Tuebingen*

Based on 90 semi-structured interviews within 15 multilingual teams (MLTs), this study explores how language barriers influence the formation of familiarity among members of MLTs. We discover that communication in the professional and in the personal domain mediates this relationship. Our study uncovers specific impediments language barriers cause within each communication domain and demonstrates how they limit the formation of professional and personal familiarity among MLT members. We also reveal feedback effects where constrained familiarity further reduces communication, thus forming a vicious cycle in MLTs. Furthermore, we indicate measures to prevent or break such vicious cycles. Our study contributes to research on language barriers in MLTs by demonstrating their impact on the formation of familiarity among MLT members and by highlighting overlooked linguistic challenges in personal communication, thus expanding our understanding of the communicative bases of MLT functioning. Within the area of organizational behavior, our study contributes to familiarity research by exploring the processes through which team members gain (or fail to gain) mutual familiarity. Indicating that familiarity does not automatically grow amidst communication impediments, we highlight factors that inhibit and measures that enhance familiarity in MLTs.

KEY TO SYMBOLS

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

Local Firms Competing and Collaborating With MNEs

Session Moderator: **Aurora Genin**, *Indiana U. - Kelley School of Business*

IM: Understanding the Influence of Supranational Institutions on Entrepreneurial Opportunities

Author: **Elizabeth Marie Moore**, *Northeastern U.*
Author: **Kristin Brandl**, *Gustavson School of Business, U. of Victoria*
Author: **Luis Alfonso Dau**, *Northeastern U.*

Intergovernmental organizations (IGOs) promote stability, development, and security for member states and their citizens via supranational institutional influences. However, their impact on individuals has been questioned due to political, social, and economic uncertainties. We study how IGOs influence entrepreneurial decision-making. Using a robust sample of 68 countries, their entrepreneurial environment, and their connection to IGOs, we find that IGOs cultivate a positive environment for entrepreneurship. Moreover, IGOs encourage different strategic decisions - encouraging formal entrepreneurship while discouraging informal entrepreneurship. We combine insights from international relations, institutional theory, and strategic entrepreneurship to highlight how institutions at different levels influence entrepreneurial decision-making.

IM: The Influence of Geopolitical Tension on Indigenous Firms' Political Capital Building

Author: **Chenjing Wang**, *Guanghua School of Management, Peking U.*
Author: **Li Tong**, *Guanghua School of Management, Peking U.*
Author: **Xiacong Tian**, *School of Management, Shandong U.*
Author: **Changqi Wu**, *Shandong U.*

Research suggests that geopolitical tension can influence MNE operations in host countries, but it remains an open question how geopolitical tension shapes indigenous firms' strategy. Drawing upon geopolitical jockeying and resource dependence perspectives, we postulate that geopolitical tension may motivate indigenous firms to build political capital. We further propose that intents of building political capital are contingent upon resource dependence relationships, consisting of resource competition and resource exchange. Our findings indicate that resource competition with the foreign (market presence of foreign investments) strengthens the effect of geopolitical tension, whereas resource exchange with the foreign (trade openness with foreign firms) weakens this effect.

IM: Motivation in New Ventures for FDI Spillovers Absorption: The Role of Performance Feedback

Author: **Haobang Chen**, *School of Economics and Management Tsinghua U.*
Author: **Zhenzhen Xie**, *School of Economics and Management Tsinghua U.*







Prior literature on foreign direct investment (FDI) spillovers mainly pays attention to local firms' horizontal competitive motivation to absorb spillovers. Drawing upon the behavior theory of the firm (BTOF), we argue that local firms' motivation to learn is not just determined by their competition with foreign firms, but influenced by their performance compared with their past, and their competitors or peers, in a broader sense. We discuss how performance feedback influences new ventures' motivation to learn from foreign firms in the emergent market through the employee turnover mechanism, i.e., recruiting employees with experience in foreign firms. Then we investigate the role of performance feedback in the overall FDI spillover effect by integrating all four major mechanisms. Based on empirical estimations over new ventures in China, we find that above-aspiration performance positively moderates the influence of FDI on new ventures' employment demand while below-aspiration performance has the opposite influence. Generally, the influence of the presence of FOE on ventures' productivity is positively moderated by performances above aspirations. This paper contributes to FDI research by extending firms' motivation to absorb FDI spillovers through the lens of organizational learning and joining the discussion over "passive recipients", which are those with above- or near-aspiration performance in our paper.

IM: Influences to the Motivation of Recipient Organizations in International Capability Transfers

Author: **Olof Lindahl**, *Uppsala U.*
Author: **Muhammad Akash Bin Nasir**, *Institute of Information Systems, U. of Bern*
Author: **Henrik Dellestrand**, *Dept of Business Studies Uppsala U.*

Research on international capability transfers has since its start highlighted the motivation of the recipient as an important influence to successful transfers. However, while another key driver of transfer success, i.e., absorptive capacity, has attracted enough attention from research to become a sub-field of its own, motivation has repeatedly been seen as a simple and straight-forward construct. So, while motivation has over again been identified as a main influence of transfer success, how it becomes such an important driver has received little attention. Consequently, we know little about what actually influences the motivation of recipients in transfers. Utilizing an inductive multiple-case study, we explore how the motivation of recipient organizations in capability transfers are influenced by various aspects of the transfer process. We contribute to the transfer literature by identifying how different aspects of the transfer process drive recipient motivation at different stages. The findings suggest that recipient motivation in transfers is not so much a static as a dynamic process, with important implications for theory and future research.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Managing Change in the Host Country

Session Moderator: **Jing Zhao**, *Renmin U. of China*

IM: International Echoes in Local Arenas: How Free Trade Zones Reshape the Global Composition of TMT

Author: **Jing Zhao**, *Renmin U. of China*
Author: **Keyu Fu**, *Renmin U. of China*

Winning the battle for global talent have become key arenas of competition among governments and businesses worldwide. This study aims to explore how China's Free Trade Zone (FTZ) policy influences the degree of internationalization within corporate top management teams. Through an analysis of companies listed on China's A-share market, we found that the FTZ policy significantly increases the proportion of corporate executives with international experience. Heterogeneity tests revealed that the impact of the FTZ policy is particularly pronounced in private enterprises, in the eastern region, and within the high-tech industry. Our analysis of the underlying mechanisms and impacts suggests that the FTZ policy facilitates corporate internationalization by expanding firms' overseas operations and enhancing executive compensation. This, in turn, leads to increased transparency in the corporate information environment. The findings suggest that emerging market governments should leverage free trade policies, along with other strategies, to attract international talent and enhance the global competitiveness of their businesses.

IM: Co-Evolution in Institutional Environments: A Mixed Methods Study on Corporate Political Activities

Author: **Evelyn Reithofer**, *WirtschaftsU. Wien*

This paper compares the corporate political strategies employed by multinational enterprises, MNEs (accept existing institutional boundaries), with those of emerging economy multinational enterprises (change institutional environments, i.e., co-evolution), EMNEs. Based on a mixed methods study, the paper combines quantitative data from 1,128 market authorizations in the US food industry with qualitative data from 31 interviews. Thereby, the paper illustrates that the engagement with institutional environments of EMNEs is vastly different from MNEs; EMNEs engage in co-evolution resulting in different conditions (first mover advantage, authority relation) and application of corporate political strategies. This study adds to existing International Business research on co-evolution.

IM: The Benefits of Being a Cultural Outsider: The Journey of MNEs Becoming Less Hierarchical in France

Author: **Nishani Bourmault**, *NEOMA Business School*

It is well-established in the literature that foreign MNEs face a liability of foreignness, or disadvantage, compared to local counterparts. They face the additional challenges of learning the unwritten rules of local cultural norms and successfully adapting their organizational practices to these norms. However, we have limited understanding as to how being a cultural outsider can sometimes be a benefit to foreign MNEs, particularly when using organizational practices that are not aligned with local cultural norms. Based on 50 in-depth interviews with managers and employees working in French and foreign MNEs located in France, a country with a strong hierarchical culture, I unpack how being less embedded in the French culture becomes an asset for foreign MNEs. This study explores how foreign MNEs in France – who implement similar non-hierarchical practices as their local counterparts – are more successfully able to change hierarchical tendencies (compared to French MNEs). Namely, the informal norms (symbols & language, distinction between rank and education, and social protocols) in foreign MNEs' French subsidiaries - shaped by their home country cultures - help them benefit from their formal non-hierarchical practices. On the other hand, the informal norms in French MNEs remain very hierarchical, causing incoherence with their formal practices.

IM: The Exposure of Emerging Market MNCs to Patent Litigation Abroad

Author: **Wolfgang Sofka**, *Copenhagen Business School*
Author: **Nikolaos Papageorgiadis**, *U. of Liverpool*
Author: **Sreevas Sahasranamam**, *U. of Glasgow*
Author: **Mukundhan K.V.**, *Indian Institute of Management, Tiruchirappalli*

Threats from patent litigations are a major roadblock for the internationalization strategies of MNCs from emerging markets (EMNCs). While extant theory focuses on weak patent systems in emerging economies as an obstacle for multinational corporations from developed economies, we conceptualize them as experiential learning contexts, shaping patent enforcement routines of local firms. We reason that superstitious learning from patent enforcement experiences as defendants in weak, domestic patent systems are counterproductive for EMNCs. Overconfidence in underdeveloped patent enforcement competences expose them to costly patent litigation abroad. We find empirical support analyzing 2273 Indian firms between 2007 and 2017. Vicarious learning from operating in many countries with strong patent systems and experience with patent filings abroad create boundary conditions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Managing the MNE in the Digital Age

Session Moderator: **Sali Li**, *U. of South Carolina*

IM: The Dark Side of Digitalization: Divergence Between Formal and Informal Institutions   

Author: **Noman Ahmed Shaheer Siddiqui**, *U. of Sydney Business School*
Author: **Wei qiang Tang**, *Griffith U.*
Author: **Jing Yu Yang**, *U. Of Sydney*

We revisit the role of formal and informal institutional environments in deterring ethically questionable activities conducted through digital channels. While stronger regulations seek to curb ethically questionable digital activities, we suggest that informal institutions in certain countries may diverge from formal regulations, creating attractive demand-side opportunities that compel businesses to surpass regulatory constraints and engage in ethically questionable digital activities. We further suggest that such divergence between formal and informal institutions is more prominent in countries with higher digital usage. By analyzing a large dataset on ethically questionable digital activities carried across 82 countries, we find empirical support for our theoretical contentions.

IM: The Complementary Impact of Cross-Border E-Commerce and Traditional Entry Modes on Firm Performance

Author: **Yanan Xu**, *Shanghai Jiaotong U.*
Author: **Chengcheng Xia**, *Shanghai Jiao Tong U.*
Author: **Jingyu Li**, *0723*
Author: **Xufei Ma**, *Chinese U. of Hong Kong*

This study draws upon the complementary asset perspective to investigate the effects of cross-border e-commerce (CBEC) on firm performance in international business (IB), the complementarity between CBEC and traditional entry modes (TEMs), and the moderating effect of CEO tenure. Using a unique dataset involving multiple CBEC platforms, this study finds that CBEC adoption positively affects firm IB performance and the combination of CBEC and TEMs can facilitate firms' online-offline complementation, thereby enhancing firm IB performance. Further, CEOs with long-term tenure naturally accumulate more experience, which can in turn strengthen the complementary effect of CBEC-TEM interaction in improving their firms' IB performance. This study enriches the complementary asset literature and extends IB entry mode research.

IM: Resilience Development with Modular Logic for the Internationalization of Platform MNCs 

Author: **Yong Lin**, *U. of Birmingham*
Author: **Yi Sun**, *U. of Cambridge Department of Engineering*
Author: **Jing Luo**, *U. of Greenwich*

In the contemporary digital landscape, platform-based business models have experienced meteoric rise in global prominence. However, the international ascendancy of Platform Multinational Corporations (PMNCs) is contingent upon their ability to adeptly navigate a multitude of challenges. Within this dynamic, resilience emerges as a crucial attribute, with modularity serving as a vital mechanism to foster such resilience. This resilience enables PMNCs to adapt flexibly and efficiently to diverse global markets. This research advances a conceptual framework predicated on the structure-conduct-performance (SCP) paradigm, underscoring the interplay between structural and behavioural resilience and their collective impact on the internationalization performance of the PMNCs. It posits that the synergy between the technical architecture, organization structure, and market structure underpins structural resilience. Concurrently, cultivating the alignment between structural and behavioural resilience is instrumental in harmonizing adaptability and transformability, which are essential for the sustained internationalization success of PMNCs.

IM: Think Global & Be Global: How Global Mindset and TMT Internationalization Affect Digital Innovation  

Author: **Ricarda B. Bouncken**, *U. of Bayreuth*
Author: **Till Marius Gantert**, *U. of Bayreuth*

Digital technology can support innovation because it provides instantaneous connectivity to distant points in geographic space, such as between dispersed innovation team members. However, digital technology bears strong limitations when innovation demands transporting tacit, sticky, and contextualized knowledge. This double edge sword becomes even more severe for digital innovation, because it is strongly dynamic and based on repeated knowledge transfers among participants who are working in dispersed geographical locations and operating upon sticky and contextualized knowledge. We assume that greater internationalization of the top management team and their more global mindsets in the firm can help to cope with problems of combining sticky and contextualized knowledge from diverse and dispersed locations. Our study finds that both greater internationalization of top management teams and global mindsets support digital innovation. Interestingly, a stronger firm level of global mindset supports innovation largely regardless of the TMT internationalization level. Surprisingly, a group-wise comparison shows that greater internationalization and mindsets are more relevant for innovation of non-MNEs than of MNEs.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **1932** | Submission: **12400** | Sponsor(s): **(IM, STR, SIM)**

Scheduled: **Tuesday, Aug 13 2024 9:45AM - 11:15AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Water Tower**

Non-Market Strategies at Local Context: Roles and Importance of Local Stakeholders and Environments



Session Chair: **Chang Hoon Oh**, *U. of Kansas*

Panelist: **Nan Jia**, *U. of Southern California*

Panelist: **Jon Jungbien Moon**, *Korea U.*

Panelist: **Charles Edward Stevens**, *Rutgers U.*

Panelist: **Pei Sun**, *Alliance Manchester Business School, U. of Manchester*

Panelist: **Tazeeb Rajwani**, *U. of Surrey*

Panelist: **Natalia Yakovleva**, *Kedge Business School*

The primary objective of this panel symposium is to delve into how theories and methodologies within international strategic management can enhance research on the non-market strategies of multinational enterprises (MNEs). Traditionally, such strategies have been examined primarily at the corporate level. The symposium aims to push the boundaries of existing research paradigms, seeking to improve the understanding and analysis of non-market strategies at the local level. The core focus of the discussion centers on pinpointing critical future research questions within non-market strategy at the local level. These questions are designed to illuminate the challenges and opportunities encountered by MNEs operating in diverse local socio-political environments. By scrutinizing the intricacies of non-market strategies at the local level, the discussion aims to identify key areas that warrant further investigation, contributing to a nuanced understanding of MNEs' interactions within specific socio-political contexts. Serving as a platform for management scholars with diverse research contexts across the globe, the panel will facilitate the sharing of knowledge and the exploration of new research questions within the topic.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Understanding and Managing AI-Induced Quiet Quitting: A Multifaceted Approach



Organizer: **MaQueba Massey**, *Iowa State U.*
Presenter: **Liza Lybolt**, *Texas A&M International U.*
Participant: **Olga Chapa**, *U. of Houston, Victoria*
Presenter: **Raghida Abdallah Yassine**, *Adelphi U.*
Participant: **Gagan Pradhan**, *Adelphi U.*
Presenter: **Pearl Malhotra**, *Indian Institute of Management, Bangalore*
Presenter: **Lu Yu**, *Missouri State U.*
Participant: **Hong Ren**, *U. of Wisconsin, Milwaukee*
Participant: **Xiaoxia Zhu**, *U. of Wisconsin-milwaukee*

In the ever-evolving landscape of organizations, the introduction of artificial intelligence (AI) has brought forth a dynamic interplay of opportunities and challenges. A pressing challenge in this context is the phenomenon of "Quiet Quitting" (QQ), where employees silently disengage while technically remaining employed. AI plays a pivotal role in QQ, capable of both exacerbating and alleviating this disengagement trend. Thoughtfully employed, AI-powered solutions can enhance worker satisfaction and engagement by enabling more equitable performance assessments, delivering real-time feedback, and offering tailored learning and development opportunities. Furthermore, addressing algorithmic biases in AI systems can promote fairness and inclusivity in the workplace, thus mitigating the factors contributing to QQ. Ethical and effective integration of AI is paramount for organizations in the current HRM landscape. Building trust and assuaging employee concerns about job security and skill obsolescence through transparent communication and active involvement are essential steps. This proposal seeks to comprehensively explore how AI influences QQ, providing valuable insights and novel management strategies relevant to HRM professionals, addressing the multifaceted impact of AI on QQ and its significance in optimizing HR practices and consulting strategies in the AI-driven workplace.

The Perplexities of Artificial Intelligence: A Study of Employee Dynamics and Quiet Quitting (QQ)

Author: **Liza Lybolt**, *Texas A&M International U.*
Author: **Olga Chapa**, *U. of Houston, Victoria*

Exploring the Interplay between Trait Emotional Intelligence, Work Motivation, and AI

Author: **Raghida Abdallah Yassine**, *Adelphi U.*
Author: **Gagan Pradhan**, *Adelphi U.*

Bias in AI-Generated Performance Feedback and the Rise of "Quiet Quitting"

Author: **MaQueba Massey**, *Iowa State U.*

Artificial Intelligence: A tool for Managing Quiet Quitting by Organisations

Author: **Pearl Malhotra**, *Indian Institute of Management, Bangalore*

Quiet Quitting in the Era of AI Integration: Unraveling the Dynamics in the Modern Workplace

Author: **Lu Yu**, *Missouri State U.*
Author: **Hong Ren**, *U. of Wisconsin, Milwaukee*
Author: **Xiaoxia Zhu**, *U. of Wisconsin-milwaukee*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

A Change is Gonna Come: Positive Perspectives on Change in Police Organizations



Organizer: **Mirit K. Grabarski**, *Lakehead U.*
Organizer: **Hina Kalyal**, *London Police Service/Huron College*
Organizer: **Megha Yadav**, *U. of Wisconsin, Milwaukee*
Organizer: **Maria Mouratidou**, *U. of Cumbria, UK*
Discussant: **Eric Sanders**, *Elmhurst U.*
Presenter: **David Anderson**, *Des Plaines Police Department*
Presenter: **Madison Charman**, *Barrie Police Service*
Presenter: **Cole Heffren**, *Peel Regional Police Service*
Presenter: **Hector Perez**, *Hamilton Police Service*
Participant: **Amanda Gill**, *Hamilton Police Service*
Presenter: **Hina Kalyal**, *London Police Service/Huron College*
Participant: **Mirit K. Grabarski**, *Lakehead U.*
Participant: **Megha Yadav**, *U. of Wisconsin, Milwaukee*
Participant: **Maria Mouratidou**, *U. of Cumbria, UK*
Participant: **Rylan Simpson**, *Simon Fraser U.*
Participant: **Rich Johnston**, *Barrie Police Service*

This symposium examines and promotes positive organizational change within law enforcement agencies. Its main goal is to advance the understanding and application of Positive Organizational Scholarship (POS) principles in the complex landscape of policing by bringing together various perspectives, experiences, and research findings. Since its inception, Positive Organizational Scholarship (POS) has emphasized the importance of building strengths, fostering positive relationships, and initiating substantial changes in organizations. Based on this philosophy, the symposium adopts a POS approach, acknowledging that organizations thrive when they prioritize what works. This perspective offers a valuable lens to explore novel strategies and interventions that cultivate positivity, resilience, and flourishing in the face of work challenges within the law enforcement context. Ultimately, the symposium highlights innovative strategies, interventions, and approaches that facilitate positive transformations, improve relationships, and tackle challenges within law enforcement organizations. Through an in-depth examination of various initiatives, including procedural justice training, implicit bias training, and the restructuring of specialized units, as well as the negotiation of collective bargaining agreements, this symposium aims to contribute meaningful insights and promote positive change practices in law enforcement.

Strengths-Based Change in a Police Specialty Unit: Empowering through Insider Action Research (IAR)

Author: **David Anderson**, *Des Plaines Police Department*

Positive Organizational Scholarship and Procedural Justice: A New Approach to Change

Author: **Madison Charman**, *Barrie Police Service*
Author: **Rylan Simpson**, *Simon Fraser U.*

Encouraging Positive Interpersonal Interactions through Unconscious Bias Training

Author: **Hina Kalyal**, *London Police Service/Huron College*
Author: **Mirit K. Grabarski**, *Lakehead U.*
Author: **Megha Yadav**, *U. of Wisconsin, Milwaukee*
Author: **Maria Mouratidou**, *U. of Cumbria, UK*

Implementation of the Peel Divisional Special Constable (DSC) Pilot Program

Author: **Cole Heffren**, *Peel Regional Police Service*

Rowing in the Same Direction: A POS Framework for Strategic Planning in Police Organizations

Author: **Hector Perez**, *Hamilton Police Service*
Author: **Amanda Gill**, *Hamilton Police Service*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Paradox in Management Education

Session Moderator: **Bunshiro Ochiai**, *Kyoto U.*

MED: Learning About Paradoxes is Paradoxical: How Managers Improve Paradox Mindset Through Training

Author: **Bunshiro Ochiai**, *Kyoto U.*
Author: **Tomoki Sekiguchi**, *Kyoto U.*
Author: **Norihiko Takeuchi**, *Waseda U.*
Author: **Miyako Imamura**, -
Author: **Shunsuke Nakamura**, *Kyoto U.*

While management research has recognized the importance of a paradox mindset for leaders to manage tensions effectively, little focus has been given to its potential for learning, especially through training interventions. This study explores whether and how managers can improve a paradox mindset through training interventions. The training involved 26 managers across diverse industries, blending lectures, business case examples, and ethnographic exercises over five three-hour sessions. Participants' paradox mindset generally increased after the training intervention, and inductive analysis and subsequent qualitative comparative analysis (QCA) revealed that improving a paradox mindset is achieved through the simultaneous pursuit of seemingly contradictory processes of simplification with complexification, suggesting that learning about paradoxes is paradoxical. Based on these findings, we develop a model of the learning processes and mechanisms that underlie the simultaneous pursuit in which improving a paradox mindset is realized through multiple pathways with diverse and intertwined learning mechanisms, including cognitive, experiential, and transformative learning. Our findings contribute to both management learning and education and paradox literature by offering a theoretical understanding of improving a paradox mindset and its practical applications for the design of effective training interventions.

MED: Too Fast to Live: Management Learning from the Icarus Paradox of Rapid Organizational Growth

Author: **Runtian Jing**, *Shanghai Jiao Tong U.*
Author: **Juhui Geng**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Drawing inspiration from the Greek myth, the Icarus paradox suggests that rapid growth can lead to future failures in the business context. While the prevalence and significance of this paradox are well acknowledged, the underlying mechanisms and essential abilities crucial for navigating this paradox have hitherto received scant empirical attention. In the present study, we investigate when and why past rapid growth will amplify subjective biases in the future decision-making process. Using a real estate business competition simulation with a sample size of 367 students, we found that the presence of rank growth could increase the psychological momentum of participants, ultimately resulting in an escalation of commitment and the illusion of control. We also found that cognitive complexity mitigated these relationships and made the decision-making processes more prudent. Our findings make a novel contribution for students to understand the psychological mechanisms behind the Icarus Paradox and the critical capability that can be leveraged to navigate this paradox. We also contribute to management education literature by developing an experiential learning platform for promoting active engagement and improving management capabilities.

MED: Integrated Paradox Mindset Development: A Design Science Approach

Author: **Anne Marie Halton**, *Queensland U. of Technology*
Author: **Anna Wiewiora**, *Queensland U. of Technology*
Author: **Kevin Clyde Desouza**, *Queensland U. of Technology*

Leaders today must navigate competing demands and contradictory pressures. A paradox mindset involves accepting paradoxes and learning to see them as opportunities rather than as threats. Leaders who have a paradox mindset have been shown to be effective in transcending traditional binary responses and embracing novel solutions that improve performance and foster innovation. Developing a paradox mindset is not a simple exercise as it requires a shift in how leaders think about and approach paradoxes. Research to date that offers a pedagogy for teaching paradox has as yet failed to offer a holistic approach. Using a design science approach, this study develops and evaluates an integrated paradox mindset learning intervention. Key elements include transformative learning experiences, Socratic questioning, individual reflective practice, group work and practical activities. The study uses a lens of transformational learning theory to develop an integrated learning intervention by which leaders can develop paradox mindset. A contribution is also made to the paradox literature by operationalizing an approach for developing a paradox mindset. Study outcomes offer a ready-to-use toolkit that leaders can apply in their workplace, hence bridging the research-practice gap.

MED: Heuristics for Problem Framing: Collaborative Scaffolding in Design Thinking Education

Author: **Stefan Meisiek**, *U. of Sydney Business School*
Author: **Anjana Dattani**, *U. of Toronto*
Author: **Angele Beausoleil**, *Sauder School of Business, U. of British Columbia*

To help DT learners in management education through the process, educators employ instructional scaffolds, i.e. facilitation, guidelines and interventions intended to enable DT learners to reach the zone between what they can do unsupported and what they cannot do even with support. However, faced with an unfamiliar task and process, group members themselves might assume scaffolding responsibilities to help others in the group reach further than they could without it. To examine the relationship between instructional and collaborative scaffolds in management education, we conducted a qualitative empirical study of MBA and Executive MBA courses in Design Thinking at a North American business school. We found that instructional scaffolds were enacted, enriched and reinterpreted in the collaborative scaffolding in the learner groups, with significant consequences for achieving the intended learning outcomes. The paper contributes to the literature on learning and teaching in management education, and more specifically to scaffolding in design thinking and other problem-based educational approaches.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1936** | Submission: **15162** | Sponsor(s): **(MED, IM)**
Scheduled: **Tuesday, Aug 13 2024 9:45AM - 11:15AM CT (UTC-5)** at **Hyatt Regency Chicago in Randolph 2**

The Different Experiences of X-Culture: Which is Yours?

Organizer: **Wendy Farrell**, *Management Center Innsbruck*

Organizer: **Justin Kraemer**, *Mae Fah Luang U.*

Panelist: **Ernesto Tavoletti**, *U. of Macerata*

Panelist: **Daria Panina**, *TAMU, Mays Business School*

Panelist: **Marjaana Gunkel**, *Free U. of Bozen-Bolzano*

Panelist: **Dhruv Pratap SINGH**, *NEOMA Business School*

Panelist: **Xavier Ordeñana**, *Tecnologico de Monterrey & ESPOL*

Panelist: **Alfredo Jimenez**, *Kedge Business School*

This panel symposium will briefly describe the diverse aspects of X- Culture, which began as an experiential learning initiative over a decade ago. Over time, it has adapted to many changes in online and onsite environments. This symposium will outline the changes X-Culture has faced over the years and how it has innovated to maintain the benefits it provides to dozens of instructors and thousands of students each semester. For example, the symposium will describe administrative changes, how hosting and participating in its Global Symposium has evolved, how its coaching program has adapted, and how its data/research efforts have matured. Seasoned members of the X- Culture community will make brief presentations on each of these "experiences." Audience members will then self-select into tables to further discuss the topics of interest. Which experience best fits your goals? Come and find out!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Tracing Organizational Histories: Narratives, Memory, and Legacy

Session Moderator: **Ziyun Fan**, *U. of York*

This session delves into the historical dimensions of organizational narratives, memory construction, and the enduring legacies that shape organizational identities.

MH: Legacy as Atmospheric Space

Author: **Yihan Liu**, *U. of Liverpool Management School*
Author: **Ziyun Fan**, *U. of York*

How can we understand legacy as space? We address this question through a non-representational approach to space by conceptualizing legacy as and through atmospheric space. We argue that the atmospheric spatialization of legacy is a tensional yet regulative mechanism that both structures and disrupts an inherited reality being re-lived in the present, generating multiple and contesting realities. We show how such tensional organizing of legacy is formed by and forms competing interactions between a staged past and a living present. Drawing on a historical case study with two rounds of archival data collection and 47 semi-structured interviews on a historically prestigious Victorian building, we bring forward three interconnected forms of such competing interaction, including atmospheric alignment with hope, misalignment as a catalyst for change, and (re)alignment with entrapment. The contribution is twofold. First, we extend the limited understanding of space in the study of legacy, which is largely one-dimensional considering space as a physical and static container. We show how the interactions between atmospheric space and legacy partake in the contesting actualization of legacy. Second, this study partakes in the broader conversations on the 'atmospheric turn' in management and organization studies, foregrounding the tensional in-betweenness of atmospheric space, in turn unveiling the danger of contagiousness of legacy.

MH: Marking History and Making History: Temporal Narratives and Strategic Internal Communication

Author: **Joe Chick**, *Newcastle Business School, Northumbria U.*
Author: **Michael Heller**, *Brunel Business School, Brunel U. London*
Author: **Michael Rowlinson**, *U. of Exeter*








This article explores the strategic use of historical narratives in organizational communication, introducing the concept of 'temporal narratives'. These narratives, focusing on historical events and milestones, employ nuanced language and varying temporal perspectives (past, present, future) to shape organizational identity and influence perceptions among employees. The temporal narratives matrix presented in the paper exemplifies the ways in which the choice of temporal focus and theme in a narrative contributes to specific strategic goals. The model illustrates how some organizational narratives are tailored to focus on the past by marking historical time or on the present for making historical change. The narratives also vary between themes of tradition and ones of innovation. Organizations can use these two variables in shaping their narratives to serve goals of instilling trust, demonstrating relevance, or creating a sense of continuity of either strategy or values. The study engages with the historical turn in organizational studies, turning attention towards the use of rhetorical history in the past rather than the present day. It uses the concept of 'past presents', in which historical events are viewed from an earlier era's perspective. The temporal narratives matrix provides a framework for understanding how organizations and their employees align past events with present activities to influence the perceptions of others. The study reinforces the importance of audiences in shaping narratives, with examples of rhetorical history not only coming from employers but also employees.

MH: Unravelling the Relational Processes Involved in the Co-construction of Organisational Memory

Author: **Ian Jones**, *U. of York*
Author: **Nicholas Wong**, *Newcastle Business School, Northumbria U.*
Author: **Andrew D A Smith**, *Birmingham Business School, U. of Birmingham, UK*

Research in organisational memory studies has illuminated the ways that organisations shape, and are shaped by, remembering and forgetting (Foroughi et al., 2020). However, recent work by Coraiola et al. (2023) has called for research that focuses on the multiple mnemonic communities with organisations. This paper responds to this call by analysing and deconstructing the processes through which memory is constructed. The research context is a large UK-based multinational bank that reconstructed the firm's organizational memory during a period of crisis that damaged its legitimacy. To examine this phenomenon, we conducted 21 semi-structured interviews that revealed the collaborative and relational process that the corporate archivists and the senior management team engaged in order to resolve the bank's organizational crisis. In doing this, we theorised how different mnemonic communities collaborated to co-construct organisational memory in the form of a historical narratives. This study contributes to organisational memory studies theory by showing the importance of taking both an interpretive and functionalist perspective when researching memory; and contributes empirically by producing a process model that shows the memory construction in practice, and by highlighting the organisational power relations that can affect how this process unfolds.

KEY TO SYMBOLS

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

Diversity and Discrimination in the Workplace

Session Moderator: **Jackson Lu**, *MIT Sloan School of Management*

MOC: **The Bamboo Ceiling: A Creativity Stereotype View on East Asians' Underrepresentation in Leadership (WITHDRAWN)**     

Author: **Jackson Lu**, *MIT Sloan School of Management*

Despite the economic achievements of East Asians (e.g., ethnic Chinese) in the US, they are disproportionately underrepresented in leadership. To elucidate this “Bamboo Ceiling,” we propose a novel explanation: East Asians are under-selected for leadership positions partially because they are stereotyped as lacking creativity, a prized leadership attribute in US culture. We first tested our proposition in two field studies: Across 33 class sections of 2,304 students in a US MBA program, East Asians were perceived by their classmates as less creative than other ethnicities (e.g., South Asian, White) at the beginning of the program—when the students had limited interactions and were likely influenced by creativity stereotypes. Lower perceived creativity mediated why East Asians were less likely than other ethnicities to be nominated (Study 1) and elected (Study 2) as class-section leaders by their classmates. These findings were replicated in two preregistered vignette experiments of non-Asian Americans (Studies 3 and 4, N=1,775): Compared to candidates of other ethnicities, East Asian candidates with an identical profile were viewed as less leader-like due to lower perceived creativity. Although East Asians are commonly stereotyped as competent, they are also stereotyped as lacking creativity, which can hinder their leadership emergence in US organizations.

MOC: **Fake but Fit: The Effect of Presented Calling Orientation on Recruiter Perceptions** 

Author: **Kelly Nault**, *IE Business School*
Author: **Winnie Jiang**, *INSEAD*

There is increasing emphasis on following one's professional calling, work that provides meaning via personal fulfillment and the opportunity for societal contributions. This contrasts a “job orientation” whereby people find meaning in work that provides material support. We argue that recruiters evaluate candidates presenting themselves as possessing a calling orientation more favorably, albeit as less authentic, than those presenting a job orientation. Across five experiments (total N = 1,613), calling- (vs. job-) oriented candidates were perceived to be less authentic but have greater self-monitoring abilities, indirectly eliciting higher performance expectations and hiring intentions. Candidates presenting a calling orientation are seen as fake yet fit. We additionally tested two interventions to increase the favorability of both job and calling-oriented candidates. Calling-oriented candidates who conveyed signals supporting the credibility of their calling orientation increased perceptions of their authenticity. Job-oriented candidates indicating they liked their work increased perceptions of their self-monitoring abilities.

 MOC: **When Loss Bleeds into Work Life: How Women Manage Grief After Miscarriage** 

Author: **Elizabeth Sheprow**, *Harvard Business School*
Author: **Alexandra Feldberg**, *Harvard Business School*








In this study, we explore how women incorporate their experiences of disenfranchised grief into their work lives and with what consequences for their professional selves. To examine this question, we draw on 64 interviews with working women who have experienced a miscarriage within the past year. We find that in the absence of clear organizational policies and scripts for how to deal with their grief, women assess the supportiveness of their work relationships, which informs their emotion regulation processes. We induce two pathways by which women incorporate grief into their work lives. The first is a pathway through which women independently cope with their grief—they engage in solo emotion regulation strategies that enable them to tend to their grief while safeguarding their professional reputations. In so doing, they keep their grieving and professional selves compartmentalized. The second is a pathway through which women relationally claim space for their grief. They engage in social emotion regulation strategies that jointly serve as attempts to safeguard their professional reputations and make bids for psychological recognition. When recognition is attained, these women integrate their grieving and professional selves. We discuss the implications of these findings for our understanding of humanizing the self at work, disenfranchised grief and work, and working women's experiences of miscarriage.

MOC: **A Theory of Time-Based Discrimination in Evaluation**   

Author: **Chia-Jung Tsay**, *U. of Wisconsin-Madison*
Author: **Curtis Kwinyen Chan**, *Boston College*
Author: **Erin Marie Reid**, *McMaster U.*

Career inequality across demographic groups remains pervasive in professional and managerial roles. Given the importance of long work hours to professional and managerial culture, we posit that biased evaluations of individuals' time spent working may importantly shape these inequalities. Synthesizing scholarship on inequality with theory on subjective time, we theorize a process of time-based discrimination in evaluation. We suggest that demographic tokens—numerical minorities in a given context—may experience discriminatory evaluation of their work time. We posit that key aspects of the temporal context in professional and managerial jobs amplify evaluators' emphasis on work time in evaluations. When assessing tokens, evaluators' time-based stereotypes about the token group's characteristics may be activated. Some tokens may be stereotyped as “shirkers,” experience scrutiny of their work hours, and get interpreted as being misfits with the dominant culture on the basis of low hours worked. Other tokens may be stereotyped as “overworkers,” experience scrutiny of their natural ability, and get interpreted as being misfits on the basis of low talent. Together, these processes may negatively affect performance assessments and evaluations of leadership potential for tokens. We delineate contributions and new lines of research for scholarship on career inequality and subjective time.

KEY TO SYMBOLS

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

The Role of Executives in the BTOF

Discussant: **Philip Bromiley**, *U. of California, Irvine*
Organizer: **Bettina De Ruyck**, *Ghent U. and Vlerick Business School*
Organizer: **Daniel Gamache**, *U. of Georgia*
Participant: **Alexandru Roman**, *CSULA*
Presenter: **Jerayr M. Haleblian**, *U. of California, Riverside*
Participant: **Clint Chadwick**, *U. of Kansas*
Presenter: **Serhan Kotiloglu**, *California State U., San Marcos*
Participant: **Thomas Lechler**, *Stevens Institute of Technology*
Presenter: **Gerry M. McNamara**, *Michigan State U.*
Participant: **Zixuan Gu**, *Michigan State U.*
Participant: **Kalin D. Kolev**, *Marquette U.*

The Behavioral Theory of the Firm (BTOF) explains the processes with which firms set aspirations, evaluate firm performance relative to those aspirations, and change their strategies in response to attainment discrepancies. While foundational work acknowledged the important role of firms' executives, few papers have theorized and studied when and how they matter. This is remarkable, considering that the BTOF's processes require cognitive efforts, including retrieving external information and interpreting feedback, in which executives will likely differ. At the same time, scholars have raised their concerns on contrasting findings reported by prior research. Extending and testing theory on the role of executives through consideration of their individual attributes and biases may help bring reconciliation. This symposium showcases four studies, aiming to facilitate knowledge sharing and discussions on the role of executives in the BTOF. This symposium aspires to appeal to behavioral strategy researchers and other scholars interested in understanding how cognition shapes strategic decision-making.

The (Re)configuration of the Strategic Core of HR Following Negative Performance Feedback

Author: **Alexandru Roman**, *CSULA*
Author: **Jerayr M. Haleblian**, *U. of California, Riverside*
Author: **Clint Chadwick**, *U. of Kansas*

Individual Differences in Aspiration Adaptation

Author: **Serhan Kotiloglu**, *California State U., San Marcos*
Author: **Thomas Lechler**, *Stevens Institute of Technology*








The Role of Executive Social Comparison Orientation in the Behavioral Theory of the Firm

Author: **Bettina De Ruyck**, *Ghent U. and Vlerick Business School*
Author: **Daniel Gamache**, *U. of Georgia*

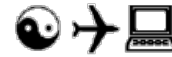
What Are They Looking At? CEO Attention Shifts in Response to Performance Feedback

Author: **Gerry M. McNamara**, *Michigan State U.*
Author: **Zixuan Gu**, *Michigan State U.*
Author: **Kalin D. Kolev**, *Marquette U.*

KEY TO SYMBOLS

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

Innovative Approaches to Collaboration, Mentoring, and Remote Work



Session Moderator: **Hayoung Park**, *U. Paris-Panthéon-Assas*

This session explores innovative collaboration, mentoring, and remote work approaches, focusing on the psychological, social, and value-based factors that shape these experiences.

MSR: **The Impact of the Mentor's Values on the Mentee: Fusion Adhesion Rejection**

Author: **Hayoung Park**, *U. Paris-Panthéon-Assas*
Author: **Catherine Voynnet Fourboul**, *U. Paris Pantheon Assas*
Author: **Eric Gautier Laurent**, *IRG, U. Gustave Eiffel, U. Paris-Est Créteil, F-77454 Marne-la-Vallée*

Mentoring is a support tool that takes place in a relational universe marked by learning, transmission, and deep authentic exchanges between the people involved (Megginson, 2006). Internal factors play an important role in the relational and managerial spheres, particularly values, which have a determining impact on individuals' decisions, both personal and professional, and which can influence mentoring. However, research on mentoring focuses on extrinsic elements for the creation of dyads and for the outcome of this relationship, which risks neglecting one of the important dimensions. Thus, the aim of this research is to identify the impact of the mentor's values on the relationship with their mentee. A qualitative study of 18 dyads revealed that the interaction of values between mentor and mentee leads to fusion, adhesion, or rejection effects in the latter, enabling us to sketch out a model of the mentoring relationship based on the role of values. Subsequently, the analysis of values using Barrett's model (1998) made it possible to examine the impact of values according to levels of consciousness and to categorize 4 types of dyads. Finally, criteria for integrating values into the creation of dyads are suggested to improve the quality of relationships at managerial level.

MSR: **Investigating the Psychological Capital and its Antecedents in Remote Work: A Qualitative Inquiry**

Author: **Vineet Arora**, *Indian Institute of Technology Kanpur India & La Trobe Business School Australia*
Author: **Jasvir Kaur Nachatar Singh**, *La Trobe Business School*
Author: **Amit Shukla**, *Indian Institute of Technology Kanpur*

With the rapid acceleration in technology development and the push by the COVID-19 pandemic, remote work (such as working from home or anywhere) has gained considerable adoption in organizations. However, there is a paucity of research that explores the composition of remote workers' psychological capital (PsyCap) that can enable them to deal with the challenges of remote work and aid their performance. We used a constructivist grounded theory approach and foundations of positive organizational behavior (POB) literature to identify the psychological resources that can form the PsyCap of remote workers and understand the mechanisms through which these resources can be developed. The semi-structured interviews with 42 remote workers suggest new dimensions to the components of PsyCap and additional psychological capacities that hold potential for inclusion in the PsyCap theory in remote work. The findings also highlight the role of meaningful work and mindfulness practices in augmenting the PsyCap of remote workers. The study contributes to the body of knowledge on remote work and positive organizational behavior and enriches the workplace spirituality literature by extending it in the context of remote work. Theoretical and practical implications are discussed.

MSR: **Collaborative Social Innovation in Shared Spaces**

Author: **Eirik Aadland Tappel**, *VID Specialized U.*
Author: **Beate Jelstad Lovaas**, *VID Specialized U.*
Author: **Thomas Hoholm**, *BI Norwegian Business School*

This study investigates collaborative social innovation from a civic sector perspective. More specifically, we aim to explore how religious organizations collaborate across boundaries for social innovation. Two research questions guide this study: What are the conditions for the emergence of multiactor collaboration? What are the impacts of collaborative social innovation? The empirical data in this qualitative study stem from the Norwegian Church Abroad, a religious organization with extensive experience in multiactor collaboration around the world that contributes to social innovation in local communities. Three different cases in two different European countries were strategically selected as they represent collaboration with other religious organizations in the civic sector, collaboration with public actors, and collaboration with a business organization. The study is based on 29 qualitative, in-depth, individual interviews and 7 qualitative group interviews with paid staff (employees), volunteers, and external cooperation partners, as well as 43 hours of observation and an examination of official documents from the organizations. Systematic coding and thematic analyses were conducted. Shared spaces played central yet different roles in the emergence of multiactor collaborations. The impacts of collaborative social innovation were analyzed by applying the framework of collaborative innovation in terms of learning, synergy, and commitment, and by indicating the impacts on the individual, organizational, and local community levels. The article also reflects on the role of volunteers in multiactor collaborations.

Author: **Charles Thomas Tackney**, *Copenhagen Business School*

This theology of the workplace investigation uses a criterion-predictor approach to assess current U.S. Roman Catholic “employment-at-will” (EAW) legal practice against Roman Catholic Social Teachings (RCST) for justice in the workplace. The first step “problematizes” EAW precedent using recent labor law historical scholarship indicating, domestically, U.S. case law precedent reflects a very deliberate post-Civil War effort by corporation law scholars to restrict employment opportunities of recently freed U.S. citizen and thus all other U.S. private sector workers as industrialization proceeded. The comparative post-World War II Japanese receipt of functionally identical labor legislation and subsequent path dependent divergence from EAW for social justice offers exogenous alternatives. Roman Catholic Social Teachings then clarify and focus the point of data analysis where employment practice is assessed against criteria RCST. The data section summarizes findings from an ongoing 2014 – 2023 longitudinal population study of publicly available employment data from all 160 diocesan and 34 archdiocesan websites of the U.S. Roman Catholic church. Comparative employment policies of other nations and national Roman Catholic conferences, particularly that of Australia, join with Japanese history to indicate viable conformity to RCST norms for social justice in employment that include: a continuing employment relationship, just cause dismissal protections, labor union support, and employee participation in managerial prerogative. The discussion includes a practical sample text for implementation of RCST in the U.S. workplace, incorporating RCST and Japanese norms for RCST evangelization of culture and the restitution of employment in justice for all private sector U.S. citizens.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Spirituality and Nature: Alternative Ontologies to Innovate for the Future.



Participant: **Kathryn Pavlovich**, *U. of Waikato Management School*
Participant: **Payal Kumar**, *Indian school of hospitality*
Participant: **Sreejit Datta**, *Karnavati U., India*
Participant: **Peter McGhee**, *Auckland U. of Technology*
Participant: **Myk Habets**, *Laidlaw College*
Participant: **Danielle Smith**, *U. Waikato Management School*
Participant: **Manuel Tejada**, *Barry U.*

“Innovating for the future” is implicit as scholars seek to find alternative ways of being that challenge the current dualistic approach to organising. This symposium thus offers a unique lens based upon a wholism that characterises diverse spiritual traditions to counter this separation, while also extending our understanding of the importance of alternative ontologies. Humans are embedded in an interconnected dynamic universe where the human and the more-than-human co-exist in an entangled web of relationships. Thus, how may life-sustaining meshed webs of relations include the health and well-being of humans, animals, mountains, rivers, the sky, carbon and indeed the larger cosmological whole? (Ehrnström-Fuentes, 2022). How can engagement with a supreme being – that could be nature itself (Navarro et al., 2020) – unfold and how could this relationship contribute to working in harmony with the earth? This symposium assists in reconciling the nature-economy dualism through relational ontologies, recognising the earth as a living system in which humans and the economy are but a part. As Banerjee and Arjaliès (2021, p. 16) note, a relational perspective is “fundamentally animated and spiritual, immersed in a life force that transcends time, human and non-humans.” Thus, this symposium challenges how we may innovate for the future, with a fresh perspective from relational ontologies that challenge and question the status quo to reimagine organising among diverse but interconnected perspectives that include the more-than-human.

Priestly work or corporate sellouts: God, creation and order

Author: **Peter McGhee**, *Auckland U. of Technology*
Author: **Myk Habets**, *Laidlaw College*

Chhath: Making sense of human-nature interrelations through the sun festival in India

Author: **Payal Kumar**, *Indian school of hospitality*
Author: **Sreejit Datta**, *Karnavati U., India*

Pathways To Papatūānuku: Ecological Capitalism

Author: **Danielle Smith**, *U. Waikato Management School*

Witchcraft at work: Developing a managerial understanding of magical practices

Author: **Manuel Tejada**, *Barry U.*

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **1942** | Submission: **10089** | Sponsor(s): **(NEU)**
Scheduled: **Tuesday, Aug 13 2024 9:45AM - 11:15AM CT (UTC-5)** at **Swissotel Chicago** in **Montreux 1**

Affect Dynamics for Management

Coordinator: **Pietro Cipresso**, *U. degli Studi di Torino*
Organizer: **Francesca Borghesi**, *U. degli Studi di Torino*

In the fast-paced and ever-evolving landscape of contemporary organizational environments, the role of affect dynamics in management has become increasingly crucial. This symposium aims to explore the intricate interplay between emotions, attitudes, and workplace dynamics, shedding light on their profound impact on organizational success and employee well-being. The proposed symposium will bring together experts from diverse fields such as organizational psychology, management studies, and neuroscience to delve into the multifaceted dimensions of affect dynamics. Through a series of engaging presentations and discussions, our symposium seeks to address key questions related to the influence of emotions on decision-making processes, team collaboration, and overall organizational performance.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leader and Team Motivation

Session Moderator: **Tingko Lee**, *Graduate School of Resource Management and Decision Science, National Defense U.*

OB: How and When Servant Leadership Activates Subordinates' Approach- and Avoidance-Oriented Voices

Author: **Tingko Lee**, *Graduate School of Resource Management and Decision Science, National Defense U.*

Author: **Kuoching Cavin Yen**, *Graduate School of Resource Management and Decision Science, National Defense U.*

Author: **Chieh Chao**, *Graduate School of Resource Management and Decision Science, National Defense U.*

Author: **Yi-yui Chan**, *Navy of Republic of China*

Existing studies have shown that supervisors with a servant leadership approach enhance subordinates' promotion focus. However, whether servant leadership increases the promotion focus and prevention focus simultaneously, in turn triggering voice behavior, remains unexplored. Drawing on the regulatory focus theory, this study investigates whether subordinates' perception of supervisors' servant leadership triggers their regulatory focuses (promotion focus and prevention focus), thereby enhancing voice behavior. In particular, in a high level of leader-member exchange (LMX), it whether strengthens the mediating effects of the relationship between servant leadership and voice behavior. Data were collected using subordinate-supervisor pairs in the workplace and a time-lag method with three stages. Research model testing was conducted by using Mplus 8.3. It was found that (1) subordinates' promotion focus has a positive mediating effect on the relationship between servant leadership and promotive voice behavior; (2) subordinates' prevention focus has a positive mediating effect on the relationship between servant leadership and prohibitive voice behavior; and (3) when subordinates perceive high LMX, the mediating effect of promotion focus on the relationship between servant leadership and promotive voice behavior is enhanced and, similarly, the mediating effect of prevention focus motivation on the relationship between servant leadership and prohibitive voice behavior is also enhanced.

OB: Pursuing a Future Leader Self: A Multi-Study Investigation 

Author: **Richard Morgan**, *Durham U. Business School*

Developing as a leader is widely recognized as a challenging endeavor that takes time. However, little research has been done to explain the process through which future representations of oneself as a leader relate to current leader identity and how future and current leader selves motivate action. Integrating possible selves theory with identity-based motivation theory, we test a serial mediation model in which a salient future leader self sequentially relates to leader identity, affective motivation to lead, and proactive leadership behavior. Study 1 (n = 186) was conducted at two time points over a year apart with employees from a manufacturing company. Study 2 (n = 265) included repeated measurement at three time points, each a month apart, with employees from different industries. Through cross-lagged analysis and time-lagged analysis, we found support for our hypothesized process model. The theoretical implications for leadership and leader identity theory are discussed along with the practical implications for prospective leaders and their development in organizations.

OB: The Influence of Team Reflexivity on Employee's Feedback-Seeking Behavior: A Multi-level Perspective

Author: **MengLi Liu**, *Shandong U.*

Author: **QiHui Sun**, *Shandong U.*

Author: **Tianyu Du**, *Shandong U.*

The uncertainty of the work environment increasingly emphasize the importance of employee's feedback-seeking behavior. Based on transactive memory system theory, the current study explores the multi-level effect of team reflexivity on employee's feedback-seeking behavior. Survey data collected from 197 participants in 56 teams in China showed that team reflexivity had a positive indirect effect on employee's feedback-seeking behavior, and team transactive memory system mediated such effect. Besides, results also indicated that team shared mental models moderated the effect of team reflexivity on team transactive memory system. These findings provided theoretical and practical implications for team management and employees' behavior management.

OB: Testing the (in) Congruence Effects of Visionary Leadership and Team OFTP on Team Proactive Behavior

Author: **Pei Liu**, *Sun Yat-Sen U.*

Author: **Yuting Mu**, *Sun Yat-Sen U.*

Author: **Xin Li**, *Jinan U. Management School*

Author: **Yanhua Ye**, -

Considerable research has focused on the effects of visionary leadership and argued that visionary leadership is beneficial for organizations, teams, and subordinates. Drawing upon uncertainty management theory, we aim to investigate the complex effects of visionary leadership on team proactive behavior. We propose that incongruence in visionary leadership and team occupational future time perspective (team OFTP) leads to a reduced team psychological safety climate, whereas the congruence can result in a higher team psychological safety climate. Regarding the congruence effects, team psychological safety climate is higher when visionary leadership and team OFTP are aligned at the higher level than they are aligned at the lower level. Regarding the incongruence effects, team psychological safety climate is lower when visionary leadership is higher than team OFTP as opposed to when visionary leadership is lower than team OFTP. Team psychological safety climate, in turn, mobilizes team proactive behavior. Moreover, we propose that team members' perceived environmental uncertainty exacerbates the detrimental effects of incongruence in visionary leadership and team OFTP on team psychological safety climate. Results of (moderated) polynomial regressions on 159 teams and 764 nurses supported all our hypotheses. These findings highlight the complex effects of visionary leadership and challenge the prevailing view on the benefits of visionary leadership.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Completing the Puzzle: Advances in Fit Research

Session Moderator: **Christopher Winchester**, *U. of Minnesota Carlson School of Management*

OB: Task Allocation Preferences Assemble! A Mixed Methods Extension of Person-Task Fit to the Team Level

Author: **Christopher Winchester**, *U. of Minnesota Carlson School of Management*

Author: **Amy Bartels**, *U. of Nebraska, Lincoln*

Teams in the workplace are often tasked with completing big projects which can be allocated in incremental pieces, given to the team in their entirety, or some mixture of the two. Yet, the question remains: Which type of task allocation will help the team perform best? We suggest the answer lies in the examination of fit between the type of task allocation (TA) and the team's task allocation preference (TAP). Given the nascency of research on team-level fit, we adopt a multi-method approach to shift individual-level person-task fit theory to the team level (i.e., team-task fit). First, we investigate the process through which team-level TA-TAP fit unfolds utilizing a qualitative study of visual effects (VFX) artists working on Marvel Studios projects (Study 1). The findings offer a deeper understanding of TA-TAP fit as a team-level phenomenon and highlight shared leadership as a key team-level mechanism connecting TA-TAP fit and team performance. We then deductively test these relationships in a natural project study (Study 2) and an experiment (Study 3), finding that TA-TAP fit, regardless of the type of TA, leads to higher levels of shared leadership and team performance. Our contributions highlight robust findings across research settings and extend fit theory to the team level.

OB: Reciprocal Relationships Among Fit, Satisfaction, and Performance: Analysis of Three-Wave Data

Author: **Nozomi Matsui**, *Graduate School of Commerce, Waseda U.*

Author: **Yuka Shizuru**, *Panasonic Operational Excellence Co., Ltd*

Author: **Yoshio Yanadori**, *Waseda U.*

Most research on person-environment fit (PE fit) takes a static approach and examines the effect of fit measured at one point in time on employee attitudes and behaviors measured at a later point in time. Recognizing the potential reverse causality (i.e., employee attitudes, behavior, and performance influence perceived fit), this study proposes a model that involves the reciprocal relationships; that is, (1) fit influences job satisfaction and job performance and (2) job satisfaction and job performance influence fit. Drawing on data collected from new hires three times over five months, we analyzed the reciprocal relationships among person-job fit (PJ fit), job satisfaction, and job performance using cross-lagged panel modeling. Our analysis supported the positive, reciprocal relationship between PJ fit and job satisfaction. Our study highlights the importance of the dynamic perspective to understand the antecedents and consequences of fit.

OB: Does Dynamic Person-Job Fit or Misfit Increase Job Crafting? It Depends on The Change Patterns

Author: **Xinxin Lu**, *Hunan U.*

Author: **Donald H. Klumper**, *Texas Tech U.*

Employees engage in job crafting to achieve an optimal fit with their jobs. However, it is unknown how and when person-job fit (PJ fit) influences job crafting. Integrating need satisfaction theory, conservation of resource theory, and temporal theory, the current research seeks to explore the effect of change patterns of PJ fit on three dimensions of job crafting, resource seeking, challenge seeking, and demand reducing, and the resulting task performance. In a diary study with experience sampling method among 93 employees across 12 consecutive days, we test the hypotheses using polynomial regression and response surface analysis. The results show that stable and high (vs. stable and low) person-job fit is positively associated with task performance via resource seeking, challenge seeking, and hindrance reducing, fluctuating (vs. stable) PJ fit is negatively related to task performance via resource seeking and hindrance reducing, and decrease (vs. increase) in PJ fit is negatively related to task performance via resource seeking, challenge seeking, and hindrance reducing. Our study contributes to research on the dynamics of PJ fit and highlights the role change pattern in the effect of PJ fit on employee performance.

OB: Polychronicity Fit (Misfit) and Daily Turnover Intentions: The Mediating Roles of Work Overload and Underload

Author: **Syed Shah**, *Macquarie U.*

Author: **Lu Xing**, *U. of Auckland*

Author: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*

Person environment (P-E) fit researchers have typically treated the experience of P-E fit as a static phenomenon. In this study, we challenged the conventional view by focusing on the fit (misfit) of polychronicity, an individual's preference for performing multiple tasks simultaneously. We use a mixed-methods approach in Pakistan information technology firms to explore the impacts of P-E polychronicity fit (misfit) on employees. Based on our interview findings, we propose that polychronicity fit (misfit) can evoke feelings of work overload and underload, which further shape individuals' turnover intentions on an everyday basis. Data collected from 101 IT project employees over five workdays generally supported the hypotheses. Our theoretical contributions include the importance of (a) studying person-environment fit (misfit) as variable and dynamic phenomena that an individual can experience every day (b) acknowledging the role of work overload and underload, and (c) understanding the influence of polychronicity fit on individual's daily turnover intentions. Practical contributions include effectively managing P-E polychronicity fit (misfit) to reduce employee turnover in organisations.

Author: **Xinxin Lu**, *Hunan U.*

Author: **Shuisheng Shi**, *Hunan U.*

Author: **Haiming Zhou**, *Shandong U. of Science and Technology, Tai'an Campus*

Integrating person-environment fit theory and collective-oriented leadership theory, the current research seeks to investigate how person-team congruence in agreeableness and conscientiousness affects abusive supervision and servant leadership, and the consequent task performance. In a sample of 707 employees from 102 teams across three waves, we conducted polynomial regression and response surface analysis to test the hypotheses. The results showed that both person-team congruence in agreeableness and person-team congruence in conscientiousness are positively related to servant leadership, person-team congruence in agreeableness is negatively related to abusive supervision, and person-team incongruence in agreeableness is positively related to abusive supervision whereas person-team incongruence in conscientiousness is negatively related to servant leadership. The current research deepens our understanding of how individual and team personality congruence influences how members are treated by their leaders and enriches our knowledge of which employees are more likely to be the targets of abusive supervision and servant leadership.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Diverse Perspectives on Work Motivation

Session Moderator: **QIAN CHEN**, *Shanghai Jiaotong U.*

OB: For the Sake of Which Aspect of the Family? Revisiting the Concept of Family Motivation

Author: **QIAN CHEN**, *Shanghai Jiaotong U.*

Author: **Yi Li**, *Shanghai Jiaotong U.*

Author: **Xin-an Zhang**, *Shanghai Jiao Tong U.*

Drawing upon the theory of regulatory focus, we extend the concept of family motivation, i.e., the desire to benefit one's family, by distinguishing it into a promotive component and a preventive component. While promotive family motivation referred to the desire to benefit one's family through aspirations and accomplishments so that the family's glory is promoted, preventive family motivation referred to the pressure to benefit one's family through responsibility and safety so that the risk to the family is prevented. We then developed an 11-item scale for them and further demonstrated each of the two dimensions of family motivation was able to explain unique variance in important workplace criteria, including silence, career satisfaction, and career planning behavior.

OB: Toward Antiracism in Organizations: A Multilevel Examination of Motivation and Behavior

Author: **Narda Quigley**, *Villanova U.*

Author: **Kristin Broussard**, *Villanova U.*

Author: **Seth Matthew Fishman**, *Villanova U.*

Author: **Amanda Grannas**, *Villanova U.*

Author: **Teresa Nance**, *Villanova U.*

Author: **Teresa Boyer**, *Villanova U.*

Author: **Noelle Comolli**, *Villanova U.*

Author: **Elizabeth Svenson**, *Villanova U.*

Author: **Adam Smith**, *Villanova U.*

Author: **Noah Lanouette**, *Villanova U.*

Many organizations are expanding equity, diversity, and inclusion (EDI) strategies to include antiracism initiatives and enhance their social justice impact. However, scholarship on individual motivation to engage in antiracism, defined as actively opposing racism (e.g., Kendi, 2019), is in its infancy. This paper integrates existing research on allyship and antiracism with classic work on motivation (social cognitive and goal-setting theories) to develop a model that builds our understanding of why and how individuals may initiate and sustain antiracist behavior at the individual level. We aim to illuminate the pathways that motivate individuals toward antiracist behavior on a micro (i.e., day-to-day) level. Further, we highlight the ways in which individual-level antiracism efficacy may spiral up through levels in organizations and provide an important bottom-up catalyst for movement toward antiracism at the collective, systemic level. We posit that a better understanding of this process will help guide future empirical work on antiracism at the individual level, in addition to having important practical implications for antiracist training and initiatives in organizations.

OB: Towards a New Understanding: Validating a Multidimensional Political Will Measure

Author: **Lida P. Ponce**, *George Mason U.*

Author: **Mina Son**, *George Mason U.*

Author: **Nicholas Aaron Moon**, *California State U., San Bernardino*

Author: **Seth A. Kaplan**, *George Mason U.*

Author: **Philseok Lee**, *George Mason U.*

Research indicates political behavior affects individuals' outcomes not only through political skills but also through motivation - the political will - to use such skill. The purpose of this research was to develop and validate a multidimensional measure of political will. In three studies (n = 1,592), we wrote items and conducted content validation, exploratory factor analyses and confirmatory factor analyses. In phase one, we reviewed the literature on political will, determined the number of dimensions, and constructed items corresponding to each dimension. Additionally, we conducted a content validation study where participants completed an item-sorting task. In phase two, we collected data from working students in order to examine the dimensionality and factor structure of political will. Finally, in phase three, we collected data from working adults on Prolific to further confirm the factor structure of political will, as well as to examine convergent and discriminant validity with related constructs. The five dimensions of political will were only modestly correlated with each other and exhibited largely dissimilar relationships with other related constructs.

OB: What Sparks the Fire in the Belly? The Role of Adverse Childhood Experiences

Author: **Danielle Tussing**, *SUNY-Buffalo*

Author: **Shefali Patil**, *U. of Texas at Austin*

Much research has demonstrated the link between achievement/power orientations and career success. Yet, because such orientations are typically conceptualized as dispositional traits, we have little knowledge about what triggers them in people, insights into which can help inform organizations that are focused on talent development. To this end, we shed light on a heavily understudied area of research in management: the role of childhood experiences. Although research suggests that adverse childhood experiences generally result in negative outcomes in adulthood, we challenge this assumption by drawing on motivated information processing theory. We argue that adverse childhood experiences—conceptualized as the broad categories of unpredictability, neglect, and threat—can actually enhance career success in adulthood when people have strong self-reliance values and a high propensity to ruminate about past injustices. A belief in self-reliance provides people who face adverse childhood experiences with a goal (to exert self-sufficiency and independence) and rumination provides the reason (to rectify injustices). Thus, both trigger the need to overcome adverse situations and gain control, which is manifested in high achievement and power orientations—or an intense self-enhancement drive. We conducted a preliminary test of our hypotheses in a pre-registered, nationally representative sample of 1,432 U.S.-based adults recruited via Prolific. We found support for our model using socioeconomic standing (income, class, and subjective evaluations) as a measure of extrinsic career success—and controlling for prosocial motivation and trait and demographic variables typically associated with overcoming adversity and adulthood socioeconomic standing. By bringing research on childhood experiences to management, we provide novel theoretical and practical insights into how interested organizations can identify and develop those who have the “fire in the belly.”

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Humans and the Machine: Innovating Through AI

Session Moderator: **Xueqi Chen**, *Chinese U. of Hong Kong*

OB: **Investigating the Benefit of Collaborating with Conversational AI from a Self-Expansion Perspective** 

Author: **Xueqi Chen**, *Chinese U. of Hong Kong*

Author: **Melody J. Zhang**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*

Author: **Kenneth S Law**, *Chinese U. of Hong Kong*

Author: **Fuli Li**, *Xi'an Jiaotong U.*

Author: **Linwei Gan**, *Chinese U. of Hong Kong*

Human-AI collaboration is becoming increasingly prevalent at work. The present study aims to explore how collaborating with conversational AI could augment employee's capabilities under the new human-AI relational pattern. Drawing on the self-expansion theory, we propose that inclusion-of-AI-in-the-self is a crucial process augmenting employees' capabilities and release their potential. We analyze the factors affecting inclusion-of-AI-in-the-self from both cognitive and affective paths, as well as the outcomes after employees incorporate conversational AI into their self-concept. Specifically, task variety and enjoyment in collaborating with conversational AI positively influence the level of inclusion-of-AI-in-the-self, adopting conversational AI's knowledge, resources, and characteristics as their own. This integration enhances employee's workplace thriving and creativity, as well as their relational commitment to the conversational AI. Findings from a multi-wave study and a vignette-based experiment provide support for these hypotheses. Theoretical and practical implications for human-AI collaboration are discussed.

OB: **Social Perceptions of Generative Artificial Intelligence: The Role of Perceived Intelligence** 

Author: **Chao Liu**, *Capital U. of Economics and Business*

Author: **Yiwei Yuan**, *Beijing U. of Posts and Telecommunication*

Author: **Li Zhu**, *Peking U.*

Author: **Qiao Li**, *Beijing Wuzi U.*

Author: **Jun Liu**, *Wuhan U. of Technology*

The application of generative artificial intelligence (AI) has attracted great attention since OpenAI launched the ChatGPT prototype, unveiling substantial potential to significantly change Human-AI interactions. However, little is known about how perceptions of human-like characteristics of generative AI impact or shape individuals' psychological and behavioral responses. This study seeks to address the research question: "How do perceived AI intelligence and morality impact focal employees' ethical voice when using generative AI?" Drawing upon the "computer are social actors" (CASA) paradigm and research on social perceptions, we propose that individuals, when perceiving high levels of AI intelligence and AI morality, are more likely to establish a goal commitment to developing cooperative human-AI relationship. We tested our research model in a three-wave survey involving 535 employees. The results demonstrated that perceived AI intelligence was positively related to employees' Human-AI cooperation goal commitment, motivating their subsequent ethical voice for the responsible use of generative AI. Besides, perceived AI morality can interact with AI intelligence to increase employees' commitment to human-AI cooperation goal, leading to more ethical voice towards the responsible use of AI. These findings have implications for both theoretical understanding and practice applications concerning employees' responses to generative AI in the workplace.

OB: **Moral AI, Moral Individuals?** 

Author: **Chao Liu**, *Capital U. of Economics and Business*

Author: **Qiao Li**, *Beijing Wuzi U.*

Author: **Yiwei Yuan**, *Beijing U. of Posts and Telecommunication*

Author: **Shouqiang Wu**, *Beijing International Studies U.*

Author: **Zhipeng Zhang**, *China U. of Labor Relations*

Author: **Runna Wang**, *Beijing Institute of Fashion Technology*

Author: **Chunhua Chen**, *National School of Development at Peking U.*

Generative artificial intelligence (AI) has gained popularity for its ability to revolution work, business, and significantly improve the efficiency of human-AI interaction. Characterized as possessing human-like abilities and minds, generative AI has drawn much attention among scholars and practitioners. This article explores the following research question: "how perceived mind (i.e., perceived AI morality) and perceived substitutive role (i.e., AI awareness) of generative AI impact the employees' unethical behavior using generative AI?" Drawing upon the literature of anthropomorphism and social schemas, we propose when individuals perceive high levels of morality of generative AI, they are more willing to pursuit a responsible use of it. We tested our research model in a three-wave survey of 641 employees. The results demonstrated that perceived AI morality decreased employees' propensity to make moral disengagement, leading to the decline of their unethical behavior using generative AI. Besides, individuals with low level of AI awareness or did not regard the generative AI as a substitutive role are less inclined to make moral disengagement and then engage less in unethical behavior using generative AI. These findings have implications for theory and practice concerning employees' responsible use of generative AI.

Author: **Xiaoman Li**, *Capital U. of Economics and Business, China*

Author: **Li Chen**, *Xiamen U., China*

Author: **Di Liu**, *U. of Manchester*

Artificial Intelligence (AI) has not completely replaced employees at the job level but is substituting for certain roles in cognitive labor, leading to the emergence of human-AI interaction in organizations. Drawing on cognitive appraisal theory, this paper explores the impact of AI-human differentiated interaction types on work innovation behavior. The analysis is based on data collected from 178 employees in a smart power plant in China at multiple time points. The results indicate that AI-human augmentation interaction positively influences work innovation behavior, while AI-human hindrance interaction negatively inhibits it. Additionally, technological substitution perception mediates the relationship between AI-human differentiated interaction and work innovation behavior. Moreover, collaborative fluency in AI-human positively moderates the effects of AI-human augmentation interaction and AI-human hindrance interaction on the perception of technological substitution. In essence, in a more fluent augmentation interaction team where collaboration with AI is smoother, employees perceive lower technological substitution. Conversely, in less smooth hindrance interaction, employees perceive higher technological substitution. These findings provide empirical evidence and managerial insights for implementing effective strategies in intelligent manufacturing transformation, overcoming organizational change resistance, and fostering collaborative work innovation with technology.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

What Do I Think of You? Others' Perceptions in the Study of Work and Family Intersections



Organizer: **Jenny M. Hoobler**, *NOVA School of Business and Economics*
Organizer: **Nina Junker**, *Institute of Psychology, U. of Oslo*
Participant: **Sharon Toker**, *Collier School of Management, Tel Aviv U.*
Participant: **Kinga Bierwiazzonek**, *U. of Oslo*
Presenter: **Jakob Stollberger**, *Vrije U. Amsterdam*
Participant: **Mireya Las Heras**, *IESE Business School*
Participant: **Yasin Rofcanin**, *School of Management, U. of Bath*
Participant: **Vera M. Schweitzer**, *U. of Cologne*
Presenter: **Jamie L. Gloor**, *U. of St. Gallen*
Participant: **Susanne Helena Braun**, *Durham U.*
Presenter: **Emma Lei Jing**, *NEOMA Business School*
Participant: **Birgit Schyns**, *NEOMA Business School*
Participant: **Jeffrey Yip**, *Simon Fraser U.*

Across four unique empirical papers from different parts of the world, we will explore empirical research on others' perceptions of a focal individual's work-family (WF) experiences. Scholars have used others' perceptions of WF 1) as a methodological tool to enhance the rigor of model testing, and 2) more theoretically, as a means to understand the quality and outcomes of relationships between people at work and at home. Because others' WF-related perceptions is now a burgeoning research area, we propose this symposium as a way of 1) naming this heretofore rather segmented area of scholarship under the same topical umbrella, and 2) beginning to take stock of findings from this sub-area of work and family research en route to building new research agendas.

My Experience or Your Perception? A Meta-Analysis on the Association Between Self- and Other....

Author: **Nina Junker**, *Institute of Psychology, U. of Oslo*
Author: **Sharon Toker**, *Collier School of Management, Tel Aviv U.*
Author: **Kinga Bierwiazzonek**, *U. of Oslo*
Author: **Jenny M. Hoobler**, *NOVA School of Business and Economics*

Capitalizing on Care

Author: **Jakob Stollberger**, *Vrije U. Amsterdam*
Author: **Mireya Las Heras**, *IESE Business School*
Author: **Yasin Rofcanin**, *School of Management, U. of Bath*
Author: **Vera M. Schweitzer**, *U. of Cologne*

More Motivated to Help Male Leaders? Explaining Fatherhood Bonuses via Follower Helping

Author: **Jamie L. Gloor**, *U. of St. Gallen*
Author: **Susanne Helena Braun**, *Durham U.*
Author: **Jenny M. Hoobler**, *NOVA School of Business and Economics*

(Dis)Similarity Between Workplace and Family Relationship Environment

Author: **Emma Lei Jing**, *NEOMA Business School*
Author: **Birgit Schyns**, *NEOMA Business School*
Author: **Jeffrey Yip**, *Simon Fraser U.*

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Selected as a Best Paper

Team Climates and Cultures

Session Moderator: **Jeremy M. Beus**, *Washington State U.*

OB: **Exploring the Nature and Effects of Organizational Climate Profiles** 

Author: **Jeremy M. Beus**, *Washington State U.*

Author: **Yimin He**, *U. of Georgia*

Organizational climates are typically studied pertaining to a specific organizational goal (e.g., safety, customer service). Yet the fact that organizations have multiple goals, reflecting varied strategic values, suggests that this approach is deficient. The likelihood that organizations maintain multiple climates derived from base strategic values implies that organizations are multi-climate systems. Consequently, using the competing values framework (CVF) as a conceptual foundation, we articulate theoretically pertinent climate configurations, or profiles, reflecting complementary versus competitive values combinations and use organizational identity and social information processing (SIP) theories to propose identity clarity and collective commitment as dual mechanisms by which these profiles may relate to organizational effectiveness. Using latent profile analysis to identify climate profiles in a large sample of organizations, we detected five distinctive climate profiles with most profiles characterized by competitive values pairings. Results fail to support the organizational identity perspective, but do support the SIP perspective, revealing that organizations with competitive climate profiles with multiple highly prioritized CVF climates yield stronger connections to effectiveness indicators either directly or indirectly via collective commitment than organizations with other profiles. This study outlines both conceptual and empirical approaches for studying climate profiles and underscores the value of studying organizations as multi-climate systems.

OB: **Time Is Not Enough: How Team Practices Can Shape Team Psychological Safety**

Author: **Bård Fyhn**, *NHH Norwegian School of Economics*

Author: **Therese Egeland**, *NHH Norwegian School of Economics*

Author: **Vidar Schei**, *NHH Norwegian School of Economics*

Research finds team psychological safety to be an important ingredient for high-performing teams. However, there is scarce research on how team psychological safety emerges and develops over time. Drawing on the literature from climate emergence and team development, we designed two mixed method studies in two different contexts and studied the temporal dynamics of team psychological safety in both short- and long-term project teams. Interestingly, most teams started out at somewhat similar levels of team psychological safety. However, from there, team psychological safety appears to be a perishable good that can decrease as well as increase over time. These dynamics appear to be explained by connecting, clarifying, supporting, and performing team practices. Thus, we found team psychological safety to be a result of active choices rather than a passive consequence of simply spending time together. In fact, time itself is neither sufficient nor necessarily positive for team psychological safety—it is how this time is spent that matters. We discuss the theoretical and practical implications of our findings and suggest directions for future research.

OB: **Extraversion Diversity, Helping Behavior and Performance: The Moderating Role of Hierarchy Culture** 

Author: **Yannick Loeppke**, *Trier U.*

Author: **Thorsten Semrau**, *U. of Trier*

Author: **Hendrik Wilhelm**, *U. of Witten/Herdecke*

The present study identifies organizational hierarchy culture as a crucial moderator for the consequences of team extraversion diversity. To develop our theoretical reasoning, we integrate ideas from the literature on team personality, organizational culture, and team helping behavior. We test our hypotheses based on data from 64 teams nested in two organizations that operate in the same industry but differ significantly with respect to their organizational culture. In line with our theoretical arguments, our results reveal an indirect effect of team extraversion diversity on team performance via team helping behavior that is contingent upon hierarchy culture. We discuss the implications of our study for research on team personality composition, organizational culture, and team helping behavior.

OB: **Rethinking Climates for Innovation: Development and Validation of a Failing Forward Climate Scale**  

Author: **Sophia Kohlenberg**, *WHU - Otto Beisheim School of Management*

Author: **Miriam Muethel**, *WHU Otto Beisheim School of Management*

Innovation remains a pivotal factor for staying competitive as an organization. In that regard, organizational climates have advanced our understanding of the social context nurturing innovation. Whereas established climate frameworks have been useful in the past, they reach their limits when operating under volatile, uncertain, complex and ambiguous (VUCA) conditions. VUCA environments increase the risk of failure and organizations must fundamentally rethink their approach on how innovation can be facilitated. Although failure is a natural by-product of innovation in general, its powerful role in fueling innovation itself is often underestimated. Failure is often regarded as inherently negative or mixed up with related concepts such as errors or mistakes. Therefore, we introduce the concept of Failing Forward Climate (FFC) by drawing on the theory of planned behavior. We define and operationalize FFC as a multidimensional scale and establish its content validity, internal consistency, its higher-order nature and construct validity across five studies. Further, we find evidence for predictive and incremental validity by linking FFC to relevant work outcomes such as innovative work behavior, entrepreneurial work behavior, work-role job performance, job satisfaction and turnover intention. Therefore, our study transcends conventional ways of approaching innovation and contributes to the understanding of failure as a catalyst for innovation.

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Selected as a Best Paper

New Insights into the Decisions Creators and Evaluators Make During the Creative Process



Organizer: **Wayne Johnson**, *U. of Utah Eccles*
Discussant: **Jing Zhou**, *Rice U.*

The goal of the proposed symposium is to provide new insights into the decisions that creators and evaluators make during the creative process: Decisions about which ideas are more and less creative, decisions about whether to withdraw (vs. engage) in creative work, and decisions about which creative process behaviors to enact. Taken together, these four papers- two empirical and two conceptual- broaden areas of research for the growing literatures on creativity evaluation and decision-making. Ultimately, this symposium promotes innovation for the future and society by examining the decisions creators and evaluators make to advance (or not) creative ideas.

Why do we Select the Ideas that we Select?

Author: **Payge Japp**, *University of Nebraska Omaha*
Author: **Roni Reiter-Palmon**, *U. of Nebraska, Omaha*

Unraveling Creative Dissonance: Exploring Leader-Employee (Mis)alignment in Their Creative Traits

Author: **Ke Michael Mai**, *China Europe Int'l Business School (CEIBS)*
Author: **Xueqi Wen**, *Tongji U.*

How Beliefs and Decisions Influence Creative Process Behavior: A Cybernetic View

Author: **Brian J. Lucas**, *Cornell U.*

Receiver-Creator Differences: Why Receivers Value Ideas Less than Their Creators

Author: **Wayne Johnson**, *U. of Utah Eccles*

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Selected as a Best Paper

The Ying and Yang of Creativity

Session Moderator: **Elisabeth Kristin Gilbert**, *Washington and Lee U.*

OB: Thinking Big: Employee Construal Level, Motivation, and Creative Ideation at Work

Author: **Elisabeth Kristin Gilbert**, *Washington and Lee U.*
Author: **Tony Sanor**, *Ohio State U.*
Author: **Joyce Bono**, *U. of Florida*
Author: **Amir Erez**, *U. of Florida*
Author: **Chengquan Huang**, *U. of Florida*

Organizations are increasingly attuned to the value of employee-driven innovation, but creating conditions that facilitate the development of creative ideas for organizational improvement can be a challenge. Building on construal level theory, we suggest that employees' mental representations of their organizations influence motivation, thereby promoting creativity. We conducted a two-week within-person field experiment in a Fortune 100 company, in which we manipulated construal level and coded employees' suggestions for organizational improvement. High construal level was associated with enhanced creative idea generation (greater novelty and promotion orientation of suggestions), mediated by increased organizational identification and autonomous motivation. However, these effects were disrupted for employees who were experiencing high perceived uncertainty around organizational change. We discuss theoretical and practical implications for employee cognition and creativity in organizations.

OB: The Paradox of Leader Creative Deviance: A Catalyst for Innovation Yet a Breeder of Deviance

Author: **Pengcheng Zhang**, *School of Management, Huazhong U. of Science and Technology*
Author: **Huili YE**, *Huazhong U. of Science and Technology*
Author: **Xuhong Zhao**, *Huazhong U. of Science and Technology*

Creative deviance, the act of employees implementing ideas despite being rejected by their managers, is a common phenomenon in organizations. Extant research focuses only on employees' practice of creative deviance, ignoring the fact that leaders may also be behavioral agents of creative deviance. In this paper, we integrate social information processing theory and social learning theory to shed light on the effects of leader creative deviance on follower deviance behavior as well as innovation behavior. We use an exploratory, mixed-method approach (i.e., a qualitative study and a field survey) to test our theoretical model. In Study 1, we conducted an in-depth interview of 44 followers and 20 leaders from 20 R&D teams to identify (1) follower's deviant behaviors and innovative behaviors are the most important behavioral consequences of leader creative deviance. And (2) Perceived work moralization and perceived innovation importance are the two most frequently mentioned psychological reactions, which may be the potential explanation mechanism of deviant and innovative behavior of followers. Combining the two primary mechanisms and one key boundary condition identified in Study 1, we collected data from 254 employees and their leader with a three-wave survey in Study 2, which revealed that, on the one hand, leader creative deviance led to follower deviance behavior by decrease follower's perceived work moralization; on the other hand, leader creative deviance increase follower innovation behavior by stimulating follower's perceived innovation importance. Our findings also show that follower's identification with the leader will strengthen the above effects. These findings demonstrate the double-edged role of leader creative deviance, as well as extend the social learning process for followers from their leader.

OB: Past Focus as a Key Boundary Condition for the Implications of Counterfactual Thinking at Work

Author: **Ui Young Sun**, *Monash U.*
Author: **Dong Ik Sun**, *Korea National Defense U.*
Author: **Jihye Han**, *U. of Illinois Chicago*
Author: **Seung Yeon Son**, *Korea National Defense U.*

In the workplace, employees are often driven to think about how they could have behaved differently to have obtained better performance. The functional theory of counterfactual thinking (FTCT) suggests that this type of thinking (i.e., counterfactual thinking or CT) can be functional and help enhance individuals' sense of efficacy. In the context of work settings, CT may contribute to employees' job self-efficacy, which in turn positively impacts their job performance. However, another line of research demonstrates that counterfactual thoughts, which are referenced to one's past behaviors and better outcomes, can make individuals distressed and experience depression, the states that function as negative information for individuals' self-efficacy evaluation. Thus, whether and how CT would impact employees' job self-efficacy and job performance remains ambiguous. We address this ambiguity by considering the moderating role of employees' past focus in the relationship between CT and employees' job self-efficacy. Utilizing the sample of 209 independent employee-supervisor dyads in the military units, we demonstrate that CT is negatively associated with job self-efficacy when past focus is higher but positively related to it when past focus is lower. We also show that this moderating effect is transmitted to job performance. Overall, our research showcases the importance of considering the performance implications of CT in work settings.

OB: Taking in to Thinking Creatively: Neutralizing Negative Effects of Expertise Dependence Through LMX

Author: **Shuxin Zhang**, *Xian Jiaotong U.*
Author: **Yun Bai**, *Huazhong U. of Science and Technology*

In the workplace, employees often rely on support to carry out creative tasks. However, research on the relationship between dependence and creativity performance has yielded inconsistent results. Expertise dependence on supervisors, defined as the extent to which employees rely on their leaders' superior knowledge, skills, or abilities, presents an opportunity to clarify this issue from the cognitive perspective of creativity. Our study investigates the individual-level process of information elaboration, examining the moderating effects of leader-member exchange (LMX) and the mediating effect of elaboration of supervisory information on the relationship between expertise dependence on leaders and creativity. Drawing on two field studies, we find that employees with low LMX who depend on leaders' expertise knowledge engage in less elaborate supervisory information processing than employees with high LMX, which, in turn, decreases creativity. However, the negative effect is buffered when LMX is high. Our findings contribute to the literature by offering a nuanced understanding of how and when expertise dependence on supervisors impacts employees' creative performance through information elaboration and also provide practical implications for managers to help minimize possible detrimental effects on creativity when subordinates relying on them.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Expression of Leadership: Forging Power, Communication, and Collective Potential



Organizer: **Tianyu He**, *National U. of Singapore*
Organizer: **Kian Siong Tey**, *INSEAD*
Discussant: **Andrew Carton**, *The Wharton School, U. of Pennsylvania*
Presenter: **Kian Siong Tey**, *INSEAD*
Participant: **Roderick Ingmar Swaab**, *INSEAD*
Presenter: **Valentina Sara Schneider**, *London Business School*
Participant: **Daniel M Cable**, *London Business School*
Participant: **Constantinos V. Coutifaris**, *McCombs School of Business, U. of Texas at Austin*
Presenter: **Garrett L. Brady**, *Bocconi U.*
Participant: **Hemant Kakkar**, *Indian School of Business*
Presenter: **Tianyu He**, *National U. of Singapore*
Presenter: **Hanho Lee**, *Ohio State U.*
Participant: **Hun Whee Lee**, *The Ohio State U. Fisher College of Business*

Decades of research have emphasized the critical role of effective communication between leaders and their teams in shaping the leader-follower relationship and team performance (Riggio, Riggio, Salinas, & Cole, 2003). What leaders communicate and how they do so are often crucial to how their followers evaluate and perceive them differently (Kim, David, Chen, & Liang, 2023). Various forms of verbal and non-verbal expressions by leaders have also been observed to manifest as distinct leadership styles (Choudhury, Starr, & Agarwal, 2020), which in turn affect how members of the team may feel and behave (Antonakis, d'Adda, Weber, & Zehnder, 2022; Erez, Misangyi, Johnson, LePine, & Halverson, 2008). Given the multifaceted nature of leader-team communication and the evolving expressions of leadership, there is a continuous need to examine the consequences of how and what leaders communicate to their followers. This symposium brings together scholars to examine the effects of leaders' expressions across various units of analyses, from individual-level perceptions of leadership effectiveness and individual career outcomes to team-level outcomes of peer-monitoring and performance.

Too Much or Too Little? The Effect of Frequency of Moral Communication on Perceptions of Leadership

Author: **Kian Siong Tey**, *INSEAD*
Author: **Roderick Ingmar Swaab**, *INSEAD*

Vulnerability on Demand? Leader Vulnerability and Employee Perceptions of Leader Effectiveness

Author: **Valentina Sara Schneider**, *London Business School*
Author: **Daniel M Cable**, *London Business School*
Author: **Constantinos V. Coutifaris**, *McCombs School of Business, U. of Texas at Austin*

The Impact of Leader Association on Subordinates' Selection Prospects

Author: **Garrett L. Brady**, *Bocconi U.*
Author: **Hemant Kakkar**, *Indian School of Business*

Interaction between Leadership and Team Hierarchy: functional effects of dominance based leadership

Author: **Tianyu He**, *National U. of Singapore*
Author: **Roderick Ingmar Swaab**, *INSEAD*

Team Boundary Spanning and Team Performance: Integrating the Lens of Power Dynamics

Author: **Hanho Lee**, *Ohio State U.*
Author: **Hun Whee Lee**, *The Ohio State U. Fisher College of Business*

KEY TO SYMBOLS

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

Bibliometric Methods in Organizational Research: The Good, Bad, and the Ugly



Session Chair: **Daniel Smith**, *Claremont Graduate U.*
Presenter: **Kristine Powers**, *Claremont Graduate U.*
Presenter: **Jeffery D. Houghton**, *West Virginia U.*
Presenter: **Luke DeCoste**, *Claremont Graduate U.*
Discussant: **Rebecca J. Reichard**, *Claremont Graduate U.*

Although bibliometric methods have recently become popular in organizational behavior literature, not all are created equally. This symposium highlights best practices in applying bibliometric methods across three research fields: work motivation, self-leadership, and emotions in entrepreneurship. The first study, analyzing 28,498 documents on work motivation, uses historiography to reveal 20 distinct literature clusters and emergent themes. The second study traces the evolution of self-leadership, employing historiography and bibliographic coupling to uncover areas for advancing the topic. The third study delves into emotions in entrepreneurship, scrutinizing over 2,000 articles to outline the field's development and pinpoint trends like emotional intelligence and mindfulness. These studies exemplify how bibliometric methods provide deep insights into organizational behavior, offering symposium attendees a comprehensive understanding of these techniques for navigating and interpreting extensive research landscapes.

A Historiographic Review of Work Motivation

Author: **Kristine Powers**, *Claremont Graduate U.*

The Evolution of a Construct: A Bibliometric Review of Self-Leadership

Author: **Jeffery D. Houghton**, *West Virginia U.*
Author: **Evan Reichard**, *Missouri State U.*
Author: **Daniel Smith**, *Claremont Graduate U.*

Rollercoaster Safety: Mapping Research on Managing Entrepreneurial Emotions

Author: **Luke DeCoste**, *Claremont Graduate U.*

KEY TO SYMBOLS

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

Leading to Employee and Team Creativity

Session Moderator: **XiuFeng Li**, *Business School of Shandong Normal U.*

OB: How and When Shared Leadership Boosts Team Creativity in the Context of Collectivistic-HRM

Author: **XiuFeng Li**, *Business School of Shandong Normal U.*

Author: **Congcong Lin**, *Shandong U.*

Author: **Kui Yin**, *U. of Science and Technology Beijing*

Shared leadership, as an informal, collective leadership style, has been found to improve team creativity through team cognitive processes. Beyond such mechanisms, we propose a moderated dual-path model based on the social model of creativity combined with the cognitive-affective processing system framework. In this model, we first simultaneously examine the cognitive and affective mechanisms linking shared leadership with team creativity. Second, we introduce collectivistic-HRM as a formal contextual condition, and explore its joint effect with shared leadership. Results of two studies (Study one: 387 MBA students in 81 teams; Study two: 253 employees in 65 teams) revealed that shared leadership not only promoted team information sharing, but also enhanced team relational energy, both of which ultimately enhanced team creativity. Moreover, the presence of high collectivistic-HRM buffered the indirect effect of shared leadership on team creativity via team information sharing, whereas strengthened the indirect effect via team relational energy.

OB: The Relationship Between Leadership and Team Creativity: A Meta-Analysis 

Author: **Yahua Lu**, *Shanghai Jiao Tong U.*

Author: **Ming Kong**, *Shanghai Jiao Tong U.*

To clarify the relationship between different types of leadership and team creativity, and to explore the effects of team type, national development level, and national culture on the relationship between leadership and team creativity, this study conducted a meta-analysis of 232 papers containing 246 independent samples, 282 effect sizes, and 98,769 participants. The results showed that: (1) Positive leadership styles were significantly positively correlated with team creativity, while negative leadership styles were significantly negatively correlated with team creativity, with the strongest relationship between strategic leadership and team creativity. (2) The correlations between transformational, transactional, and charismatic leadership and team creativity were stronger in the context of research teams in universities and research institutes than in enterprise R&D teams. (3) The correlations between inclusive leadership, transformational leadership and team creativity were stronger in developing countries than in developed countries. (4) Human orientation, power distance, in-group collectivism, performance orientation, future orientation, assertiveness, and uncertainty avoidance moderated the relationship between leadership and team creativity. The research results help to further understand the mechanism underlying the influence of leadership on team creativity.

OB: The Role of Paradoxical Leadership in Stimulating Employees Radical Creativity

Author: **Wei Zhang**, *Wuhan Polytechnic U.*

Author: **Liling Chen**, *Wuhan U. of Technology*

Author: **Li Yajuan**, *Central China Normal U.*

Author: **Jianqiao Liao**, *Huazhong U. of Science and Technology*

This study examines how paradoxical leadership use of sensemaking and sensegiving influences employees' radical creativity. Informed by sensemaking theory, through the empirical analysis on the two-stage paired sample data of 84 team leaders and 419 team members in Mainland China, the study explores whether and how paradoxical leadership behavior affects employees' radical creativity. The results show that paradoxical leadership can stimulate employees' radical creativity. Paradoxical leadership enhances employees' radical creativity by improving their creative role identity and creative work engagement. Perceived organizational valuing of creativity is the boundary condition for paradoxical leadership to affect employees' radical creativity. This study enriches the research of paradoxical leadership effect and the boundary conditions of paradoxical leadership effectiveness in the enterprise management.

OB: Exploring the Effect of Emotion Leadership on Individual and Team Level Outcomes 

Author: **Eun Jin Park**, *Korea Advanced Institute of Science and Technology (KAIST), College of Business*

Author: **Joo Hun Han**, *KAIST College of Business*

Author: **Myeong-gu Seo**, *U. of Maryland*

Author: **Sirkwo Jin**, *Merrimack College*

The role of team leaders in shaping group affect has gained increased attention in modern organizations. Nonetheless, we are still missing integrative studies on leadership behaviors that aim to influence team members' affective processes in service of collective goals. In Study 1, building on previous research on group affect, leaders' emotional intelligence, and emotional labor, we propose a conceptualization of emotion leadership. We then develop and validate a measure of emotion leadership. Integrating the concept of emotion leadership and the conservation of resource (COR) theory, we advance a theoretical model that links emotion leadership to individual and team-level outcomes mediated by team affective processes. The model is tested in Study 2, where we found support for the indirect effects of emotion leadership on employees taking charge and turnover intention through employee burnout. Team creativity and team viability are indirectly affected by emotion leadership through team psychological capital. Furthermore, we examined the moderating effect of team functional diversity and found that the impact of emotion leadership was stronger in teams with greater functional diversity.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Interventions to Enhance Work Effectiveness

Session Moderator: **Andrew Hafenbrack**, *U. of Washington*

OB: **On-The-Spot Mindfulness Improves Workplace Performance and Civility Through Locus of Control**   

Author: **Andrew Hafenbrack**, *U. of Washington*

Author: **Wen Wu**, *Beijing Jiaotong U.*

Author: **Eric (Shaoxue) Wu**, *Beijing Jiaotong U.*

Management scholars have predicted for over a decade that mindfulness could enhance work performance, yet supporting evidence has been elusive. However, mindfulness was initially theorized as a functional response to stress. Reconnecting mindfulness to stress may help better explain when and why mindfulness could improve performance. We are the first to test the idea of on-the-spot mindfulness – meditating in specific situations in which people are highly stressed for 8-15 minutes to change their psychological state, approximately twice per week. We build a theory of on-the-spot mindfulness and how it can improve employees' performance (work performance and customer service quality) and civility (helping behaviors and less counterproductive work behaviors). We expected it to do so by cuing an internal locus of control. We tested our hypotheses in an 8-week field experiment among 466 employee-supervisor dyads using multiple meditation conditions, control conditions, well-being manipulation checks, and supervisor-rated measures of the dependent variables. Our hypotheses were mostly supported (i.e., in 81%-94% of the contrasts of interest between treatment and control conditions). We discuss the relevance of on-the-spot mindfulness for the management and psychology literatures, as well as for management practitioners.

OB: **Don't Hesitate to Ask: Help-Seekers Ask for Help Later Than Givers Would Like** 

Author: **Valentino Chai**, *Stanford Graduate School of Business*

Author: **Frank Flynn**, *Stanford U.*

We posit that when help-seekers ask for assistance, they may not ask as quickly as helpers would like. We first demonstrate this discrepancy in two field studies (Studies 1 and 2) involving manager-subordinate and teaching assistant-student relationships. Then, in a tightly controlled experiment (Study 3), we replicate the effect and identify two parallel mechanisms: help-seekers focus more on feeling less discomfort (thus wanting to ask later), whereas helpers focus more on feeling more useful (thus wanting to be asked sooner). Lastly, we developed and tested an intervention based on reducing help-seekers' underestimates of how useful helpers want to feel (Study 4). Although the intervention did not reduce the discrepancy between when help-seekers ask for help and when helpers want to be asked for help, moderated mediation analysis provided causal support for the mechanism—reducing help-seekers' underestimates of how useful helpers want to feel indirectly reduced the discrepancy in when they asked for help vs. when helpers wanted to be asked for help.

OB: **Improving Human Sustainability at Work by Reducing Cognitive Load of Task Performance**

Author: **Kayla Stajkovic**, *U. of California, Davis*

Author: **Alexander Stajkovic**, *U. of Wisconsin, Madison*

Mounting information processing demands in contemporary organizations spotlight the need to better understand how to mitigate employee cognitive load. Research in organizational behavior suggests that primed goals provide performance benefits similar to assigned goals with little cost to attention. Yet, some research in social psychology suggests that any form of goal setting, including primed goals, usurps attention. We reconcile these viewpoints by examining the relationships among goals, performance, and cognitive load across three experiments. Experiment 1 (n = 233) revealed that when a primed goal is aligned with an assigned goal, performance improves without increasing demands on attention. In contrast, Experiment 2 (n = 515) demonstrated that when a primed goal is misaligned with an assigned goal, performance worsens and cognitive load increases. Experiment 3, an online quasi-field experiment with 315 working professionals, added internal and external validity to Experiments 1 and 2. We tested task complexity as a boundary condition of these effects and found that for novel tasks (Experiment 1 and 2), when perceptions of complex increase, the positive effect of an aligned primed goal diminish. However, for well-practiced work tasks (Experiment 3), increased perceptions of task complexity do not diminish the positive effect of aligned goals.

OB: **Substitutes or Complements? A Firm-Level RCT on the Interplay of Technology and Leadership Contact**   

Author: **Leonhard Grabe**, *U. of Cologne*

Author: **Dirk Sliwka**, *U. of Cologne*

Organizations can leverage leadership and technology to facilitate employee training; however, it is not clear whether leader contact and the use of online learning platforms are substitutes or complements. In a longitudinal firm-level field experiment with 3246 mobile service technicians and 187 supervisors, we tested the effectiveness of two interventions that either substituted or enhanced leader contact in the development process against a control group: In the contact support intervention supervisors receive a new feature that enhances leadership contact through reminders and dashboards, while in the scheduling support intervention, supervisors receive a new feature that makes it easier for them to schedule trainings without consulting their employees. We found that the contact support intervention had significant effects on employee training, job satisfaction and job performance. As a result, the firm rolled out the intervention to all employees permanently. The estimated ROI of the intervention was 807%. Contrary to our pre-registered hypotheses, we did not observe any impact from the scheduling support intervention. If anything, employees with below-median pre-intervention job knowledge received less training than the control group and had lower knowledge at the end of the treatment period. Our study underlines the value of leader contact in the employee development process. We contribute to the literature on employee learning and development with a special consideration for the role of leaders and technology in blue-collar and mostly remote work environments.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Can You Please Be Civil? Aggression and Microaggression Research

Session Moderator: **Jin Cheng**, *Xiamen U.*

OB: Transforming into a Weapon: Relationship Between Negative Work Reflection and Cyberslacking

Author: **Zhidan Tan**, *School of Economics & Management, Tongji U.*

Author: **Shumin Yan**, *School of Economics & Management, Tongji U.*

Author: **Yujie Sun**, *School of Economics and Management, Tongji U.*

The utilization of social media for non-work-related activities during working hours has emerged as a prevalent phenomenon within the contemporary workplace landscape, yielding adverse outcomes for organizations. How to effectively address and manage this behavior has emerged as a pivotal concern for organizations. Drawing on the conservation of resources (COR) theory, we explored the daily relationship between negative work reflection, motivation to learn, and cyberslacking, we looked at whether the personality trait of extraversion acts as a cross-level moderator. To capture within-individual variation, we adopted a five-day experience sampling method. We collected 434 daily observations from 96 full-time employees. Multilevel modeling showed that motivation to learn positively predicted employee cyberslacking via motivation to learn. Further, extraversion significantly moderated the association between negative work reflection and cyberslacking. Specifically, higher extraversion broadened the positive effects of negative work reflection on motivation to learn. The present research makes a dual contribution to theoretical development and practical insights to effectively navigate cyberslacking behavior by guiding employees in flexibly reshaping their reflective awareness. Simultaneously, it can also make practical contributions for organizations to face the management challenge of cyberslacking behavior, ensuring sustained productivity and organizational performance.

OB: How and When Supervisor Job Demands Impact Downward Bullying: an Affective Events Theory Perspective

Author: **Muhammad Usman**, *School of Management, Xiamen U.*

Author: **Jin Cheng**, *Xiamen U.*

Author: **Usman Ghani**, *Iqra U. karaci, Pakistan*

Author: **Nasib Dar**, *Khyber Pakhtunkhwa Education Monitoring Authority Peshawar, Pakistan*

This study investigates the supervisor-level antecedents of downward bullying in a workplace setting. Drawing on Affective Events Theory, we propose that supervisor job demands (a work-specific event) lead to workplace frustration. This strong negative emotional response, in turn, may instigate supervisors to engage in downward bullying. We also postulate that a supervisor's personality trait, i.e., neuroticism, and the subordinate's values, i.e., power distance orientation, might moderate these proposed relationships along the mediational path. We further suggest and test a moderated mediation model. By using multi-time, multi-organization, and multi-source data (n=338 dyads) from Chinese employees, we found broad support for our hypotheses. Theoretical and practical implications, as well as future research opportunities, are also discussed.

OB: Examining the Influence of Perceived Organizational Politics on Knowledge Sabotage

Author: **John Rhee**, *U. of Minnesota Twin Cities*

While considerable research has delved into the detrimental effects of perceived organizational politics (POP) on employees, the influence of POP on knowledge-related behaviors remains underexplored. This study addresses this gap by investigating the relationship between POP and less-studied phenomenon of knowledge sabotage, a counterproductive behavior aimed at harming others through the dissemination of false knowledge or withholding crucial information. Given the significant repercussions of POP within organizations, understanding its consequences and potential mitigating factors becomes imperative. Grounded in social cognitive theory, this paper examines the relationship between employees' POP and their engagement in knowledge sabotage. Furthermore, the study delves into the moderating role of trait gratitude in attenuating the relationship between POP and knowledge sabotage. Empirical support for these relationships is derived from data collected from 170 U.S. workers. The paper concludes with a thorough discussion of both theoretical and practical implications, shedding light on avenues for further research and offering actionable insights for organizational management and intervention strategies.

OB: Sense of Power and Job Search Incivility: The Countervailing Effects of Workload and Moral Identity 

Author: **Xiujuan Wang**, *school of management, USTC*

Author: **Lixin Chen**, *U. of Science and Technology of China*

Incivility in job search context have negative effects on both organizational attractiveness and job seekers' search behavior. However, there is comparatively less work unfolding the antecedent of incivility that occurs in the job search process (i.e., prior to entering the organization). Grounded in the social distance theory of power, this study developed a social context model that examines the relationship between recruiters' sense of power and their incivility instigation toward job seekers. Further, we also explored how workload and moral identity provoke or constrain the relationship. The results of a two-wave time-lagged study involving 338 recruiters revealed a positive relationship between recruiters' sense of power and their incivility instigation toward job seekers. This positive relationship was found to be strengthened by workload. Moreover, the moderated moderation analyses suggested that moral identity acts as a weakening factor, reducing the intensified effect of workload on the link between sense of power and incivility instigation. This study provides new insights into the boundary conditions that can help mitigate incivility in job search process.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Feelings! Whoa, Whoa, Whoa Feelings! Emotions in Work Organizations

Session Moderator: **Yangxin Wang**, *business school of Central South U.*

OB: **My Job Characteristics Make Me Procrastinate or Not: A Perspective from Emotion**

Author: **Yangxin Wang**, *business school of Central South U.*

Author: **Hong Zhang**, *Lingnan U.*

Author: **Zhen Wang**, *Renmin U. of China*

Workplace procrastination is a prevalent phenomenon in organizations, which may bring great influence on employees' productivity and organizations' competitiveness. Relying on cognitive-motivational-relational theory and broaden-and-build theory of emotion, this study uses an emotional perspective to investigate how and when job characteristics (i.e., hindrance job demands, challenge job demands, and job resources) may similarly or differently impact employees' workplace procrastination. We suggest that because both hindrance and challenge demands may lead to fear of tasks, of which action tendency is escape and avoidance, they have positive indirect effects on procrastination. Because job resources may lead to joy about tasks, of which action tendency is free activation, they have negative indirect effects on procrastination. We also examine the two-sided effect of challenge demands, such that challenge demands simultaneously enhance interest in tasks (with an action tendency of exploration) and thus negatively and indirectly influence procrastination. We further discuss how psychological capital, which largely shapes how employees appraise their job characteristics, may alter the above relationships. Results from a field study on 257 employees supported most of our hypotheses. Theoretical and practical implications are discussed.

OB: **Do You Care (More Than I Do)? Occupational Stress and Relative Conscientiousness**

Author: **Hendrik Wilhelm**, *U. of Witten/Herdecke*

Author: **Michael Wittland**, *Bielefeld U.*

Author: **Thorsten Semrau**, *U. of Trier*

Author: **Dirk Stippel**, *U. of Cologne*

Author: **Guido Michels**, *Hospital of the Barmherzige Brüder, Trier*

Author: **Christoph Baltin**, *U. of Cologne*

Previous research on occupational stress has been largely silent on the influence of person-coworker fit on employee strain, despite the fact that collaboration is often required in today's organizations. This shortcoming may result from an incomplete theory that overlooks both the direction of trait dissimilarity and task-complexity-induced dependence in dyads. To address this shortcoming, we develop and test a theory of when and how relative conscientiousness—a key predictor of organizational behavior—between coworkers influences individual strain as a function of task complexity. We test our theory using a unique dataset of matched physiological, survey, and archival data from surgeon dyads. Analyses of 157 surgical segments provide partial support for our theory. Post hoc analyses reveal unexpected patterns that extend our theory. Our study contributes to the literatures on occupational stress, deep-level dissimilarity, and collaborative work.

OB: **It Takes Two: Interaction Effects of Platform and Employer Justice on Workers' Service Performance**

Author: **Yuntao Dong**, *Peking U.*

Author: **Xin Wei**, *Renmin U. of China*

Author: **Li Guo**, *U. of International Business and Economics*

Author: **Mingyue Tang**, *Guanghua School of Management, Peking U.*

Author: **Tian Cao**, *Renmin U. of China*

Author: **Xinyue Li**, *U. of International Business and Economics*

Drawing upon affective events theory, this research investigates that in a dual-entity management system, how platform workers' perceptions of justice from both a digital platform and a partnered employer company influence their emotional and behavioral responses, ultimately affecting their service performance. We conducted a scenario experiment of 269 participants with work experience on online platforms and a multi-wave multi-source field study of 349 food delivery riders to test our theory. Findings reveal that workers' perceptions of dual justice from both managing entities (i.e., the digital platform and the employer company) fostered their feelings of hope and subsequent learning behaviors, leading to enhanced service performance. Our results contribute to justice literature and algorithmic management literature by highlighting the importance of justice in both algorithmic and human management systems within the platform economy.

OB: **An Affective Events Perspective on the Consequences of Observing Resilience**

Author: **Braydon Shanklin**, *U. of Georgia*

Author: **Tyler Sabey**, *Arizona State U.*

The literature on resilience has focused predominantly on the consequences of resilience for the resilient individuals themselves. Yet, current theorizing on workplace events suggests that the disruptive and critical nature of demonstrating resilience is likely to draw the attention of other employees. We explore these interpersonal dynamics surrounding resilience by developing and testing a model that delves into the consequences of employees observing their coworkers' resilience. Our model is rooted in Affective Events Theory, proposing that the multiplex nature of resilience drives both positive (inspiration) and negative (anxiety) emotional repercussions for observers, and that these emotions have downstream consequences for the observer's attitudes (stress mindset) and behavior (adaptive performance). Using a combination of lab and field studies, we find that observing resilience elicits feelings of inspiration, but that it can also draw out feelings of anxiety when the observer perceives themselves as being dissimilar to the resilient individual. In turn, these feelings of inspiration and anxiety were associated with the observer having a more, or less, positive attitude toward stress, respectively, which ultimately influenced their adaptive performance in the workplace. We discuss how our research provides a rich avenue for future research on the social dynamics surrounding employee resilience.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Big Brother: Monitoring Employees at Work

Session Moderator: **Rui Yan**, *Harbin Institute of Technology*

OB: **From External to Internal: The Role of Interactional Monitoring on Workplace Cheating Behavior**

Author: **Rui Yan**, *Harbin Institute of Technology*
Author: **Yang Yang**, *Harbin Institute of Technology*
Author: **Yan Meng**, -

For a long time, organizations have been attempting to reduce workplace cheating behavior by enhancing monitoring, especially in remote work where the visibility of employees becomes challenging. However, recent evidence suggests that the effectiveness of existing monitoring ways in curbing such behavior is limited. To address this critical tension, we introduce a novel way - interactional monitoring - and draw on self-determination theory to explore effective monitoring ways that reduce cheating behavior. Our study suggests that interactional monitoring creates conditions for employees to proactively reduce cheating behavior from the internal initiative, rather than relying on external controls, by increasing their sense of job control. Furthermore, our study argues that interactional monitoring may have a greater effect in low task visibility, as it is less influenced by changes in the workplace. Through three waves of data collection and analysis of 332 work-from-home employees, our findings indicate that interactional monitoring effectively reduces cheating behavior by enhancing employees' sense of job control, particularly in low task visibility. This study provides significant theoretical and practical insights into how to effectively utilize monitoring ways to mitigate employees' cheating behavior in remote work.

OB: **Does Monitoring Stifle Creativity? When and How Electronic Monitoring Influences Employee Creativity**

Author: **Wang Juan**, *Northwestern Polytechnical U.*
Author: **Junjiang Li**, *Northwestern Polytechnical U.*
Author: **Zhe Zhang**, *Xi'an Jiaotong U.*
Author: **Yaping Gong**, *The Hong Kong U. of Science and Technology*

Although existing studies show that electronic monitoring (EM) practices positively influence employees' behaviors in the work domain, it remains unclear when and how EM practices influence employee radical and incremental creativity. Drawing on the self-determination theory, we examine when and how EM practices help or hinder employee radical and incremental creativity. We conduct a multi-phase and multi-source field study with data from 100 leaders and their 240 subordinates. We find that EM enhances employee autonomous motivation when their developmental attribution of EM is high, but decreases it when it is low. EM enhances employee controlled motivation when their deterrent attribution of EM is high, but decreases it when it is low. Furthermore, employee developmental attribution of EM strengthens the indirect effect of autonomous motivation between EM and two kinds of creativity (radical and incremental creativity). Finally, employee deterrent attribution of EM weakens the indirect effect of controlled motivation between EM and two kinds of creativity. We extend research on EM by showing both the upside and downside in employee creativity and when each may occur.

OB: **Error Management Culture's Impact on Workplace Cheating Under Performance Pressure**

Author: **Yan Peng**, *Xiamen U.*
Author: **Jiexuan Zhang**, *Central U. of Finance and Economics*
Author: **Jian Tian**, *Southwestern U. of Finance and Economics*








Error management culture is widely regarded as beneficial, positively influencing various workplace outcomes, including employee performance and work efficiency. Such a culture nurtures employees' psychological safety, typically yielding favorable results. However, under different levels of performance pressure in the workplace, the impact of psychological safety fostered by an error management culture can be unexpectedly varied. Drawing on social information processing theory, our theoretical framework suggests that while error management culture typically fosters psychological safety and positive outcomes, under high performance pressure, this very safety can paradoxically lead to increased workplace cheating behaviors. Our hypotheses were supported by data collected from 295 employees in China. Our research offers significant theoretical and practical implications, particularly in understanding and managing the dark side of error management culture in high-pressure environments.

OB: **How to Suppress Destructive Voice in Workplace: The Impact of Leader Humility**

Author: **Jie Li**, *School of Management, Xi'an Jiaotong U.*
Author: **Youhu Hu**, *Xianjiaotong U., School of Management*
Author: **Yifan Li**, *School of Management, Xi'an Jiaotong U.*

As a kind of negative information dissemination behavior, the contagion of fastidious emotions and blaming atmosphere induced by employees' destructive voice will cause potential harm to workplace. However, how does destructive voice occur and how to suppress it remains largely unexplored. In this research, we propose that leader humility may serve as an effective suppressor on employee's destructive voice from Confucian culture perspective. Based on the resources mechanism and motivation attribution mechanism, we further propose that employee's personal sense of power and relational energy can mediate the above relationship. However, the significance of these indirect effects depend on how the employee explain leader's humble behavior. When leader's expressed humility is attributed as impression management motives, the inhibition effect of leader humility on destructive voice via personal sense of power and relational energy no longer operative. Multi-level regression analysis using data from 94 leaders and 345 employees supported the majority of hypotheses. This research provides a new perspective to understand the generation of destructive behavior in workplace and the intervention mechanism of leader humility.

KEY TO SYMBOLS

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

[Proactively] Going Beyond the Call of Duty

Session Moderator: **Yingyue Luan**, *Cambridge Judge Business School*

 **OB: Is Helping My Job? The Bright and Dark Sides of Helping-Inclusive HR Practice for Employee Helping**     

Author: **Yingyue Luan**, *Cambridge Judge Business School*
Author: **YeunJoon Kim**, *U. of Cambridge*

Research has revealed that employees hold varying perceptions regarding whether helping is a part of their job, and those with stronger perceptions tend to help others more. Based on this insight, both researchers and practitioners have emphasized the necessity of a human resources (HR) practice that formalizes helping, despite some criticisms. We introduce a comprehensive and balanced theoretical model to examine the pros and cons of a helping-inclusive HR practice, which formally integrates helping into employees' job descriptions and performance appraisals, on two critical aspects of employee helping: quality and frequency. Drawing from motivation and impression management theories, our model sheds light on the motivational mechanisms that underlie the positive and negative effects of this HR practice on helping. In a preliminary online experiment involving 133 participants and a one-year quasi-field experiment with 667 employees across 149 teams, we discovered that the helping-inclusive HR practice increased self-promoting motivation for helping but decreased intrinsic motivation for helping. These effects combined to decrease the quality of helping while increasing its frequency. Furthermore, our research revealed that supervisors heavily relied on the frequency of helping when assessing employees' annual performance, whereas the quality of helping was not factored into their assessments.

 **OB: Voice Heeded While Voicers Hurt: The Effectiveness and Drawbacks of Coalitional Voice** 

Author: **Ying Wang**, *U. of International Business and Economics*
Author: **Wenqi Liu**, *U. of International Business and Economics*
Author: **Xuemei Liu**, *Zhongnan U. of Economics and Law*
Author: **Zhengqiao Chen**, *U. of International Business and Economics*

Employees' voice plays a crucial role in the effective functioning of organizations and their units. However, there are many instances where employees' voices are not given proper attention or even ignored. In response, employees are forming voice coalitions with an attempt to amplify the impact of their voice as well as disperse personal risks. Integrating theory of power-dependence and rules of responsibility dispersion, we propose that while voicing in coalition may improve the likelihood of voice endorsement, voicers in the coalition may, not evenly, incur managerial retaliation. We demonstrate these effects in a randomized field experiment using the critical incident method. Results showed that with an increase in the number of voicers in the coalition, on the one hand, leaders perceived greater importance of the voice and subsequently more likely endorsed the voice; on the other hand, leaders perceived stronger threat and subsequently imposed more managerial retaliation against the voicers, especially the voicers with lower power. Our findings highlight the effectiveness as well as backlash of voicing in coalitions (i.e., increasing the number of voicers when expressing voice) and the decoupling consequences of voicing (i.e., voice being heeded while voicers being hurt).

OB: The Upward Influence of Voice: How and When Employee Voice Behavior Impacts Leader Empowerment

Author: **Sihong Huang**, *Hong Kong Baptist U.*
Author: **Hu Li**, *Nanjing U.*

Although voice researchers have proposed a functional approach that considers voice as an influence tactic to achieve desired reactions from others, little research explicitly examines whether employee voice can exert an upward influence that shapes leaders' perceptions and behaviors. Drawing from social influence theory, this study intends to investigate how and when employees' voice behavior influences managers' attitudinal and behavioral responses toward employees. Specifically, we hypothesize that employee voice will promote empowering leader behavior by increasing leader trust in the focal employee, and we further examine leader Machiavellianism as the moderator. Using multi-source and multi-stage data from 949 subordinates working in 224 teams, we found support for our predictions that: employees who voiced received more empowerment from leaders than those who did not, and this effect was mediated by leader trust. Moreover, leader Machiavellianism weakened the positive effects of employee voice on leader trust as well as on leader empowerment via trust. Our findings suggest voice as an effective upward influence tactic that employees can utilize to acquire empowerment in the team.

OB: What Happens When You Least Expect It 

Author: **Diana Annabell Lee**, *PhD Candidate, Drexel U.*
Author: **Snehal Hora**, *Drexel U.*

Increasing globalization continues to change the racial landscape of the modern workplace. This has prompted academic interest in exploring dynamics between people of different races. Social Identity Model (Social Identity Theory and Social-Categorization Theory) has laid the groundwork for how racial dissimilarity may result in poor communication, lack of social integration, and increased conflict. However, this body of research has relied on the assumption that racially dissimilar individuals are not likely to share the same values as compared to racially similar ones. Using Expectancy Violation Theory, we explore the nuances of the assumptions related to the interaction between value (in)congruence and racial (dis)similarity. Specifically, we focus on the violations of expectations when racially similar people do not align in their values, and racially dissimilar ones do. Furthermore, we explore how these violations impact employees' likelihood to speak up at work. We propose a sequence of affective and cognitive mechanisms that drive this effect. To test my hypotheses, we employed an experimental design with 720 participants across different races recruited through Prolific. We discuss the implications of my findings for the Social Identity Model, Expectancy Violations Theory, and broader diversity literature. In addition, we highlight the practical implications of these findings.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Unpacking the Dynamics of Performance, Status, and Assessed Potential Among Exceptional Employees



Moderator: **Rebecca Rheinhardt Kehoe**, *Cornell U.*
Panelist: **Frederick Scott Bentley**, *U. of Delaware*
Panelist: **Elizabeth Margaret Campbell**, *U. of Minnesota*
Panelist: **David Collings**, *Trinity College Dublin*
Panelist: **Pat Downes**, *U. of Kansas*
Panelist: **Matteo Prato**, *ESADE Business School*

Amidst increased awareness of human capital as an important source of competitive advantage, many scholars have recognized that not all employees contribute equally in organizations. This has led researchers to devote increased attention to a few subsets of employees – including stars, high performers, high status individuals, and high potentials – whose contributions tend to attract disproportionate attention and investment in their employing organizations. The resulting lines of inquiry have produced research examining the work-related experiences and outcomes of these exceptional individuals, as well as the favorable and unfavorable influences they exert on their peers. At the heart of many findings on these issues is the operation of cumulative advantage, a phenomenon wherein individuals who attain an early performance- or status-based advantage advance along a path paved with greater opportunities, increased access to resources, and favorable evaluation biases that set the stage for subsequent advantages in attaining continued high performance and recognition. The purpose of this symposium is to unpack the taken-for-granted dynamics of performance, status, and assessed potential (and/or evaluations of performance) among these exceptional employees, with a focus on the distinct influences of each as they relate both to how these individuals come to arrive where they are and how they influence those around them. In turn, the discussion will involve a consideration of how these individuals, their peers, and their broader work environments are most effectively managed to enhance the benefits and minimize the costs associated with the operation of cumulative advantage.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Benefits and Harms of Workplace Gossip: Considering its Valence, Content, and Target



Organizer: **Qinglin Zhao**, *Texas A&M U.*
Organizer: **Huiwen Lian**, *Texas A&M U.*
Organizer: **Jie Li**, *Wilfrid Laurier U.*
Discussant: **Christopher Barnes**, *U. of Washington*
Presenter: **Seval Gündemir**, *Rotterdam School of Management, Erasmus U.*
Participant: **Michael Slepian**, *Columbia Business School*
Participant: **Floor Rink**, *U. of Groningen*
Participant: **Bianca Beersma**, *Vrije U. Amsterdam*
Presenter: **Rui Zhong**, *Penn State Smeal College of Business*
Participant: **Stephen Lee**, *Washington State U.*
Participant: **Yingxin Deng**, *School of Management, Beijing Institute of Technology, Beijing*
Presenter: **Qinglin Zhao**, *Texas A&M U.*
Participant: **Huiwen Lian**, *Texas A&M U.*
Participant: **Samantha Jordan**, *U. of North Texas*
Participant: **Yufan Deng**, *Southwestern U. of Finance and Economics*
Participant: **Wayne Hochwarter**, *Florida State U.*
Presenter: **Stephen Lee**, *Washington State U.*

Workplace gossip, defined as the evaluative talk initiated by one employee (gossiper) to another (recipient) about an absent colleague, is widespread. Research indicates that over 90% of employees engage in gossip. Despite recent advancements in research on workplace gossip, two key challenges persist, hindering a comprehensive understanding of its harms and benefits. First, recent work tends to focus on the impacts on gossipers, with less known on how and why gossip may affect other stakeholders including gossip targets, gossip recipients, work groups, or the organization. Second, while there is an acknowledgment of the importance of differentiating gossip based on valence (positive vs. negative gossip), content (work vs. non-work-related gossip), and target (gossip about the supervisor vs. coworkers), it remains a theoretical and empirical challenge to encompass all these dimensions in a single study. This symposium aims to address these two critical issues by presenting four papers that contribute to a more holistic understanding of the harms and benefits of workplace gossip. These papers not only expand our insights into the consequences for gossipers but also delve into the impact on gossip recipients, work groups, and the organization. Moreover, the four papers employ novel theoretical perspectives and empirical methods to allow the simultaneous examination of multiple dimensions of gossip and their integrative impacts.

Negative Gossip Undermines Organizational Diversity Efforts

Author: **Seval Gündemir**, *Rotterdam School of Management, Erasmus U.*
Author: **Michael Slepian**, *Columbia Business School*
Author: **Floor Rink**, *U. of Groningen*
Author: **Bianca Beersma**, *Vrije U. Amsterdam*

Caught in the Web of Whispers: Emotional and Interpersonal Implications of Receiving Gossip

Author: **Rui Zhong**, *Penn State Smeal College of Business*
Author: **Stephen Lee**, *Washington State U.*
Author: **Yingxin Deng**, *School of Management, Beijing Institute of Technology, Beijing*

A Person-Centered View of Workplace Gossip

Author: **Qinglin Zhao**, *Texas A&M U.*
Author: **Huiwen Lian**, *Texas A&M U.*
Author: **Samantha Jordan**, *U. of North Texas*
Author: **Yufan Deng**, *Southwestern U. of Finance and Economics*
Author: **Wayne Hochwarter**, *Florida State U.*

Division and Solidarity: A Faultline Perspective of Workplace Gossip

Author: **Stephen Lee**, *Washington State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Directions in Trust: Challenging Old Assumptions with New Research



Organizer: **Devin Ronald Flake**, *W. P. Carey School of Business, Arizona State U.*
Organizer: **Joscelin Jaye Aiken**, *Texas Tech U.*
Discussant: **Cecily Cooper**, *U. of Miami*
Participant: **Michael Baer**, *Arizona State U.*
Participant: **Min Yu**, *Arizona State U.*
Participant: **Rachel Burgess**, *W. P. Carey School of Business, Arizona State U.*
Participant: **Lauren Rachel Locklear**, *Texas Tech U.*
Participant: **Catherine Faherty**, *Dublin City U.*
Participant: **Lisa Van Der Werff**, *Dublin City U.*
Participant: **Nicholas Andriese**, *U. of Central Florida*
Participant: **C. Ashley Fulmer**, *Georgia State U.*
Participant: **Craig D. Crossley**, *U. of Central Florida*
Participant: **Hwee-hoon Tan**, *Lee Kong Chian School of Business, Singapore Management U.*
Participant: **David Schoorman**, *Purdue U.*
Participant: **Kinshuk Sharma**, *U. of North Texas*

The trust literature is at a mature stage of development, which can largely be attributed to the presence of clear conceptual models (e.g., Mayer, Davis, & Schoorman, 1995) that have received strong empirical support (Colquitt, Scott, & LePine, 2007). Although a strong conceptual consensus brings many benefits, an unintentional side effect is that scholars can become hesitant to look outside that paradigm. In recent years, trust scholars have increasingly observed that current models are silent on many critical trust dynamics at work and in society more generally (Baer & Colquitt, 2018; Dirks & de Jong, 2022; van der Werff, Legood, Buckley, Weibel, & de Cremer, 2019). Given these trends, a clear understanding of the causes and consequences of trust is more important than ever – not solely for academics, but also for practitioners and society as a whole (Dirks & de Jong, 2022). This symposium will highlight research on individual differences in trustors that affect their perceptions of trustworthiness, the potential benefits of distrust, the mechanisms of trust velocity for new hires, and the effects of gender on trust and trustworthiness. The purpose of our symposium is to extend established trust theory with new perspectives that use a variety of methodologies, hopefully inspiring scholars to take trust research into new directions.

Weighing the Evidence: How Individual Differences in Trustworthiness Salience Impact Trust

Author: **Michael Baer**, *Arizona State U.*
Author: **Min Yu**, *Arizona State U.*
Author: **Devin Ronald Flake**, *W. P. Carey School of Business, Arizona State U.*
Author: **Rachel Burgess**, *W. P. Carey School of Business, Arizona State U.*

Navigating Distrust: Unveiling its Dual Impact on Employees

Author: **Joscelin Jaye Aiken**, *Texas Tech U.*
Author: **Lauren Rachel Locklear**, *Texas Tech U.*

Seeing is Believing: The Effect of Executive Value Enactment on Newcomer P-O Fit Via Trust Velocity

Author: **Catherine Faherty**, *Dublin City U.*
Author: **Lisa Van Der Werff**, *Dublin City U.*
Author: **Nicholas Andriese**, *U. of Central Florida*
Author: **C. Ashley Fulmer**, *Georgia State U.*
Author: **Craig D. Crossley**, *U. of Central Florida*

Gender Differences in Sensitivity to Trustworthiness Cues

Author: **Hwee-hoon Tan**, *Lee Kong Chian School of Business, Singapore Management U.*
Author: **David Schoorman**, *Purdue U.*
Author: **Kinshuk Sharma**, *U. of North Texas*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Navigating Social Networks: Network Evolution and Inequality Shaped Over Time



Organizer: **Francesca Nannetti**, *NEOMA Business School*
Organizer: **Teodora Tomova Shakur**, *Texas Christian U.*

The networks we build have immediate effects on our professional well-being. Individuals with fruitful networks tend to get more job offers, higher salaries, and better post-hiring outcomes such as fit, socialization, and mentorship opportunities (e.g., Bartus, 2001; Castilla, 2005; Fernandez et al., 2000; Granovetter, 1973). However, there are multiple socio-cultural and demographic factors that affect people's intentions to network, the networking strategies they employ, and the way they utilize their networks for professional advancement. For instance, prior studies indicate that high-power individuals tend to express greater comfort with networking, whereas low-power individuals may view it as unacceptable behavior (Casciaro et al., 2014). People with high socioeconomic status also tend to rely on their networks during job searches, while others prefer to avoid mobilizing their social capital and secure a job on their own (Cao & Smith, 2021). Considering gender as a categorizing characteristic, past research shows that men tend to mobilize their networks during job search or broker successfully, while women can get penalized for agentically utilizing contacts (Brands & Kilduff, 2013). Although the right strides have been made to identify key demographic characteristics such as socio-economic status and gender and the role they play in social networks and networking, a lot remains misunderstood. Namely, do individuals' perceptions of their own prestige affect how they create, maintain, and utilize their networks during job search? Do the motives that observers hold towards individuals who network and their intentions to help such individuals professionally impact social networking? The factors shaping individuals' experiences in forming, sustaining, and utilizing social networks continue to be elusive, with scientists grappling to comprehend the underlying reasons and devise interventions to mitigate differences that may arise from these different approaches to networks. This symposium takes a process perspective and explores the journey the ego and alters undergo during the social network evolution. Our session delves into the mechanisms that elucidate the diverse utilization of network ties, leading to distinct network evolutions. Moreover, we explore how these mechanisms vary across social or demographic characteristics to understand sources of inequality shaped in social networks and their evolution over time. The papers included explore how social comparisons at work affect job search intentions; how third-party attributions to why people network affect collaboration patterns, leadership perceptions, and likelihood to help; how third-party attributions to the merit of people who utilize their networks for job advancement determine third party's subsequent behavior towards them at work, and finally, what social interventions can organizations perform to design the networks of their employees such that it enhances their search process and promotes inclusivity. In all, this symposium looks at the effects of various socio-cultural factors such as gender, motives, social standing, and prestige to commence to discern the complex patterns of networking and network evolution in the workplace.

Referent standards: Comparing the relative strength of prestige comparisons

Author: **Artemis Boulamatsi**, *Neeley School of Business - Texas Christian U.*
Author: **Nikolaos E. Dimotakis**, *Oklahoma State U.*
Author: **Andreas Stefan Schuster**, *HHL Leipzig Graduate School of Management*
Author: **Dominik Kanbach**, *HHL Leipzig Graduate School of Management*

Attributed networking motives and their effects on strategic networking outcomes

Author: **Theresa M. Floyd**, *U. of Montana*
Author: **Seong Won Yang**, *U. of Mississippi*

Motives That Drive Network Favoritism and Their Impact on Perceptions & Consequences

Author: **Teodora Tomova Shakur**, *Texas Christian U.*

Breaking Boundaries, Building Bridges: Strategic Network Interventions to Harness Heterophilous Conn

Author: **Arushi Aggarwal**, *ESSEC Business School*
Author: **Elisa Operti**, *ESSEC Business School*

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **1963** | Submission: **17744** | Sponsor(s): **(OB, MSR)**
Scheduled: **Tuesday, Aug 13 2024 9:45AM - 11:15AM CT (UTC-5)** at **Swissotel Chicago** in **St Gallen 1**

Future Directions and Implementations of Servant Leadership: A Research Perspective



Session Chair: **Jarvis Smallfield**, *Central Michigan U.*
Organizer: **Nathan Eva**, *Monash Business School*
Organizer: **Chad Hartnell**, *Georgia State U.*
Organizer: **G. James Lemoine**, *U. at Buffalo, The State U. of New York*
Organizer: **Jeremy D. Meuser**, *Purdue U. Northwest*
Panelist: **Ian MacFarlane**, *EA Engineering, Science, and Technology, Inc., PBC*
Panelist: **Mitchell J. Neubert**, *Baylor U.*
Panelist: **Sen Sendjaya**, *RMIT U.*
Panelist: **Julia Elisabeth Hoch**, *California State U., Northridge*

This panel symposium brings together eminent and emerging servant leadership scholars and invested practitioners to debate about the future and value of the servant leadership model. The goal of our panel is to explore the challenges facing servant leadership practically, methodologically, conceptually, theoretically. Participants will engage in an open discussion with the panelist about the current state of servant leadership's construct clarity, theory, and methodological limitations and opportunities in addition to the universal application of servant leadership and its ability to inform better leadership, to meaningfully strengthen the field and move it forward.

KEY TO SYMBOLS

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

Unraveling the Subtle Processes of Change

Session Moderator: **Kätlin Pulk**, *Estonian Business School*

ODC: **Combining Being Realism and Becoming Realism for a Better Understanding of Organizational Change**

Author: **Kätlin Pulk**, *Estonian Business School*

There are two fundamentally different approaches to organizational transformation – being realism and becoming realism grounded in different ontologies, seen from the perspective of dualism and ascribing different importance to managerial agency. Instead of emphasizing the ontological distinctions between and practical incompatibility of the two approaches, I propose to combine assumptions introduced by being and becoming realism on organizational transformation. In this paper, I argue that combining ideas of being realism associated with a deliberate organizational change and becoming realism associated with a naturally occurring change or becoming and seeing the interplay between these two phenomena could enhance our understanding of organizational transformation and the role of managerial agency. However, while change and becoming are mutually constitutive, it is essential to clearly distinguish between organizational change and organizational becoming, as these concepts are often treated as synonyms in the literature. Moreover, I argue that to enhance the explanatory power and, by that, both the theoretical and practical relevance of processually oriented organization theories, it is vital to recognize that in and for social systems, including organizations, there are at least two different but interacting modes of becoming – the immediate temporal experience of an action-oriented becoming and becoming as a temporal trajectory formed by the past folding into the present and the undetermined flow of the past and present towards the future

ODC: **Legitimizing Change and Changing Legitimacy: An Analysis of the Intersection**

Author: **Cristian Ziliberg**, *Aalborg U. Business School*

Author: **Nikhilesh Dholakia**, *U. of Rhode Island*

Author: **Romeo Turcan**, *Aalborg U. Business School*

Both change and legitimation are central phenomena in organizational theory. There is, however, no systemic study analyzing the interaction of legitimacy and change and how different interpretations of change and legitimacy fit together, if at all. Thus, we ask: in what ways is the interaction of change and legitimacy addressed in organizational theory? To answer this question, we investigated articles that dealt with both phenomena published in top organizational journals and analyzed them in terms of the definitions of legitimacy and change they employ and the interaction mechanisms they present. We found that the literature on change and legitimacy uses the entire spectrum of legitimacy conceptualizations but only the Parmenidean (i.e., stasis-oriented) versions of change conceptualizations. In a temporal frame, the following interactions were observed: (1) Change precedes legitimacy, with the following mechanisms: change is legitimated, the idea of change legitimates, and the state of change legitimates; (2) Legitimation triggers change, with the following mechanisms: legitimation leads to change, delegitimizing triggers change, the legitimation struggle could lead to change; (3) Change and legitimation loop, with the following mechanisms: change-legitimation-change, or legitimation-change-legitimation; (4) Legitimacy and legitimation are themselves changing. After presenting a literature-based systemic study analyzing the interactions between change and legitimation, it looks at the interactions from both Heraclitan (flux-oriented) and Parmenidean (stasis-oriented) perspectives. The paper concludes by proposing a reconceptualization of legitimation, as well as change, closer to the Heraclitan approach, which could breathe new life into legitimation studies. It also claims that innovation for the future is linked with the move from the Parmenidean to the Heraclitan perspectives.

ODC: **“We Have to Equip Them to Sell It”: How External Activists Help Internal Agents Implement Change**

Author: **Adrienne Paige Baer**, *Stanford U.*

Author: **Melissa Valentine**, *Stanford U.*

To enact social movement goals and create social change, external activists often wish to bring about change within target organizations. Yet, research demonstrates that organizational change is difficult. Even if there are internal advocates who are motivated to enact the desired social change, these internal change agents often face barriers to mobilizing support. In this paper, we ask: How do external activists enable internal change agents in target organizations to implement desired social changes? Using a 15-month ethnography of an organization attempting to spread caregiver support benefits by influencing target organizations through insider allies, this paper develops theory about social movements and organizational change. Specifically, we identify practices through which external activists help internal agents overcome positional barriers to implementing change. Our findings demonstrate how the external activists strategically developed catalyzing resources, which we define as resources deployed by an external actor to facilitate internal agents' implementation of organizational change. Further, the external activists equipped internal change agents to mobilize these catalyzing resources to overcome their limited power and authority in implementing change – including selling the change to executives and employees, and measuring impact to sustain devoted resources. We thus illustrate how the barriers faced by internal agents created opportunities for external activists to help those agents and in doing so, strategically influence change implementation.

ODC: **Communitizing: A Case Study on Internal Open Source Reforms in a Large Technology Company**

Author: **Jesse Zhou**, *U. Of Chicago*

This longitudinal study investigates the transformative initiatives at RENITECHO, a large multinational technology company, aimed at establishing an internal ecosystem that mimics the dynamics of an open-source community—a process I have termed “Communitizing.” In contrast to the conventional, centralized corporate structure, open source communities operate on a decentralized model fueled by voluntary participation. 15 months of ethnographic research revealed the dynamics between entrenched corporate workflows, hierarchical power structures, and the prevailing culture, examining how these factors either obstruct or promote the development of an internal community. The analysis highlights that effectively integrating such a community within a corporate framework necessitates not only a strategic softening of traditional governance but also an alignment of divisional interests with collaborative innovation goals.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Navigating Change: Exploring Organizational Resilience

Session Moderator: **Lucrezia Nava**, *City U. of New York, Baruch College*

ODC: Turning Tides: The Role of Compassion in Organizational Growth Following Extreme Events

Author: **Lucrezia Nava**, *City U. of New York, Baruch College*

Author: **Kenichi Matsuno**, *Babson College*

Author: **Daniel Beunza Ibanez**, *Bayes Business School*

Extreme events are becoming more frequent, causing significant distress for organizations while also catalyzing the emergence of organizational compassion. While the literature focuses on how organizational compassion leads to the creation of new ventures, our study broadens the scope to examine how organizational compassion activation can transform existing organizations and lead to long-term organizational growth, continuing beyond the recovery phase. By integrating insights from both organizational compassion and resilience, and employing a mixed-method approach, we surveyed 575 Japanese organizations impacted by the 2011 Tohoku earthquake and tsunami and examined archival data. Our findings reveal that organizations more severely affected by the extreme event demonstrated accelerated growth from 2009 to 2019 compared to less affected organizations. Significantly, this growth trajectory was prominent in organizations that markedly activated organizational compassion towards the affected community. We delve deeper into these dynamics with two case studies from our sample, illustrating how the activation of organizational compassion can underpin resilience and growth by generating a unifying purpose and strengthening stakeholder relationships. This research contributes to the discourse on extreme contexts and positive organizational scholarship by elucidating the crucial role of organizational compassion in catalyzing the resilience process and fostering long-term organizational growth.

ODC: Resilience-Building Recruiting and Retention Strategies for Small Business

Author: **Yvonne Wilkerson**, *Doctoral Candidate*

Author: **Curt Jarrell**, *Doctoral Student*

Author: **Susan M. Haynes**, *Reviewer*

Author: **Nannette P. Napier**, *Georgia State U.*

This is a case study that explores how small businesses adapted their recruitment and retention practices in response to the extreme business shocks triggered by the COVID-19 pandemic. The dynamic and competitive marketplace requires small businesses to retain key employees and recruit new employees to compete and grow. Combining Job Embeddedness Theory and Organizational Resilience Theory creates a lens to assess how small businesses adapted their practices and whether these adaptations increase their resilience. We conducted six semi-structured interviews, transcribed the data, and applied analytical coding using theoretical categories to understand their situational perception, contextual framing, and adaptations. Current research lacks data on how small businesses respond to business shocks. These findings contribute to understanding how these businesses adapted, which adaptations built competitive resilience, and which were ineffective.

ODC: Interorganizational Networks in the Face of Disruption: Building Resilience for Grand Challenges

Author: **Alina Praun**, *TU Dresden*

Author: **Martina Pieperhoff**, *TU Dresden*

Author: **Fiona Rumpel**, *TU Dresden*

In an increasingly volatile and complex global landscape, grand challenges lead to disruptions that have become pervasive, requiring a reassessment of the resilience of collaboration between organizations. In literature, collaboration is discussed as important for enhancing resilience. Nonetheless, little attention has been paid to understanding the resilience of inter-organizational collaboration. Furthermore, the unclear definition of the term "disruption" and the complex interplay between resilience and disruption in the context of interorganizational networks represents a notable research gap. Our study addresses this gap by combining a systematic literature review with the Gioia method for qualitative analysis. Thereby, we aim to construct a coherent conceptual framework that illuminates the relationship between disruption and the capacity for resilience within networks of organizations. In doing so, we shed light on the multifaceted nature of disruption, the mechanisms underlying resilience between organizations, and how collaborative networks overcome and respond to major challenges. This research has significant implications for both academia and practice, as it provides a theoretical basis for improving understanding and developing strategies to strengthen inter-organizational resilience against disruptive forces in the midst of the great challenges.

ODC: Understanding the Relationship Between Organizational Resilience and Innovation: A Meta-Analysis

Author: **Xiang Jin**, *Merit Research Institute*

In a business environment characterized by rapid change and uncertainty, the relationship between organizational resilience and innovation emerges as a key area of study. This research, employing a meta-analysis approach, scrutinizes this link through 219 independent samples gathered from 80 scholarly articles (N=21,033). A heterogeneity test found it more appropriate to employ the random effects model, whereas a main effects test identified a significant relationship between organizational resilience and innovation. The moderating effects test discovered that the type of organizational resilience, innovation measurement method, and cultural context influenced the relationship between organizational resilience and motivation. It was observed that the relationship is more robust when organizational resilience is considered as an intrinsic attribute of the organization, and when innovation is evaluated as a process. A notable finding is the stronger manifestation of this relationship in Eastern cultural contexts, underscoring the influence of cultural factors. These insights reveal the multifaceted and dynamic nature of the interaction between organizational resilience and innovation, highlighting its significance in organizational strategy and performance. The study not only advances the academic understanding of these concepts but also offers practical implications for organizations aiming to foster resilience and drive innovation in a global and ever-evolving business landscape.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1966** | Submission: **21106** | Sponsor(s): **(ODC, MC)**
Scheduled: **Tuesday, Aug 13 2024 9:45AM - 11:15AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Wrigleyville**

Cultivating Innovation From Within: Internal Consultancy's Pivotal Role in Organizational Futures



Organizer: **Tova Sanders**, *Western Michigan U.*
Panelist: **Elizabeth Aikman**, *Hult International Business School - Ashridge*
Panelist: **Pierre El Haddad**, *INSEEC Grande Ecole*
Panelist: **Margaret D. Gorman**, *A23 Advisors*
Organizer: **David B. Szabla**, *Western Michigan U.*
Panelist: **Kyle Small**, *Calvin U.*
Panelist: **Julie Smendzuik-O'Brien**, *Metropolitan State U.*
Panelist: **Shavon Thurmond**, *Doctoral Student Benedictine U.*
Panelist: **Gokhan Turgut**, *U. du Québec à Montréal (UQAM)*
Panelist: **Sondes Turki**, *École des sciences de la gestion (ESG UQAM)*
Panelist: **Unique Brathwaite**, *Fielding Graduate U.*
Panelist: **Sharon Jeanetta Darno**, *Doctoral Student Benedictine U.*

Throughout the annals of organizational history, the role of internal consultants has quietly steered the course of success in organizations, often playing pivotal roles in shaping strategy, solving complex challenges, and fostering change. Today, as the ever-evolving landscape of work and technology reshapes the organizational paradigm, the future of internal consultancy shines with unparalleled promise. This confluence of human expertise and emerging trends opens new frontiers, offering internal consultants an unprecedented opportunity to embrace dynamic roles enriched by cutting-edge technologies and innovative methodologies. "Internal consultants: The driving force behind organizational innovation and success," a new addition to David Szabla's Research in Management Consulting book series, will be published in the fall of 2024. The chapters in this volume delve into the timeless wisdom of internal consultancy and its seamless integration with future trends exploring the accelerating strategic importance of internal consulting capabilities in fostering innovation, adaptability and transformation competencies vital to navigating uncertainty and complexity. This timely panel symposium affords the opportunity for contributing authors to situate their work and thoughts within the broader themes of the book and interact with fellow thought leaders- scholars and practitioners- to further the discussion of the power, possibilities, and challenges of internal consultants. As the landscape of technology and work evolves, panelists will highlight how an array of pivotal roles across functions are integrating consultative mindsets marked by systems thinking, cross-boundary collaboration, and change leadership expertise. Further, panelists will discuss their chapter contributions and innovative frameworks for how diverse intrapreneurial perspectives can intersect with emerging trends such as public sector reforms, talent pathway cultivation, and equity culture shifts to drive enterprise resilience and progress.

KEY TO SYMBOLS

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

Repair and Institutional Healing

Organizer: **Brett Crawford**, *Grand Valley State U.*
Organizer: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*
Discussant: **Tina Dacin**, *Queen's U.*
Presenter: **Mia Raynard**, *U. of British Columbia*
Presenter: **Vitaliano Barberio**, *USI (Lugano)*
Presenter: **Magdalena Winkler**, *WU Vienna U. of Economics and Business*
Presenter: **Maggie Cascadden**, *U. of Alberta*
Presenter: **Emily S. Block**, *U. of Alberta*
Presenter: **Jeannette Anastasia Colyvas**, *Northwestern U.*
Presenter: **Hokyu Hwang**, *UNSW Sydney*

This symposium explores repair and institutional healing, marked by longer-term change efforts that blend emotions, multimodality, and broader societal impact. Institutional repair work aims to preserve valued aspects of institutions while modifying other aspects that are unwanted or unsustainable. Collectively, the presentations in this symposium explore how repair work represents one approach to reclaiming an institution's integrity by rebuilding, renewing, or healing it, leading to positive societal outcomes.

Future Cuts: Managing the Impact of Cultivated Meat on Traditional Food Institutions

Author: **Mia Raynard**, *U. of British Columbia*
Author: **Vitaliano Barberio**, *USI (Lugano)*
Author: **Magdalena Winkler**, *WU Vienna U. of Economics and Business*

Repairing Holes: How Communities Respond to Deinstitutionalization

Author: **Maggie Cascadden**, *U. of Alberta*
Author: **Emily S. Block**, *U. of Alberta*








Theorizing Repair in Service to Analysis and Action: An Institutionalization Perspective

Author: **Jeannette Anastasia Colyvas**, *Northwestern U.*
Author: **Hokyu Hwang**, *UNSW Sydney*

Repair and Healing as Varieties of Institutional Reform: Setting Up A Research Agenda

Author: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*
Author: **Brett Crawford**, *Grand Valley State U.*

KEY TO SYMBOLS

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

Identity Work in Stigmatized and Challenging Contexts: Can the World Change its Heart?



Session Moderator: **Marie Hasbi**, *Vrije U. Amsterdam*

OMT: **Who Am I at the Office? Employees' Identity Work in a Placeless Workspace**  

Author: **Marie Hasbi**, *Vrije U. Amsterdam*

Author: **Alfons Van Marrewijk**, *BI Norwegian Business School*

Academic interests in the concept of placelessness, the weakening of significance in places, has grown as post-COVID-19 workplaces are becoming more mobile and are increasingly situated in multiple places. Despite calls from scholars, little is known about how employees use organisational space and sense of place as resources for identity work. This study addresses this gap by investigating employees' identity work in a French banking organisation that transformed into a placeless workspace. Findings reveal that the placeless workspace threatened employee's self-esteem and distinctiveness. In response to these identity-threats employees engaged in three forms of identity work: place-making, creating a place to dwell, and re-embedding. This enabled them to initially protect aspects of themselves and eliminate the threats, and begin a process of restructuring these aspects that includes the development of an open sense of place. In so doing, the paper reconsiders the relationship between placelessness and place, seeing it as a dynamic one that can be managed through identity work.

OMT: **Changes in Hiring Discrimination Against Stay-at-Home Fathers during the COVID-19 Pandemic**

Author: **Julia Lee Melin**, *Dartmouth College, Tuck School of Business*

Author: **Jennifer M. Merluzzi**, *George Washington U.*

Prior to the Covid-19 pandemic, stay-at-home fathers attempting to re-enter the paid workforce faced greater social and economic penalties from employers than their mother counterparts. How did Covid-19 affect employers' perceptions of stay-at-home fathers? The unprecedented childcare challenges posed by the pandemic and the resulting dramatic increase in stay-at-home parents of both genders received substantial media attention. Consequently, employers' normative beliefs about the appropriate roles of women (as caregivers) and men (as breadwinners) may have shifted throughout this period. We leverage unique data from an online survey experiment capturing employers' evaluations of stay-at-home mother and father applicants in 2019 (before the pandemic) and again in 2021 (during the height of the pandemic). Results show that approximately one year from pandemic onset, penalties against longtime stay-at-home fathers relative to equally qualified stay-at-home mothers diminished to the point where they were no longer statistically significant. Even more surprising, employers now expressed a greater preference for hiring fathers who demonstrated the most need for help re-entering the workforce compared to those mothers and fathers who demonstrated the least. These findings shed light on how the pandemic altered gendered norms around work and family, and raise questions about the durability of widely shared, hegemonic cultural beliefs about gender.

OMT: **Identity Threat, Identity Work, and Identity Construction: A Study of Physicians in Public Hospitals**   

Author: **Farooq Ahmad**, *Siena College*

Author: **Rashedur Chowdhury**, *U. of Essex*

We examine how established professionals manage threats to their identity when they encounter structural reforms that represent changes to their roles and routine practices. In 2015, the local government of Khyber Pakhtunkhwa (KP) province in Peshawar, Pakistan, passed a reform bill to modernize state healthcare. The reform demanded that physicians abandon certain established practices and adopt new ones that appeared to conflict with their social and professional identities. Drawing on 59 interviews focusing on three state-run teaching hospitals, this study contributes to a better understanding of struggles experienced by healthcare professionals when they are pressured to abandon their old identities. We find that three threats to physicians' professional identity—conflict with core professional values, added professional accountability, and curtailment of professional autonomy—all relate to the fragmentation of work and competing professional values. Our study further reveals that the physicians engaged in identity work through two distinctive responses: identity distinctiveness and identity enrichment. Based on these findings, we develop a theoretical model that highlights the multiple forms of identity work that these professionals simultaneously engage in and through which they encounter changes in roles and practices which, ultimately, affect their existing identities. We contribute to identity theory by showing how professionals customize their identities to make them congruent with changing professional and organizational requirements.

OMT: **Juggling Racial Ethnic Identities: How Entrepreneurs Handle Discrimination in Changing Environments**   

Author: **Maria Paola Ometto**, *California State U., San Marcos*

Author: **Carly Offidani-Bertrand**, *California State U., San Marcos*

While we know that social identities impact entrepreneurship, we know less about that relationship for individuals with marginalized identities. We specially do not have an in-depth understanding of how changes in the environment regarding these marginalized identities impact entrepreneurship. In this paper we aim to understand how entrepreneurs develop and employ sophisticated strategies to manage persistent and dynamic discrimination related to their social identities. We conducted a grounded theory study based on interviews, observations, and archival data. Our findings show that those entrepreneurs of color who narrate persistence and growth were constantly juggling their identities and had the ability to invisibilize, camouflage, and leverage their race in adaptive response to the socio-ecological context within which opportunities arise. We further show the characteristics of the entrepreneurs that enable them to be able to comfortably shift their identities as needed. We contribute to the literature by showing the importance of taking into consideration the environment and its changes in how discrimination happens for entrepreneurs, and the importance of multi-level studies to understand how entrepreneurs adapt their identities in their trajectories.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Strategic Leadership: Would You Rather be Feared or Loved?

Session Moderator: **Quy Nguyen Huy**, *INSEAD*

OMT: **How CEO Affective Grooming Helps Develop Top Management Team Behavioral Integration**  

Author: **Quy Nguyen Huy**, *INSEAD*

Author: **Ganqi Tang**, *U. of Fribourg*

Author: **Daniel Z. Mack**, *Singapore Management U.*

Author: **Weiru Chen**, *China Europe International Business School (CEIBS)*

Top management team (TMT) behavioral integration is crucial for firms to adapt to environmental shifts. Prior research has tended to focus on relatively distal, static, or overly generic determinants of behavioral integration and generated equivocal implications. Our knowledge of how to foster behavioral integration in top teams remains limited as the relational dynamics underpinning this interaction-based collective competence have been underexplored. We conducted a longitudinal inductive field study to understand how behavioral integration was fostered at three local firms in China's fast-growing market. Our study reveals how the CEO's affective grooming, in parallel to cognitive-behavioral teaching, helps develop behavioral integration by fostering affective accountability, diffused affective gratitude, and context-specific knowledge acquisition among top executives. Affective grooming refers to a pattern of emotion management actions to initiate, sustain, and give feedback on executives' learning process. Our study contributes to upper echelons theory by highlighting the affective-relational dynamic of grooming. In uncovering the emotions and emotion management mechanisms that foster behavioral integration, our study illuminates the relational black box of upper echelons research.

OMT: **A Double-Edged Sword: Restructuring as Impression Management and the Risk of Early CEO Departure**

Author: **Jiwook Jung**, *U. of Illinois at Urbana-Champaign*

Author: **Suyeon Kang**, *U. of Illinois at Urbana-Champaign*

Author: **Yin Lee**, *Ajou U.*

Projecting an impression of competent leadership is crucial for newly appointed CEOs. Hence, they have a strong incentive to impress boards and other stakeholders with bold and visible strategic decisions, such as divestiture and downsizing, early on. But how will those decisions affect their career later? Combining insights from the behavioral theory of the firm and the literature on impression management, we propose that new CEOs' proactive impression management—their effort to boost expectations for future performance outcomes—can have an unintended consequence by shifting boards' attention toward different performance aspirations. Using a large sample that includes most listed U.S. firms between 2003 and 2018, our analysis shows that new CEOs' proactive adoption of restructuring shifts boards' attention toward the CEOs' performance records but away from the past performance of their predecessors. In this way, while proactive impression management may help new CEOs reduce the risk of unfavorable comparisons with their predecessors, it can further increase their risk of early departure when they underperform compared to their recent performance levels. We discuss how our findings can contribute to the ongoing research on the dynamic relationship between restructuring and executive turnover, impression management, and the multiplicity of performance aspirations.

OMT: **Microfoundations of International Business Strategy**   

Author: **Suyash Garg**, *U. of Texas at Dallas*

Drawing upon imprinting and categorical social cognition perspectives, we theorize how CEOs' early-life exposure to intergroup ethnic violence shapes their firms' FDI strategy in countries wherein outgroup members form the preponderant demography. Our analyses of Indian firms' FDI reveal that Hindu CEOs' early-life exposure to Hindu-Muslim ethnic violence reduces their firms' likelihood of a) FDI in Muslim-majority countries and b) engaging in partnering-mode in these countries. Further, imprinted CEOs' working experience with Muslim directors through board interlocks weakens the negative effect on likelihood of FDI, but not on partnering modes in Muslim-majority countries. We contribute to a better understanding of the heterogeneous nature of imprinting decay, sources and consequences of executives' stereotyped beliefs regarding demographic groups, and subjective nature of FDI location choices.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Misconduct, Harm and Injustice: The Only Thing Necessary for the Triumph of Evil



Session Moderator: **Chenhao Hu**, *school of business, shandong U.*

OMT: **Identity Divergence and Convergence: Organization Hybridity and Corporate Misconduct in Chinese SOEs**

Author: **Chenhao Hu**, *school of business, shandong U.*

In state-owned enterprises (SOEs) with a mix-ownership structure, non-state ownership shareholders may experience an identity crisis regarding their role within the firm, leading to an ambiguous interpretation of the impact of organizational hybridity on corporate misconduct. Adopting an identity work perspective, this work proposes two identity interaction effects between majority state shareholders and minority non-state shareholders in SOEs—identity divergence leading to a positive association between non-state ownership and corporate misconduct, and identity convergence resulting in a negative relationship. The juxtaposition of these two opposing effects implies an inverted-U relationship between non-state ownership and corporate misconduct in SOEs. Further, this effect is moderated by three contingencies—media coverage, regional inspection and participation of non-state shareholders in governance. We empirically examine and provide empirical support for our arguments using a 12-year panel dataset of Chinese publicly listed SOEs. This work contributes to the organization hybridity and corporate misconduct literature.

OMT: **The Slave Trade and Firm Corruption in Africa: Historical Legacies of Injustice**

Author: **Jianan Li**, *Towson U.*

Author: **Eric WK Tsang**, *U. of Texas at Dallas*

Firm corruption has become an institutionalized practice in Africa. We show that this phenomenon can be partly explained by the slave trade history, which was corrupt in its own right. Combining historical data of the slave trade with contemporary firm-level survey data on firm corruption, we find a robust, positive relationship between the number of slaves exported from a country and current firm corruption intensity and depth. In areas that suffered high historical levels of slave extraction, modern-day firms pay more bribes. To explore the persistence of structural corruption, we draw on Rawls's theory of justice and Jean-Paul Sartre's account of bad faith to argue that injustice is one of the specific features that characterize extractive institutions conducive to corruption. By employing the World Values Survey (WVS), we examine the injustice of formal institutions and informal norms as potential channels to explain the historical slave trade's impact on present-day firm corruption. Our study contributes to the institutional theory and firm corruption literature by showing that the taken-for-granted business practice of firm corruption in Africa has roots of injustice that run deeply into the slave trade history.

OMT: **From Paralysis to Publicization: How Victims Confront Organizational Harm**

Author: **Grace Augustine**, *School of Management, U. of Bath*

Author: **Jan Stephen Lodge**, *Rotterdam School of Management, Erasmus U.*

Author: **Mislav Radic**, *Bocconi U.*

Organizations frequently inflict harm on individuals, and yet it remains unclear why that harm often takes years to come to light, and sometimes never becomes public knowledge. While prior researchers have looked extensively at the role of external audiences in the process of the publicization of organizational harm and wrongdoing, a key actor that has been overlooked is the victims themselves. Using extensive historical archival data and interviews with victims, we examine how victims experience and confront harm through the case of the UK Post Office Horizon Scandal. In this case, over 700 post office branch managers, called sub-postmasters, were accused of stealing and false accounting. This scandal took years to come to light, and the accusations and convictions persisted for over 14 years. Our findings reveal four cycles of paralysis that discouraged victims from speaking out about this case and go on to show how they were able to break their silence and overcome their paralysis. Overall, our paper provides valuable insights into the role victims can play in publicizing organizational harm, but also, importantly, what barriers they face in doing so and therefore extends the literature by providing an explanation of why instances of organizational harm and wrongdoing may take years to surface.

OMT: **Keeping the Fight Alive in Violent Online Contexts: Moral Energy Replenishment to Debunk Fake News**

Author: **Marie Joachim**, *ESSCA School of Management*

Author: **Lydia Milly Certa**, *Surrey Business School, U. of Surrey*

Author: **Itziar Castelló**, *Bayes Business School (formerly Cass), City, U. of London*

How to deal with extreme online violence? Despite emotional energy has been described as fundamental for coping with disruptive work we still know little about how to refuel it under conditions of extreme emotional violence and institutional fragility. Through the case of Big Pragma, the association grouping the most active anti-vaxxers fake news fighters in France, we explain how actors refuel their energy to enact collective action. We introduce the term moral energy replenishment which outlines that energy replenishment happens in the interaction between the moral duty, emotion work, and the construction of the collective sense of institution. We detail the mechanism by which actors dealing with fake news replenish their emotional energy emphasizing the role of the reinforcement of the moral duty, the construction of a sense of belonging to a collective, and the creation of protective agency. We contribute to the theorization of emotional energy replenishment by showing the importance of moral duty and the intersection of emotions and the construction of institutions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Theorizing Commitments

Session Moderator: **Hyejun Kim**, *HEC Paris*

OMT: **User Before Entrepreneur: User Motives as a Signal of Commitment**

Author: **Hyejun Kim**, *HEC Paris*
Author: **Jaekyung Ha**, *EMLYON Business School*

Entrepreneurial pitches often include stories describing that a firm's offerings are motivated by its founder's experience as a frustrated user, which we term "user motive." This paper investigates whether and when the adoption of user motives generates a strategic value. Drawing on the concept of "economic disinterestedness," we theorize that adopting a user motive may increase the product's appeal because it signals the entrepreneur's commitment. Building on real-world examples on Kickstarter and through controlled experiments, we show that product pitches with a user motive generate higher selection by audiences. We further validate two boundary conditions of our theory: the strategic value disappears (a) when product pitches lack sufficient quality signals and (b) when the audience evaluates the same set of pitches as an investment decision.

OMT: **Bound to Change: Curating Emotion to Configure Commitment**

Author: **Matthew James Hurst**, *Warwick Business School*
Author: **Davide Nicolini**, *U. of Warwick*
Author: **Rene Wiedner**, *Warwick Business School*

Drawing from an ethnographic study of a management consultancy specializing in strategic change, this paper examines how emotions can be engaged and mobilized to induce commitment to change (C2C) across large organizations and how C2C is related to other forms of workplace commitment. We find that C2C is brought about and configured through the curation of managers' emotions before strategic change goals are created. We identify four emotion curation activities used to produce C2C: targeting emotional outcomes; triggering emotional reactions of managers; exhibiting emotional reactions; and codifying emotional outcomes into strategic change goals. The four activities, and associated processes, combine to create an "emotion work system" (Hochschild, 1979) that generates a desire for, and social obligation to deliver, change. As a result, C2C becomes a pre-requisite to organizational commitment, given that the process disrupts the prior basis for identification with, and attachment to, the organization. The process intentionally produces a majority of managers strengthened, and a minority weakened, in their commitment towards change and the organization. Theorizing from our findings we develop a model that explains how emotion curation occurs and the underlying processes affecting C2C and organizational commitment.

OMT: **To the Moon: Hype Cycles and Commitment in a Silicon Valley Start Up**

Author: **Patrick Sheehan**, *Stanford MS&E*








Uncertainty is a defining feature of organizational life in the contemporary economy. How do organizations generate commitments from employees in a context of heightened uncertainty? I pursue this question through an ethnographic analysis of a Silicon Valley tech "start-up." Tech start-ups exact intensive commitments from employees—long unbounded hours and social and emotional investments in the firm—despite the well-known fact that most of these firms will fail entirely within in a few years. Drawing on participant observation as an employee at a seed-stage software start-up, I find that managers use a repeated sequence of three techniques to generate commitment from the workforce. First, they hype up the workplace, using energized rituals and transcendent discourse to create a sense of moral purpose and collective excitement. Second, managers reward bait—they introduce an imagined set of rewards that workers can earn through commitment and insist that those rewards are immanent, legitimating urgency and overwork. And third, managers systematically purge the firm of workers who become disillusioned when such rewards don't arrive, replacing them with eager new hires more amenable to the first two modes of motivation. The result is a repeatable cycle of management that sustains collective commitments from the workforce even as individual commitments falter. These findings challenge an overly rigid view of control in a given firm as relying on a single "mode" or "system" of management. Instead, it shows how managers address uncertainty by deploying multi-vocal forms of management, and how they draw on different techniques in response to different moments in a firm's trajectory.

OMT: **From Fleeting Enchantment to Embodied Commitment: How Bottom-up Momentum can Emerge and Persist**

Author: **Anna Stöber**, *Institute of management and Organization, Leuphana U. of Lüneburg*

Accounts of momentum in organization studies suggest that the success and sustainability of change efforts depend on the extent to which such efforts gain the commitment of actors to pursuing a new path. Research has revealed that the emergence and attainment of sustainable momentum involves a dynamic and complex process of social interactions and communication patterns. Yet, prior conceptualizations have focused mainly on empirically mapping momentum in the context of planned, top-down driven change. In this paper I mobilize a communicative constitutive view of organization to elaborate a concept of momentum from the bottom up and beyond strategic intervention. Grounded in a qualitative study of a medical technology company, I show how new modes of organizing introduced by the case firm's management initially induced short-term momentum that subsequently plateaued and gave way to ambiguity and critical evaluation concerning the initiative. Momentum only recurred as certain actors started attaching their own meanings to the idea and began developing an embodied sense of commitment to the new modes of organizing. My analysis contributes to the theorization of momentum in organization studies by highlighting the role of embodied commitment in perpetuating momentum, especially from the bottom up. The study emphasizes the role of new meanings emerging from individual interpretations that can shift momentum away from an intended path.

KEY TO SYMBOLS

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

Work: Opportunities and Threats

Session Moderator: **Nawon Oh**, *U. of Leeds*

OMT: **The “Dark-Side” of Customer-Oriented Efficiency: Injuries and Illnesses in Order Fulfillment Services**  

Author: **Nawon Oh**, *U. of Leeds*

Author: **Vilmos F. Misangyi**, *Pennsylvania State U.*

Although the workplace safety literature has primarily focused on internal factors of a firm that may influence organizational safety outcomes, recent studies have pointed to the need for a better understanding of how broader cultural and external environmental forces can affect workplace safety. Our study extends this research by examining whether a firm's relentless pursuit of efficiency aimed at customer satisfaction and order fulfillment—which we refer to as a customer-oriented efficiency logic (COE logic)—adversely affects workplace safety in the fulfillment center industries. We argue that the COE logic serves as a rationalizing mechanism that allows managers, employees, and even customers to accept, or even be complicit in, high numbers of workplace injuries and illnesses in these industries. We hypothesize that firms with a stronger COE logic have higher numbers of worker injuries and illnesses than do their counterparts with a weaker COE logic. We also further investigate whether the political ideology of firms' CEOs, and of the regions where their fulfillment centers are located, moderates the effect of the COE logic on worker injuries and illnesses. Based on the literature on political ideology and individual beliefs, we argue that the COE logic has a stronger effect on those guided by a liberal ideology as the "siren song" of a COE logic has more of an opportunity to affect liberals as compared to conservatives, given that the latter already tend to rationalize incidents of injuries and illnesses among the workers. Our hypotheses are widely supported by analyses using establishment-level (i.e., fulfillment center) data on nonfatal occupational injuries from 2016 to 2020, obtained from the Occupational Safety and Health Administration (OSHA) database. Our theorization and findings also pave the way for understanding the normalization of injuries and illnesses.

OMT: **Escaping the Purpose Trap: How Organizations Manage the Double-Edged Sword of Meaningful Work** 

Author: **Jonas Spengler**, *U. of Cambridge*

Author: **Thomas J. Roulet**, *U. of Cambridge*

Author: **Jennifer Howard-Grenville**, *Cambridge Judge Business School*

Meaningful work is a double-edged sword: While it often proves beneficial to – and is hence pursued by – workers and their organizations, it can also have negative consequences for those engaging in it. Hence, a key challenge is understanding how organizations can enable their members to do meaningful work while limiting negative implications. The present study addresses this puzzle through a multi-case ethnographic study of volunteer NGOs in the 'Jungle of Calais' refugee camps. We identify and compare two organizational approaches to managing meaningful work – a bottom-up and a top-down approach – showing how, in the bottom-up case, workers maneuver themselves into a purpose trap and ultimately burn out, while, in the top-down case, they manage to avoid such outcomes. We theorize that, when an organization adopts a broad organizational purpose, workers personalize their roles to maximize meaningfulness. This, however, prevents disengagement from said roles, eliciting the conditions for burnout. On the other hand, when an organization adopts a focused purpose, it can guide workers to enact roles in ways that support disengagement, facilitating more adaptive strain regulation, which mitigates burnout. By building a model of how organizations guide the pursuit of meaningful work we contribute to research on meaningfulness, organizational purpose, and burnout.

 OMT: **Between War and Peace: How Boredom Shapes the Enactment of Idealized Futures at Work**

Author: **Madeleine Stefanie Rauch**, *Cambridge Judge Business School*

While prior research has pointed to the breadth of tools for conjecturing about the future, much less is known about how workers enact an idealized future in extreme contexts. To shed light on this process, we analyze 63 unsolicited personal diaries of UN peacekeeping officers, as well as interviews, documents, and observational data associated with peacekeeping missions in extreme contexts. We describe how peacekeeping officers navigate living in limbo between their idealized future aspirations to achieve peace and the everyday mundane aspects of their work in the field, and how boredom at work plays a vital role in these tensions. Peacekeepers resolve these tensions by either (a) embracing boredom as part of their work, thereby reframing their moral values and adjusting the meaning and the temporal orientation of the idealized future (utilitarian idealized future), or (b) renouncing boredom on moral grounds, thereby upholding the misalignment between the idealized future and their work, often leading to frustration and discontent (absolute idealized future). Our findings have theoretical implications for the literatures on futures, boredom, and extreme contexts by showing how boredom affects the enactment of the idealized future and their implications in day-to-day work.

OMT: **Bottom-up Organizing of Risk Through Riskwork by Repairers in a Mobile Phone Repair Cluster in India**      

Author: **Shikha Dagar**, *Doctoral Scholar, Indian Institute of Management Ahmedabad*

Author: **K V Gopakumar**, *Indian Institute of Management, Ahmedabad*

Author: **George M. Kandathil**, *Indian Institute of Management, Ahmedabad*

Author: **Pradyumana Khokle**, *Indian Institute of Management, Ahmedabad*

In this study, we examine the process of organizing risk by unconventional actors in an informal setting. As the organizing of risk is embedded in the practices of the actors and the particularities of their context. Thus, we employ the bottom-up, and work-centered concept of risk work to study the organizing process. To study the organizing of risk through risk work, we draw on the empirical setting of a mobile phone repair cluster in India and the work carried out by the mobile phone repairers there. We adopt a qualitative, ethnographic methodology given our work-based approach to studying the process of organizing risk. Through systematic inductive data analysis, we develop a framework comprising of five stages, reflecting the chronological processes through which repair workers organize risk while carrying out repair. As a result, in our knowledge, we undertake the first study to examine all three modes of organizing risk as they together unfold in an empirical setting.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1973** | Submission: **17591** | Sponsor(s): **(OMT, SIM)**
Scheduled: **Tuesday, Aug 13 2024 9:45AM - 11:15AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Curvee Room**

Strategies of Sociopolitical Activism Inside the Firm



Discussant: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Organizer: **Raquel Renee Kessinger**, *Boston College*
Organizer: **Genevive Gregorich**, *Columbia Business School*
Presenter: **Kate Odziemkowska**, *U. of Toronto, Rotman School of Management*
Presenter: **Olga Hawn**, *U. of North Carolina, Chapel Hill*

This symposium seeks to understand the strategies related to sociopolitical activism inside of firms as well as the consequences of that activism. In recent years, organizational leaders have publicly expressed positions on social and political matters not directly related to the firm's primary business activities (Chatterji & Toffel, 2019), while employees have raised social, political, and moral concerns at work and protested a myriad of their organization's practices and policies (e.g., Briscoe & Gupta, 2021; Davis & Kim, 2021). For this symposium, we curated four papers that contribute to a deeper understanding of the phenomenon of sociopolitical activism inside firms. These papers provide new insights into how employee activists use contentious activism to target their own firms and how they react to leadership responses to this activism, how organizational leaders frame public stances on sociopolitical topics, and stakeholder reactions to such activism. The papers selected for this symposium shed new light on the complexity of how employees protest their own firms as well as the tradeoffs firm leaders experience when deciding how to express positions on sociopolitical matters.

Making Movements: How Employee Activists Engage in Contentious Activism

Author: **Raquel Renee Kessinger**, *Boston College*

Threading the Needle: How Firms Frame their Stances on Polarizing Social Issues

Author: **Kate Odziemkowska**, *U. of Toronto, Rotman School of Management*

Media Narratives in Response to Sociopolitical Activism

Author: **Genevive Gregorich**, *Columbia Business School*

To Speak or Not To Speak? Corporate America and George Floyd

Author: **Olga Hawn**, *U. of North Carolina, Chapel Hill*

KEY TO SYMBOLS

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

Session Type: **Showcase Symposium**

Program Session: **1974** | Submission: **18526** | Sponsor(s): **(OMT, SIM)**

Scheduled: **Tuesday, Aug 13 2024 9:45AM - 11:15AM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Embassy Room**

Images and Imagination: Promising Pathways for Multimodal Research on the Future



Organizer: **Markus A. Höllerer**, *UNSW Sydney & WU Vienna*

Organizer: **Ines Kuric**, *WU Vienna*

Organizer: **Luigi Mosca**, *Imperial College London*

Panelist: **Diane-Laure Arjalies**, *Ivey Business School*

Panelist: **Alice Comi**, *Tongji U.*

Panelist: **Santi Furnari**, *City, U. of London*

Panelist: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*

Panelist: **Silviya Svejnova**, *Copenhagen Business School*

Panelist: **Jennifer Whyte**, *U. Of Sydney*

In an increasingly complex world, coping with an uncertain future is becoming one of the key challenges facing scholarship and practitioners alike. From future-making to vision rhetoric, literature has introduced and reinvigorated a plethora of concepts to explain how imagined futures come about and how they become performative for organizational strategies, policy intervention, or environmental and social movements. It has also amassed a wealth of different non-verbal and multimodal means through which imagined futures are both envisioned and enabled: from sketches, charts, and timelines to AI-generated images or materialized prototypes. Despite growing interest in the use of visual, material, or spatial modes—as well as their combinations as multimodal means—emerging insights into their role for research on the future remain fragmented. This panel symposium aims to identify and spur conversations among different approaches, and sketch promising ways for non-verbal and multimodal research on the future going forward. By engaging an expert group of panelists, it seeks to initiate a debate among different approaches about what kinds of different non-verbal and multimodal approaches are out there, what qualities they each offer, and how their consideration can advance our conceptual understanding of imagining and championing action for imagined futures.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sustainability Communication and Perception

Session Moderator: **Frederik Maibaum**, *Leibniz U. Hannover*

ONE: Back to the Future? Navigating Temporal Tensions in Corporate Sustainability Communication

Author: **Frederik Maibaum**, *Leibniz U. Hannover*
Author: **Ghita Dragsdahl Lauritzen**, *U. of Copenhagen*
Author: **J. Nils Foege**, *Leibniz U. Hannover*

This study delves into the paradoxical nature of corporate sustainability communication. Based on a multiple case study of nine large European firms, we uncover a general paradox of communicating that explains how organizations must both widen the gap between present actions and future aspirations to inspire change and narrow this gap to maintain legitimacy. Moreover, we introduce a typology of five firm responses to this paradox: silent laggard, afraid controversial, separator, integrator, and reframer. Our typology shows how firm responses to the paradox are determined by contextual factors like ownership structure, corporate culture, regulation, and stakeholder pressure. These findings contribute to research on sustainability and paradox in three main ways. First, by introducing the paradox of communicating we provide a novel perspective on temporality that integrates the interdependencies of future and past. Second, we advance paradox theory by proposing a framework that reflects and explains the role of context in navigating paradoxes. Finally, we provide a typology of firm responses to the paradox of communicating arising from conflicting sustainability demands. Thereby, our work also offers important insights for managerial practice of advancing corporate sustainability.

ONE: Out of Sight, Out of Mind - How Visibility Dynamics Influence the MSI Legitimacy Formation

Author: **Johanna Jarvela**, *IESEG School of Management*
Author: **Marjo Elisa Silttaoja**, *U. of Jyväskylä*

This paper delves into the intricate dynamics of visibility and legitimacy within multi-stakeholder initiatives (MSIs), emphasizing their role as symbols of corporate transparency and governance. While existing literature highlights the successful development and institutionalization of standards within MSIs, the paper addresses a critical gap by examining why certain standards fail to achieve legitimacy. Through a longitudinal case study of an MSI in the Finnish mining industry, the paper scrutinizes the invisibility dynamics in MSI legitimacy-seeking behavior. By analyzing interviews, media materials, and progress reports, the study reveals how choices regarding visibility within the MSI led to its eventual downfall. The findings underscore the significance of MSI organization's control and competing regulatory efforts shaping MSI legitimacy outcomes. In contributing to discussions on private-public regulatory efforts, the paper highlights the intricate relationship between organizational choices in visibility and legitimacy outcomes within the context of MSIs.

ONE: Towards the Natural Environment Agency Theory (NEAT)

Author: **Amama Shaukat**, *Brunel U. London*
Author: **Rajesh Tharyan**, *Newcastle Business School, Northumbria U.*
Author: **Grzegorz Trojanowski**, *U. of Exeter*








Drawing on insights from theories in management, economics, finance, and accounting, we develop the natural environment agency theory (NEAT) to study the agency relation between business and society in the context of natural environment. Based on public property rights to clean air, water, and land, we argue that a business (agent) has an implicit contract with society (principal). Under this contract, it agrees not to impose on society natural environmental agency costs (NEACs) of pollution, depletion, and degradation while producing and selling goods/services in return for its license to operate. Drawing on stakeholder and agency related concepts, we propose and test the effectiveness of NEAC-reducing mechanisms, including monitoring, bonding, and incentives. We find support for NEAT predictions. Our findings open novel directions for future research and inform policy and practice.

ONE: Attention Matters: Time and Environmental Orientation in the Implementation of Sustainable Practices

Author: **Chukwuka Igboanua**, *LUT U., LUT Business School*
Author: **Henri Hakala**, *LUT Business School*
Author: **Sanna Heinänen**, *LUT U., School of Business and Management*

The urgency of sustainability transition is widely acknowledged, yet scholarly discourse has largely neglected the temporal dimensions affecting the adoption of sustainable business practices. Drawing on the attention-based view of the firm, we investigate organisations' subjective experience of time and the role of organisational attention in environmentally sustainable practices. Utilising data from 250 manufacturing firms, we find that two attentional perspectives, environmental and long-term orientations, are positively related to the implementation of sustainable practices, including sustainable design, procurement, and distribution. Additionally, a temporal governance channel, temporal leadership, negatively moderates the relationship between environmental orientation and the implementation of sustainable practices. This implies that managers should not only cultivate a long-term orientation and strong environmental orientation but also carefully navigate the attentional dynamics within their organisation, especially under the influence of temporal leadership, for the successful implementation of sustainable practices. By explaining how organisations' subjective experiences of time facilitate and hinder the implementation of sustainable practices we introduce a time-informed perspective to our understanding of environmental management and business sustainability among manufacturing firms.

KEY TO SYMBOLS

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

Session Type: **Showcase Symposium**

Program Session: **1976** | Submission: **13201** | Sponsor(s): **(ONE, OMT)**

Scheduled: **Tuesday, Aug 13 2024 9:45AM - 11:15AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Iowa**

Organizing with Nature: Unfolding the Temporal, Spatial, and Material Complexities



Organizer: **Sunny Mosangzi Xu**, *Copenhagen Business School*

Organizer: **Miriam Feuls**, *Copenhagen Business School*

Panelist: **Brooke A. Lahnenman**, *Montana State U.*

Panelist: **Juliane Reinecke**, *Oxford U., Saïd Business School*

Panelist: **Innan Sasaki**, *Warwick Business School*

Panelist: **Natalie Slawinski**, *U. of Victoria*

Discussant: **Raghu Garud**, *Pennsylvania State U.*

Over the last decades, nature and the ecological environment have been primarily considered externalities, often viewed as external resources for organizations to control, manage, utilize, and manipulate. However, the pressing ecological crisis requires a shift in how organizations manage and organize their relations with nature. Organizations are challenged to transform their way of organizing and understanding themselves as part of the social-ecological systems. They need to start to organize with nature rather than remain against it. Responding to the Academy of Management Annual Meeting's theme "Innovating for the Future," which invites "rethinking conventional ways of leading, managing, and organizing," this panel symposium aims to shed light on the complexities of organizing with nature from diverse scholarly fields and perspectives. With a joint conversation and discussion among the panelists and audience, the symposium intends to challenge management scholars to reflect and rethink how we could further develop management and organization theories to manage and organize with nature, both theoretically and practically. The symposium will unfold some of the complexities associated with organizing with nature, focusing on three dimensions: temporal complexities, spatial complexities, and material complexities. Situating the Academy of Management amid ecological crises that organizations find themselves in, the symposium will engage the panelists with a reflective, provocative, and prospective discussion.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Managing Disruptions - II

Session Moderator: **Ilias Vlachos**, *Excelsia Business School*

OSCM: **Inside-Out Outside-In Supply Chain Resilience: Theory, Model, and Empirical Evidence from Wuhan**  

Author: **Ilias Vlachos**, *Excelsia Business School*

This study develops a unique Inside-Out (IO) Outside-In (OI) model of supply chain resilience based on Structural Contingency Theory (SCT) and Resource Dependence Theory. The Inside-Out Outside-In view of supplier chain resilience is investigated via a single case study of a global company with three sites: a manufacturing factory in Wuhan and two retail stores in Hong Kong and Shenzhen. Chronological and thematic analysis from 17 respondents, internal and external reports examine inside-out and outside-in responses during the early pandemic times. Findings demonstrate four supply chain practices to relax resource dependencies (environment alteration, contingency enactment, powerful relationships, and contingency handling capability) which can be designed, practised, and applied during disruptions. Practices to help companies developing external power over resource dependencies include: supplier diversification, digital technologies, leading market position, and hiring local talent. Internally, companies can prioritise process security, foster corporate culture, plan process recovery, and decentralise processes. These IO-OI practices can be integrated together by designing, practicing, and enacting control internal and external mechanisms. The study finds that business units of the case company applied different IO-OI practices which led them to different resilient outcomes.

OSCM: **The Non-Negotiable Antecedents of Supply Chain Resilience**   

Author: **Ethan Nikookar**, *U. of Wollongong, Australia*

Author: **Imran Ali**, *Central Queensland U.*

Author: **Sajjad Shokouhyar**, *Australian Institute of Business*

Author: **Mark Stevenson**, *Lancaster U. Management School*

Recent research in supply chain resilience has predominantly focused on identifying a range of antecedents that are sufficient for its development. However, there remains a significant gap in understanding which of these antecedents are not merely contributory but fundamentally necessary for establishing supply chain resilience. This distinction is crucial: while altering sufficient antecedents might impact resilience, their absence does not preclude it due to potential compensatory effects of other factors. In contrast, necessary antecedents, though not guaranteeing resilience, are indispensable; their absence unequivocally prevents the realization of resilience, a scenario that cannot be rectified by modifying other variables. Grounded in dynamic capabilities theory, we hypothesized that supply chain visibility, responsiveness, flexibility, and collaboration are necessary prerequisites for fostering supply chain resilience. To empirically test these hypotheses, we applied the 'Necessary Condition Analysis' (NCA) methodology (Dul, 2016a) survey data collected from manufacturing firms in Australia. The results indicate that, among the hypothesized factors, supply chain responsiveness and collaboration emerge as indispensable antecedents. Their absence invariably undermines the development of resilience within the supply chain, underscoring their critical role. This study not only contributes to the theoretical understanding of supply chain resilience but also provides practical guidance for managers in prioritizing efforts to enhance resilience in their operations. By identifying and focusing on these non-negotiable elements, firms can more effectively allocate resources and strategies to enhance their supply chain robustness against disruptions.

OSCM: **Early Risk Detection and Management Through Tier N Supply Chain Visibility: A Practical Lens**  

Author: **Hendrik Sebastian Birkel**, *Friedrich-Alexander U. of Erlangen-Nürnberg*








This paper addresses the issue of lacking Tier N supply chain visibility (TNSV) to enable early risk detection and management. A holistic framework, including the dualistic perspective of current literature and practice on the extent of TNSV, TNSV approaches and strategies, measures, the effort-to-impact ratio, and the utilization within supply chain risk management, is elaborated. A multiple case study is conducted with in-depth interviews with 22 experts from nine end manufacturers in the automotive, mechanical, plant engineering, and medical technology industries. The study results show a carefully balanced picture between the necessity of increasing the visibility of a growing number of critical parts and a restrictive consideration of the need for visibility beyond Tier 1 suppliers. Particularly significant is the analysis of the contrasting approaches in data acquisition to create visibility, such as collaborative and confrontational direct supplier involvement. This is based on different levels of quantity, timeliness, and accuracy of data, as well as company-specific enhancing factors. The study thus creates practical and theoretical value-added by, for example, questioning responsibility and control within supply networks. Therefore, it allows for developing or refining a TNSV strategy addressing company-specific requirements while enabling benchmarking with peers.

OSCM: **How Inter-Firm Coopetition Influences Supply Chain Disruptions**   

Author: **Yemisi Oke**, *RWTH Aachen U. - Innovation and Entrepreneurship Group (WIN)*

Inter-firm coopetition is of high relevance for both research and practice because firms that engage in alliances with their competitors have the potential to enhance their performance. However, we still lack a nuanced understanding of coopetition, and how it drives outcomes. In light of the increasing complexity of global supply chains and the rising number of supply chain disruptions, we propose coopetition as a way to enhance supply chains resilience. The purpose of this study is to contribute to the coopetition literature by investigating the influence of coopetition on supply chain disruptions. For a more nuanced understanding of coopetition, we measure coopetition as product market overlap – which reflects competitive intensity – in alliances. We test our hypotheses with a dataset of 241 firm-year observations from 2005 to 2017 of publicly listed U.S. firms. Our empirical analyses indicate that (1) product market overlap is negatively related to supply chain disruption occurrence and frequency, and that (2) environmental supply chain selection negatively moderates these relationships.

KEY TO SYMBOLS

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

Projecting and Innovating for the Future: Tackling Grand Challenges with Projects



Session Chair: **Lavagnon A. Ika**, *U. of Ottawa*
Organizer: **Dror Etzion**, *U. of Vermont, Grossman School of Business, US*
Organizer: **Elliot Bendoly**, *Ohio State U.*
Presenter: **Tyson Browning**, *Texas Christian U.*
Presenter: **Anant Mishra**, *U. of Minnesota*
Presenter: **Jens Roehrich**, *U. of Bath*
Presenter: **Ofer Zwikael**, *Australian National U.*
Presenter: **Giorgio Locatelli**, *Politecnico di Milano School of Management*
Presenter: **Nathalie Drouin**, *UQAM U. of Quebec in Montreal, Canada*
Discussant: **Jennifer Whyte**, *U. Of Sydney*
Discussant: **Martina Huemann**, *WU Vienna*

How can organizing for projects contribute to organizing for grand challenges? This is the question at the core of this presenter symposium which invites project scholars and management scholars to contribute to tackling grand challenges with projects. The symposium is proposed as a forum or “stage setter” to open up new areas of management inquiry on the topic of organizing projects to tackle grand challenges. It is preceded and followed by special issues in different journals including International Journal of Project Management and Journal of Operations Management, respectively.

Tackling grand challenges with projects

Author: **Lavagnon A. Ika**, *U. of Ottawa*
Author: **Dror Etzion**, *U. of Vermont, Grossman School of Business, US*
Author: **Elliot Bendoly**, *Ohio State U.*

OSCM, grand Challenges, and projects

Author: **Tyson Browning**, *Texas Christian U.*
Author: **Anant Mishra**, *U. of Minnesota*

Creating and distributing social value from projects to tackle grand challenges

Author: **Jens Roehrich**, *U. of Bath*
Author: **Ofer Zwikael**, *Australian National U.*

Net-zero projects and new ways of organizing

Author: **Giorgio Locatelli**, *Politecnico di Milano School of Management*

ESG integration in major projects: Navigating complexity for sustainable development

Author: **Nathalie Drouin**, *UQAM U. of Quebec in Montreal, Canada*

KEY TO SYMBOLS

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

Technology-Enabled Operations & Supply Chain Management - II

Session Moderator: **Xin Qi**, *Ocean U. of china*

OSCM: **Factors Influencing Young Adults' Organic Food Purchase Intention on Fresh Food E-Commerce Platform**

Author: **Xin Qi**, *Ocean U. of china*
Author: **Xinlei Lv**, *Ocean U. of china*
Author: **Zhigang Li**, *Ocean U. of china*
Author: **Angelika Ploeger**, *U. of Kassel*

The knowledge of young adults' organic food purchasing behaviour and its antecedents on fresh food e-commerce platforms (FFEP) is critical in consolidating the Chinese environmental product market. This study establishes a theoretical model to examine the influence of young adult consumers' purchasing organic food intent on FFEP in the Chinese context. Data from 535 respondents collected via an online survey were analyzed applying a dual-stage structural equation model (SEM) and artificial neural network (ANN) approach. The findings of this study reveal that platform characteristics (system quality and evaluation system) and product information characteristics (organic label, ingredient information, and traceability information) significantly affect young consumers' perceived utilitarian value and perceived hedonic value. The service quality of FFEP has the strong effect on young consumers' perceptions of hedonic value, while the delivery system strongly influences the utilitarian value. Moreover, perceived value plays a crucial mediating role in influencing platform and product information characteristics on young consumers' organic food purchase intentions. Young consumers' perception of utilitarian value exerts a more noteworthy influence on their purchase intention than hedonic value. Theoretical implications are discussed, together with managerial implications useful for effectively stimulating organic food consumption among young adults in online shopping environments.

OSCM: **Digital Product Differentiation and Firm Performance: Evidence from the Mobile App Market**

Author: **Hai Guo**, *Renmin U. of China*
Author: **Qinyue Chen**, *School of Business, Renmin U. of China*

Taking a category-spanning perspective, we theorize two types of digital product differentiation strategies: variety-enhancing and atypicality-enhancing. Drawing on a panel dataset of 784 observations of listed companies in the Chinese mobile internet sector from 2014 to 2021, this study reveals a positive relationship between variety-enhancing digital product differentiation and firm performance, while also identifies an inverted-U shaped effect of atypicality-enhancing digital product differentiation on firm performance. Further, variety-enhancing differentiation weakens the inverted-U shaped effect of atypicality-enhancing differentiation on firm performance, implying a substitution effect between the two product strategies. In addition, the firm's overall product ranking weakens this substitution effect. These findings provide fresh insights into the literature on product differentiation strategy and category spanning

OSCM: **Does Machine Learning Help Flights Depart on Time?**

Author: **Rang Gong**, *The Ohio State U. Fisher College of Business*
Author: **Xiang Wan**, *The Ohio State U. Fisher College of Business*

Problem definition: We investigate the impact of AI-driven machine learning (ML) decision-making support tools on airlines' operational performance. While ML techniques may improve predictions and resource management, the improvement of operational performance still depends on how the operations group utilizes the results generated by ML. This study quantifies the influence of such ML tools and unravels the mechanisms driving performance changes. Methodology/results: Our research focuses on the first AI-driven ML platform in the airline industry, which was launched by Delta Air Lines in January 2020. This Platform is designed to apply ML methods to historical data to support operational decision-making. Through the Difference-in-Differences (DID) approach, we discover that the adoption of this ML technology significantly decreased departure delays by 19.587%. Notably, the influence of ML tools is moderated by operational conditions, such as hub-to-hub flights and extreme weather events. Moreover, the analyses explore the dynamic changes in the operational performance of ML tools over time. Managerial implications: The evidence of ML's overall impact on enhancing on-time performance and the discernment of the prediction-improvement and misapplication effects associated with ML provides a nuanced understanding of the implementation of ML tools. Our findings provide managerial suggestions for the adoption and refinement of ML for decision-making processes.

OSCM: **Digital Technology's (Including AI) Role in Operation Management Practices' Development Within PSFs**

Author: **Ian Rodgers**, *Oxford U., Saïd Business School*

This paper explores the development of operations management practices in professional service firms despite their work's extensive customization for clients, and digital technology's role in this progression. The study is grounded in two case studies set in UK large law firms that included interviews with 65 individuals, comprising 33 legal operations practitioners and 32 others, including fee-earning lawyers and those working in technology and other business services. It reveals that legal operations practitioners engage a suite of developing operations management practices – such as process mapping, matter modelling, project planning, and performance evaluation – associated with digital technology, leveraging them to enhance firm efficiency and effectiveness, although not always successfully. From the findings, a process model is inductively derived such that digital technology's implications for legal operations practices occur amid technologically-induced environmental uncertainty, with practitioners shaping and adapting to organizational environments, hybridizing incommensurable expertise and logics, and navigating informally credentialed boundaries. By focusing on an understudied yet significant domain – professional service operations – this research extends the literature by uncovering practitioners' operations management practices and contributes a conclusion that the guiding, nudging, and persuading once seen as substitutes for standard operations management approaches should instead be viewed as complements to developing practices within a technologically progressing professional service firm setting.

Author: **Yasmine Medhat Elhenawy**, *U. of Mannheim, Business School*

Author: **Mona Ali**, *The German U. in Cairo*

Author: **Raghda El-Ebrashi**, *German U. in Cairo*

In the era of digital transformation, supply chain finance (SCF) solutions could be the future of supply chain financing. Recently, businesses worldwide have begun to adopt supply chain finance solutions in order to capitalize on the strengths of supply chain links and maximize working capital. Despite extensive investments in these digital financing services, many firms still experience significant complications during SCF adoption. Previous literature has been addressing the introduction and adoption decisions of different supply chain actors as well as the barriers, enablers, requirements and outcomes of SCF adoption. Yet, there is a dearth of research examining the readiness of firms to adopt SCF. In an effort to fill this gap, this thesis aims to develop a framework to assess the organizational, technological and financial readiness of firms to adopt SCF.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Discourse Dynamics: Engaging Public Sector Stakeholders Amidst Global Uncertainty

Session Moderator: **Chengwei Wang**, *Renmin U. of China*

This presentation will share research on how stakeholder engagement strategies evolved during COVID-19, analyze government communication to moderate financial uncertainty, examine resilience within small island developing states, and explore global responses to international rankings and feedback.

PNP: Feedback or Domination: How do Countries Respond to Global Rankings?

Author: **Chengwei Wang**, *Renmin U. of China*
Author: **Ma Liang**, *Renmin U. of China*

Country rankings, produced by international organizations, have become commonplace in the global community. An intriguing and unexplored question arises: (a) Do governments perceive rankings as feedback on their performance and utilize it to enhance policy-making? Or (b) Are governments excessively influenced by rankings, merely aiming to secure superficially favorable positions? Drawing on the performance feedback theory and institutional theory, two competing hypotheses were proposed to elucidate the impact of performance feedback on managerial decisions. This study leverages a cross-national panel dataset of the Ease of Doing Business reports from the World Bank, encompassing 190 countries from 2007 to 2020. The empirical findings reveal that country rankings reinforce the performance of already high-performing nations while exacerbating the performance of those who fare poorly, suggesting a pronounced polarization effect. These results shed light on how national governments respond to performance rankings and offer valuable insights into the dynamics of international benchmarking.

PNP: Power Relations and Resilience: The Implications of Calls for Justice Among the (Un) Resilient

Author: **Nina Zachlod**, *U. of St. Gallen*
Author: **Michael David Hudecheck**, *U. of St. Gallen*

This paper examines the implications of asymmetric power relations on resilience. Organizations located in developing regions are affected by the unequal distribution of resources. In extreme cases, such as for those located in small island developing states (SIDS), where the conflux of resource import dependencies and climate change pose existential threats, organizations rely on the ability of their host governments to negotiate favorable policies and resource redistribution outcomes in order to resolve distributive injustices and guarantee their long-term survival. This paper uses a multiple streams approach to examine how SIDS leverage narratives at the United Nations (UN) to combat asymmetric power relations, realize positive policy outcomes, and obtain climate financing. We first analyze argumentation across all dimensions of the discourse with a focus on obtaining resources to reduce their vulnerability and associated distributive injustices. We then explore the validity of our discourse analysis through a quantitative analysis of 2,922 UN General Assembly resolutions from 1975 to 2022. We find that SIDS narratives insufficiently realize positive resource redistribution outcomes, that many SIDS members situationally defect from cohesive voting actions, and that power asymmetries were not remediated. We extend organizational theory by exploring the relationship between extreme asymmetric power disparities and resilience.

PNP: Moderating Uncertainty with Sentiment: The Case of the Federal Reserve Chair Communication

Author: **Emmanuel Kypraios**, *National U. of Ireland, Maynooth*
Author: **Juan Arismendi-Zambrano**, *U. College Dublin, Smurfit*
Author: **Alessia Paccagnini**, *U. College Dublin*

Can a single personal communication have a significant effect on the uncertainty of the monetary policy process? We estimate the personal communication risk profile of the U.S. Federal Reserve (Fed) Chair by using a new dataset of the sentiment revealed by their public statements during their tenure. We develop a new identification method using the implicit probability of the change of the federal fund rate, which is used to construct a new measure of entropic uncertainty of the monetary policy (MPEU) and analyze the impact of the Fed communication's sentiment risk profile on the market price discovery process of interest rates, in the aftermath of the release of the Fed Chair public statements. To measure the sentiment risk we use a machine learning method (Naïve Bayes) on the statements of the Fed Chair. After controlling for the evolving state of the economy surrounding the meetings, we find that, based on the heterogeneity across Chairs and their personal traits, there is a significant statistical and economic difference in the communications' sentiment, which is likely to affect the market's reaction to monetary policy announcements. Specifically, the sentiment in the Chairs' communications plays an important role in moderating the potential surprises in the Fed announcements, and it can be effectively used as a tool for controlling and measuring monetary policy shocks

PNP: Understanding Stakeholder Engagement in HE During the Early Months of COVID-19 Using CATA

Author: **Antigoni Papadimitriou**, *College of Business Lehigh U.*
Author: **Kevin Taylor**, *Stetson U.*
Author: **Sarah Schiffecker**, *Texas Tech U.*

Given the widespread occurrence of organizational communication during a crisis and the vital role of communicative messages in stakeholder engagement, it is essential to understand organizations' communicative messages and how organizations change their messages posted on social media to engage their stakeholders in a participatory process through retweets and likes. This understanding is needed, especially in a long-lasting crisis like the COVID-19 pandemic. It is essential for organizations and their communication executives (spokespersons) who deal with social media. The present study examines organizational communication in the higher education industry during the early months of the COVID-19 pandemic. This investigation pursues a nuanced understanding of how organizations engaged their stakeholders through the type of information communicated and the language used in messages over four months (January 11 – May 10, 2020), divided into "emerging-crisis" and "during-pandemic" periods. The empirical analysis focuses on a data set of more than 35,000 tweets posted by 50 universities over four months. It employed computer-aided text analysis (CATA) with the Linguistic Inquiry and Word Count (LIWC) software and K-means cluster analysis to reveal content themes and language styles and understand how these changed in communications to university stakeholders via social media.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Benevolence or Bias: Examining the Allocation of Philanthropy & Donations

Session Moderator: **Chao Guo**, *U. of Pennsylvania*

This presentation will navigate the landscape of philanthropy, exploring the inequalities in American giving, the influence of religion on nonprofit dynamics, the coordination of philanthropic efforts in regions facing historical stigma, and competition in donation markets.

PNP: Orchestrating Philanthropic Ecosystems in Historically Stigmatized Territories  

Author: **Saouré Kouamé**, *MTN Mobile Money Payment Service Bank Limited, Nigeria*
Author: **Anaïs Del Bono**, *École des Hautes Études Commerciales de Montréal - HEC Montreal*
Author: **Amina Wazoumi Ignanoné**, *U. de Sherbrooke*

Ecosystem orchestration has become a centre of scholarly attention due to its value creation potential. While most of this emerging literature focuses primarily on business ecosystems from a structural perspective (i.e. the structural alignment between actors), we focus in this study on philanthropic ecosystems from a relational perspective (i.e. the interactional dynamics between actors). We inductively studied the case of an philanthropic ecosystem project in the Global South. We developed a process model that reveals the importance of “territorial stigma” and “stigma strategy” as being central to the ability to orchestrate these types of ecosystems. We show that stigma strategy driven by “impression management” to overcome stigma created a reverse effect by accentuating orchestration challenges. Ecosystem orchestrators were able to address the challenge by reorienting their stigma strategy toward “establishing ownership.” Our findings contribute to advancing the literature on ecosystem, stigma, and societal challenges.

PNP: The Matthew Effect in American Generosity? Inequality in Philanthropy and Government Support  

Author: **Viviana Chiu-Sik Wu**, *Assistant Professor at UMass Amherst*
Author: **Chao Guo**, *U. of Pennsylvania*
Author: **Ji Ma**, *UT Austin*

Nonprofit organizations’ access to philanthropic resources, or their philanthropic capacity, varies across communities, yet little is known about how community-level disadvantages affect the disparities in philanthropic capacity. This study investigates how community-level disadvantages affect the philanthropic capacity of nonprofit organizations across American communities. We analyze a unique panel dataset detailing private donations to the human service nonprofit sector at the county level from 2000 to 2019. Our findings indicate that communities that are impoverished, minority prominent, or rural tend to have a lower philanthropic capacity. While government support mitigates the impact of economic disadvantage, it does not significantly alter the effects of minority disadvantage and paradoxically worsens the impact of rural disadvantage. This study underscores the interplay between community disadvantage, government support, and philanthropic capacity, offering insights into the challenges and opportunities facing nonprofits in various community settings.

PNP: Strategies in High-Complexity Market Competition with Two Levels of Similarity

Author: **Gil Peleg**, *LeBow College of Business, Drexel U.*
Author: **Merav Weiss-Sidi**, *Ruppin Academic Center*
Author: **Oded Lowengart**, *Ben Gurion U. School of Management*








Competition for customers has different forms. This might take the form of competing with others for customers with similar offerings (i.e., brand level) or with less similar alternatives (i.e., category level). By extending the customer-oriented perspective, we analyze a two-level competitive fundraising market. Specifically, we analyze it through customers’ perceptions and preferences to identify differences in their decision process. The diagnostic information obtained in such analysis can lead to a more effective strategy. Namely, customers utilize different characteristics of the offering in their decision process at different levels of competition to distinguish between alternative offerings. In addition, the competitive analysis provides insight into customers’ loyalty in these environments – more organizational loyalty at the category than at the brand level. At the brand level, where customers switch suppliers (i.e., variety-seeking behavior), a viable strategy might be collaborating with other organizations with similar offerings to persuade customers to switch categories.

PNP: The Role of Religion on the Population Dynamics of Non-Religious Nonprofits in the US 1995-2020 

Author: **John Park**, *Koç U.*

Apart from the tax-exempt status of religious congregations and several historic nonprofit organizations having religious roots, the relationship between religion and other nonprofits can be rather complicated and understudied. Religious institutions often support other types of nonprofits by providing gathering space, social network, and volunteers but at the same time may compete with non-religious nonprofits by providing similar functions and services. Further, while higher religiosity has been shown to promote larger amount of giving, most of the giving is religiously directed. In this study we use a longitudinal dataset of nonprofits in the US counties from 1995 to 2020 to empirically analyze the dynamic relationship between religious and non-religious nonprofit organizations. After controlling for other socio-economic environmental and organizational factors, results show that higher levels of religiosity in a community tends to lower the founding rate of other nonprofit organizations. Furthermore, religious pluralism increases the mortality rate of human service nonprofit organizations. Thus, rather than supporting nonreligious nonprofit organizations in a community by providing greater social, human capital and financial support, religion seems to be more detrimental for the growth of the nonprofit sector.

KEY TO SYMBOLS

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

Session Type: **Showcase Symposium**

Program Session: **1982** | Submission: **17872** | Sponsor(s): **(RM, OB)**

Scheduled: **Tuesday, Aug 13 2024 9:45AM - 11:15AM CT (UTC-5)** at **Swissotel Chicago in Alpine I**

Building an Inference Engine Using AI and The World's Largest Meta-Analysis: Lesson Learned

Moderator: **Piers Steel**, *U. of Calgary*

Panelist: **Jason Colquitt**, *U. of Notre Dame*

Panelist: **Hadi Fariborzi**, *Mount Royal U.*

Panelist: **Burak Cem Konduk**, *Metropolitan State U.*

Panelist: **David Montgomery Long**, *William & Mary*

Panelist: **Stephen Reid**, *U. of Iowa*

Panelist: **Isabel Villamor**, *IESE Business School*

This symposium describes the lessons learned during the creation of the world's largest meta-analysis, that is over 2,500 studies assessing over 160 constructs from the field of Organizational Justice. By combining cloud based meta-analytic databases, online statistical engines, curated selection of academic articles and the new LLMs, we have elevated this into an effective inference engine. Using the LLM, questions are translated into variables and specific search terms. Based on these variables, the relevant empirical results are drawn from the cloud based meta-analytic database and analyzed by an online statistical engine. Interpretation of results are enhanced by a core base of review articles as well as relevant articles drawn using the search terms from the meta-analysis database, whereupon the LLM provides custom, empirically sourced answers (with appropriate citations) back to the user in seconds. For more sophisticated queries, the LLM can create the specific R code to analyze the database, which is then executed by the statistical engine. As we will demonstrate, inference engines based on meta-analytic databases appear to be the ideal vehicle for interacting with scientific knowledge.

KEY TO SYMBOLS



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Selected as a Best Paper

Practices of Transparency and Accountability

Session Moderator: **Kristina Stoiber**, *U. of Innsbruck*

SAP: Sitting in a Glasshouse? Employees' Social Experiences of Organizational Transparency

Author: **Christoph Brielmaier**, *Otto-Friedrich U. Bamberg*
Author: **Thomas Ortner**, *U. of Innsbruck School of Management*
Author: **Martin Friesl**, *Otto-Friedrich U. Bamberg*
Author: **Julia Hautz**, *U. of Innsbruck*

Transparency has developed into an important societal narrative and also became a central theme of management and organization research. Previous research in this domain has placed organizations at the focal point of their investigation, while our understanding of employees' lived experience of transparency practices has remained scarce. Within transparent organizations, employees gain information about others and their work, triggering them to engage in social comparisons. In order to explore such experiences of social comparison, we draw on extensive qualitative data of a group with five subsidiaries that has fostered extensive organizational transparency. We find that greater transparency led to highly diverse experiences of social comparisons in the five subsidiaries. These experiences had severe implications for the strategic development of the group, for instance affecting employees' belongingness or commitment towards its strategy. Our paper makes three contributions to the literature on organizational transparency and Open Strategy. We add theoretical nuance to the understanding of transparency as a social process, by theorizing it as social projection surface. We challenge the normative underpinnings of transparency in the Open Strategy literature, by theorizing how transparency may have negative effects for a firm's strategic development. And, finally, we illuminate how and why managed transparency in organizations becomes unmanageable.

SAP: Accounts, Accountability and Remedial Work in Error Cascades

Author: **Saheli Nath**, *U. of Central Oklahoma*

This research examines the assignment of accountability and blame in multilevel error cascades by utilizing Scott and Lyman's concept of "accounts" and Goffman's notion of "remedial work". Preventing and learning from error cascades are key challenges in high-risk industries where firms strive to achieve greater reliability and resilience. Using oral and written testimony, archival records, media releases and employee reviews, this paper delves into the Boeing 737 MAX case to investigate the ways in which actors at multiple levels communicated their preferred meaning about the MAX accidents and the purported failure of Boeing's novel MCAS technology. The findings from this study indicate that errors in the Boeing MAX case were the result of miscalculation of risks at different levels of the system at various points in time that can be traced back to several years before the actual accidents. These results speak to how organizational culture and executive decisions at Boeing resulted in multiple "misses" of opportunities to rectify their flawed technology and engage in comprehensive communication with other external stakeholders about the MCAS system.

SAP: Managing the Dilemma of Disclosure in Corporate Political Activity (WITHDRAWN)

Author: **Andrew Barron**, *TBS Education*








Through a longitudinal study of the macro-level formulation and organizational-level implementation of EU-level lobbying regulation. I explore what happens when lobbyists – accustomed to working in policymaking and organizational settings where covert political practices historically prevail – face new, institutional pressures to exhibit greater transparency in their work. I contribute to open-strategy literature by identifying multi-level, multi-faceted practices enacted to manage the dilemma of disclosure in the context of CPA. I also reveal societal implications and 'dark sides' of open strategy. At a purely organizational-level, lobbyists could be viewed positively as carriers of broad normative pressures, with potential to open up CPA to closer external scrutiny. Considered more critically, lobbyists' efforts at promoting transparent practices at a higher macro-level appear to be driven by self-serving, instrumental benefits – such as improved occupational reputation, and political access – rather than pro-social motivations.

SAP: Trustee Board Accountability and Accounting for Costs: A Practice Perspective

Author: **Anna Tilba**, *Durham U. Business School*

The literature on governance generally focuses on corporate board accountability and effective oversight at the expense of looking at boards of other types of entities. By investigating how pension fund trustee boards oversee their investments and particularly account for investment costs, the purpose of this paper is to show that effective investment oversight in the context of pension fund trustee boards is more assumed than demonstrated. This paper uses insights from 22 in-depth interviews of pension fund trustees and pensions experts, applying theoretical and methodological toolkit of practice theorizing, which is capable of capturing both organisational inner-workings as well as system-wide, interconnected and complex world of organisations. We reveal that pension fund investment oversight has been 'ritualised' in embedded and self-perpetuating practices. Specifically, the process of pension fund investment is dominated by a variety of contextual and internal constraints that often lead to a loss of value within pension fund investments, which is not in the long-term best interests of pension fund savers. Theoretically, this study raises important questions about the appearance rather than substance of governance and the principal role of pension fund trustees as non-executives in this process. While current policy focuses on producing the 'right answer' for trustee governance, this research highlights the conflicting intersections around trustees as socially legitimate, trustworthy and accountable social actors and at the same time frequently failing at effective oversight. Our study indicates an expectations gap on the part of pension fund members and regulators who may not consider the practical realities in which trustee boards operate.

KEY TO SYMBOLS

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

Innovation Practices

Session Moderator: **Fleur Deken**, *Vrije U. Amsterdam*

SAP: **Aesthetic Innovation in Culinary Space and Time: Dialogisms in Haute Cuisine**   

Author: **Usha C.V. Haley**, *Wichita State U.*

Author: **David M. Boje**, *Emeritus*

Author: **Marc B. Stierand**, *EHL Hospitality Business School//HES-SO U. of Applied Sciences & Arts*

We apply Bakhtin's architectonic and stylistic dialogism, Goffman's theaters of staging, sociomateriality and discourse to explain aesthetic innovations' multilevel creation and influence in haute-cuisine across space and time. Haute cuisine emphasizes and stages meticulous food preparation and presentation of quality ingredients to command high prices for moderate portions. Our research includes 14 Michelin star chefs in Europe and 111 high-net-worth diners in the United States. Chefs' first-order sensemaking surrounding first-order innovations and their articulations in haute cuisine appear to influence significantly diners' second-order sensemaking manifested as consumption. We provide empirically-based insights into the limits that end users face in sensemaking aesthetic innovations. Our findings contribute to theories on innovation and dialogics in other creative industries including the arts, technology and communication.

SAP: **How to Break the Mold: Cultivating Collaborations for Implementing Innovations**  

Author: **Damla Diriker**, *Vrije U. Amsterdam*

Author: **Amanda Porter**, *Vrije U. Amsterdam, School of Business and Economics*

Author: **Philipp Tuertscher**, *Vrije U. Amsterdam*

Author: **Mark Boons**, *Vrije U. Amsterdam*

This paper examines how innovations are reshaped collaboratively as they are implemented and adopted with the involvement of different local actors who seek to fit the innovation to their specific needs and interests. Drawing on an in-depth field study of the implementation of an education innovation, we contribute to understanding the role of collaborations in the implementation process. We identify distinct mechanisms that facilitate collaborations among local actors during implementation in a setting where local actors resist the innovation that threatens their existing routines and do not have any incentives to participate in the implementation process. Developing a model of collaborative implementation, we theorize the process through which innovations are implemented in the local pockets of the implementation setting and how local actors progressively adopt the innovation and eventually contemplate their existing practices to accommodate better the innovation they once resisted. These observations allow us to contribute to extant theory by explaining the micro-dynamics of collaborative implementation over time.

SAP: **Breaking Organizational Paths for Strategic Renewal: Managing Self-Reinforcement (WITHDRAWN)**

Author: **Catherine Archambault**, *IESEG School of Management*

Author: **Joerg Sydow**, *Freie U. Berlin*

Although path dependence and path breaking are often mentioned in research on strategic renewal, we know little on how firms escape such locked-in organizational paths in such processes. Path breaking, a sub-stream to path-dependence research, unpacks the process of how organizations escape path dependence by stopping or modifying self-reinforcing mechanisms. Yet, it remains unclear how this process unfolds in established firms. In this paper, we focus on coordination, complementary, learning and adaptive expectation effects to explore how firms manage stability and change in such processes. With the help of an in-depth study of an established firm, we illuminate how a path-dependence/-breaking lens is salient to provide a more realistic view of the management of strategic renewal processes – in which stability and change constantly cohabitate.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



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Research-oriented



Diversity-oriented



Selected as a Best Paper

II. Organizational Wrongdoing Spotlight: Life-Threatening Harm, Whistleblowing, and Cartel Contexts

Session Moderator: **Timothy Michael Devinney**, *Alliance Manchester Business School, U. of Manchester*

SIM: Contextualizing Life-Threatening Organizational Environmental Wrongdoing: A Workers Perspective  

Author: **Elisa Giuliani**, *U. of Pisa*
Author: **Andrew Spicer**, *U. of South Carolina*

How can organizational wrongdoing that produces life-threatening levels of environmental harm to local communities nonetheless persist and even grow over time? In this paper, we address this question through an extensive field study of worker attitudes at the Italian steel company, ILVA. The workers in our study describe two long-term processes by which environmental wrongdoing seeps through the boundaries of the firm to corrode the ecological and institutional environment in which they live. As ecological harm intensifies to reach life-threatening levels, the workers begin to prioritize short-term concern for increasingly at-risk and sick family members over longer-term imperatives. And as organizational wrongdoing is repeated without consequence, they also begin to distrust the social control agents and community leaders that they believe should have stopped its progression far earlier. These ecological and institutional processes have the unintended effects of leading workers to support their wrongdoing employers in order to protect their jobs despite the harm they suffer as a result. Life-threatening environmental harm therefore has the ironic effect of protecting the very firm that created the problem from the counter-mobilization of one set of its primary victims, its own workers.

 **SIM: Institutional Impact on Corporate Discourse Decoupling and Institutional Void on Tailing Dam Failure** 

Author: **Jaison Caetano Da Silva**, *Fundação Getúlio Vargas/EBAPE*
Author: **Carmen Migueles**, *Adjunct professor, Getulio Vargas Foundation*
Author: **Cinara Gambirage**, *U. of Groningen*
Author: **Marco Zanini**, *Brazilian School of Public and Business Administration*

Despite mining industry and government claims that the former is ostensibly working towards achieving social and environmental responsibilities in businesses, continued tailings dam disasters suggest critical aspects are being disregarded and there are significant gaps that need filling. In this study, we investigate how corporate discourse decoupling and institutional voids affect tailings dam failures and the surrounding communities. Considering the context of a traditional and key mining producer globally, we examined the two largest tailings dam failures in the history of the Brazilian mining industry and their impact on a community located near where the two spills occurred, which is now facing the imminent risk of two further tailings dam failures upstream of the village. We adopted a triangulated approach and performed an extensive document analysis of dam failures and, 209 interviews, over two years, with subgroups of local people and related actors.

SIM: The Paradox of Trust and Governance in Corrupt Cartels: A Case Study of the Construction Industry

Author: **Armando Castro**, *UCL*
Author: **Tristano Sainati**, *BI Norwegian Business School*








In this paper, we examine a cartel of construction companies' suppliers of the oil and gas multinational company Petrobras in Brazil. We use an empirical dataset including verifiable court decisions and plea agreements of business executives and companies. This case study offers an account of these corrupt practices in megaprojects and explains how the corrupt cartel, despite being illegal, relied on the self-motivated and mobilized actors that trusted each other. This trust was essential to institutionalize corrupt practices and developing governance rules that were used for over a decade.

SIM: Beyond Rationale, Towards Emotions: Emotion-Cognition Interaction in Public Whistleblower Accounts

Author: **Aditi Mittal**, *Indian Institute of Technology, Delhi*
Author: **Kanika Tandon Bhal**, *Indian Institute of Technology, Delhi*

Drawing from the dual-process theory on the joint role of emotions and cognition in decision-making, this qualitative study aims to examine the role of emotions at the different cognitive stages (Rest, 1986) of the whistleblowing decision-making process. First-hand accounts and secondary data, available in the public domain, obtained for 11 real-life public whistleblowers, who pursued external channels after failed internal reporting attempts, has been analyzed using Grounded theory. Findings reveal a unique set of emotions salient at the different cognitive stages of the process: disappointment and anger from shock at the awareness stage; hope at the judgment stage; fear, empathy and regret at the intention stage; and contentment at the behavior stage. Further, the study highlights that cognition and emotions, when in tandem, enable the transition from one cognitive stage to the other, both intertwined and significant for a fuller understanding of whistleblowing. Theoretical and practical implications of the findings are discussed.

KEY TO SYMBOLS

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

Addressing Global Poverty: Scholarship for Vulnerable and Marginalized Populations

Session Moderator: **PJ Dillon**, *Duquesne U.*

SIM: Conceptualizing the Role of Ideational Bricolage in Social Value Creation for the Marginalized

Author: **Deepesh Paudel**, *Faculty of Business Administration, Memorial U., Canada*

This paper devotes attention to three key entities: social enterprise, bricolage, and the marginalized. First, it reviews the extant literature on the intersections of social enterprise and marginalization and argues for a holistic social entrepreneurial system that accommodates and represents marginalization on all fronts. As a response, the 'by, of, and for' vantage point is established. Second, it recognizes that, while the use of bricolage is becoming increasingly popular in social enterprises, there is a void in the exploration and theorization of ideational bricolage, a type of bricolage that considers as inputs the cultural, normative, and symbolic elements. Third, it brings together the concept of ideational bricolage and the newly developed vantage point to build the by, of, and for model of ideational bricolage. Finally, based on the freshly produced conceptual model, it lays out a few research propositions and discusses potential paths for future research on ideational bricolage and social enterprises. Keywords: social enterprise, marginalization, ideational bricolage, social value creation

SIM: Efficient but Poor: Analyzing Dual Crop Interdependency and Poverty Among Smallholders Farmers

Author: **Rachad Bani Samari**, *American U. of Cairo*
Author: **Sherwat Elwan Ibrahim**, *American U. in Cairo*

In production systems, operational decisions to overcome constraints and achieve optimal efficiency often follow a one-way sequential rationale which may be efficient in the short term but could generate unintended iterations throughout the system in the long term. This study analyzes farmers' granular decisions in agriculture operations management; and applies a system thinking causal loop diagram to situate how operational decisions are detrimental to farmers' livelihoods in the case of Kambara in Northern Benin. Regional reports on cotton yield had shown an increase of 265% while poverty rates also increased, thereby challenging the general literature on positive correlations between agriculture operations efficiency, high yield, and poverty reduction. This empirical study investigates why poverty remained high among smallholders despite the higher aggregate cotton yields. The research revealed supply chain finance issues among cash-strapped smallholder farmers leading to the adoption of a cash-efficient 'dual-cropping' interdependent practice between cotton and corn to overcome system constraints. Although farmers demonstrated technical and input allocation efficiency, the practice represents a one-way sequential thinking that generates unintended system iterations like selling crops at below market rate, lower yield per crop, and further farmer indebtedness, thereby creating a systemic feedback loop trapping the smallholder farmers into poverty.

SIM: From Cents to Satisfaction: Understanding the Power of Financial Literacy in an Unequal World

Author: **Malvika Nandlal Chhatwani**, *XLRI Xavier School of Management, Delhi-NCR*








In our research, we explore the association between financial literacy and income satisfaction through the framework of relative deprivation, focusing on four distinct groups characterized by gender (men versus women), race (whites versus blacks), employment status (working versus retired), and disability (non-disabled versus disabled). Utilizing extensive survey data from over six thousand participants collected over six months, our ordered logistic regression analysis reveals that, even after accounting for personality traits and other demographic factors, the connection between financial literacy and income satisfaction is notably weaker among the relatively deprived segments of women, blacks, and disabled individuals which could be attributed to disparities in earning opportunities. Conversely, this relationship is more pronounced among retired individuals. Our study represents one of the pioneering efforts to apply the lens of relative deprivation theory within the context of financial literacy and its correlation with income satisfaction. Doing so broadens the scope of relative deprivation theory, highlighting its relevance to well-being measures such as income satisfaction and underscores the disproportionate impact that differences in financial literacy can have on various groups due to their respective experiences of relative deprivation.

SIM: The Suicidal Ideation of Helpless Street Vendors: A Conservation of Resources Perspective

Author: **Sanjay Kumar Singh**, *U. of Dundee, UK*
Author: **Surendra Sia**, *Department of Psychology, U. of Delhi*
Author: **K. Praveen Parboteeah**, *U. of Wisconsin, Whitewater*

Street vending has a significant economic impact in the developing nations. Nevertheless, the COVID-19 pandemic has put street vendors in a terrible financial situation, which has led to mental health problems like suicidal ideation and self-harm. Drawing on conservation of resources theory, we examine the causes and consequences of suicidal ideation among street vendors. We found that learned helplessness and suicide ideation are positively impacted by pandemic stress. Additionally, the results of the study show that religious coping helps as it moderates the relationship between pandemic stress and learned helplessness. Furthermore, we discovered that the relationship between pandemic stress and learned helplessness is not mediated by creative self-efficacy. The study findings have implications for theory and policy, which are thoroughly examined.

KEY TO SYMBOLS

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

Minding Consumers: Ethical Decision Making (EDM), Sustainable Consumption, and Trust

Session Moderator: **Tobey Scharding**, *Rutgers U.*

SIM: Does Social Value Mean Customer Value? The Perceptual Conflict Underlying Customers' Decisions

Author: **Gal Gutman**, *Haifa U.*

Author: **Oded Lowengart**, *Ben Gurion U. School of Management*

As businesses increasingly incorporate social elements into their core strategy, it is vital to determine whether this integration truly adds value for customers. Using the lens of Goal Systems Theory, we explore customers' perceptions and decisions, focusing on three models integrating social and business benefits: corporate social responsibility, fair-trade, and work integration social enterprises. In three studies, we examine how this integration affects customers' perceived value, the importance customers attribute to social benefits in their decision-making, and whether they are willing to compromise on business benefits in favor of social benefits. Our findings suggest that organizations integrating multiple social and business benefits, are perceived as delivering higher customer value and are preferred over pure businesses. However, social and business values are often perceived as distinct, and the effective creation of social benefits can diminish the perceived business value. This detrimental impact, resulting in the dilution effect, becomes especially evident when customers must choose between different alternatives. In these cases, quality, representing a business benefit, emerged as the most dominant benefit, and other benefits could not compensate for its absence. Specifically, while customers were willing to pay a premium for products from businesses that integrated social benefits, they were unwilling to compromise on the product's quality. The findings suggest a perceptual conflict, where acquiring social benefits may necessitate perceived compromise on specific business-related benefits. The findings also indicate a distinction between customers' preferences and choice processes in ethical decisions.

SIM: Bridging the Intention-Behavior Gap in Sustainable Consumption (WITHDRAWN)

Author: **Chia Yi Liu**, *Tunghai U.*

The disparity between support intentions and actual consumption behavior in sustainable food poses a significant challenge to sustainability promotion. This study addresses the gap by considering macro-mechanisms, including certification, sales channels, and information matching, as crucial social support elements integrated as an exogenous context into the Technology Acceptance Model (TAM). Drawing from an empirical analysis of 1,160 Taiwanese consumers, the study reveals that instrumental and emotional supports arising from certification and sales channels enhance consumers' perceived ease of use and perceived usefulness of organic food, consequently increasing support intentions and actual consumption behavior for sustainable food. Additionally, informational support operates through the "perceived value-support intention-consumption behavior" pathway for sustainability. The study suggests marketing policies for sustainable consumption, emphasizing strategic certification disclosure aligned with sales channels, considering public attributes like promotion-focus and prevention-focus. This approach bridges the gap between support intentions and behaviors, linking macro and micro marketing perspectives.

SIM: CSR Perceptions and/or CSR Attributions: How, When, and What Drive Consumers' Behaviors?

Author: **Omer Farooq**, *Zayed U. UAE*

Author: **Mariam Farooq**, *Faculty, College of Business, Al Ain U., United Arab Emirates*

In this research, we aim to develop a nuanced understanding of the impacts of corporate social responsibility on consumer loyalty by exploring the multiple mediating pathways and the specific boundary conditions that apply to each of these mechanisms. We suggest that the relationship between CSR and consumer loyalty is mediated by two pivotal mechanisms: consumer-company identification and consumer trust. Additionally, we propose that how consumers perceive CSR initiatives—either as value-driven or strategically motivated—influences these mediating factors. Our hypothesis is that consumers with high value attribution and low strategic attribution to CSR are likely to develop loyalty primarily through increased trust. Conversely, those who perceive CSR as strategically motivated are more inclined to build loyalty based on their identification with the company. This hypothesis finds support in data collected from 309 consumers in India, validating our proposed theoretical framework. The implications of these findings are then explored for both academic research and practical application.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Exploring Influences on Environmental, Social, and Governance (ESG) Ratings and Performance

Session Moderator: **James F Weber**, *Duquesne U.*

SIM: Talk or Walk? Responsible Innovation Actions and ESG Performance

Author: **Min Huang**, *Renmin U. of China*

Author: **Mengyao Li**, *Harbin Institute of Technology, Shenzhen*

Author: **Jun Xia**, *U. of Texas at Dallas*

This study examines the effect of responsible innovation (RI) on digital firms' ESG performance, through the lenses of institutional and signaling theory. We posit that RI talk has an inverted U-shaped relationship with digital firm ESG performance, and walking RI has a positive relationship with digital firm ESG performance. We find support for our ideas with a sample of digital firms. The result also reveals that the incongruence between talking and walking RI actions negatively affects digital firm ESG performance. Furthermore, we find that digital firms with more walking RI than talking RI achieve more detrimental consequences on ESG performance than those with more talking RI than walking RI. This study extends the previous tests of the influence of RI on corporate sustainability performances and provides theoretical insights that go beyond the single RI practice dimension.

SIM: Family Priority or Business Priority? Impact of Family Involvement on ESG Performance

Author: **Xuefeng Liu**, *School of Management, Xiamen U.*

Author: **Ting Cao**, *Xiamen U.*

Author: **AO ZHANG**, *School of Management, Xiamen U.*

Author: **Jing Cai**, *U. of Aberdeen*

Environmental, Social, and Governance (ESG) considerations have gained significant prominence within the sphere of corporate decision-making. This prominence is primarily attributable to their substantial impact on firms' brand reputation, their alignment with stakeholder expectations, and their pivotal role in ensuring the long-term sustainability of businesses. Leveraging insights from socioemotional wealth theory and sustainable family business theory, our research delves into the ESG performance of family firms in the Chinese context. Our analysis encompasses a sample of 1159 family firms listed on the Shanghai and Shenzhen A-share stock exchanges, spanning the years from 2012 to 2020. Our findings reveal a positive correlation between the level of family involvement in the management of these businesses and their ESG performance. Notably, when discerning between family-founded and family-acquired firms, this positive influence becomes even more pronounced in the former category. Furthermore, our study discerns that this influence wanes when family firms experience periods of suboptimal performance. Conversely, it gains strength when family firms are significantly influenced by traditional cultural elements, particularly those of the clan or Confucian nature. Our research presents a nuanced perspective on the dynamics of ESG performance within family firms. We extend the applicability of socioemotional wealth theory and sustainable family business theory to the realm of ESG research, thereby contributing to a more comprehensive understanding of the multifaceted landscape of ESG considerations within family firms.

SIM: We Are a Family, Not a Business: Can't Family Business Be Sustainable "Across" Generations?

Author: **Rebecca Chunghee Kim**, *Nagoya U. of Commerce and Business*

Author: **Desiree Wieser**, *assistant professor*

Author: **Yoshiki Shinohara**, *Ritsumeikan Asia Pacific U.*

Author: **Anita Zehrer**, *MCI Family Business Center*

Many family firms (FFs) collapse after one or two generations. In order to contribute to scholarly endeavor to tackle this gap, we address a key theoretical issue in the literature of family firms—Can family firms be sustainable “across” generations? This study employs the Generation Theory (Pendergast, 2009) and the concepts of Implicit and Explicit CSR (Matten & Moon, 2008; 2020) in order to explore the incremental process of approach towards sustainability of FFs across generations. We explain a wide range of perceptions and practices of sustainability in the key angles of dynamics, values, and strategies of FFs between THEN and NOW generations. Our work detects how a sustainability approach of FFs between generations are reinvented and improved: (a) from implicit (THEN) to explicitization CSR dynamics (NOW), (b) from socio-emotional (THEN) to socio-economic values (NOW), and (c) from a long-term focus strategy (THEN) to tangible-outcome focus (NOW). Finally, we advance theoretical nuances by suggesting a framework of ‘Dynamics of sustainability of family firms across generations: Then and Now.’

SIM: Judicial Waves, Ethical Shifts: Bankruptcy Courts and Corporate ESG Performance

Author: **Xinyu Zhou**, *Guanghua School of Management, Peking U.*

Author: **Zixun Zhou**, *Guanghua School of Management, Peking U.*

Leveraging the staggered introduction of specialized bankruptcy courts across China as an exogenous shock, this paper examines the impact of specialized bankruptcy courts on corporate ESG performance. Using listed firms in China from 2015 to 2021, we find that the introduction of specialized bankruptcy courts leads to an increase in corporate ESG performance. Our main results remain after considering endogeneity concerns and TWFE bias. The underlying channel is the increased access to bank loans for firms. Moreover, this effect is more pronounced in firms facing limited access to bank financing and in cities with stronger legal environment. The introduction of bankruptcy courts mainly contributes to the enhancement of governance and social components within the ESG spectrum. Collectively, our study contributes a novel perspective to the discourse in law and finance, and underscores the broader implications of judicial reforms on corporate ethical behavior.

Author: **Ryan Federo**, *U. of the Balearic Islands - Palma de Mallorca*

Author: **Roberto Nolan Galang**, *Ateneo de Manila U., Philippines*

Author: **Regina Lizares**, *U. of the Philippines - Diliman*

Many firms establish political ties by appointing politically connected directors to operate effectively in emerging markets. However, the extant corporate socio-political engagement literature offers inconclusive findings regarding the link between political ties and firm outcomes. Our study posits that in emerging markets with weak state capacities, politically connected directors can be construed as signals to generate legitimacy and positive stakeholder reputation. Drawing on signaling theory, we argue that political connection on the board is associated with higher firm value and ESG ratings. We also claim that these relationships are contingent on firm ownership structures, which enhance the politically connected directors' signaling effect on firm outcomes. Our analyses on Philippine publicly listed corporations show that the presence of politically connected directors is positively associated with enterprise value and ESG scores. Moreover, we find that the positive association between political connection on the board and enterprise value is stronger in firms affiliated with business groups than non-affiliated ones, whereas the positive link of politically connected directors to ESG score is more pronounced in firms with dispersed than concentrated ownership. We discuss our study's implication on management research and practice.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



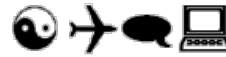
Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1989** | Submission: **12380** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 13 2024 9:45AM - 11:15AM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Salon B**








“Institutions in Crisis!”: What it Means and How Social Evaluation Scholars Can Address It



Organizer: **Theresia Harrer**, *Hanken School of Economics*
Organizer: **Moritz Gruban**, *Royal Holloway, U. of London*
Panelist: **Nicole Gillespie**, *U. of Queensland*
Panelist: **Thomas J. Roulet**, *U. of Cambridge*
Panelist: **Roy R. Suddaby**, *U. of Victoria*
Panelist: **Anastasiya Zavyalova**, *Rice U.*

We are currently facing numerous societal crises, such as the institutional trust crisis. Social evaluation scholars – who study the production, maintenance, and repair of key social evaluation concepts such as legitimacy, reputation, trust, status, celebrity, and stigma – are, in principle, uniquely positioned to address these crises. However, their expertise seems to be sought less often than that of economists and public policy scholars. We suggest that this lack of inclusion is due to a lack of conceptual clarity in social evaluation research. The confounding of key concepts leads to a fragmentation of research, inconsistencies in the definition and measurements of concepts, and ultimately limits the guidance that social evaluation scholars provide to policymakers and practitioners. Our goal in this symposium is, therefore, to bring together social evaluation scholars and discuss how we can work together to contribute more effectively to addressing societal crises, such as the current institutional trust crisis. Four distinguished social evaluation scholars will introduce a key concept in the social evaluation literature (i.e., trust, stigma, authenticity, legitimacy, and reputation) and reflect on its strengths and limitations in explaining societal crises such as the institutional trust crisis. We then use these introductions to facilitate a discussion on how social evaluation scholars can improve conceptual clarity and build bridges between the concepts. In doing so, we aim not only to develop a future research agenda for social evaluation scholars, but also to create a starting point for a discussion forum for impactful social evaluation research.

KEY TO SYMBOLS

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

Global Strategies and Practices of Corporate Social Responsibility (CSR) and Sustainability



Session Moderator: **Richard E. Wokutch**, *Virginia Tech*

SIM: Corporate Social Responsibility Understanding and Practice in Non-Western Contexts →

Author: **Petya Koleva**, *Heriot-Watt Dubai*

Author: **Georges Samara**, *American U. of Beirut*

Author: **Lee Quinn**, *Centre for Business in Society*

This study investigates how institutional entrepreneurs operating in non-Western contexts shape the understanding and practice of CSR, focusing on three Middle Eastern countries. Drawing on qualitative data and employing an exploratory research design within a range of public and private sector organisations, we explore how CSR understanding and practice is designed by institutional entrepreneurs, whose CSR agenda is in turn shaped by their neighbouring institutional environment. The findings evidence a set of distinct set of patchwork institutions that have a main impact on governments, who are the most salient institutional entrepreneurs that shapes the CSR understanding and practice of companies. The identified forms of CSR practiced by companies reveal governmental attempts to adapt to a patchwork of institutional dynamics, mainly focusing on societal welfare and establishing social order. Therefore, our work provides important contributions to the institutionalization of CSR debate by outlining how a patchwork of institutional forces influence governmental CSR priorities, which in turn shape the understanding and practice of CSR.

SIM: Sustainability Strategies in Africa

Author: **Ayman Er.Rahimi**, *Africa Business School, Mohammed VI Polytechnic U.*

Author: **Dirk Boehe**, *Africa Business School*

Business models for sustainability (BMfS) aim at driving social and environmental impact while simultaneously ensuring the firm's financial performance. We draw on and contribute to the nascent literature on multiple organizational goals by showing how and why environmental, social, governance and financial firm-level goals can become complementary. For this purpose, we develop and implement a framework to identify and describe pertinent mechanisms that enable firms to achieve complementary sustainability goals. We use case-based research and causal loop diagramming to unveil how the strategic choices and their consequences of young African firms interconnect in achieving multiple sustainability goals in a synergistic manner. Moreover, we zoom into the feedback loops that help reinforce their business models. We find sustainable practices in their supply chains management, fair supplier payment and employment practices, sustainable sourcing, and technical assistance for suppliers and customers aiming at enhancing their sustainable practices. Collective action and partnerships also emerge as successful drivers of environmental, social impact combined with financial sustainability.

SIM: Values Above the Shareholder-Stakeholder Twist: Why do Asian Top Business Leaders Speak Differently? →

Author: **Rebecca Chunghee Kim**, *Nagoya U. of Commerce and Business*

Author: **Hiroo Takahashi**, *Japan Society for Business Ethics*

Author: **Mohan V. Avvari**, -

Author: **Yoshiki Shinohara**, *Ritsumeikan Asia Pacific U.*

Author: **Yong Hee Yang**, *Dasomi Foundation*

Based on a 4-year qualitative study involving 21 in-depth interviews with founders, chief executive officers and top leaders of Asian companies, we aim to present a dynamic perspective on how the Western great debate of contemporary market capitalism—the so-called shareholder–stakeholder debate—is differently situated and shaped in emerging Asian markets. We draw on the Asian values literature and postulate that Western shareholder–stakeholder debates are not very welcome in Asian markets. We find that Asian executives emphasize a streetwise approach to stakeholders based on leadership philosophy for creating an inclusive environment instead of decoupling into shareholder vs. stakeholder. More substantively, we demystify the following four Asian values closely associated with Asian business leadership as impediments and stimuli to tackle the shareholder–stakeholder legitimacy discussion: 1) long-term value in leadership philosophy; 2) harmony with the community; 3) people–employee care; and 4) integrity in business ideology, performance, and identity. Our findings advance the understanding of the link between values and management by challenging Western the shareholder–stakeholder debate, which is the dominant logic in the global market.

SIM: Cross-Country Difference and CSR Implementation in MNE Subsidiaries

Author: **Zhenzhen Li**, *Fudan U.*

Author: **Qinqin Zheng**, *Fudan U.*

Author: **Yahan Hu**, *Fudan U. School of Management*

Although multinational enterprises (MNEs) are expected to behave consistently in corporate social responsibility (CSR) across countries, their implementation levels vary among subsidiaries. In this paper, we develop the notion of “cross-country difference” which captures distance with direction between home country and host country to explore the varying levels of CSR implementation among subsidiaries from the legitimacy judgment perspective. Subsidiaries obtain cues from cross-country difference to make validity and propriety judgement of CSR practice. Specifically, they will perceive CSR with less validity and propriety and decrease implementation with a larger economic difference, but increase implementation when the institutional difference is greater. In addition, subsidiaries behave differently in local and global CSR, and will adjust their legitimacy judgment further based on internal governance. By advancing our understanding of cross-country difference and legitimacy judgment, our study enriches explanation of CSR implementation across MNE subsidiaries.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Strategic Adaptations and Relational Dynamics in Evolving Organizational Contexts

Session Moderator: **Jennifer Rhymer**, *UCL School of Management*

STR: A Strategic Perspective on Which Firms Adopt Remote Hiring 

Author: **Cristiano Bellavitis**, *Syracuse U. Whitman School of Management*

Author: **Benjamin L. Hallen**, *U. of Washington, Seattle*

Author: **Jennifer Rhymer**, *UCL School of Management*

To date much of the research on remote work has focused on its effects on jobs, productivity, and employees. Less clear is which firms are likely to adopt this novel, though contentious, organizational practice. We take a strategic perspective and argue that remote work may be viewed as a complex compensating differential, offering benefits to employees but at the expense of heightened organizational complexity. We argue that firms in competitively weaker labor market positions are more likely to offer remote friendly jobs to attract employees who might otherwise not be interested or not affordable. We examine this using proprietary data from a leading hiring platform for technology startups. Supporting our arguments, we find that startups that have raised fewer rounds of funding and have fewer employees are more likely to pursue employees working remotely. We also find that the salary ranges for remote friendly positions are on average lower. Overall, we contribute a more strategic perspective to the growing literature on remote work, while also highlighting how startups and other disadvantaged firms may use such complex compensating differentials as a strategic tool.

STR: Strategic Rhythms: Non-Entrainment for Competitive Advantage

Author: **Richard L. Priem**, *Texas Christian U.*

Author: **Sali Li**, *U. of South Carolina*

Author: **Pengxiang Zhang**, *Guanghua School of Management, Peking U.*

Strategy scholarship on temporal rhythms focuses on the benefits of entraining (i.e., synchronizing) a focal firm's rhythms with a dominant rhythm in its industry. The logic is that shared temporal rhythms help firms organize activities, whereas not entraining causes inefficiencies that limit competitive advantage. We offer a counterpoint to this logic by explicating how types of intentional non-entrainment (i.e., asynchrony) can produce sustainable competitive advantages. We explore this elemental conformity-versus-distinctiveness temporal contrast by developing a typology that integrates fundamental rhythm constructs—frequency and scope—with industry velocity and managers' temporal cognitions. The result is a series of propositions relating different types of strategic non-entrainment (i.e., temporal uncoupling) to a focal firm's competitive advantage. The underlying mechanisms, which flow from Durkheim's ideas on modern societies' needs for interpersonal differentiation and temporal complementarity, are the non-entrained rhythms themselves. Specifically, managerially initiated strategic rhythms activate firm-level competitive advantages—especially, differentiation and focus—in novel ways. We contribute to strategic rhythms literature by showing how deviations from a dominant industry rhythm's frequency or scope can provide top managers with a wider array of strategic options than does entrainment

STR: A Relational View of Intra-Industry Relationships in the Finnish Mobile Gaming Industry

Author: **Jukka Luoma**, *Aalto U.*

Author: **Kastor Brunila**, *Aalto U.*

Author: **Joseph Porac**, *New York U.*

This study advances a relational view of intra-industry relationships. Existing theories mainly use concepts such as competition and cooperation, occurring at the firm-level, to characterize intra-industry relationships. We elaborate how intra-industry relationships can be understood as a multi-level and multi-domain phenomenon. Industry relationships can be formed at different levels of analysis ranging from the individual to the organizational level while the types of relevant relationships can range from rivalries and formal alliances to friendships and shared hobbies. Our conceptualization is a solution to an empirical puzzle we encountered when studying the Finnish mobile gaming industry. The global mobile gaming industry is highly competitive due the scarcity of talent and availability of global app stores that facilitate market entry. And yet, in the Finnish context, helping, networking, and other forms of cooperation are common, and managers mostly do not see other firms as their competitors. While industry participants recognize that, on a general level, competition is intense, they characterize their relationships to other Finnish organizations and to individuals in those organizations in relationship terms such as collaboration, friendship, and shared passions. Overall, our findings highlight the need to de-center competition as a relationship construct to understand industry dynamics and examine social embeddedness of inter-organizational competition and cooperation in much more granular terms.

STR: Strategies of For-Profit Firms in Social Services: Insights From Brazilian Higher Education    

Author: **Carlos Inoue**, *U. of Illinois at Urbana-Champaign*

Author: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*

Author: **Thomaz Teodorovicz**, *Assistant Professor, Copenhagen Business School*

This paper takes a question-driven approach to examine the distinctive strategic choices of for-profit firms in markets for social services, and their connection to long-term firm outcomes. We exploit a legislation that allowed for-profit firms to operate in Brazilian higher education, a market previously reserved for non-profit firms. Combining quantitative analysis and qualitative interviews, we find that the entry-stage strategies of for-profit firms differ from those of non-profits, involving distinctive choices about firm scale and scope, product-market mix, and resource management. These strategic choices and being for-profit are positively associated with firm survival and size. Our research highlights how for-profit firms are different from non-profits in the needs they serve and productive efficiencies they access, and how they contribute to expanding access to social services.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Talk or Walk? CSR and R&D Decoupling

Session Moderator: **Alex Junyi Fang**, *School of Economics & Management, Tongji U.*

STR: **Fooled by Noise? Information Processing, Performance Feedback, and Firm Responses**

Author: **Pascal Flurin Meier**, *U. of Zurich*

Author: **Raphael Flepp**, *U. of Zurich*

Author: **Egon Franck**, *U. of Zurich*

Author: **Thomas Keil**, *U. of Zurich*

One of the central ideas of Performance Feedback Theory is that organizations regulate their behavior with the help of performance feedback. One implicit assumption underlying this idea is that performance feedback received by the organization is a diagnostic signal of the true underlying performance of their actions. However, in many situations, performance feedback regarding organizational actions is noisy due to contemporaneous uncertainty. In this paper we argue that noise in performance feedback may give rise to inappropriate reinforcement of organizational actions, especially in situations where the information environment is relatively unfamiliar and when the information processing demands for the organization are high. Exploiting stock market returns surrounding acquisitions, which allow us to separate and quantify noise from the performance feedback signal, we find supporting evidence for our theoretical conjectures. Taken together, our results highlight the important role of noise in processing of performance feedback and paint a picture of organizational decision-making that is informationally less sophisticated than prior research in M&A would assume.

STR: **Talk or Walk? The Effect of Social Performance Feedback on Green Innovation and CSR Reporting**

Author: **Jiaojiao Qin**, *Xi'an Jiaotong U. School of Management*

Despite the importance of corporate social responsibility (CSR) performance, very little is known about how firms make strategic responses to social performance feedback. To address this void, this study integrates the insights from performance feedback research and CSR literature to explore the effect of social performance feedback on firms' CSR strategies: substantive CSR (i.e., green innovation) and symbolic CSR (i.e., CSR reporting). Since issue salience will influence how firms interpret social performance feedback and make responses, we also examine the moderating effect of media coverage. Using all listed Chinese industrial companies from 2010 to 2019, we find that when firms' social performance is below aspiration, they will increase green innovation, but reduce CSR reporting. However, when firms' social performance is above aspiration, they will increase CSR reporting, but reduce green innovation. These relationships are also found to be moderated by media coverage. Our findings provide important implications for firms' CSR strategies.

STR: **Talk the Walk or Walk the Talk? A Configurational Perspective on the Determinants of CSR Decoupling**

Author: **Jialing Wu**, *Central U. of Finance and Economics, Beijing, China*

Author: **Daojuan Wang**, *Aalborg U. Business School*

Author: **Yuxiu Chen**, *School of Business and Management, Jilin U.*

Author: **Helen Cai**, *Middlesex U.*

Research shows that firms increasingly use corporate social responsibility (CSR) decoupling as a buffering strategy. Yet, less is known about why and how CSR decoupling occurs for developing countries. This study proposes a multilevel framework of CSR decoupling, consisting of institutional factors (formal and informal institutional environment), organizational factors (firm characteristics and capabilities) and individual factors (CEO demographic and psychological characteristics). In a study of Chinese listed firms involving 5147 firm-year observations for the period 2010-2020, we first identify 10 key drivers of CSR decoupling from 17 potential determinants by applying least absolute shrinkage and selection operator (LASSO) machine learning method. More importantly, we undertake a fuzz-set qualitative comparative analysis (fsQCA) on a subsample of 613 firms in 2020 and discover six (four) configurations for high (not-high) levels of CSR decoupling. These configurations indicate that high/not-high levels of CSR decoupling can be achieved through different configurations. Finally, we summarize various categories of CSR decoupling and coupling in Chinese context and put forward three propositions. Our study enriches the literature on the antecedents of CSR decoupling and offers policy implications for governing CSR decoupling.

STR: **Talk That Talk: Performance Shortfall and R&D Decoupling – Evidence from Chinese High-Tech Firm**

Author: **Huahua LI**, *School of Economics & Management, Tongji U.*

Author: **Alex Junyi Fang**, *School of Economics & Management, Tongji U.*

Author: **Fangju Long**, *School of Economics and Management, Tongji U.*

Based on the behavioral theory of the firms (BTOF), the behavioral view of R&D predicts that performance below the aspirational level trigger problematic search that leads to intensified level of R&D investments. Despite the significant insights, the stream of literature suffers from two shortcomings – conflation of risk-taking and change and under-socialization of the searching processes. Focusing on high-tech Chinese firms, the study complements this stream by revealing a more nuanced relationship between performance shortfall and R&D-related activities. We found that facing profitability shortfall, high-tech Chinese firms are caught in the tension between resource conservation and the need to respond legitimately to retain supports from stakeholders. The tension leads to what we refer to as “R&D decoupling” – simultaneous reduction of actual R&D intensity to stop resource outflow and intensification of rhetorical disclosure of innovation in the discussion parts of annual reports to manage impression of stakeholders. The relationship is strengthened with financial constraint while both of R&D intensity and rhetorical disclosure rhetorical disclosure with technological certification issued by state. The study contributes to the literature of performance feedback by showing how R&D decoupling is adopted as a solution set to simultaneously address challenges from profitability in both product market and factor market space.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Competition and Corporate Strategy

Session Moderator: **Daphne W. Yiu**, *Singapore Management U.*

STR: When Does Real Options Reasoning Benefit Firm Survival? Boundary Condition of Imitation Propensity  

Author: **Stephen Xu Zhang**, *U. of Adelaide*
Author: **Renfei Gao**, *U. of Manchester*

While real options theory posits the advantage of real options reasoning (ROR) in preserving flexibility ex ante to manage uncertainty, whether ROR benefits firm performance remains a critical debate in the literature. Our study identifies firm imitation propensity (vis-à-vis innovation) as a firm-level boundary condition to illuminate for which firms ROR benefits business survival or not. Using unique multiple-wave data that track the survival of 259 Iranian small and medium-sized enterprises over five years, our results show that the relationship between ROR and firm survival is in general positive, but becomes weaker and could turn negative for firms with higher imitation propensity. Integrating insights from ROR and imitation research, our study helps towards resolving the debate on the performance implications of ROR by identifying a firm-level boundary condition to further our scholarly understanding of ROR as an uncertainty management approach.

STR: The Dual Role of CVC Investments in Venture Acquisition  

Author: **Zhuo Chen**, *China Europe International Business School (CEIBS)*
Author: **Tieying Yu**, *Boston College*

Mainly focusing on the real-options value of CVC investments, existing research in strategy and entrepreneurship has underscored the role of CVC investments as an essential mechanism through which corporate investors can engage in early-stage technology experimentation. Extending this line of research, we propose that CVC investments can also attract attention toward the invested ventures, thereby increasing the likelihood of these ventures being noticed and eventually acquired by external entities. Moreover, we elucidate that this effect is not universal but contingent upon the tie strength between the corporate investor and the venture. The stronger the tie strength, the less likely the venture will be acquired by external entities. Our empirical analysis employs a comprehensive dataset tracking 221,204 triads of acquirers, CVCs, and ventures within the high-tech industries from 1980 to 2016. The findings substantiate our hypotheses, shedding light on the interplay between CVC investments and acquisitions, and the intricate dynamics of corporate strategy.

STR: Firms' Camouflage: How Do Firms Deter Potential Rivals? 

Author: **XUAN LI**, *Chinese U. of Hong Kong*
Author: **William P. Wan**, *Chinese U. of Hong Kong*
Author: **Daphne W. Yiu**, *Singapore Management U.*
Author: **Chaowen Deng**, *Chinese U. of Hong Kong*








This study presents evidence that firms can employ accounting techniques as a camouflage to deter market entry. We theorize that incumbent firms have the incentives to use accounting techniques to influence how potential rivals assess and evaluate the profitability of the market space of the incumbent firms. Using a panel data of publicly traded firms, our findings provide strong support for our theory.

STR: Optimism, Market Entry and Competitive Deterrence 

Author: **Laurent Vilanova**, *U. Lyon 2 (Coactis)*

I study a sequential entry game in a "winner-take-all" market where success depends on relative ability and some (but not all) entrepreneurs overestimate their own ability. For a potential early entrant, overestimating one's ability (i.e., individual optimism) can have both negative and positive consequences: it fosters her incentive to enter, which can lead to excess entry but can also limit under-entry (in markets where realistic entrepreneurs stay out); it can also help deter rivals. I show that the net gain of individual optimism (i) depends on market potential (the market's capacity to provide positive payoffs for one or two firms) and group-level optimism (the fraction of optimists vs. realists among entrepreneurs), (ii) is in general positive in low-potential markets where optimism helps deterring stronger rivals, and (iii) decreases with group-level optimism in high-potential markets and is maximized at moderate levels of group-level optimism in low-potential markets. Finally, I show that overoptimistic beliefs are often persistent, particularly in low-potential markets, and optimism (in comparison with realism) can facilitate learning.

KEY TO SYMBOLS

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

Corporate Governance

Session Moderator: **Elaine Couto Silveira**, *FGVEBAPE*

STR: **Beyond Implementation: The Role of Chinese Board Secretaries in ESG Strategy Escalation**

Author: **Qiuyang Tu**, *Central China Normal U.*
Author: **Zhao Duan**, *Central China Normal U.*
Author: **Bingjie Li**, *Central China Normal U.*
Author: **John Humphreys**, *Texas A&M U., Commerce*

Studies of corporations' environmental, social, and governance (ESG) sustainability efforts typically focus on the central responsibilities of CEOs and boards of directors in strategic decision-making. However, given the unique secretarial political culture in China, we argue that corporate (i.e., board) secretaries also play an important role in ESG strategic decision-making that goes beyond merely the implementation and communication of firms' strategic decisions. Specifically, we posit that when firms face positive market performance, they are more likely to escalate their ESG strategic response (i.e., adopting Global Reporting Initiative standards) based on previously disclosed ESG information. In addition, we postulate that overconfidence, diversified perspectives, and diligence of board secretaries will distort the secretary's understanding of positive market value performance information and ESG decision-making, which in turn will affect the firm's ESG response decision. Accordingly, we examined personal attributes of Chinese A-share listed firms' board secretaries and their role in market capitalization performance feedback and ESG strategic response decisions. We found empirical evidence consistent with our premise that decision implementers can also play an important role in the performance feedback decision-making process. Our study yields important implications for understanding the role of board secretaries in ESG decision-making processes.

STR: **Corporate Governance and Innovation: A Predictive Modeling Approach with Machine Learning**

Author: **Leonardo Henrique Lima De Pilla**, *Fundação Getúlio Vargas/EBAPE*
Author: **Elaine Couto Silveira**, *FGVEBAPE*
Author: **Fábio Caldieraro**, *Fundação Getúlio Vargas/EBAPE*
Author: **Alketa Peci**, *EBAPE/FGV*
Author: **Ishani Aggarwal**, *Brazilian School of Public and Business Administration*

The study of the associations between internal corporate governance (CG) mechanisms and innovation is hampered by non-linear patterns and complex interactions. As a result, the literature rarely converges on the directions or strengths of these relationships. Moreover, existing research has almost exclusively used explanatory modeling (i.e., the application of statistical models to data for testing correlational or causal hypotheses about theoretical constructs) to investigate the CG-innovation association. Consequently, it is not clear whether internal CG mechanisms, when taken jointly as a broad set of interconnected variables, provide relevant information to accurately predict innovation. To address this gap, we use predictive modeling (i.e., the application of statistical models or data mining algorithms to data for predicting new observations) with supervised machine learning (ML) methods to analyze a dataset of R&D projects from the Brazilian electricity sector. We show that a broad set of variables reflecting the internal CG mechanisms significantly increases the power of ML algorithms to predict innovation. We also demonstrate that ML can shed light on non-linear and non-monotonic patterns in the CG-innovation association. Our contribution to the literature is threefold: bringing a novel predictive modeling approach to the debate on the role of CG for innovation achievement through R&D activities, that can complement and enrich existing explanatory research; exploring non-linearities and interactions in innovation prediction; and corroborating a burgeoning strand of literature that considers supervised ML as a useful tool available for management researchers.

STR: **Does Cooptation Truly Impair? Co-Opted Boards and Strategy Uniqueness**

Author: **Wenxin Wu**, *Guanghua School of Management, Peking U.*
Author: **Jia Shen**, *U. of Texas at Dallas - Jindal School of Management*

The extant literature investigates the resolutions to strategy uniqueness paradox from the market efficiency perspective, our study incorporates socio-political perspective into discussion and particularly examines the dual role of board co-optation on firms' engagement in strategy uniqueness. Specifically, we argue that board co-optation attenuates the heterogeneity of information environment, thereby insulating CEOs from unique and diverse foresights to adopt distinctive strategies. Concurrently, co-optation engenders norms of reciprocity, fostering loyalty and security for CEOs, which in turn promotes the pursuit of novel strategies over common ones. Based on this trade-off, we posit an inverted U-shaped relationship between board co-optation and strategic distinctiveness. Furthermore, we contend that CEO conservatism amplifies this inverted U-shaped pattern. Our investigation contributes a nuanced perspective on the potential advantages of co-optation in board composition and underscores the necessity for firms to contemplate the broader ramifications of board independence.

STR: **No Good Deed Goes Unpunished: Reshoring, Tax Avoidance, and Internal Inverse Spillovers**

Author: **Eric Y. Lee**, *The Pennsylvania State U.*

Strategic management research has established that the effects of a firm's negative event can spill over to other firms in the same industry in the form of negative media coverage. We extend understanding of this phenomenon by suggesting that spillovers can also occur within the same firm and that positive events can also lead to negative coverage. We explore this internal inverse spillover in the context of reshoring, which is the movement of offshored operations back to the firm's home country. We theorize that despite the many potential merits of reshoring, reshoring firms will receive more negative media coverage because reshoring is associated with tax breaks, something the media and public are increasingly scrutinizing as a form of corporate tax avoidance. We also suggest that firms can reduce negative media coverage by paying more in taxes before reshoring. Our findings support our theorizing, thereby contributing to research at the intersection of firm events and the media. We also contribute to management practice by showing how firms can manage internal inverse spillover effects (e.g., from tax breaks) in order to pursue value-creating actions (e.g., reshoring).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Balancing Resource Allocation: Strategic Approaches in Complex Organizational Environments

Session Moderator: **Siddharth Natarajan**, *Nanyang Business School, NTU Singapore*

STR: **Resource Allocation within Multi-unit firms: The Role of Distributed Power in MNCs**  

Author: **Siddharth Natarajan**, *Nanyang Business School, NTU Singapore*

While it is commonly accepted that power plays an important role in resource allocation, relatively less is known about the consequences of distributed power across the units of a multi-unit organization. This study argues that the distribution of power within a multinational corporation (MNC) affects the allocation of resources in its units. Higher power concentration within an MNC will reduce capex spending by its units navigating a technology shift. This constraining effect of power concentration will vary across units: stronger for newly acquired units of an MNC compared to its existing units, but weaker for units with higher market share in the previous technology. These hypotheses are tested in the context of the global telecommunications industry, which is capital-intensive and underwent a shift from 2G to 3G mobile networks. Analysis of a rich sample of 219 mobile operators of 57 MNCs across 118 countries from 2004 to 2019, supplemented by tests for alternative explanations, provides strong support. These findings are reinforced by analysis exploring plausible sudden changes in the power structure following MNC deglobalization. Overall, the study contributes valuable insights into the role of power in resource allocation, illuminating an important link between MNC organization and strategy.

STR: **Strategic Openness as Weapon in “Standards Wars”**  

Author: **Bastian Wolff**, *U. of Cologne*

Author: **Daniel Schlagwein**, *U. Of Sydney*

Author: **Detlef Schoder**, *U. of Cologne*

While many organizations keep their proprietary resources – such as source code or intellectual property – close to themselves, organizations increasingly open resources to achieve anticipated competitive effects. In particular, this “strategic openness” can be applied by organizations in transforming industries – where certain hardware or software standards have not been established yet – to strive for dominance against their competitors by enforcing their technologies to the market. Research lacks insights about the competitive dynamics of strategic openness in such “standards wars”, leading to the question of when and how strategic openness can be used as a weapon in standards wars. Based on primary and secondary data, our grounded case study about Tesla and the automotive industry points out that in standards wars, the appropriate timing of strategic openness is closely connected with the prospect of setting industry standards and the dynamic competitive value of a resource. We derive two dynamic variables that determine whether it is sensible for organizations to open a proprietary resource as a weapon in a standards war: Closed Competitive Differentiation (CCD) (representing the competitive value of a resource when being closed) and Open Competitive Differentiation (OCD) (representing the competitive value of a resource when being opened). While market developments and actions of competitors can influence both values over time, our propositions suggest that using openness as a weapon in standards wars provides competitive advantages when OCD exceeds CCD.

STR: **Unpacking the Organizational Factors Shaping Firm Value in Multi-Business Firms**

Author: **SONALI KAUR BHATIA**, *IE U. - IE Business School Madrid, Spain*

This study presents initial empirical findings that highlight the contingency of the corporate advantage of reallocating resources on specific organizational factors. Focusing on vertical and horizontal organizational configurations, such as the number of organizational layers and product proliferation, I examine their impact on the relationship between inducements and corporate value. Leveraging a unique dataset from the U.S. Medical and Healthcare Marketplace Guide, this study offers comprehensive insights into the U.S. pharmaceutical industry from 1983 to 1992. My findings support existing research, demonstrating that heightened industry-level volatility enhances firm value through increased option value associated with resource reallocation. Theoretically, I contribute by introducing two novel boundary conditions, showing that the positive relationship between industry-level volatility and firm value diminishes as the number of organizational layers increases. I argue that having more intermediate layers reduces top-level oversight, increasing the likelihood of resource misallocation. A higher number of intermediate layers can delay reallocating resources, hindering timely exits from underperforming businesses. Additionally, when multi-business firms pursue an across-niche product proliferation strategy, the positive relationship between industry-level volatility and firm value diminishes due to increased coordination demands and potential cognitive biases.

STR: **Temporal Focus Balance in Multi-Business Firms: A Strength with Inefficient Consequences** 

Author: **Dongge Zhou**, *Lally School of Management, Rensselaer Polytechnic Institute*

This research delves into the interplay between multi-business firms' inter-temporal resource arrangement and temporal focus balance. Using S&P 1500 firms as sample and measure temporal focus balance from their earnings call transcripts, we examined the extent to which multi-business entities possess a balanced temporal focus compared to their single-business counterparts driven by their inter-temporal resource arrangement potential. Furthermore, we also studied the implications of such a balance on the firms' resource flexibility and efficiency. Empirical findings indicate a significant presence of temporal focus balance among multi-business firms, this feature leads to a higher level of resource flexibility but in an in-efficient way. In summary, this study reveals the paradox that multi-business firms face. While a balanced temporal focus can be a strategic strength in resource flexibility, it may inadvertently lead to inefficiencies in resource allocation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sustainability and Regulation

Session Moderator: **Nahyun Kim**, *Tilburg U.*

STR: **Addressing Risk by Doing Good: Business Response to Government Policy Initiative**

Author: **Shengqiao Lin**, *Harvard U.*

Why do some firms in authoritarian regimes respond actively to government policy initiatives while others resist? This article highlights firm-level political risk as the primary motivator of responses, allowing firms to defend their property rights in weak institutional environments. Supporting evidence derives from the responses of listed firms to the Targeted Poverty Alleviation campaign launched by China in 2015. Empirically, firm-level political risk is measured with a text-as-data approach involving 418,480 Q&As in the meetings between institutional investors and listed companies, not only capturing within-firm variations but also providing a substantial understanding of the political risk firms face. Difference-in-differences models show that political risks increase firms' expenditure on poverty-reduction programs, especially for those without preexisting political connections. Evidence of regulation decisions suggests that firms actively responding to poverty-alleviation initiatives received preferential treatment in terms of the size of fines and the likelihood of punishment for violation of regulations.

STR: **The Unintended Consequences of Mandatory CSR Regulations**

Author: **Lingling Xie**, *Singapore Management U.*

Author: **Heli Wang**, *Singapore Management U.*

This study investigates how mandatory corporate social responsibility (CSR) regulations, designed to enhance CSR practices, might simultaneously influence the propensity of firms to engage in irresponsible actions, also known as Corporate Social Irresponsibility (CSI). We explore this question using an abductive approach by leveraging the distinct context of India, where the Companies Act of 2013 (CA2013) mandates specific firms to allocate funds for CSR expenditure. Through a difference-in-differences methodology, we find that regulated firms experienced a significant reduction in irresponsible actions following the implementation of CA2013. This finding highlights the potential positive spillover effects of mandatory CSR regulation in mitigating CSI. Meanwhile, it provides endogeneity-addressed empirical evidence on the controversial relationship between CSR and CSI, and aligns with a more predominant role of moral consistency over moral licensing effect. We further explore the underlying mechanisms driving the observed moral consistency effect and found that the reduction in CSI is more pronounced among firms with an inherent strong moral identity, as opposed to those facing intense external stakeholder pressures. The results suggest that firms exhibit moral consistency in social behavior primarily due to their internal moral motivations, rather than the pressures from external stakeholders.

STR: **The Elusive Nexus: Sustainable Finance and Zombie Lending—Evidence from China's Green Credit Policy**

Author: **Nahyun Kim**, *Tilburg U.*

Author: **Junxiu Sun**, *Shanghai U. of Finance and Economics*

Author: **Xuecheng Yin**, *Shanghai U. of Finance and Economics*

In this study, we examine whether and how the top-down government policy of sustainable finance curbs zombie lending and transforms zombie firms into healthy firms. To study this relationship, we exploit the enactment and the implementation of green credit policy in China, which mandates all banks to factor corporate environmental performance into their loan decisions. Using a synthetic control method and a difference-in-differences method, we find that the top-down government policy of sustainable finance significantly mitigates zombie lending. We further show evidence that following the policy, banks decrease their credit subsidies and increase costs of borrowing to zombie firms and local governments reduce subsidies to zombie firms but continue to grant subsidies to zombie firms that eventually revive and improve environmental performance. Finally, zombie firms become healthy firms by restructuring their financing and elevating productivity.

STR: **On the Paradox of Green Regulation for Pioneers: Does it Really Nurture Green First-Mover Advantages**

Author: **Lucas Lopez-Manuel**, *U. of Vigo*

Author: **Juan Pablo Maicas-Lopez**, *CUNEFU*

Author: **Xose H Vázquez**, *U. of Vigo, Spain*

Author: **Lucio Fuentelsaz**, *U. of Zaragoza*

This article proposes a novel concept, Green First-Mover Advantages, and explores how different aspects of environmental regulation – market, non-market, influenced or not by dominant firms – act as boundary conditions. The results, based on a sample of 30,393 observations, spanning 5,223 firms headquartered in 65 countries over the period of 2006-2021, support our theorizing, showing not only the contrasting impacts that command-and-control and market-based environmental regulations can exert on the manifestation of GFMA, but also highlighting the significant influence of non-neutral regulatory practices on the intricate connection between each regulatory type and the market share of pioneering firms.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Decision Making and Organizational Adaptation

Session Moderator: **Sebastian Niederberger**, *ETH Zurich*

STR: **Evaluating the Effects of Organizational Culture on Post-Merger Integration**

Author: **John Rose**, *Pepperdine Graziadio Business School*
Author: **Ann E. Feyerherm**, *Pepperdine Graziadio Business School*

This research project examines the impact of organizational culture on post-merger integration in the travel and travel services industry for acquisitions valued under \$5B. The study uses a mixed-method research approach to determine whether culture is critical in the success or failure of M&A deals. The research focuses on 50 M&A transactions between three and five years ago at the time of the study. Participants from both sides of the transactions completed an integration outcomes survey, reporting on financial, cultural, and overall success. In addition, each side had five participants who completed the Organizational Cultural Assessment Instrument (OCAI), and six individuals (three from each side) were interviewed regarding the three most successful and three least successful transactions. The study's findings shed light on key factors impacting the integration process. The OCAI results revealed that, on average, acquired companies exhibited a more clan-like culture, while acquiring companies tended to be hierarchies. In addition, cultural similarities between merging companies did not significantly influence their success. The interviews emphasized the importance of addressing cultural differences between merging institutions, involving founders in the integration process, engaging employees, and understanding the acquired company's business. These findings have practical implications for executives involved in M&A activities, guiding how to facilitate successful integration. Organizations can increase the likelihood of a successful merger or acquisition by identifying potential cultural conflicts early on and taking appropriate steps to mitigate their impact.

STR: **Individual and Collective Effects of Voting and Averaging in Organizational Decision-Making**

Author: **Sebastian Niederberger**, *ETH Zurich*
Author: **Nikolaos Kaliorakis**, *ETH Zurich*

In order to make informed decisions, organizations often rely on aggregating the diverse views, expertise, and opinions of multiple individuals, such as in committees or boards. In this context, the choice of an aggregation structure becomes crucial; it not only significantly impacts the decision outcome but also shapes how individuals perceive and process information during decision-making. Our research closely examines two commonly employed aggregation structures: averaging and voting. Averaging enables the pooling of diverse opinions, providing a holistic viewpoint, but its rigorous approach and cognitive demands may lead to overlooked opportunities. Voting relies on individual expertise and simplifies decision-making, but its binary nature can induce information loss and increased acceptance of less promising opportunities. We analyze the behavioral, cognitive, and statistical elements these structures induce at the individual and organizational levels, focusing on their impact when evaluating uncertain opportunities. Our findings reveal that averaging had slightly lower accuracy at the individual level but higher accuracy at the collective level than voting. Voting led to more investment opportunities and false positives, while averaging resulted in more false negatives. We highlight the trade-offs between voting and averaging when combining multiple individual inputs to extract information signals for quality and to reach organizational outcomes. Our study contributes to understanding information aggregation in organizations and the relationship between artificial and collective intelligence.

STR: **Reducing the Impact of Misalignment: Decentralized Decision-Making Structures**

Author: **Magnus Van Haaren**, *Rotterdam School of Management, Erasmus U.*








Decision-making structures in organizations can address the challenge of misalignment between individual preferences and organizational outcomes. We theorize that delegated and intensity-based decision-making models can mitigate the negative impact of this misalignment on participation. Utilizing a comprehensive dataset from Snapshot, a decentralized autonomous organization (DAO) governance platform, we examine the impact of misalignment on participation. Findings reveal that sustained misalignment notably reduces member participation. However, implementing delegated decision-making structures, where decision authority is transferred to representatives, significantly alleviates this negative impact. Similarly, intensity-based decision-making structures, which considers the varying importance of individual preferences, also mitigate the adverse effects of misalignment. The study advances our understanding of organizational behavior in decentralized organizations, shedding light on the pivotal role of decision-making structures in harmonizing individual preferences and organizational objectives.

STR: **How Organizational Mindfulness Promotes Green Co-Creation from Legitimacy Lens**

Author: **Wenrui Cao**, *School of Economics and Management, Beijing Jiaotong U., China*

In the face of global environmental challenges such as climate change, resource depletion, and pollution, there is an urgent need for comprehensive and collaborative efforts to address these issues. Green co-creation receives increasing attention to generate environmentally sustainable and socially responsible value. However, there is scarce empirical evidence on how to facilitate green co-creation and its mechanism. This study investigates the association between organizational mindfulness and green co-creation and explores the mediating role of legitimacy and the moderating role of green image. Based on panel data from annual reports and CSR reports of 289 manufacturing firms (1,890 observations) in China from 2010 to 2020, this study found that organizational mindfulness is positively associated with green co-creation, and the relationship is mediated by both strategic legitimacy and regulatory legitimacy. Additionally, higher green image strengthens the relationships between both strategic legitimacy and regulatory legitimacy and green co-creation. The study contributes to the understanding of organizational mindfulness and legitimacy and assists practitioners in developing green co-creation strategies for organizations and relevant party.

KEY TO SYMBOLS

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

Guiding and Governing Firm Innovation

Session Moderator: **Parthiban David**, *American U.*

STR: Fostering and Realizing Value from R&D Investments: The Governance Role of Transparency

Author: **Parthiban David**, *American U.*

Author: **Palash Deb**, *North Carolina A&T State U.*

Author: **Augustine Duru**, *American U.*

Author: **Akshay Narayanan**, *Masters Union*

Author: **Vipin Sreekumar**, *Masters' Union School of Business*

Research and development (R&D) investments are critical for organizations to innovate and sustain competitive advantage. But R&D investments also present governance challenges as they must be nurtured within the firm to yield value; the payoffs can take time and are subject to considerable uncertainty and risk. Governance of R&D requires both contractual mechanisms and information to facilitate managerial accountability through better decision-making and forbearance, and support experimentation and failure. Prior research has emphasized the role of contractual governance mechanisms such as ownership structure, board composition, incentive compensation, and takeover defenses. Here we study the role of transparency of a firm's information environment in the governance of R&D. Transparency can help mitigate the risks associated with R&D by providing better information for managerial accountability and forbearance. We find that transparency is associated both with higher R&D and higher returns to R&D in the form of patenting and firm value creation. Interestingly, we also find that transparency increases R&D spending and returns to a greater extent when proprietary costs, measured as R&D outward spillovers, are high. Our evidence suggests that for the focal firm, the benefits of learning from the external information environment dominate the drawbacks of information leakage.

STR: Searching in the Fog of Dependence Uncertainty: Customer CEO Turnover and Firms' Search Behavior

Author: **Xueyao Du**, *College of Management and Economics, Tianjin U.*

Author: **Junying Liu**, -

Author: **Matthew Mount**, *Adelaide Business School*

Author: **Wan Jiang**, *Tianjin U.*

Author: **Linlin Wang**, *Business School at Nankai U.*

Although resource dependence theory (RDT) acknowledges that managing dependence relations with external organizations creates a dilemma for dependent firms who must decide between strengthening existing or exploring new resource domains, our understanding of when firms prioritize one action over the other is limited. Building on RDT's premise that dependence relationships are initiated by executives, we argue that chief executive officer (CEO) turnovers within customers represent a critical uncertainty that increases dependent firms' exploration of new domains (i.e., search breadth) and decreases exploitation of existing domains (i.e., search depth). Further, we argue that relationship length and CEO succession, as factors influencing dependence stability, moderate the effect of CEO turnover on these actions. We find support for our theorizing in a sample of firms with major customers.

STR: The Power of Organizational Mindfulness

Author: **Bilian Ni Sullivan**, *Hong Kong U. of Science and Technology*

Author: **Jingxuan Lu**, *Hong Kong U. of Science and Technology*

The balance between exploitative and exploratory innovations is crucial to a firm's technological innovation, but achieving this balance is challenging. This study aims to enhance our understanding of how to balance exploitation and exploration in technological innovation by examining the impact of organizational mindfulness indicating the quality of organizational attention. We argue that organizational mindfulness can lead to more balanced activities between exploitation and exploration by decreasing a firm's exploitation activities and increasing exploration activities. Furthermore, this effect can be strengthened by industry concentration and innovation capabilities. Using a sample of over 800 publicly listed US high-tech firms, our hypotheses are strongly supported. This study highlights the importance of attention quality in the strategic management of ambidexterity in the process of technological innovation. Moreover, it is the first study to empirically examine the impact of organizational mindfulness on ambidexterity with a novel measure of organizational mindfulness, making significant theoretical and empirical contributions to the literature on organizational attention, ambidexterity, and technological innovation.

STR: Mechanical Movie Making: Organizational Search in the Streaming Era

Author: **Todd Hall**, *U. of Kansas*

Organizational search always involves some level of uncertainty. However, organizations are using new access to large quantities of data (i.e., "big data") to attempt to reduce the uncertainty of their search. For example, organizations can use data on past product performance to predict the performance of similar potential future products, or they can also use data on customer preferences to create better matches between products and customers. Using big data to reduce the uncertainty of organizational search could result in more local or distant search. I use data on the movie industry to study how the novelty, collaboration, and performance of movies changed after the introduction of streaming services and the subsequent increase in data available to studios.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Upper Echelons and Firm Innovation

Session Moderator: **Sam Garg**, *HKUST Business School*

STR: **Business Scholars on Boards and Innovation**   

Author: **Na Zou**, *Goethe U.*

Author: **Cornelia Storz**, *Goethe U. Frankfurt, Germany*

Author: **Sam Garg**, *HKUST Business School*

Author: **Egbert Amoncio**, *Goethe U. Frankfurt, Germany*

Author: **Xiaolan Fu**, *U. of Oxford*

Author: **Daniel Erian Armanios**, *Oxford U., Saïd Business School*

Why do academics from business schools sit on board and how do they affect firm innovation? We argue that business scholars' pro-innovation mindset and their broad, holistic views may be more helpful when multi-disciplinary knowledge is needed. Based on a panel dataset of publicly listed Chinese firms between 2008 and 2018, our results show that firms with business scholars serving as independent directors have more innovation, both in terms of innovation quantity and its market potential. We further show that business scholars with internal support from a technology director and who obtained social validation have a stronger impact on firm innovation. Our study contributes to the growing literature on board and innovation.

STR: **Women Leaders and Organization Innovation: A Meta-Analytic Review**    

Author: **Xiangming Tao**, *U. of Sussex, SPRU*

Author: **Yezi Kang**, *Faculty of Economics and Business, U. of Groningen*

Author: **Li Yin**, *U. of Nottingham Ningbo China*

Author: **Liangying Ma**, *Peking U.*

Author: **Haifan Xiao**, *Department of Sociology, U. of Oklahoma*

The promotion of women's representation in strategic leadership roles, such as chief executive officers (CEOs), top management team (TMT) members, and board of directors (BODs), has been widely advocated to foster organizational innovation. However, empirical findings have, thus far, remained inconsistent, and at times contradictory. To better understand this inconclusive relationship between women leaders and organizational innovation, we conducted a meta-analysis based on 106 independent studies and 230 effect sizes. Our results suggest women's leadership may affect organizational innovation in general and innovation output. Particularly, the presence of female BODs is more likely to be positively related to organizational innovation output. A nuanced examination of contextual moderators reveals that national gender equality will strengthen the positive effect of BOD gender diversity. Women CEOs in non-male-dominated industries had a positive effect on innovation input. In contrast, women BODs were positively related to innovation output, but TMT gender diversity does not show any advantages. Finally, methodological contingency factors such as the roles of gender and innovation employed (as control variable or not), and publication status were also assessed. Overall, this meta-analytical research is among the first to extensively review the empirical studies of women leaders and organizational innovation. It consolidates and widens our understanding of the role of women leaders in organizational innovation input and output. By doing this, our research highlights the need for future research to take a more contingency-based approach, considering this relationship's complex and multifaceted nature.

STR: **CEO Gender and Innovation: Female CEOs' Responsiveness to Evaluators and Its Impact on Innovation** 

Author: **Junghyun Mah**, *Hong Kong Polytechnic U.*

Gender studies within the Upper Echelon literature highlight biases and discrimination faced by female CEOs. Building on this, I argue that these experiences make female CEOs more receptive to guidance and evaluations, due to the increased scrutiny and skepticism they face. This heightened responsiveness can significantly influence their firms' strategic actions, especially in terms of innovation. In this study, I delve into how internal and external evaluators - including board members, analysts, and journalists - affect the risk propensity, temporal depth, and stakeholder orientation of female CEOs, and the subsequent impact on innovation. The findings suggest that female CEOs are more likely to adjust these attributes, leading to more significant innovation changes in female-led firms. This research enhances our understanding of gender's role in a firm's strategic actions, the link between CEO gender and innovation, and corporate governance institutions' impact on executive behavior and innovative outcomes.

STR: **R&D Subsidies, TMT Diversity and Innovation** 

Author: **Marlene Herz**, *Goethe U. Frankfurt, Germany*

Author: **Cornelia Storz**, *Goethe U. Frankfurt, Germany*

How can we explain why some firms become more innovative when having received R&D subsidies whereas others gain less? The economic literature on programmes subsidizing research and development (R&D) has relied on policy- and firm-characteristics to explain how subsidies support more innovation. However, strategy research since long has stressed the impact of managerial characteristics on innovation. We study the impact of a key managerial characteristic, namely, top management team (TMT) diversity. Using a unique matched difference-in-difference design based on a panel dataset of publicly listed Chinese firms between 2008 and 2017, we find supportive evidence that TMT's international and functional diversity increases the firms' likelihood of becoming more innovative when having received R&D subsidies. Our results contribute to studies at the nexus between industrial policy and strategic management by flagging out the role of TMT diversity to impactful industrial policies.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Solving Societal Grand Challenges: A Debate and Future Directions



Panelist: **Paul S. Adler**, *U. of Southern California*
Panelist: **Ruth V. Aguilera**, *Northeastern U.*
Panelist: **Rodolphe Durand**, *HEC Paris*
Panelist: **Gerard George**, *Georgetown U., McDonough School of Business*
Panelist: **Olga Hawn**, *U. of North Carolina, Chapel Hill*
Organizer: **Dovev Lavie**, *Bocconi U.*
Panelist: **Anita McGahan**, *U. of Toronto*
Organizer: **Kerstin Neumann**, *U. of Innsbruck*
Facilitator: **Sergio Giovanetti Lazzarini**, *Western U.*

Despite increasing attention of management scholars to the study of societal grand challenges and the progress made with promoting sustainability programs in the private sector, societal challenges such as economic inequality, public health hazards, climate change, and social divide, have worsened. The purpose of this symposium is to bring together leading scholars to engage in a debate and discuss their views and research concerning established and emerging approaches in management research for solving societal grand challenges. The panelists will identify advantages, limitations and contingencies of focused change interventions and broad system changes as well as debate the private versus public responsibilities for solving societal grand challenges, while considering new forms of economic systems and organizational governance. Thus, the panelists will share diverse views on the topic and deliberate with the audience about emerging perspectives, practices, and promising avenues for future research on solutions to societal challenges.

KEY TO SYMBOLS

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

New Data on Organization Design

Organizer: **Piyush Gulati**, *INSEAD*
Organizer: **Arianna Marchetti**, *London Business School*
Organizer: **Phanish Puranam**, *INSEAD*
Discussant: **Marlo Raveendran**, *U. of California, Riverside*
Discussant: **Metin Sengul**, *Boston College*
Presenter: **Sarah Wolfolds**, *Cornell U.-The Charles H. Dyson School of Applied Economics and Management*
Presenter: **John Eklund**, *U. of Southern California*
Presenter: **Helge JD Klapper**, *Purdue U.*

Organization design is concerned with understanding and improving how organizations work through their crucial elements of structure, sorting of actors (into/out of the system), and collective sensemaking. However, observing such constituents of organization design at scale is often challenging. Archival data sets that capture these elements in a granular and reliable manner across firms and over time do not readily exist, and surveying firms about their organization design choice at scale and repeatedly is not only financially taxing but often challenging due to low response rates. This symposium showcases recent empirical efforts to overcome such limitations. These include manual data collection through large-sample surveys and online archives, the use of third-party commercial digital big data comprising firms' job postings and employee social profiles, the access to granular country-level census data, and the collection of internal data for novel forms of organizing such as open-source and decentralized autonomous organizations (DAOs). These data sets and empirical approaches push the frontier of empirical organization design research and allow us to re-examine old questions as well as tackle new ones through a granular view across large numbers of firms and industries over time. With this symposium, we aim to share these empirical advances, through presentations and active interactions between the speakers and audience, with other members of the academic community interested in organization design within strategic management, technology and innovation management, entrepreneurship, as well as broader organizational and management areas.

A New Org Structure Database: Using GenAI to Examine Structure through Executive Management Teams

Author: **Daniel Albert**, *Drexel*
Author: **John Eklund**, *U. of Southern California*
Author: **Lisa Tang**, *National U. of Singapore*

The Role of Integrators in Organizations

Author: **Piyush Gulati**, *INSEAD*
Author: **Arianna Marchetti**, *London Business School*

Organizational Misalignment: Decentralized Decision-Making Structures

Author: **Magnus Van Haaren**, *Rotterdam School of Management, Erasmus U.*
Author: **Helge JD Klapper**, *Purdue U.*

On the Heterogeneity of Skill-Biased Management

Author: **Konstantin Felix Scheuermann**, *UCL School of Management*
Author: **Daniela Scur**, *Dyson School/Cornell U.*
Author: **Sarah Wolfolds**, *Cornell U.-The Charles H. Dyson School of Applied Economics and Management*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Trust in AI

Session Moderator: **Reda Hassan**, *Nord U. Business School*

TIM: Performance and Biases of Large Language Models in Public Opinion Simulation  

Author: **Yao Qu**, *Nanyang Technological U.*
Author: **Jue Wang**, *Nanyang Technological U.*

The rise of Large Language Models (LLMs) like ChatGPT marks a pivotal advancement in artificial intelligence, reshaping the landscape of data analysis and processing. By simulating public opinion, ChatGPT shows promise in facilitating public policy development. However, challenges persist regarding its worldwide applicability and bias across demographics and themes. Our research employs socio-demographic data from the World Value Survey to evaluate ChatGPT's performance in diverse contexts. Findings indicate significant performance disparities, especially when comparing countries. Models perform better in Western, English-speaking, and developed nations, notably the United States, in comparison to others. Disparities also manifest across demographic groups, showing biases related to gender, ethnicity, age, education, and social class. The study further uncovers thematic biases in political and environmental simulations. These results highlight the need to enhance LLMs' representativeness and address biases, ensuring their equitable and effective integration into public opinion research alongside conventional methodologies.

TIM: Negative Internalities and Risks of Artificial Intelligence 

Author: **Peter Thomas Bryant**, *IE Business School*

Responding to recent advances in artificial intelligence (AI), experts warn of exponential and potentially catastrophic, existential risks. But there is intense debate about the likelihood and severity of such risks, partly because current theories do not adequately describe or explain such phenomena. My paper addresses this problem and contributes to theory by exposing new types of AI risk. To begin with, like others, I argue the complexity, opacity and non-explainability of advanced AI for human agents obscures significant costs and benefits which users incur. Stated formally, AI produces internalities defined as costs and benefits which agents themselves incur from their own choices, but do not account for. This contrasts externalities which agents impose on third parties but do not account for. I further theorize that the rapid diffusion of advanced AI within ecosystems leads to major internalities at this level, negative forms of which may pose exponential and potentially existential risks. Next, I argue that when negative internalities owing to AI compound negative externalities, they increase the likelihood of catastrophic outcomes. Major implications follow for the governance of AI in digital ecosystems and platforms, and for the mitigation of exponential and existential risks.

TIM: Trust in Artificial Intelligence: A Critical Systematic Review 

Author: **Steve Lockey**, *U. of Queensland*
Author: **Nicole Gillespie**, *U. of Queensland*
Author: **Jake Morrill**, *The U. of Queensland*
Author: **Javad Pool**, *U. of Queensland*

While Artificial Intelligence (AI) offers many benefits for organizations, work, and society, it is also creates risks and vulnerabilities that challenge trust in its use, with recent global surveys demonstrating low levels of trust in AI. This timely, systematic review takes stock of the rapidly expanding literature on trust in AI, revealing that 63% of the research has been published since 2020. We synthesize research insights around five key trust challenges that are unique to, or exacerbated by AI: (1) transparency and explainability, (2) accuracy and reliability, (3) data extraction, privacy, and personalization, (4) automation, human autonomy, and agency, and (5) anthropomorphism and embodiment. For each trust challenge, we identify key findings and boundary conditions, and identify inherent tensions and paradoxes in addressing them. In so doing, we identify and challenge an implicit assumption in the literature: that increasing trust in AI is inherently a good thing. We argue that responsible AI use requires well-calibrated trust and examine the literature for insights that inform appropriate levels of trust to promote a critical, human-centered approach to AI. We conclude with future research directions and recommendations to address methodological limitations in the literature.

TIM: Bridging Principles and Practices: The Emergence of Responsible AI   

Author: **Reda Hassan**, *Nord U. Business School*
Author: **Sujith Nair**, *BI Norwegian Business School*

This research examines the responsible development of artificial intelligence (AI) amidst rising concerns about its societal impact. We highlight the co-evolutionary nature of Responsible AI (RAI), demonstrating its emergence through ongoing interactions among diverse ecosystem actors. Our study emphasizes the crucial role of these interactions in guiding AI towards positive societal outcomes. Our findings indicate varied organizational approaches to implementing RAI, encompassing bottom-up, top-down, and collaborative strategies. The process exhibits complexity and diverse perspectives on timing and methodology, including some treating RAI as an afterthought, others as a forethought, and some adopting a co-evolving approach. Using an ecosystem approach, we analyse the actions, interactions, influences, values, tensions and dilemmas of diverse actors to understand how they collectively contribute to the emergence of RAI. Within this ecosystem, governments, politicians, industry representatives, and academia play critical roles in shaping the trajectory of RAI.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

University Commercialization Strategies

Session Moderator: **Xizhao Wang**, *Northwestern Kellogg School of Management*

TIM: Innovation Commercialization and Patent Disclosure

Author: **Xizhao Wang**, *Northwestern Kellogg School of Management*

This paper studies how the commercialization of innovation affects patent disclosure. I measure the innovation disclosure by using textual analysis methods to construct the readability scores of each patent's detailed description, background, and summary texts. To identify the causal impact of innovation commercialization on innovation disclosure, this paper uses the difference-in-difference approach. First, this paper uses the 1980 Bayh-Dole Act, which gave universities potential realization of the economic benefits of the inventions as an exogenous shock and leverages the readability change of university patents and non-university patents. Second, this paper considers the technology transfer offices (TTOs) establishment as another exogenous shock of innovation commercialization to patent inventors. This paper finds a decrease in readability in patent detailed description by inventors affiliated with universities after the 1980 Bayh-Dole Act and the TTO's establishment. Such decrease in readability did not apply to patent background and summary text. This paper points out a possible strategic innovation disclosure behavior, a finding that when inventors foresee innovation commercialization, they would strategically decrease the readability of patent detailed descriptions and lower openness in sharing how to make and use the invention.

TIM: Addressing Grand Challenges Through the Entrepreneurial Capabilities of Commercialization Postdocs

Author: **Varkey Jon Thomas**, *U. of the Fraser Valley*

Author: **Finlay MacNab**, *Simon Fraser U.*

Author: **Bruna Guarino-Moraes**, *Queens U.*

Author: **Tom Goldsmith**, *Mitacs*

Author: **James McLellan**, *Queen's U.*

Author: **Sarah Lubik**, *Beedie School of Business Simon Fraser U.*

Author: **Elicia Maine**, *Simon Fraser U.*

Drawing on the triple helix model, which views the entrepreneurial university as the leading actor in a knowledge-based society, this study uncovers micro-level aspects of the knowledge transfer process linking academic science to industry through the mechanism of commercialization postdoctoral fellowships. We provide primary and secondary evidence from six commercialization-focussed STEM postdoctoral training programs across the US, Canada, and the UK, and analyze these case studies to reveal five key themes. Further interviews (50 in total) and a research workshop elucidate salient features of commercialization-focussed STEM postdoctoral training and funding to address grand challenges from the commercialization of university research. All the commercialization postdoctoral programs examined focused on a venture-founder path, and some program components hindered the development of solutions to grand challenges. Beyond the venture path, we provide evidence on the value of two alternative pathways for science commercialization, both of which greatly enhance academic engagement. An industry champions' pathway, which guides postdoctoral fellows to rapidly translate academic inventions through roles in established firms and provides science innovation "receptor capacity" in industry. Additionally, a longer-term translational scientists' pathway shapes the perspective of academic scientists in universities who can co-found multiple science-based ventures through their academic labs across their career.

TIM: Investigating High-Tech University Spinoff Development Using fsQCA

Author: **Igors Skute**, *U. of Twente*

Author: **Remco Siebelink**, *U. of Twente*

There is increasing recognition of university spin-offs (USOs) as crucial contributors to the creation of technological, economic and societal impact. Yet, despite favourable institutional arrangements aiming to foster academic entrepreneurship, the majority of research commercialisation projects fail to scale and achieve their objectives. Recognising the fragmented nature of existing scholarly literature and existing methodological challenges, we reason that there is a strong need to examine the interplay of early-stage success factors in relation to available support mechanisms. To generate novel insights, we use a unique dataset of 108 early-stage USO grant proposals and employ a configurational view to investigate the interplay of nascent USO characteristics. Our findings contribute to a better understanding of early-stage USO development and provide several configurations for impactful research commercialisation. Moreover, we highlight the importance of team motivation and entrepreneurial commitment, USO development speed, and degree of academic orientation across the configurations. Our findings add to the scholarly discussion on USO development whilst presenting specific success recipes for academic entrepreneurs and supporting policy makers in designing target-oriented funding instruments for academic entrepreneurship.

TIM: Proximity or Prosperity? Evidence from the Cross-Regional Cooperation of Chinese Academy of Sciences

Author: **Ningning Zhang**, *Institutes of Science and Development, Chinese Academy of Sciences*

Author: **Ke Wen**, *Institutes of Science and Development, Chinese Academy of Sciences*

Author: **Jingjing Guo**, *Institutes of Science and Development, Chinese Academy of Sciences*

Author: **Dingyi You**, *Institutes of Science and Development, Chinese Academy of Sciences*

Author: **Le Tang**, *Department of Economics, Suffolk U.*

Previous research has highlighted the significant impact of geographical proximity in stimulating collaboration networks. Nevertheless, this view is challenged by the tremendous growth of cross-regional academia-industry collaborations in China. In this paper, we analyzed the cross-regional collaboration network established between the research institutes affiliated to the Chinese Academy of Sciences (CAS) and firms, and examined the impact of geographical proximity and economic proximity on the network by using the Exponential Random Graph models. Given that the different level of regional economic development, the study indicated that geographical proximity has a negative impact on cross-regional academia-industry collaboration with a decreasing trend. By contrast, economic proximity has varying impacts on the collaboration network. In specific, for research institutes in developed regions, economic proximity has a positive effect on the collaboration network, while less-developed regions experience negative effects. This suggests that the knowledge spillovers from research institutions tend to flow to firms in developed regions. This study holds significant policy implications, indicating the necessity for governments to develop distinct regional innovation policies to encourage cooperation between industries and academia. Furthermore, the central government should grant autonomous decision-making power to advanced regions while also offering greater subsidies to less-developed regions, thereby fostering cross-regional academia-industry collaboration.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Digital Transformation: Barriers and Enablers

Session Moderator: **Placide Poba-Nzaou**, *UQAM U. of Quebec in Montreal, Canada*

TIM: Barriers and AI-based Technologies Adoption: A Configurational View from a European-Wide Survey 

Author: **Placide Poba-Nzaou**, *UQAM U. of Quebec in Montreal, Canada*
Author: **Anicet Sylvere Tchibozo**, -
Author: **Erwin Halim**, *School of Information Systems, Bina Nusantara U.*
Author: **Ali Etkkali**, *UQAM U. of Quebec in Montreal, Canada*
Author: **Kissangou Jean Philémon**, *CACSUP*

Artificial intelligence (AI) is one of the most important, ground-breaking, and debated technologies of our age that has gained in popularity thanks to the availability of huge amount of data (Big Data), the advances made in algorithmics, and the improvement witnessed in both computing power and storage capability of machines. Although there is a consensus on the disruptive nature of AI, some firms have already adopted this technology while others are still lagging. Conventional wisdom in innovation management posits that perceived barriers prevent organizations from adopting an innovation such as AI-based technologies. However, previous research has yielded mixed results with respect to the relationship between perceived barriers to the adoption of an innovation and its actual adoption. Analyzing data obtained from the European Commission on 7549 firms with a configurational approach based on a combination of hierarchical and non-hierarchical cluster analysis followed by post-hoc analysis, this exploratory study seeks to expand our understanding of AI-based technologies perceived barriers-adoption link. Using 15 variables to measure perceived barriers to the adoption of AI-based technologies, we highlight the complex nature of this relationship that echoes the inconsistent findings of previous studies. We identify three clusters of firms that face different configurations of perceived barriers while exhibiting orthogonality on all 15 perceived barriers to AI-based technologies adoption (cluster I – High Level perceived barriers, n=2249, 32.4%; Cluster II- Low Level perceived barriers, n=1879, 24.9%; Cluster III -Moderate Level barriers, n=3221, 42.7%). Among the three configurational solutions, two exhibit asymmetrical relationships between the causal conditions (configuration of perceived barriers) and the outcome (AI-based technologies adoption intensity).

TIM: From Constraint to Relief: Managing Paradoxical Tensions in Digital Workplaces 

Author: **Olga Kokshagina**, *EDHEC Business School*
Author: **Sabrina Schneider**, *Management Center Innsbruck*

This study emphasizes effective coping with paradox tensions in increasingly digital, white-collar workplaces. Building on qualitative interviews and focus group data collected before and after the COVID-19 pandemic, we focus on the individual perspective within a particular organizational context to explore how individuals cope with the transformational effect of digital technologies. Prior research identifies a rising number of tensions in digital work as paradoxes, implying that effective coping requires a constant balancing of interdependent alternatives. Our findings show that while paradoxes rise in quantity and variety with increasing exposure to digital technologies, individuals' perceptions of the tensions depend on organizational responses in combination with their individual readiness to engage with paradoxes. This leads to two implications for management theory and practice: (1) We point out to different natures of paradox tensions in digital workplaces and emphasise the role of structure and guidance to enable effective static and dynamic coping mechanisms, and (2) we highlight the importance of fit between one's level of agency to cope with paradox tensions and the individual's readiness to deal with the tensions in the first place. This research expands our knowledge on the mechanisms that help organizational members deal with paradox tensions in digital workplaces.

TIM: Managing Paradoxical Tensions in Digital Transformation: The Role of Cognitive Frames 

Author: **Jiuyu Dong**, *Dalian U. of Technology*
Author: **Yang Liu**, *Zhejiang U.*

Despite increasing scholarly attention to digital transformation, there is only limited understanding of why firms choose different approaches to this process. This study provides micro-level insights into the question how cognitive frames affect the digital transformation of manufacturing firms. There are some paradoxes in the process of digitalization such as the tensions between the need to maintain strength in conventional operations and the need to digitalize. Borrowing from the paradox literature, we categorize responses to these tensions as either/or, both/and, and more/than approaches. We link these approaches to the cognitive frames of top managers, articulated along two dimensions: frame contents and frame structures. Our findings contribute to the digital transformation literature by laying out the underlying micro-cognitive processes of digital transformation. Moreover, we show how cognitive frames influence firm strategy in the context of digital transformation.

TIM: Identity, Structure and Strategy: A Longitudinal Study of Ericsson's Ongoing Digital Transformation  

Author: **Saeed Khanagha**, *Vrije U. Amsterdam*
Author: **Krsto Pandza**, *U. of Leeds*
Author: **Raghu Garud**, *Pennsylvania State U.*

Organizational identity is recognized as a critical factor shaping technological responses. For most part, organizational identity has been conceptualized as a homogeneous firm level construct. In this paper, we utilize internal strategy documents from Ericsson (2009-2021) supplemented with interviews and field observations to uncover how distinct unit-level identities lead to diverse organizational responses to digital technologies and the role that CEO's play in shaping and balancing these responses. We introduce a process model that illustrates how identity claims by the CEO, in conjunction with reorganization efforts, can elevate, dismantle, or remove unit-level identities, leading to a changing pattern of technological responses within the organization over time.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Geography of Innovation

Session Moderator: **Jose-luis Hervas-oliver**, *U. Politecnica de Valencia*

TIM: Revisiting the Geography of Discontinuities in Clusters or You Can Eat the Cake and Have it Too 

Author: **Jose-luis Hervas-oliver**, *U. Politecnica de Valencia*

Considering that discontinuities in clusters and industrial districts are only competence destroying and the local value system is usually dismantled constrain the perspective on the phenomenon and impede advancing it. Cross-fertilizing the geography of innovation and technology change literature, I argue that discontinuities can: i) impact and destroy only specific capabilities without changing the entire value system, ii) drive simultaneously both competence-destroying and competence-enhancing and, iii) stimulate different responses by local incumbents, i.e. heterogeneity. Inducting from a case study by using mixed methods, I point out new insights on geographically bounded networks, leading firms, and discontinuities. Results suggest that discontinuities can destroy local capabilities (competence-destroying) while preserving others in the value system (competence-enhancing). Socially thick networks as specialized complementary assets protect leading incumbents that show heterogeneously different responses, manipulate local networks, and drive them in different directions. Collating different constructs (the local value system, local leading incumbents' responses, and the value of networks) radical changes in clusters/IDs can be better re-elaborated and understood.

TIM: Why do High-Tech Firms Relocate out of Clusters? 

Author: **Jing Deng**, *McDonough School of Business Georgetown U.*

Author: **Janet E.L. Bercovitz**, *U. of Colorado, Boulder*

This study explores why high-tech firms relocate to and out of high-tech clusters using the restricted-use U.S. Census microdata. I posit that industry localization generates both positive externalities (including pooling of skilled labor, knowledge spillovers, and pooling of specialized suppliers and buyers) and negative externalities (including heightened competition for talent and higher factor costs); while firms that use higher quality human capital, are more innovative, or have greater market success can benefit more from the positive externalities and are thus more likely to relocate to clusters, firms that use moderately high quality human capital suffer disproportionately from the heightened competition for talent (a negative externality) and are thus more likely to relocate out of clusters. Analyzing a sample of high-tech firms in the U.S. during 2003-2014 using detailed U.S. Census microdata, I find evidence supporting these arguments. Additionally, contrary to popular belief, I find little evidence suggesting that firms' relocation out of clusters are likely driven by state-level tax differences or high factor costs in clusters.

TIM: Knowledge in Multi-Clustered Firms: Exploration, Internal Exploitation, and Integration     

Author: **Yifan Tian**, *U. commerciale Luigi Bocconi*

Author: **Stefano Breschi**, *Bocconi U.*

This study investigates the impact of geographical dispersion on explorative patents within firms, using data from public companies headquartered in the US from 1990 to 2015. Our results indicate a positive association between dispersion and the quantity of explorative patents. Although the average patent quality remains unaltered, the variance of quality increases. Also, dispersion positively affects the diffusion and exploitation of these patents. Unexpectedly, co-patenting connections exhibit a negative influence on knowledge diffusion. This research contributes to the understanding of knowledge exploration in geographically dispersed teams, emphasizing the internal circulation of knowledge and its role in enhancing innovation efficiency.

TIM: Regional Innovation Ecosystem in China: Concept, Structure and Evolution 

Author: **Jingwen Yi**, *School of Economics & Management, Tongji U.*

Author: **Yuchen Zhang**, *Yuchen zhang Tongji*

Author: **Kaicheng Liao**, *Institute of Economics, Tsinghua U.*

Since reform and opening up of China, its second-mover advantage has contributed to its economic development and helped it evolve unique regional innovation ecosystems. In this paper, we propose the concept of regional innovation ecosystems by integrating the operational characteristics of both natural and social ecosystems. Then, we discuss the internal structure and dynamic operation mechanism of the proposed method from the perspective of coupling theory. Additionally, we use the SpVAR model to empirically investigate the dynamic operation mechanism and spatial effects of the internal structure of China's regional innovation ecosystems from 2007 to 2019. The results indicate that an embedded coupling mechanism exists within China's regional innovation ecosystems and that the operation mechanism has strong spatial interaction effects.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Geographic Influences on Innovation

Session Moderator: **Yuan Zhou**, *Tsinghua U.***TIM: Well Begun is Half Done? First Job Imprinting Effect on Novelty Performance in Emerging Industries**  Author: **Yuan Zhou**, *Tsinghua U.*Author: **Zidi Wang**, *Tsinghua U.*Author: **Qiang Feng**, *UIBE*Author: **Fang Dong**, *Tsinghua U.*

This paper, drawing on job imprinting theory, investigates the relationship between policy entrepreneurs' initial job attributes and the performance of regional emerging industry development during official mobilization. We examine how this relationship is influenced by regional innovation levels and individual educational qualifications before and after an official's tenure. Our study utilizes a unique dataset from statistics on the mobility of principal officials at the prefecture-level city level in China (2000-2020). The analysis introduces an explanatory mechanism for the influence of official characteristics on regional innovation performance, considering endogenous factors: "officials' first work experience - officials' mobility - innovation policy choices - emerging industry development performance." Results demonstrate that an official's first job experience creates a lasting imprint affecting individual policy preferences and innovation sensitivity, influencing decision-making in future roles. Specifically, officials with a research-oriented first job exhibit a distinctive job imprint, making them more attentive to cutting-edge innovative technologies and knowledge, impacting the novelty performance of the region's emerging industries. Furthermore, this research-based job imprint is more favorable when the city's innovation level is higher both before and after the official's transfer, particularly when the official holds a postgraduate degree or higher.

TIM: Culture Matters with Bad News! A Large-Scale Study of Media Coverage after Startup Failure  Author: **Oliver Mork**, *Hamburg U. of Technology*Author: **Christoph Ihl**, *Hamburg U. of Technology*

Given that mass media can confer organizational legitimacy and act as an information intermediary between startups and relevant stakeholders, we examine the process of establishing legitimacy and the response to failure across different cultural settings. Employing state-of-the-art natural language processing models, we extract sentiments from a sample of 2,041,607 sentences covering 67,306 startups from the United States, the United Kingdom, and Germany. Utilizing robust econometric methods, we reveal pronounced cultural differences in the character of media coverage for both operating and closed startups. Specifically, German media tends to portray domestic startups less positively, while the United States exhibits the most positive coverage, with the United Kingdom falling in between. Notably, our findings include a positive in-group bias solely for operating startups in the United States, while Germany displays a negative in-group bias for both operating and closed startups. Our study underscores the role of national culture, the importance of comparative entrepreneurship research, and the heterogeneous nature of entrepreneurial phenomena among different cultures.

TIM: Exploring the Mechanism of Firms Innovation Responses to Technology-Forcing Policy Changes  Author: **Qi He**, *Central South U.*Author: **Chang Wang**, *Central South U.*

Technology-forcing policy is a crucial tool for emerging countries to achieve technological catch-up, and the effectiveness of this policy relies on the innovation response of firms. This study combines the attention-based view and capability theory to develop a mechanism model that examines why firms respond differently to technology-forcing policy changes (TFPC) in China's lithium-ion battery industry. The results highlight the significance of top management team's attention to TFPC in influencing the choice between on-trajectory innovation and off-trajectory innovation. Furthermore, our findings reveal the moderating effect of technical capability and relational capability. Technical capability facilitates attention to innovation action by providing a knowledge foundation and enhancing knowledge learning efficiency. Relational capability strengthens the relationship between attention to TFPC incentives and on-trajectory innovation but weakens the relationship between attention to TFPC pressure and on-trajectory innovation. Overall, this research provides valuable insights into understanding the heterogeneous response of firms to policy changes.

TIM: The Influences of High-Tech FDIs on Chinese Domestic Innovation Author: **Sophie Ying Wang**, *U. of International Business and Economics*Author: **Zhenning Yang**, *U. of International Business and Economics*Author: **Jiahui Guo**, *U. of International Business and Economics*

Though it is widely believed that inward FDIs are great opportunities for emerging countries to acquire advanced technologies from abroad, the FDIs that these countries receive are more often labor-intensive and not so technological. Conceivably, the overall influences of FDIs on emerging countries' domestic innovation that existing studies have revealed are largely attributable to non-high-tech FDIs, whereas the unique influences of high-tech FDIs—FDIs equipped with advanced production lines to produce high-value products—remain unspecified. Compared with non-high-tech FDIs, high-tech FDIs are superior sources of knowledge spillover but also greater threats to local market competition. Drawing from spillover theories along with competition-innovation theories, we investigate the spillover effect, Schumpeterian effect, and escape-competition effect of high-tech FDIs on emerging country domestic innovation, respectively. Empirically, we build concordance between firm products (HS codes) and patents (search queries) to map high-tech FDIs and domestic firms' patents both to the level of product markets and analyze their relationships in China from 2003 to 2014. We find strong, positive overall influences of high-tech FDIs on the quantity and quality of Chinese domestic innovation. The influences of total FDIs are mixed and less robust. The mechanism analyses justify the presence of all three effects.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Open Innovation and Innovation Success

Session Moderator: **Xu Li**, *London School of Economics and Political Science*

TIM: **The Hidden Cost of R&D Alliances**

Author: **Xu Li**, *London School of Economics and Political Science*
Author: **Stefan Wagner**, *ESMT Berlin*

How does firms' participation in R&D alliances impact their subsequent innovation performance? Studying this question, most prior research argues for a positive effect while explicitly or implicitly assuming that the predominant motive for firms to enter R&D alliances is knowledge acquisition. Contrary to this view, we point out that in many instances, firms may form R&D alliances for the purpose of knowledge accession, which allows them to leverage knowledge complementarities with partners and realize synergistic efficiencies in R&D without the intention to integrate knowledge. The reliance on alliances aimed at knowledge accession and the associated reduced learning during R&D (compared to solo R&D) hinders firms' ability to innovate post-alliances in comparison to conducting R&D independently. Tracing over a decade of drug development histories of all firms in the Chinese pharmaceutical industry in the 1990s, we provide robust empirical support for our hypotheses.

TIM: **Impact of Open Innovation on Startup Success in Developing Countries**

Author: **Muhammad Usman**, *Bahria U., Islamabad Pakistan*
Author: **Nadine Roijackers**, *Professor of Open Innovation, Open U. of the Netherlands*
Author: **Wim Vanhaverbeke**, *U. of Antwerp*

This paper investigates the impact of open innovation (OI) in startups and explores how OI processes and frameworks can be better understood when applied in developing countries. Specifically, we analyze how Vietnamese startups organize and manage OI practices, and how OI can help them overcome their unique business challenges. Our study is exploratory and based on four in-depth case studies. We collected primary data through detailed interviews, which illustrate how OI practices implemented by Vietnamese startups are improving their innovation performance. We also examined the factors contributing to the success of strategic collaborations between startups and their partners, highlighting the crucial role of entrepreneurs in managing OI activities. Our findings indicate that startups in Vietnam show a preference for inbound OI, and we discuss the reasons for this preference and its mechanisms. Using a cross-case analysis methodology, we identify commonalities and differences across the cases to strengthen our findings. The analysis focuses on the OI practices, reasons, challenges, and benefits for these startups. Finally, we conclude with theoretical and practical implications.

TIM: **Structural Influence on Interorganizational Collaboration: Evidence from Biotechnology R&D Projects**

Author: **Chaewon Park**, *Yonsei U.*
Author: **Sung Joo Bae**, *Yonsei U.*








This study explores how structural decentralization and diversity influence innovation performance through external knowledge sourcing in biotechnology firms' collaborative projects. While previous research has emphasized centralized structures in R&D collaboration for their efficiency, we argue that decentralization, supplemented by external knowledge, significantly enhances innovation performance. Additionally, collaboration based on complementarity among diverse types of organizations—spanning from large firms to universities—produces greater benefits for firms than collaboration among homogeneous organizations. However, high-diversity structures may experience diminishing returns on performance amid excessive external knowledge. Drawing on empirical data from 12,562 biotechnology R&D projects, our results support our theoretical frameworks. These insights also highlight the need for firms to strategically select diverse partners and focus on depth rather than breadth in collaboration. For policy-makers, the encouragement of decentralized R&D structures and the promotion of diverse collaborations emerge as strategic imperatives that spur technological innovation.

TIM: **The Temporal Dynamics of External Knowledge Sourcing: The Influence on Innovation Performance**

Author: **Panagiotis N/A Ganotakis**, *U. of Liverpool*
Author: **Sofia Angelidou**, *Agricultural U. of Athens*
Author: **Matthew Matthew Yeung**, *Lee Shau Kee School of Business and Administration*
Author: **Palitha Konara**, *U. of Sussex Business School*
Author: **Charalampos Saridakis**, *Athens U. of Economics and Business*

Prior research on open innovation has taken a static view by focusing on stable patterns of external knowledge sourcing. Such a static view ignores the fact that a firm's portfolio of external knowledge sources evolves over time. Our study attempts to address this gap by clarifying how temporal variations in a firm's knowledge sourcing activities (i.e., changes in external search breadth and external search depth) affect its innovative performance (i.e., radical innovative performance). We conceptualize temporal variations as encompassing simple change events (i.e., single transformative events captured through increases and/or decreases in breadth and depth) and multiple change events (i.e., repeated changes captured through increases and/or decreases in breadth and depth); and then developing theoretical arguments that draw on the organization learning theory. We find that asymmetries emerge when comparing both simple and multiple change events in breadth and depth. Our findings contribute to the research on open innovation by providing insights into the temporal dynamics and evolution of knowledge sourcing activities.

KEY TO SYMBOLS

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

Platform Governance

Session Moderator: **Christina Kyprianou**, *IE Business School*

TIM: A Cultural View of Platform Governance

Author: **Christina Kyprianou**, *IE Business School*
Author: **Chad Navis**, *Clemson U.*

The platform governance literature has implicitly recognized the role platform actor coordination and monitoring plays in shaping platform culture (i.e., the cultural values, norms and practices espoused by platform actors). But the lack of explicit scholarly attention to platform culture has left many unanswered questions about how, why, and when platform governance may foster different platform cultures. We begin to address these questions by first developing a conceptual governance framework based on two generalizable culture-shaping levers: the nature of incentives and rewards emphasized by platform owners (transactional vs. socioemotional), and the way in which platform owners make them available to platform actors (generalized vs. targeted). The interactions of these levers inform our theorizing of four distinct platform cultures: commercial autonomy, commercial discipline, communal affiliation, and communal kinship. We also identify key conditions that exist ab initio that either reduce, or increase risk in actors' value exchange, and ultimately motivate the diffusion of different cultural values, norms, and practices on platforms. Our work proposes a parsimonious model as a springboard for many theoretical and methodological extensions, which we also discuss. We conclude with our contributions to the research on platform governance and platform design.

TIM: Sounds Familiar? Unveiling the Impact of Transparency on Platform Innovation in the Music Industry

Author: **Alexander Staub**, *HEC Lausanne*
Author: **Alessio Delpero**, *WU Vienna*

This research explores the impact of increased transparency on product portfolio innovation in platform markets. By analyzing the music industry, we focus on how transparency enforced by information regimes influences platform owners' strategic product portfolio decisions. The study investigates Billboard's role in the music industry, analyzing how a policy change implemented in January 2002 affected the number, diversity, and variety of songs released by record labels. It reveals that, while the number of products and their average diversity remains consistent when increased transparency is imposed, there is a notable shift towards marketing incremental innovation at the expense of radically new products. This finding highlights the complex interplay between market transparency, strategic decision-making, and innovation dynamics in platform-based industries. Specifically, we emphasize how, due to this complex interplay, information asymmetry remedying initiatives such as increasing market transparency may have negative impacts on the commercialization of radical innovations. In conclusion, this study underscores the necessity for nuanced and careful policy implementation in multi-sided markets, advocating for a balanced approach that considers the intricate interplay between transparency, innovation, and market dynamics to avoid unintended consequences on the evolution of product portfolios.

TIM: The Overt and Covert Governance of Platform Ecosystems

Author: **Yang Liu**, *U. of Southampton*

Platform governance is critical for platform ecosystems. In this conceptual paper, I distinguish overt and covert governance of digital platforms which often co-exist, and explore how platforms can manage the relationship between the two. I develop a process model showing that platforms can reveal the rules they use for governance, but at a certain point a bottleneck can be created, preventing the revealing of the rules. Platforms can then adopt three approaches, the decoupling approach, the coupling approach, and the hybrid approach. I analyze how the three approaches can unfold and how platforms can choose among or switch between these approaches. This paper contributes to the platform governance literature by studying covert governance that has not received much attention despite its importance. It shows how platforms, while often adopting overt and covert governance simultaneously, can manage the two differently.

TIM: The Evolution of Government-Business Collaboration and Telecommunication Standards Development

Author: **Sanbao Zhang**, *School of Economics and Management of Wuhan U.*
Author: **Chen Chen**, *Wuhan U.*
Author: **Zhixue Zhang**, *Peking U.*

China's telecommunication standards evolve from a follower in 3G, a fellow in 4G, to a co-leader in 5G. In order to reveal why and how China can, most studies just focus on a solo participant at one or two generations of telecommunication standards, which lacks of panoramic grasp of the real process. Instead, taking the perspective of a life cycle model of the standard, this paper focuses on the dynamic role of government-business relationship including multi-participants such as government, industrial alliance and enterprise across three generations' standards, and provide detailed suggestions for late-developing countries developing standards. We get finding as follow: (a) China's government-business relationship evolves from "government-led in 3G", "co-led by both government and business in 4G", to "business-led in 5G". (b) The best practice for emerging economy developing technology standards is that "enterprise dominates the technological innovation, government leads institutional innovation, and industry alliance orients organizational innovation". (c) It is key for late-developing countries building and maintaining ideal government-business relationships by playing the expected role of each participant at each life cycle stage in developing standards.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2009** | Submission: **19313** | Sponsor(s): **(TIM, CTO)**
Scheduled: **Tuesday, Aug 13 2024 9:45AM - 11:15AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Jackson Park**

Studying the Designers Behind Technologies of Coordination and Control



Panelist: **Georg Rilinger**, *MIT Sloan School of Management*
Panelist: **Greetje Frankje Corporaal**, *Rotterdam School of Management*
Panelist: **Arvind Karunakaran**, *Stanford U.*
Panelist: **Ingrid Erickson**, *Syracuse U. School of Information*
Moderator: **Gerald F. Davis**, *U. of Michigan*
Panelist: **Pinar Ozcan**, *Oxford U., Saïd Business School*

The panel brings together scholars of technology, innovation, and organization to discuss the emergent research agenda on the design processes behind technologies of coordination and control, such as digital platforms, big data analytics, and AI. Following recent calls by Bailey, Barley, Orlikowski, and others, five panelists will discuss why a focus on agendas, ideologies, and power-relations of designers as well as the organizational structure of design processes is critical to understand the impact of these technologies on organizations, markets, and work more generally. Drawing on empirical case studies of technology design, the panelists will discuss on how to think about the interplay between design and use of coordination and control technologies, how to solve data and access problems, and what are the salient theoretical issues for research on technology, work, and organizations.

KEY TO SYMBOLS

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

Innovation, Breakthroughs & Disruptive Knowledge: Evidence from Science & Scientists



Organizer: **Paul Bliot**, *HEC Paris*
Presenter: **Paul Bliot**, *HEC Paris*
Presenter: **Michael A. Bikard**, *INSEAD*
Presenter: **Jacqueline Lane**, *Harvard U.*
Presenter: **Matteo Tranchero**, *Haas School of Business, UC Berkeley*
Discussant: **Kevin Boudreau**, *Northeastern U. & NBER*
Discussant: **James Evans**, *U. Of Chicago*
Discussant: **Valentina Tartari**, *Stockholm School of Economics*
Discussant: **Hyejin Youn**, *Northwestern Kellogg School of Management*
Discussant: **Julien Jourdan**, *HEC Paris*

Organizations crucially rely on knowledge and innovation. It represents the commercial potential of firms' research and development (R&D) activities (Katila and Shane 2005) and is thus a source of competitive advantage and profits (Utterback 1994). Further, scientific methods can be applied to processes of creative search within organizations to create new business opportunities (Li et al. 2013; Rosenberg and Nelson 1994). Innovative products may open new markets and drive long-run economic growth (Hasan and Tucci 2010), and novel research may open new paradigms and fields and lead to scientific breakthroughs (Kuhn 1962). Breakthrough inventions create "Schumpeterian rents" (Schumpeter 1939), on which the entry, growth and survival of firms hinge. Yet, innovation is invariably unpredictable (Katila and Chen 2008). Novel products, processes and theories are developed through an inherently complex and ambiguous process. The path to an innovation is a tortuous one, ripe with dead-ends and pitfalls, and the scientific, technical, and commercial promise of an innovation is rarely understood in advance. At the heart of these search paths lies a tension: knowledge is built cumulatively (Merton 1973) and the search for innovation inherently relies on this wealth, yet innovative knowledge breaks with prior work (Hargadon and Sutton 1997; Uzzi et al. 2013a). What is the cartography of those search paths? Does divergence from mainstream knowledge implies low reliance on prior work? How can external audiences evaluating innovation influence these search paths, at times in biased ways? How can innovators find breakthroughs in well-defined but understudied technological spaces? These questions are important to craft strategy processes for managers and resources allocation for policymakers. To answer them, we turn to science (and scientists) as one of the prime search spaces for innovation and breakthroughs. This presenter symposium will assemble four papers on search, innovation, and breakthroughs to further our understanding of these topics.

Data-Driven Search and Innovation in Well-Defined Technological Spaces

Author: **Matteo Tranchero**, *Haas School of Business, UC Berkeley*

Greenlighting Innovative Projects: How Evaluation Format Shapes the Perceived Feasibility

Author: **Jacqueline Lane**, *Harvard U.*








If All is Lost: How Negative Social Evaluations May Shape Innovation

Author: **Paul Bliot**, *HEC Paris*
Author: **Michael Park**, *INSEAD*

Gender Inequality and the Technological Impact of Scientific Ideas

Author: **Michael A. Bikard**, *INSEAD*
Author: **Isabel Fernandez-Mateo**, *London Business School*

KEY TO SYMBOLS

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

New Frontiers in Innovation Research

Organizer: **Yang Liu**, *Fordham U.*
Organizer: **Gautam Ahuja**, *Cornell U.*
Presenter: **Brian Silverman**, *U. of Toronto*
Presenter: **Dongil Daniel Keum**, *Columbia Business School*
Presenter: **Raffaele Conti**, *ESSEC Business School*
Presenter: **Yang Liu**, *Fordham U.*
Discussant: **Riitta Katila**, *Stanford U.*
Speaker: **Gautam Ahuja**, *Cornell U.*
Participant: **Jiho Yang**, *Imperial College Business School*
Participant: **Paola Criscuolo**, *Imperial College London*
Participant: **Marcin Kacperczyk**, *Imperial College London*

Innovation has been a significant and widely studied topic in strategy and management research for decades, yet certain crucial phenomena and related theoretical questions remain unexamined, creating opportunities to explore new frontiers in innovation studies. This symposium brings together a unique set of papers that explore new perspectives on understanding various aspects of innovation, providing implications for both future research and practice. Specifically, the first paper differentiates between research and development to discern the distinct impacts of organizational structure on R&D: centralization of development is related to reduced duplication of development effort; however, the likelihood that a given invention being commercialized is lower in centralized development compared to decentralized development. The second paper proposes managerial prosocial preferences, specifically the inclination to avoid harming employees, as a negative antecedent to firm investment in automation and AI innovation. The third paper studies the fast-growing call for firms' environmental innovations and delves into a paradox concerning the effect of institutional pressures—normative institutional pressures incentivize firms to innovate, but they also motivate them to shift focus toward short-term “brown” innovations, rather than long-term “green” innovations. The last study moves beyond the conventional binary choice between trade secret and patent protection, investigating vagueness as a novel patenting strategy in response to the desire to withhold technological information. As a set, these papers offer fresh insights into understanding the creation, adoption, commercialization, and protection of innovation, shedding new light on expanding the frontier of innovation research.

Innovation and Commercialization as a Function of the Organization Structure of Development

Author: **Jiho Yang**, *Imperial College Business School*
Author: **Paola Criscuolo**, *Imperial College London*
Author: **Brian Silverman**, *U. of Toronto*

Managerial Prosocial Preferences and Automation Innovation

Author: **Dongil Daniel Keum**, *Columbia Business School*

Institutional Pressures Promote Short-Termism in Environmental Innovation

Author: **Raffaele Conti**, *ESSEC Business School*
Author: **Marcin Kacperczyk**, *Imperial College London*

Trade Secrets and Vagueness in Patent Applications

Author: **Yang Liu**, *Fordham U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2012** | Submission: **21777** | Sponsor(s): **(PUBS)**
Scheduled: **Tuesday, Aug 13 2024 10:00AM - 11:00AM CT (UTC-5)** at **Hyatt Regency Chicago** in **Addams**

Conversations With The Editors: AMD

Presenter: **C. Chet Miller**, *U. of Houston*

Meet the editor of AMD and the team of associate editors to learn their vision for the journal and tips on how to write a successful paper. All are welcome!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Theme-oriented



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Diversity-oriented



Selected as a Best Paper

Work-Nonwork Issues in Career Development

Session Moderator: **Thomas Ptashnik**, *Providence College*

CAR: **Linking Family Supportive Supervisor Behaviors to Supervisor Work and Family Performance**

Author: **Yuhui Jiang**, *Xi'an Jiaotong U. School of Management*
Author: **Yan Pan**, *Xi'an Jiaotong U. School of Management*
Author: **Yufan Shang**, *Xi'an Jiaotong U.*

Although there has been a considerable body of research on the benefits of family-supportive supervisor behaviors (FSSB), this research has primarily focused on recipients of such actions. Yet scholars know little about how it affects the actors themselves. Drawing on self-determination theory and spillover theory, we develop a framework to illustrate how FSSB benefits for actor's job performance and family role performance. We propose that supervisor's perspective-taking helps to realize the benefits of FSSB by enhancing the within-individual effect of FSSB on perceived prosocial impact. We adopt a weekly experience sampling method to evaluate our framework. Our findings show the benefits of engaging FSSB for supervisors. Specifically, FSSB results in perceived prosocial impact, which then works through organization-based self-esteem to increase supervisor's job performance; and through work-family enrichment to increase supervisor's family role performance. In addition, the supervisor's perspective-taking strengthens the positive relationship between FSSB and supervisor's perceived prosocial impact. Our findings contribute to the FSSB literature by illuminating its effect on the actors themselves.

CAR: **Motherhood Advantage: How Parenthood Impacts Perceptions of the Meaning of Work and Work Outcomes**

Author: **Huiyao Liao**, *Chinese U. of Hong Kong*
Author: **Zhaopeng Liu**, *School of Management, Shandong U.*
Author: **I-Heng Wu**, *U. of South Alabama*
Author: **Thomas Ptashnik**, *Providence College*
Author: **Tammy D. Allen**, *U. of South Florida*

Working parents represent a significant portion of the labor force. However, invalid assumptions regarding how parental role engagement affects working parents, and in particular, working mothers, has led to stigma and workplace discrimination against them. In order to eradicate such stigma and combat discrimination, we draw upon self-construal theory to theorize that, compared with non-parents, working parents are more likely to view their work as a means to communicate their professional ethics and principles to their family and serve as role models, which we termed "the symbolic meaning of work." We further posited that sex interacted with parental status to affect employees' perceived symbolic meaning of work, with the positive association between parental status and perceived symbolic meaning of work being stronger for females than males. Third, we argued that the symbolic meaning of work is positively related to employees' demonstration of exemplary behaviors at work, such as increased work effort and ethical voice behavior. Lastly, we proposed that the indirect effects of parental status on work effort and ethical voice behavior via the symbolic meaning of work are stronger for females than males. We tested our hypotheses using a sample of 283 Chinese employees and found support for each of the hypotheses. The theoretical and practical implications of our study, as well as limitations and future research directions, are discussed below.

CAR: **Homefront Fuel for Career Growth: The Role of Career Crafting and Work-Life Balance**

Author: **Lei Gao**, *School of Government, Beijing Normal U.*
Author: **Rui Xiong**, *Faculty of Education, Beijing Normal U.*
Author: **Xiaokun Liu**, *School of Government, Beijing Normal U.*

Purpose – Family plays a vital role in shaping and influencing an individual's career. Although some studies focus on the negative aspects of the family-career domain, how to explore the potential positive relationship between employees' family motivation and career growth deserves attention. In our study, drawing upon the wise proactivity perspective, we focus on making hypotheses about how family motivation influences career crafting and thus affects career growth. As a contextual factor, work-family balance plays a moderating role between family motivation and career crafting. Design/methodology/approach – To test this moderated mediation model, we conducted a set of in-depth interviews and time-lagged design. In the pre-test, we used a semi-structured method to interview a sample with work experience (N=21). In the formal study, we used a three-wave online survey and collect data from 244 employee in China. We test the proposed hypotheses by SPSS 26.0 and Mplus 8.3. Findings – Preliminary interview data demonstrated that family motivation is one of the reasons for self-initiative adjustment and change in the career path, and will affect subsequent career growth. In the formal study, the results show that individual family motivation positively affects career growth through the mediating role of career crafting. The effects of this pathway are amplified with high levels of work-family balance. Originality/value – Our study clarifies the mediating mechanism from family motivation to career growth from the wise proactivity perspective and expand the literature on career crafting. We extend the wise proactivity perspective into the family and career domain, which enriches the research on the antecedents of career growth. Moreover, we use the work-family perspective to supplement the person-context fit.

CAR: **Unpacking Military Spouse Identities and Careers: A Qualitative Study**

Author: **Jenna-Lyn Rounsaville Roman**, *Kennesaw State U.*
Author: **Elizabeth Minei**, *Baruch College*

This study explores the experiences of military spouses who are pursuing career paths alongside the active duty military career of their husband or wife. Forty-eight semi-structured interviews focusing on career experiences were conducted with civilian spouses of active duty United States service members who at the time of the interviews were living in geographically dispersed locations throughout the U.S., Europe, and Asia. Our research question was: 'What are the identity work challenges and opportunities that impact career trajectories for active duty military spouses?' A modified version of constant comparison was used to analyze the data. Our study identifies two types of themes that have employment and career success implications for the civilian counterpart of a military, dual-earner couple. Negative themes emerged in the form of career barriers (i.e., relocation, need for flexibility, laws and policies, vocational stigma) and a positive theme (i.e., military affiliation opportunity) also emerged. This study offers qualitative insight on the experiences of military spouses pursuing careers and has important implications for service member retention. Practical implications for practice and future research directions are explored.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Insights About Career Adaptability and Proactivity

Session Moderator: **Muhammad Imran Rasheed**, *Surrey International Institute, U. of Surrey, Guildford UK*

CAR: Within-Person Career Adaptability and Employee Outcomes: Role of Perceived Career Opportunities

Author: **Muhammad Imran Rasheed**, *Surrey International Institute, U. of Surrey, Guildford UK*

Author: **Meng Xi**, *Nanjing U.*

Previous research on career adaptability is equivocal whether it is an inherent trait or is a flexible competency skill. Drawing on the career construction theory, we explore this question investigating within-person variations in career adaptability and its impact on employee daily work outcomes, such as turnover intention and job performance. Utilizing the data collected from 179 respondents (53 supervisors and their 126 subordinates) across seven days, we found that the daily orientation to happiness mediates the relationship between daily career adaptability and daily job performance. Further, there is a negative association between daily career adaptability and daily turnover intention. Moreover, the perceived career opportunities (PCO) moderate these relationships, such that the mediated relationships are weak for lower levels of PCO. Theoretical and managerial implications are discussed.

CAR: Proactive Personality and Mental Wellbeing Among the Working Population: Testing Time-Lagged Model

Author: **I. M. Jawahar**, *U. of New Mexico*

Author: **Mahsa Abedini**, *Alma Mater Studiorum U. di Bologna*

An increasingly large segment of the working population is experiencing mental health issues, negatively affecting employees' quality of life and employers' bottom line. Consequently, ensuring wellbeing in the workplace has become a high priority for many organizations. In this study, drawing on basic psychological needs theory, we proposed that proactive personality will be related to mental wellbeing through satisfaction of basic psychological needs. In addition, drawing on the trait-by-trait interactions perspective, we expected this mediated relationship to be moderated by conscientiousness. We tested our research model using data collected from 185 employees using a three-wave time-lagged design. As hypothesized, proactive personality related to mental wellbeing indirectly, via psychological need satisfaction, and this indirect relationship was stronger at higher levels of conscientiousness. We discuss theoretical implications and offer practical suggestions based on study results.

CAR: Double-Edged Indirect Relationships Between Career Adaptability and Career Satisfaction

Author: **Zijun Cai**, *Beijing Normal U.*

Author: **Wei Si**, *School of Business Administration, Zhejiang Gongshang U.*

Author: **Yutong SUN**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*

Author: **Qiong Wang**, *Renmin U. of China*

While career adaptability has been regarded as one critical contributing factor for career satisfaction, existing studies got mixed findings about their relationship. As a result, scholars urged a more nuanced view by taking both positive and negative effects into consideration. Building on career construction theory, we proposed that career adaptability would be positively related to career satisfaction via proactive career behavior and person-job fit perceptions in sequence, and at the same time negatively related to career satisfaction via psychological entitlement and person-job fit perceptions in sequence. We examined our hypotheses using a sample of 291 employees collected with a three-wave research design. Results showed that the hypothesized parallel sequential mediation model held for needs-supplies fit, but not demands-abilities fit. The research provides a novel perspective about why career adaptability might not benefit career satisfaction, reveals that different kinds of fit may not play the same roles in career construction, and deepens our understanding of the influence of psychological entitlement in career development.

CAR: How to Reduce Learned Helplessness: Unraveling the Predictive Role of Career Crafting

Author: **Lei Gao**, *School of Government, Beijing Normal U.*

A mobile and boundaryless career generates learned helplessness especially when employees faced with frequent failures in their career. However, the notion of career crafting proposed by recent scholars provides a way to alleviate this negative state. Based on conservation of resources theory, we aim to explore when and how career crafting reduces learned helplessness. We conducted a two-wave study and collected data from 306 employees in China. The results indicate that career crafting is negatively related to learned helplessness. In addition, resilience plays a mediating role in this process. As a boundary condition, gender moderates the impact of career crafting on resilience, and female respondents are more able to improve their resilience through career crafting. We expanded the literature on career crafting and resilience to interact with the career literature based on conservation of resources theory. Our study thus highlights the importance of career crafting and its implications for reducing learned helplessness, especially for women.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Is Demography Destiny? Exploring the Influence of Gendered Organizational and Occupational Contexts



Organizer: **Elizabeth Lauren Campbell**, *Rady School of Management, U. of California San Diego*
Organizer: **Julia Lee Melin**, *Dartmouth College, Tuck School of Business*
Discussant: **Lauren A. Rivera**, *Northwestern Kellogg School of Management*
Participant: **Jirs Meuris**, *U. of Wisconsin-Madison*
Participant: **Jennifer M. Merluzzi**, *George Washington U.*
Participant: **Alexis Avery**, *U. of Wisconsin, Madison*
Participant: **Tiffany Trzebiatowski**, *Colorado State U.*
Participant: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*
Participant: **Noah Askin**, *U. of California, Irvine*
Participant: **Sharon Koppman**, *U. of California, Irvine*
Participant: **Michael Mauskopf**, *Columbia Business School*
Participant: **Brian Uzzi**, *Northwestern U.*

Gender differences in career trajectories and representation in top-tier positions persist today, despite broader progress toward achieving equality in society. A robust body of evidence points to a combination of supply-side (i.e., differences in preferences) and demand-side (i.e., biases and unfair barriers) processes perpetuating gender gaps in career advancement. To develop a comprehensive understanding of these processes, it is crucial to take a multi-level perspective and consider the interplay between men and women and their firms, networks, and occupational contexts. This symposium contributes to this growing area of work by bringing together quantitative and qualitative work that builds and tests theory for how gendered organizational, occupational, and network contexts impact various aspects of men's and women's performance, experiences, and choices in the workplace.

Protecting the occupation: Incumbent backlash in response to gender diversity in law enforcement

Author: **Jirs Meuris**, *U. of Wisconsin-Madison*
Author: **Jennifer M. Merluzzi**, *George Washington U.*
Author: **Alexis Avery**, *U. of Wisconsin, Madison*
Author: **Julia Lee Melin**, *Dartmouth College, Tuck School of Business*

Exploring positive career implications of feminized behavior for women in male-dominated occupations

Author: **Tiffany Trzebiatowski**, *Colorado State U.*
Author: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*

Collaboration-association trade-off: Artist network gender composition and creative product novelty

Author: **Noah Askin**, *U. of California, Irvine*
Author: **Sharon Koppman**, *U. of California, Irvine*
Author: **Michael Mauskopf**, *Columbia Business School*
Author: **Brian Uzzi**, *Northwestern U.*

Investments to responsibilities: Unpacking sponsors' gendered reasons for lending social capital

Author: **Elizabeth Lauren Campbell**, *Rady School of Management, U. of California San Diego*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Resolving Conflict via Conversations: How Beliefs, Motives, and Expressions Shape Conflict Dynamics



Presenter: **Michael Yeomans**, *Imperial College Business School*
 Presenter: **Eva Yiyu Chen**, *U. of Chicago Booth School of business*
 Presenter: **F Katelynn Boland**, *Columbia Business School*
 Presenter: **Sophia Li**, *Haas School of Business, UC Berkeley*
 Discussant: **Laurie R. Weingart**, *Carnegie Mellon U.*
 Organizer: **Shereen J. Chaudhry**, *U. of Chicago Booth School of business*
 Organizer: **Eva Yiyu Chen**, *U. of Chicago Booth School of business*

To truly bring a conflict to an end, it is important for disputants to reconcile through conversations, yet navigating the discussion of conflict is not a trivial pursuit. This symposium brings together four presentations exploring how beliefs, motives, and the way people communicate about conflicts impact conflict resolution. In the first presentation, Yeomans and colleagues offer an important advance in methods for detecting linguistic features of conflict expression. Using real conflict conversations, they show the precision of their coding manual and Natural Language Processing model in forecasting conflict dynamics and provide empirical support for conflict expression theory. In the second presentation, Chen and Chaudhry examine a novel psychological motive in conflict conversations: establishing a shared reality over relative blame. They demonstrate that whether disputants agree with the counterpart's relative blame perception impacts how disputants respond after being blamed (i.e., apologizing or blaming). In the third presentation, Li, Batista, and Schroeder investigate how different perceptions of responsibility division arise in miscommunication. They test whether people hold speakers as more responsible than listeners, and whether people consider their counterparts to be more responsible than themselves. In the final presentation, Boland and Davidai explore how specific beliefs can lead people to avoid potentially conflictual conversations and find that people who hold zero-sum beliefs about politics are more likely to avoid political conversations. Taken together, this symposium highlights how conflict dynamics are affected by what people believe, what they want, and what they say in conversations, providing insights into actionable recommendations for conflict resolution.

A Natural Language Processing Model for Conflict Expression

Author: **Michael Yeomans**, *Imperial College Business School*
 Author: **Corinne Bendersky**, *U. of California, Los Angeles*
 Author: **Laurie R. Weingart**, *Carnegie Mellon U.*
 Author: **Yeonjeong Kim**, *Massachusetts Institute of Technology*

To Blame or to Apologize? Resolving a Conflict Requires Negotiating Over a Shared Reality

Author: **Eva Yiyu Chen**, *U. of Chicago Booth School of business*
 Author: **Shereen J. Chaudhry**, *U. of Chicago Booth School of business*

Who's at Fault? Assignment of Responsibility in Miscommunication

Author: **Sophia Li**, *Haas School of Business, UC Berkeley*
 Author: **Rafael Batista**, *U. of Chicago Booth School of business*
 Author: **Juliana Schroeder**, *U. of California, Berkeley*

Zero-Sum Beliefs and the Avoidance of Political Conversations

Author: **F Katelynn Boland**, *Columbia Business School*
 Author: **Shai Davidai**, *Columbia Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Tightness-Looseness in Management Research

Session Chair: **Jiyin Cao**, *Chinese U. of Hong Kong*
Session Chair: **Ying Lin**, *Stanford Graduate School of Business*
Presenter: **Krishna Savani**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*
Participant: **Xi Zou**, *Nanyang Business School*
Presenter: **Zaijia Liu**, *Fudan U.*
Presenter: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*
Participant: **Shota Kawasaki**, *Nanyang Business School, Nanyang Technological U., Singapore*
Participant: **Raphael H. Amit**, *U. of Pennsylvania*

This symposium brings together a collection of four papers that extend the application of the tightness-looseness construct into the domain of management. These papers traverse a variety of topics, from unethical behavior, employee burnout, career motivation, to the creation of new business ventures. Each study contributes to a burgeoning body of literature that identifies tightness-looseness as a significant variable in understanding and navigating the complexities of management practices across diverse cultural landscapes.

Upper Class Network Increases Unethical Behavior By Enhancing Norm Looseness Perception

Author: **Jiyin Cao**, *Chinese U. of Hong Kong*

Why are Some Nations More Entrepreneurial than Others? Unraveling the Link Between Cultural Tightness

Author: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*
Author: **Raphael H. Amit**, *U. of Pennsylvania*








Are Employees More Burnt Out in Tight vs. Loose Organizations?

Author: **Xi Zou**, *Nanyang Business School*
Author: **Shota Kawasaki**, *Nanyang Business School, Nanyang Technological U., Singapore*

The Influence of Cultural Tightness on Workplace Motivation and Advice

Author: **Zaijia Liu**, *Fudan U.*

KEY TO SYMBOLS

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

Ethical Tensions in Professional Life: Victim Signaling, Political Discord, and the Pursuit of Truth



Organizer: **Logan Macray Steele**, *Boise State U.*
Organizer: **Karl Aquino**, *U. of British Columbia*
Discussant: **Adam Austen Kay**, *U. of Queensland*

This symposium brings together four papers that explore the evolving landscape of moral conflict and harm perceptions in contemporary workplaces and academic settings. This symposium sheds light on the nuanced ways organizations, and their members navigate ethical dilemmas in an era marked by heightened sensitivity to harm and aversive emotional experiences.

Conflict and Harm Concerns in the Marketplace of Ideas

Author: **Cory J. Clark**, *The Wharton School, U. of Pennsylvania*

Reminders of Shared Morality Improve Cross-Partisan Willingness to Collaborate with Opponents

Author: **Curtis Puryear**, *Kellogg School of Management, Northwestern U.*
Author: **Emily Kubin**, *U. of Kaiserslautern-Landau*
Author: **Chelsea Schein**, *The Wharton School, U. of Pennsylvania*
Author: **Yochanan Bigman**, *Hebrew U. of Jerusalem*
Author: **Pierce Ekstrom**, *U. of Nebraska-Lincoln*
Author: **Kurt Gray**, *U. of North Carolina, Chapel Hill*

Moral Licensing among Communal Narcissism in Response to Workplace Victimization

Author: **Eric Mercadante**, *NYU Stern School of Business*
Author: **Michael Mask**, *U. of British Columbia*

From Signals to Suspicion: Workplace Victim Signaling Predicts Distrust and Social Alienation

Author: **Logan Macray Steele**, *Boise State U.*
Author: **Karl Aquino**, *U. of British Columbia*

KEY TO SYMBOLS

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

Resistance, Restoration and Belonging

Session Moderator: **Amon Barros**, *FGVEAESP Sao Paulo School of Business Administration*

CMS: Resistance by Analogy: How Dramaturgs Resist McCarthyism with Distancing Analogy

Author: **Xiaoran MA**, *U. of Melbourne*

Author: **Vanessa Pouthier**, *U. of Melbourne*

Author: **Franz Wohlgezogen**, *Faculty of Business and Economics, U. of Melbourne*

To deepen the understanding of institutional work of resistance calls for expanding the cases of human oppression. Our study focuses on institutional actors' work in resisting state-organized hegemonic totalism (Tourish & Willmott, 2022) – whereby the state dictates people into ideological conformity through violence and intimidation of violence of defining, detecting, and purging those who dare to be different – that few studies have attended to. Sensitized by the concept of analogy whose potential to disrupt institutionalization and resist oppression has been rarely discussed, we aim to answer the question: How do actors mobilize analogy to perform institutional work of resisting state's hegemonic totalism? We empirically examine a group of theatre/film writers' work countering McCarthyism through writing scripts for stage/screen. Our findings show five themes, namely fear genesis, fear effects, inquisition, execution, and resistance, whereby artists drew analogies between dramaturgical events and McCarthyite realities, thereby mirroring onstage/screen the atrocities and the absurdities that audiences were living offstage/screen and activating audiences' awareness and comprehension of the political actualities they were witnessing and enduring. Our contributions are trifold. First, we expand analogy literature dominated by cognitive explanations treating it as only a naturalizing tool for institutionalization by unpacking analogy's affect-mediated self-distancing effects on disrupting institutionalization process and resisting hegemonic totalism. Second, echoing Martí & Fernández's (2013) account of writing as a powerful artistic work of resistance, we further illustrate the anti-oppressive potential of dramatization that dramaturgs relied on to awaken audiences from the hypnotizing state propaganda. Last, we highlight hegemonic totalism as a distinctive, subtle, yet consequential form of organizational violence persecuting ideological heresy while pursuing ideological purity, which deserves more attention from organizational scholarship. Keywords: institutional work, resistance/oppression, analogy, affect, denaturalizing/distancing, dramatization, theatre/film

CMS: From Rage to Repair: Affects and Solidarity Work in the Aftermath of the Beirut Explosion

Author: **Chaïma BENZEKRI**, *EMLYON Business School*

Most studies about disasters and crisis focus on immediate relief, theorizing post-disaster organizing mainly as the emergency response of physical reconstruction. Few is said about affective recovery which often inscribe itself in a longer timeline. In this study I investigate the long-term and affective recovery of devastated communities in the aftermath of the Beirut port explosion in 2020. I build on an ethnographic work run between February 2021 to September 2023 to explore post-disaster organizing efforts in Lebanon and unveil the role of affective solidarity in the journey of people affected by the blast. This study aims to understand how solidarity contributes to the redirection and processing of negative affects arising from the explosion and the overall political and economic situation, gradually fostering a transformative energy that facilitates the establishment of a new social arrangement based on solidarity and a return to affective rest.

CMS: Theorizing Effective Remedy: Exploring the Root Cause Dimensions

Author: **Alysha Kate Shivji**, *EGADE Business School, Tecnológico de Monterrey*

This conceptual paper theorizes remedy for business-related human rights abuses from a critical philosophical perspective. Focusing on non-state remedy, this paper recognizes its crucial role in the overall remedial system and the discrepancies in how scholars and practitioners approach the concept. This research reflects on the purpose of remedy in Business and Human Rights and argues that effective remedy aims to address the multiple root causes of abuses to prevent future occurrences rather than focusing on surface issues and singular cases. In order to develop a theoretical framework to conceptualize remedy that addresses multiple root causes, this research draws on Fraser's radical democratic conception of justice, participatory parity. According to the principle, the means to achieving justice involves social arrangements that enable all actors to engage with one another as peers. To conceptualize effective remedy as participatory parity, the paper examines three dimensions - cultural, economic, and political - where injustices or root causes must be addressed to realize participatory parity. Remedy in the proposed framework aims to address the multiple root causes of business-related human rights abuses and empower rightsholders to engage meaningfully in remedial processes. Through an illustrative case study of the Fair Food Program, the paper presents how this democratic three-dimensional framework for remedy can address root causes of human rights abuses while enabling meaningful participation within remedial systems.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leaders, Leading and Being Led

Session Moderator: **Khang Hoàng Lê**, *MIT U. Vietnam*

CMS: Leadership in Neoliberal Organizations: Theory and Empirical Illustrations

Author: **Khang Hoàng Lê**, *MIT U. Vietnam*

Neoliberalism has established itself as intertwined with the overarching structure of capitalism, exerting its influence across multifaceted dimensions of our society. This study combines conceptual and empirical methodologies to critically examine the mechanisms through which leadership is enacted within organizations driven by neoliberal principles. Based on extant literature, we develop a theoretical framework comprising interconnected components: neoliberal organizations, neoliberal principles in organizations, leadership power, and leadership subjectivity. Furthermore, we employ interpretive phenomenology analysis to conduct empirical illustrations to offer tangible examples of how leadership in neoliberal organizations is operationalized and how instances of resistance are formed. This study, situated at the intersection of critical leadership and management studies, enhances our understanding of how neoliberal rationalities influence leadership practices within contemporary organizations.

CMS: Responsible Organizational Change & the Death Drive: A Freudian Analysis of a Leadership Dismissal

Author: **John Cullen**, *Maynooth U.*

Despite calls for businesses to adopt environmental, social and economically sustainable business models, little research exists on the challenges that leaders face when attempting to implement responsible organisational change. This paper aims to address this by exploring the case of Emmanuel Faber's removal as CEO in Danone in March 2021. Faber, a celebrated leader in the corporate sustainability movement, had successfully instigated high-level change in the governance structure of the organisation, but within one year, Danone's Board of Directors removed Faber from his role of CEO with a rapidity that surprised many within both the financial sector and corporate social responsibility movements. This article applies Freud's theory of 'drives' to understanding how re-orienting an established business model in a company which had a longstanding reputation for social responsibility, can lead to the unearthing of more 'primal' destructive capitalist influences which can de-stabilize responsible organizational change projects. The paper aims to open up psychoanalytically informed avenues of research on sustainable organisational leadership and create new learnings on how responsible leadership practices can lead to embedding social and environmental sustainability within business models.

CMS: Navigating the Tides of Time: A Critical Analysis of Temporality and Rhetorical History

Author: **Anna Beatriz Niteroi**, *FGV-EAESP: Fundação Getúlio Vargas's Sao Paulo School of Business Administration*

Analyzing discourse at Expert XP, a finance event in Brazil, this study illuminates the strategic use of temporality and rhetorical history, providing insights into how the past is used to craft meaning. Expert diverse participants offer a unique context for understanding the deliberate reinforcement of prevailing ideas. The research highlights the prevalence of a chronological perspective of time and the dominant use of the Aristotelian logos, showcasing how historical references are strategically employed to build persuasive narratives within organizational discourse. Overall, the study contributes practical insights into the nuanced interplay of temporality and history in shaping convincing communication.

CMS: Embodied Oppression or Fleshy Resistance: Saudi Female Leaders' Body as a Space for Resistance

Author: **Elham Moonesirust**, *U. of Aberdeen*

Author: **Tahani H. Alqahtani**, *Imam Mohammad Ibn Saud Islamic U. (IMSUI)*

Author: **Jing Cai**, *U. of Aberdeen*

This paper sets to provide an embodied theorisation of the resistance of female leaders in Higher Education in the Kingdom of Saudi Arabia (KSA) to the system of male dominion. Based on a multiple case study of female leaders in Saudi academia, our research makes three contributions. First, we analyse how bodies are socialised to be subjugated to the masculine norms that shape the entire socio-cultural structure of the society and the setting of academia in the KSA. Second, we examine different strategies through which women use their bodies to undermine regimes of gender inequality while simultaneously trying to safeguard their claim to virtue and piety. Finally, we argue that the analyses of resistance to the regime of masculine domination that is shaped within religious teachings necessitate taking into account the aspects of religiosity of the female body and its attempt to shape an ethical and virtuous subject.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Frontiers of Design Work: Physicality, Organizing, and the Individual

Session Moderator: **Sarah Lebovitz**, *U. of Virginia*

CTO: **Collaboration Technologies for Emergent Groups Engaged in Physical Work: A Theoretical Model**  

Author: **Ehsan Nouri**, *Simon Fraser U.*

Author: **Nilesh Saraf**, *Simon Fraser U.*

Author: **Terri Griffith**, *Simon Fraser U.*

Emergent groups form without any preexisting structure to address urgent goals in situations like disaster response. Prior research underscores technology's role in supporting online collaboration and facilitating knowledge exchange among group members, given the lack of structure and established task routines. Yet, physical work can constitute a central aspect of many of these groups' activities, which strains existing models of virtual collaboration. We draw inspiration from the literature on cyber-physical systems and organizational theory to unbox the challenge of physicality. First, we conceptualize cyber-physical collaboration capabilities as a novel construct distinct from the well-established digital capabilities deployed for online collaborative work. Then, we describe the relationship of digital and cyber-physical capabilities with a group mental model composed of transactive memory systems (TMS) augmented by a collective awareness of tasks and resources, which dynamically adapts to the environment. The resulting augmented transactive memory system (ATMS) enables self-organization in physical group work by facilitating synergy between the physical and cyber realms of group interaction. Finally, we consider how the physical interdependencies between task components moderate ATMS formation and group self-organization. Several theory-grounded propositions provide a rich future research program on cyber-physical collaboration.

CTO: **Where Digital Innovation Meets the Human Body: A Theory of Somatic IS Artefacts and Entanglements**  

Author: **Johanna Lorenz**, *U. of Hamburg*

Author: **Jan Recker**, *U. of Hamburg*

In gaming, wellness, healthcare and other industries, we are witnessing the rise of an "Internet of Bodies", catalyzed by the proliferation of what we call somatic IS artefacts: digital sensing devices (e.g., fitness trackers, human digital twins, or smart implants) that are connected to the human body, rely on bodily data as input, and serve bodily rather than cognitive-affective goals. Because of their immediate connection to the human body, the use of somatic IS artefacts generates new forms of entanglements between digital technologies and the human body that have profound functional, behavioural, ethical, and even bodily implications. We develop a framework that provides structure and vocabulary to theorize about types of somatic IS artefacts, the complexities of somatic IS entanglements, and their implications. Our typological theorizing is intended to inspire and guide future research on overlooked and potentially harmful aspects of the design, implementation, use, and impact of somatic IS artefacts.

CTO: **Modeling Cognitive Search with Generalized Additive Model**

Author: **Jia Lin Cheoh**, *Purdue U.*

Design is a multi-phased search process in which designers iterate their designs in form and functionality. During that process, they must choose when and how much they want to invest in the risky exploration of new design versions. This paper examines a theoretical hiccup in the literature on exploration: On one hand, studies in decision-making and search would argue that exploration happens early, followed by phases of the incremental (exploitative) search and then exploration again if it is a highly complex task. Design theory further argues that form follows function, suggesting that exploration happens first in functionality and then in form. In contrast, Gestalt theory emphasizes holism, where our mind tends to look at an object as a whole and can only understand what the individual parts (functionalities) mean when we look at them concerning the whole (form). We examine this hiccup by building a computational model of a designer's mutual search process across two mutually dependent design spaces: A functional one (source code functions) and a visual one (form). We design a field experiment in which 108 designers iterate their designs through 5 phases and use computer vision and computer graphics methods to measure exploration, which is the similarity between two consecutive stages. Using the Generalized Additive Model (GAM), we examine the trajectory of the mutual search across the functional and visual design space. We find that the search patterns differ in the degree of exploration: Designers tend to first engage in visual space exploration, followed by functional space exploration. This finding suggests that exploration in co-dependent spaces may happen later in another space, and there are more than two search spaces in digital artifacts. In addition, our research challenges the notion of form follows function by showing that function follows forms rather than form follows function. Our findings contribute to the design cognition literature by examining designers' perceptions of the visualization processes using computer graphics.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Challenges in Regulating Information Technology

Session Moderator: **Anuschka Schmitt**, *U. of St. Gallen, Institute of Information Management*

CTO: **Do Big Tech Responsibility Narratives Reflect Wilful Blindness or Path Dependence?**

Author: **Susanne Klausng**, *London School of Economics and Political Science*
Author: **Susan Scott**, *Imperial College Business School*
Author: **Saonee Sarker**, *Virginia Tech*

A key challenge for enacting digital responsibility is that it entails orchestrating, creating, and distributing duties and obligations among diverse and loosely connected stakeholders of different stature. One of the criticisms leveled at Big Tech is that they are adept at reframing their duties and obligations, either through wilful blindness or in ways that reinforce their platform status, reproducing path dependencies. In this study, we attempt to understand the above by using a processual approach, wherein we analyse a longitudinal qualitative dataset gathered from thirty-eight earnings conference calls. We focus our grounded analysis on a major Big Tech company, Meta, examining how respondents position the firm's responsibilities in relation to key developments, such as the launch of regulatory regimes, advances in privacy preserving technologies, and salient major events like litigation, elections and the pandemic. We consider whether Meta's framing and reframing of their narrative about privacy provides insight into digital responsibilities. We conclude by asking whether Meta is setting up a path dependency by embedding AI as a 'technical solution' to regulatory pressure or offering enterprising opportunities for data responsibility through path creation, in other words will this be privacy taking or privacy making?

CTO: **How to Enforce Platforms' Liability?**

Author: **Adam Feher**, *Trier U.*

New regulations are emerging to address the increase of illegal content on online platforms, highlighted by initiatives like the Digital Services Act. This paper presents a theoretical model examining how such regulations shift the economic incentives for social media platforms to moderate user-generated content. The model focuses on a strictly liable platform with heterogeneous users who may breach the rules set by a regulator. The larger the audience of the user, the higher the benefit she brings to the platform, but also the larger the societal harm if she violates the rules. The paper argues that oversimplified regulations may worsen the problem of cherry-picking, where platforms penalize only low type users and not high type ones for violations. To combat cherry-picking, one option for the regulator is to stop monitoring content that the platform has already removed, but this could lead to overmoderation. Another strategy involves the regulator enhancing its technology to monitor more content and adjusting fines based on the ex post observable size of the audience of users. Intriguingly, under this approach, the optimal fine might be reduced when more users commit violations.

CTO: **It's Not What You Say, It's How You Say It: Investigating GDPR Enforcement Variation in the EU**

Author: **John Patrick Lalor**, *U. of Notre Dame, Mendoza College of Business*
Author: **Sriram Somanchi**, *U. of Notre Dame*
Author: **Frederick Nwanganga**, *U. of Notre Dame, Mendoza College of Business*
Author: **John D'Arcy**, *U. of Delaware*
Author: **Corey Michael Angst**, *U. of Notre Dame*








The EU took a significant step in its decades-long effort to protect citizens' data privacy in May 2018 when it enacted the General Data Protection Regulation (GDPR). GDPR regulates how both EU and non-EU companies collect, process, and use EU citizens' personal information. Notably, GDPR enforcement is carried out by each member nation through their data protection agencies (DPAs). Accumulating evidence of GDPR fines and their explanations show high variation among EU countries, both in quantity and magnitude. While the impact of GDPR on data privacy is still emergent, there is a growing body of GDPR enforcement cases that can be investigated. In this integrative modeling research, we apply natural language processing (NLP) and machine learning techniques to explain and predict the amount of an imposed fine, based on several country-level characteristics. We calculate a divergence metric to examine how the detailed description of the fine (the fine narrative), as written by the country's DPA and then summarized (the fine summary) by a neutral third party, diverges from the GDPR legal articles it cites as a basis for enforcement. We further take a predictive modeling approach to identify key variables that may help explain variation in fine amounts. Our results indicate that the DPAs are taking an interpretive perspective concerning GDPR enforcement and not simply following the letter of the law. Collectively, our results demonstrate that the GDPR bloc-level legislation is not being applied consistently, and our predictions suggest this will continue, which is antithetical to its original intent.

CTO: **The Regulation of Generative AI: Lessons Learned from ChatGPT's Suspension in Italy**

Author: **Antonio Cordella**, *London School of Economics*
Author: **Francesco Gualdi**, *London School of Economics and Political Science*

Existing literature has predominantly concentrated on the legal and ethical aspects of government initiatives to regulate AI, often relegating the technological dimension to the periphery. However, the emergence and widespread use of generative AI models present new challenges for public regulators. Generative AI operates on distinctive technological properties which require a comprehensive understanding by regulators prior to the enactment of pertinent legislation. This paper focuses on the recent case of the Italian suspension of ChatGPT to illustrate the public regulators' failure in acknowledging the unique characteristics intrinsic to generative AI, culminating in a flawed regulatory endeavour. By drawing on the findings of an exploratory case study, this paper contributes to the theoretical understanding of AI regulation, highlighting the discordance between the dynamism and fluidity of generative AI and the rigidity of regulatory frameworks. The paper contends that until this tension is effectively addressed, public regulatory interventions are likely to underachieve their intended objectives.

KEY TO SYMBOLS

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

The Transformation of Education: AI, Chatbots, and Blockchain

Session Moderator: **Franziska Kaiser**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*

CTO: **Metaverse in Higher Education Institutions: Drivers and Effects**     

Author: **Nir Kshetri**, *U. of North Carolina, Greensboro*

Higher education institutions (HEIs) are becoming “metaversities” and taking their physical campuses into a virtual online world. This article provides a detailed analysis and description of higher education institutions’ adoption of key underlying metaverse technologies such as virtual meeting space, virtual reality, augmented reality, mixed reality and digital twins. We analyze multiple case studies of ten HEIs that have incorporated metaverse in their teaching, learning and extra-curricular activities. We have developed seven propositions, which describe some driving forces that potentially exert pressures on higher education institutions to adopt the metaverse and the effects of the metaverse on student engagement and academic performance.

CTO: **Threats or Opportunities? Enhancing Business Performance in the Era of Generative AI**    

Author: **Victor Lee**, *W. P. Carey School of Business, Arizona State U.*

Author: **Julian Lehmann**, *Arizona State U.*

Author: **Heewon Chae**, *Arizona State U.*

Author: **Donghyuk Shin**, *KAIST College of Business*

Author: **Seigyoung Auh**, *Thunderbird School of Global Management at ASU*

Author: **Sang-Pil Han**, *Arizona State U.*

Despite Generative AI’s emerging prominence in the business community, its nascent nature presents uncertainties that impede its broader adoption as a disruptive technology. This paper investigates two pertinent conundrums with theoretical and managerial implications. The first pertains to the potential tension surrounding the adoption of Generative AI: is it financially viable for organizations to adopt Generative AI? Organizations might be reluctant to invest without clear financial benefits. The second concerns the role of complementary assets in amplifying the financial benefits brought about by Generative AI. In response to these concerns, we conducted a randomized field experiment with a global online tutoring and learning platform. The study yielded three primary findings. First, we not only find a positive spillover effect of Generative AI on existing services, dampening the concern that Generative AI may supplant a firm’s existing services but also support the presence of complementary assets such as an idiosyncratic proprietary database amplifying the beneficial impact of Generative AI. Second, Generative AI increases advertising impression revenues, an effect that is further magnified when used in conjunction with the unique proprietary database. Third, our analysis shows that these effects are enduring, which implies that the proprietary database is an integral, socially complex, and causally ambiguous resource, instrumental in fostering a sustainable competitive edge. We conclude by affirming that our findings align with and contribute to the resource-based view of the firm and the dynamic capabilities perspective.

CTO: **The Price of Progress: Micro-Credentialing Systems Powered by Blockchain Technology**   

Author: **Lyubov Stafeyeva**, *MCI Management Center Innsbruck*

Author: **Yevgen Bogodistov**, *MCI Management Center Innsbruck*

Author: **Guido Perscheid**, *Otto-Friedrich U. Bamberg*

Micro-credentials, as records of brief learning experiences, foster lifelong education and mark a progressive learning strategy in higher education institutions (HEIs), reflecting the digital evolution in the educational sector. Their implementation, however, introduces challenges like standardisation and high costs, with blockchain technology posited as a viable solution to streamline credentialing processes. This study investigates the indirect costs of implementing blockchain-powered micro-credentials in HEIs. Through a discrete choice experiment (DCE) framed by Prospect theory, it uncovers that human resources, transaction fees, and payment adjustments are significant deterrents for HEIs considering blockchain adoption. The decision-making process in HEIs is influenced by a combination of various cost factors, and the framing of these costs significantly alters institutional willingness to bear them. The findings emphasise the complexity of decision-making in adopting blockchain technology, suggesting the need for a nuanced understanding of these costs to develop more effective implementation strategies. The study advocates for further research to explore the collective impact of these costs on HEI decision-making and promote broader adoption of blockchain in education.

CTO: **Not all AI Chatbots are Created Equal: The Case of a Soft Skills Coaching Bot in Education**  

Author: **Francesco Laviola**, *Sapienza U. of Rome*

Author: **Biagio Palese**, *Northern Illinois U.*

Author: **Sun Tae Kim**, *Lehigh U.*

Author: **Nicola Cucari**, *Sapienza U. of Rome*

Chatbots are becoming a daily companion of human life. With the recent advances in generative AI, it is easier than ever to design and develop chatbots. However, we argue that not all AI chatbots are created equal. Thus, in this, one of a kind, empirical study we investigate the factors that impact users’ intention to use three versions of a soft skill chatbot. We also offer a comparison of them to understand if the generative AI enabled chatbots lead to more intention to use than traditional AI chatbots. To address our research questions, we extended the Unified Theory of Acceptance and Use of Technology model, by incorporating Perceived Risk and Perceived Trust and by adding the generative AI-enabled chatbots as treatments in the model. Our findings reveal noteworthy disparities between the three versions of chatbot, offering both theoretical and practical contributions. Among the theoretical contributions we found that Effort Expectancy has negative impact on intention to use for generative AI chatbots, which is challenging extant literature. Moreover, we identified key mediators (e.g., Perceived Trust, Performance Expectancy and Effort Expectancy), shedding light on critical factors influencing users’ intention to engage with these technological tools. Among the practical contributions we offer actionable insights for educators and practitioners seeking to integrate AI chatbots into educational settings.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Human-AI Teamwork: Collaboration, Creativity, and Trust

Session Moderator: **Katherine Chudoba**, *Utah State U., Emerita*

CTO: **Collaborating with Generative Artificial Intelligence: Creative Problem-Solving in Groups**

Author: **Daniel Zaglmann**, *U. of Passau*Author: **Stefan Faltermaier**, *U. of Passau*Author: **Susanne Grabl**, *U. of Passau*Author: **Marina Fiedler**, *U. of Passau*

Generative Artificial Intelligence (GAI) is becoming more prevalent in creative group problem-solving. However, research on collaboration between GAI and humans in groups is limited. This qualitative diary study investigates human collaboration with GAI in creative group problem-solving. Our findings disclose two distinct forms of collaboration and breaking points where the groups transition between them. In an uncritical GAI collaboration form groups perceive the GAI as a reliable and trustworthy expert, while in a critical GAI collaboration form groups perceive GAI as a mere tool, an assistant, or a fallible group member. The transition between these forms of collaboration usually happens during specific phases in the creative group problem-solving process. Various factors can influence such transition, e.g., emotional reactions toward GAI, technical barriers, changes in trust toward GAI, or deviations from capability expectations. Our study contributes to the ongoing discussions on GAI in creative group problem-solving and Human-AI collaboration.

CTO: **Fostering Team Creativity via AI Support: The Interplay of AI Advancement and Work Methods Autonomy**

Author: **Jie Xiao**, *Renmin U. of China*Author: **Meng Zhang**, *Renmin U. of China*Author: **Qin He**, *Capital U. of Economics and Business*

Despite the growing interest in artificial intelligence (AI) within organizations, there is a lack of clarity regarding how and when teams can effectively leverage its benefits. Drawing on the task-technology fit theory and literature on human-AI collaboration, we propose that the interplay of AI advancement (a form of technology characteristics) and work methods autonomy (a form of task characteristics) can promote team creativity via team AI support. Specifically, teams with high work methods autonomy effectively leverage the attributes of AI advancement, thereby supporting teamwork and fostering creativity. Though a multi-source field study, our results support the task-technology fit perspective of AI in the team context. By doing so, we provide critical theoretical and practical insights into how to implement AI in the team context to achieve "AI-augmented" creativity.

CTO: **Teamwork in the Age of AI: Expert Opinions on AI Teammate Characteristics**

Author: **Anna-Sophie Ulfert**, *Eindhoven U. of Technology*Author: **Eleni Georganta**, *U. of Amsterdam*

This paper explores the integration of Artificial Intelligence (AI) as a teammate in human-AI teams (HAT) within organizational settings. It investigates the characteristics that make an AI an ideal team member and how these characteristics can enhance team functioning, according to AI experts. Building on individual and team characteristics of human teams, like personality, composition, and team roles, these concepts are extended to HATs. Utilizing a qualitative methodology, interviews with AI experts from various disciplines were conducted to gather diverse perspectives on the design of and interaction with AI in team settings. Preliminary findings indicate three key factors shaping an ideal AI teammate: AI agent features (e.g., medium of communication), AI agent capabilities (e.g., making suggestions), and team characteristics (e.g., trust). The study highlights the unique aspects of AI in teams, such as emotion perception and moral values, and suggests that AI teammate characteristics should be further explored in various contexts. This paper contributes to the understanding of AI integration in teams, emphasizing the need for tailored AI teammate characteristics to enhance team collaboration and effectiveness in organizational contexts.

CTO: **Sartre Meets Silicon: Trust and the Quest for Authenticity in Human-AI Teams**

Author: **Jakub Edward Cichor**, *TUM School of Management, Technical U. of Munich*Author: **Sylvia Hubner-Benz**, *Paderborn U.*Author: **Claudia Peus**, *Technical U. of Munich*

This paper introduces the Convergent Authenticity Model, a novel framework for understanding and enhancing Human-AI collaboration in organizational settings. Drawing from existentialist philosophies of Jean-Paul Sartre and Martin Heidegger, we explore the concept of authenticity as it applies to both humans and artificial intelligence (AI). The paper delves into how the authenticity in human team members, characterized by emotions and ethical judgment, synergizes with the operational authenticity of AI, defined by reliability and algorithmic precision. This constructive collaboration is crucial in addressing challenges posed by the Uncanny Valley and anthropocentric biases, which significantly impact perceptions and interactions in Human-AI teams. The model emphasizes the importance of balancing human emotional depth with AI's analytical capabilities, fostering a collaborative environment where both entities contribute uniquely to team dynamics. By integrating existential perspectives with practical organizational behavior, the Convergent Authenticity Model offers a framework for optimizing team effectiveness and navigating the ethical implications of AI integration in the workforce.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **2025** | Submission: **14769** | Sponsor(s): **(CTO, HR)**

Scheduled: **Tuesday, Aug 13 2024 11:30AM - 1:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Pullman**

Beyond and Behind Platforms and Algorithms: Exploring the Lived Experiences of Gig Workers



Organizer: **Francesca Bellesia**, *Dep. of Sciences and Methods for Engineering, U. of Modena and Reggio Emilia*

Organizer: **Elisa Mattarelli**, *San Jose State U.*

Discussant: **Farnaz Ghaedipour**, *Stanford U.*

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

Participant: **Bobbi Thomason**, *Pepperdine Graziadio Business School*

Presenter: **Ayomikun Idowu**, *U. of Sussex Business School*

Participant: **Fabiola Bertolotti**, *U. of Modena and Reggio Emilia*

Presenter: **Ksenia Keplinger**, *Max Planck Institute for Intelligent Systems*

Participant: **Aizhan Tursunbayeva**, *Parthenope U. of Naples*

Participant: **Vindhya Singh**, *Max Planck Institute for Intelligent Systems*

Participant: **Stefano Di Lauro**, *U. Mercatorum*

While the literature on gig work is expanding rapidly, many are the issues that need to be answered in order to fully understand the lived experiences of gig workers and illuminate the dynamics of gig work. Despite it is widely recognized that gig workers constitute a heterogeneous workforce, for instance, seminal works have focused on finding similarities among gig workers across platforms, while the mechanisms behind different gig workers' behaviors and perceptions are still widely obscure. Moreover, most of the literature focuses on what gig workers do individually on platforms, but not – or only cursorily – on how these workers manage the interplay between their online and offline activities. Specifically, comprehending how the online dimensions of work blur or integrate with offline aspects of gig workers' lives – such as family condition or family needs, the presence of alternative, offline jobs, the cultural context of the community and country of origin – is of significant importance. This symposium addresses these issues by examining what happens behind and beyond platforms, and by presenting four papers looking at different gig workers' experiences and different forms of interplay between online and offline aspects of gig work.

A Multi-National Ethnography of Ride-Hailing in the Global South

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

Author: **Bobbi Thomason**, *Pepperdine Graziadio Business School*

Understanding African Digital Platform Workers' Behaviours through the Lens of Omoluwabi Ethos

Author: **Ayomikun Idowu**, *U. of Sussex Business School*

Gig workers and Wellbeing: How is Algorithmic Work related to Work-Life Balance?

Author: **Francesca Bellesia**, *Dep. of Sciences and Methods for Engineering, U. of Modena and Reggio Emilia*

Author: **Fabiola Bertolotti**, *U. of Modena and Reggio Emilia*

Author: **Elisa Mattarelli**, *San Jose State U.*

Gig work in organizations: Trends and perspectives from Human Resource Management professionals

Author: **Ksenia Keplinger**, *Max Planck Institute for Intelligent Systems*

Author: **Aizhan Tursunbayeva**, *Parthenope U. of Naples*

Author: **Vindhya Singh**, *Max Planck Institute for Intelligent Systems*

Author: **Stefano Di Lauro**, *U. Mercatorum*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Session Type: **Social Event**
Program Session: **2026** | Submission: **21650** | Sponsor(s): **(DEI)**
Scheduled: **Tuesday, Aug 13 2024 11:30AM - 1:15PM CT (UTC-5)** at **Offsite** in **Sweetwater Tavern and Grille**

2024 AOM DEI EC Lunch

DEI EC Lunch

KEY TO SYMBOLS

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

Measuring Discrimination and Tokenism

Session Moderator: **Yuan-Yuan Chan**, *U. of Massachusetts, Boston*

DEI: **Work Social Support from Private Domain: Scale Development and Validation**

Author: **Farzana Ashraf**, *Macquarie Business School, Macquarie U.*
Author: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*
Author: **Raymond Trau**, *Macquarie U.*

Work social support (WSS) impacts women's careers both in Western and non-Western contexts. In patriarchal societies, women's careers are more susceptible to the influence of WSS when compared to those in Western societies. Women in patriarchal societies are expected to perform multiple domestic roles as daughters, daughters-in-law, wives and mothers, necessitating support from their families and workplaces to effectively navigate these roles. In this research, we review 21 social support measures and identify the absence of a measure that entirely focuses on and accurately captures the work-related support that women receive from their non-work or private domain. To fill this gap in the social support literature, we propose a new WSS measure that is contextually separate from the available social support measures. Following established scale development guidelines, this new WSS measure has been developed and validated with three studies involving three independent sample groups from the patriarchal context of Bangladesh. In addition, we provide evidence of the psychometric properties of the newly developed measure across multiple studies. This new WSS measure is specific to women's private domain and considers the societal aspects of a patriarchal context. Thus, the measure can be used to investigate the impact of WSS from private domain on women's careers in a patriarchal context, beyond the Western contexts that have been historically explored in the literature.

DEI: **Development and Validation of a Measurement Scale for the Queen Bee Syndrome**

Author: **Yuan-Yuan Chan**, *U. of Massachusetts, Boston*
Author: **Jin Feng Uen**, *National Yang Ming Chiao Tung U.*

This study developed the Woman Subordinates Perceived Woman Supervisors' Queen Bee Syndrome Scale (SPQBS) to measure woman supervisors' queen bee syndrome (QBS). First, we used an inductive procedure to generate the primary items through in-depth interviews with woman subordinates who work with woman supervisors. Second, we conducted a survey to identify possible dimensions of QBS through EFA (N=205). Finally, we conducted a two-wave survey to validate the measure using CFA (N=309) and criterion-related validity (N=204). We concluded that the scale includes five dimensions: alienated relationship, constrained communication, constrained reliance, ineffective mentoring, and constrained development. Each dimension includes three items; thus, the construct comprises 15 items in total. To date, the mainstream quantitative studies on QBS have used indirect measures, such as woman supervisor's masculine self-description and career commitment, labeling women with these features as queen bees without a solid theoretical or phenomenal foundation. The development of the SPQBS provides a new way to measure QBS more directly than previous studies by examining woman subordinates' perspectives. Thus, this measure has the potential to enrich research on leadership and diversity, equity, and inclusion. Keywords: queen bee syndrome; women leadership; scale development; SPQBS

DEI: **Measuring Tokenism: Development and Evaluation of a Token Consciousness Scale**

Author: **Jason R. Lambert**, *Texas Woman's U.*
Author: **Gabrielle Smith**, *Texas Woman's U.*
Author: **Paul Yeatts**, *Texas Woman's U.*
Author: **Adam Kuentzel**, *Texas Woman's U.*
Author: **Micah Gillman**, *Texas Woman's U.*

Although token responses have been studied greatly, there is a lack of a valid and reliable instrument that measures how token employees perceive and cope with the effects of being a token. The current study addresses a research gap by developing and validating a scale for token consciousness, conceptualized as the dispositional mindset used to navigate a token environment and mitigate its negative outcomes. Exploring the nomological network of related constructs, and using a multi-step, multi-stage methodology, the token consciousness scale (TCS) was verified using two different samples of women. The analyses resulted in a nine-item original scale with strong psychometric properties, confirmatory factor analyses supported the a priori structure, evidence for the validity of the TCS was found, and the scale exhibited good model fit. The development of the TCS has important implications for the field, as it may contribute to future research for comprehending token experiences in the workplace by serving as a validated instrument to assess the awareness and perspective of token employees.

DEI: **What Does It Take to Confront Discrimination at Work? A Scale-Development Study**

Author: **Joy Bredehorst**, *U. of Cologne*
Author: **Christian Hänsele**, *U. of Cologne*

Discrimination in the workplace is a widespread issue with far-reaching consequences for employees and organizations. An important strategy for addressing current and preventing future discrimination is confronting (i.e., the verbal challenge directed at the person or persons who commit a blatant or subtle act of discrimination), either by targets themselves or observers. Despite well-meaning intentions, confrontation of discrimination is rare, especially in the workplace. We argue that one barrier to confronting in the workplace is that the requirements for confrontation of discrimination are not yet well understood, partly because we lack a psychometrically sound and comprehensive scale to capture and differentiate the requirements. In a series of five studies (Ntotal = 1,112) across different cultural contexts and populations, we overcome the gaps of existing research in three ways. First, we suggest a comprehensive model of Requirements to Confront Discrimination (RCD) at the workplace encompassing four critical dimensions (i.e., Identifying Discrimination, Personal Necessity to Confront, Confrontation Skills, Confrontation Evaluation). Second, we develop and validate a reliable 12-items scale to measure RCD. Third, we empirically demonstrate the importance of RCD in contemporary workplaces, showing its predictive validity for affective and motivational organizational outcomes. Overall, our work thus sets the foundations to understand what is needed to confront discrimination, and why it is important for organizations to equip their employees with these requirements.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Ethics, Leaders and Policies

Session Moderator: **Trang Pham**, *Telfer School of Management, U. of Ottawa*

DEI: The Interconnectedness and Intersectionalities of Care Ethics and Social Time During the Pandemic (WITHDRAWN)    

Author: **Lakshmi Balachandran Nair**, *Luiss Guido Carli U.*

Business ethics researchers and practitioners are interested in understanding the temporal mechanisms of various managerial activities, processes, and policies. In this direction, we borrow notions of time from Virginia Woolf's Mrs. Dalloway to examine how social time intersperses with the paid and (unpaid) care work of female employees during the pandemic. We explore how discussions of social time in connection to care work appear in newspaper discourses of "shecession", i.e. the large-scale job/income losses experienced by women during the COVID-19 pandemic. Since shecession is a byproduct of the pandemic times, exploring the role of time in it is crucial. In fact, our findings show that the macro social time of the pandemic affects working women with care responsibilities who are situated at the intersection of multiple vulnerable social categories by simultaneously being a penalizer and a lost opportunity. Similarly, we also find that the micro social times of working women embed, stratify, and synchronize differently during the pandemic when compared to normal times. Working women with care responsibilities are thus adversely affected by both micro and macro social time changes. Our findings therefore could be instrumental in developing and implementing inclusive policies and processes in business organizations and labor markets. In so doing, this study also indicates how a consideration of social time enriches the application of care ethics in work contexts. Ultimately, this article is also about developing caring organizations, societies, and families which care for the caregivers (working women), since receiving care is a precondition of giving care.

DEI: Age Difference in Life Satisfaction During the COVID-19: The Moderating Effect of Government Policy   

Author: **Trang Pham**, *Telfer School of Management, U. of Ottawa*
Author: **Vu Chu Tuan**, *School of Management, U. of Ottawa*

A handful of studies document the U-shaped relationship between age and life satisfaction. We aimed to re-evaluate this relationship in adverse conditions during the COVID-19. We also made attempts to study the underlying mediators and how macro interventions might have any effect on this curvilinear relationship. The paper found that the middle-aged group was the most affected in terms of economic outcomes (job loss, work hours, money loss), leading to their lower well-being than the youth group and the elderly group. Public health policies flatten the curve but surprisingly, economic supports widen the gap in well-being. The findings support the U-shape relationship between age and well-being in difficult times. Thus, this paper calls for uniquely developed plans to support different age groups during adversity.

DEI: Exploring Intersectional Influences on Leadership: The Role of Gender and Race  

Author: **Victor Elijah Blocker**, *Michigan State U.*
Author: **John R. Hollenbeck**, *Michigan State U.*
Author: **Quinetta M. Roberson**, *Michigan State U.*








This paper examines the intersectional influences of gender and race on leadership emergence and effectiveness within self-managing teams. We explore how these factors shape leadership perceptions and emergence in autonomous organizational structures. Utilizing Leadership Categorization Theory and Social Dominance Theory, the study investigates biases and stereotypes affecting marginalized individuals in leadership roles, revealing that Black women may emerge as leaders more frequently than Black men. The research highlights the importance of recognizing intersectionality in leadership dynamics and suggests the need for tailored strategies to mitigate social dominance biases. The findings challenge traditional paradigms of leadership, urging a reevaluation of leadership development and selection practices in modern organizations.

DEI: Social Class Origin and Its Enduring Effects on Securing Idiosyncratic Deals at Work

Author: **Youjeong Huh**, *Stonehill College*
Author: **Michael Thomas Ford**, *U. of Alabama*

Research has shown that employees' social class origins may contribute to the reproduction of class inequality in white-collar organizations. However, the literature lacks an investigation of how social class backgrounds affect employees' likelihood of acquiring i-deals, which are customized career opportunities that have been linked to positive individual outcomes in both work and family life spheres. Research suggests that individuals from lower-social class backgrounds may be at disadvantage in receiving such special career opportunities. To investigate the influence of employees' social class background on the receipt of i-deals, I conducted two studies: a two-factor factorial experiment and a two-wave study with a one-week interval. Study 1 unpacked the potential mechanism through which lower-social class backgrounds affect how employees view themselves in white-collar organizations. These self-perceptions could affect their chance of negotiating and acquiring i-deals, which in turn may influence their individual outcomes, such as pay raise, managerial aspiration, and satisfaction with work-family balance. Study 2 shifts the focus to managers' stereotypes about social class and investigates whether managers are more inclined to offer i-deals to hypothetical employees from upper-social class backgrounds. In Study 1, social class background positively predicted the receipt of development i-deals, but not via the hypothesized mechanisms. In Study 2, social class background of a fictional employee predicted the manager's willingness to approve i-deals requested by the employee, as well as their willingness to voluntarily offer i-deals. Findings across these two studies suggest that social class background may affect one's chance of receiving special career opportunities.

KEY TO SYMBOLS

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

Challenges and Opportunities for Organizations to Increase Representation



Organizer: **Jose Cervantez**, *The Wharton School, U. of Pennsylvania*
Organizer: **Ilana Brody**, *UCLA Anderson School of Management*
Presenter: **Jose Cervantez**, *The Wharton School, U. of Pennsylvania*
Presenter: **Joyce He**, *U. of California, Los Angeles*
Presenter: **Kathy Vo**, *Kellogg School of Management, Northwestern U.*
Presenter: **Elizabeth Huppert**, *Northwestern Kellogg School of Management*
Presenter: **Ilana Brody**, *UCLA Anderson School of Management*
Participant: **Sophia Pink**, *The Wharton School, U. of Pennsylvania*
Participant: **Linda Chang**, *The Wharton School, U. of Pennsylvania*
Participant: **Aneesh Rai**, *U. of Maryland R.H. Smith School of Business*
Participant: **Mohsen Mosleh**, *MIT Sloan School of Management*
Participant: **Katherine Milkman**, *U. of Pennsylvania*
Participant: **Sonia Kang**, *U. of Toronto*
Participant: **Andrea Dittmann**, *U. of Southern California - Marshall School of Business*
Participant: **Sherry Wu**, *UCLA Anderson School of Management*
Participant: **Eugene M. Caruso**, *UCLA Anderson School of Management*
Participant: **Heather M. Caruso**, *UCLA Anderson School of Management*
Participant: **Maryam Kouchaki**, *Northwestern Kellogg School of Management*

Despite widespread recognition of its importance, numerous organizations still grapple with effectively implementing genuine diversity and inclusion (McKinsey, 2020). This discrepancy between aspiration and reality poses a pivotal challenge: How can organizations innovatively address contemporary challenges to enhance representation? Our sessions aim to dissect both the challenges and potential solutions for cultivating more representative environments at various stages of the organizational pipeline. Specifically, we will demonstrate diverse methods by which organizations can boost representation, ranging from harnessing feedback mechanisms to modifying organizational communication, identifying gaps in the pipeline stages, and understanding mentorship dynamics among individuals from working-class backgrounds. Additionally, our symposium features a diverse group of researchers, offering insights into how representation can permeate through the research process itself.

The Role of Feedback in Promoting Diversity

Author: **Jose Cervantez**, *The Wharton School, U. of Pennsylvania*
Author: **Sophia Pink**, *The Wharton School, U. of Pennsylvania*
Author: **Katherine Milkman**, *U. of Pennsylvania*
Author: **Aneesh Rai**, *U. of Maryland R.H. Smith School of Business*
Author: **Linda Chang**, *The Wharton School, U. of Pennsylvania*
Author: **Mohsen Mosleh**, *MIT Sloan School of Management*

The Gender License Gap: Gendered Barriers in the Engineering Licensing Process

Author: **Joyce He**, *U. of California, Los Angeles*
Author: **Sonia Kang**, *U. of Toronto*

Communicating Commitment to Gender Equality in Organizations

Author: **Elizabeth Huppert**, *Northwestern Kellogg School of Management*
Author: **Maryam Kouchaki**, *Northwestern Kellogg School of Management*

Mentorship for Whom? Relational Mentorship Frames Reduce Social Class Gaps in Ment

Author: **Kathy Vo**, *Kellogg School of Management, Northwestern U.*
Author: **Andrea Dittmann**, *U. of Southern California - Marshall School of Business*

Community First: Promoting Aid Access with an Interdependent Model of Agency

Author: **Ilana Brody**, *UCLA Anderson School of Management*
Author: **Sherry Wu**, *UCLA Anderson School of Management*
Author: **Eugene M. Caruso**, *UCLA Anderson School of Management*
Author: **Heather M. Caruso**, *UCLA Anderson School of Management*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Women CEOs and Compensation

Session Moderator: **Farah Mejri**, *U. of Lausanne, HEC Lausanne*

DEI: **Do Female CEOs Improve Female Executive Compensation? The Moderating Role of Firms' Orientation**

Author: **Chenxi Zhang**, *School of Business, Renmin U. of China*
Author: **Wanwan Huo**, *School of Business, Renmin U. of China*
Author: **Ruxi Wang**, *Renmin U. of China*

Prior research has concentrated on the negative influence of female CEOs on female executive compensation. Despite that social identity theory support a possible positive relationship, research fails to give empirical evidence. From the perspective of social identity theory, we propose a framework in which female CEOs have social identification toward female executives and thus lead to higher compensation outcomes. We further propose two firms' orientation variables that may change female CEOs' identification toward female executives. We argue that corporate social responsibility (CSR) strengthens the positive effect of female CEOs on female executive compensation. We further predict that firms' negative aspiration performance gap (APG) has a weakening effect on the focal relationship. Using panel data on 700 Chinese listed firms from 2006 to 2021, we find support for all the hypotheses. Our study contributes to executive pay equality literature and female leadership literature.

DEI: **How Do Women Become CEOs? The Path to the Top** 🙌

Author: **Farah Mejri**, *U. of Lausanne, HEC Lausanne*
Author: **Tony Davila**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*

The low representation of women in CEO positions remains a puzzling phenomenon in the research community as well as in practice. This study investigates the career path of top managers to the CEO position using a sample of 15,719 executives from U.S. publicly traded companies spanning from 2011 to 2021. Its aim is to identify elements that contribute to the gender disparity observed in CEO positions. We replicate the existence of a glass ceiling where women are less likely to be promoted, *ceteris paribus*. However, we find that the glass ceiling explains just part of the drop in women's presence as CEOs; another important explanation is related to women having a larger presence in top management jobs that are less likely to be promoted, regardless of gender. We refer to this explanation as the "glass maze." In line with social identity and role incongruity theories, women are more prevalent in human resources, sustainability, and legal positions, as opposed to the traditional CEO feeder jobs in finance (CFOs) and operating positions (COOs). These results provide additional insights on women's career paths to reach CEO positions.

DEI: **Communion then Agency: Women's Ascension to the Hospital CEO Role** 📄 🙌

Author: **Ryan Miller**, *Ivey Business School*
Author: **Martha L. Maznevski**, *Ivey Business School*
Author: **Alison M. Konrad**, *Western U.*

Women continue to remain greatly underrepresented in senior leadership roles, perhaps most obviously within the CEO position. However, the Ontario hospital system is a notable counterexample: 52% of Ontario hospital CEOs identify as women. This begs the question: how did these women ascend to the hospital CEO position? In attempts to explain this anomaly, we leverage existing theory on women in leadership to generate three plausible explanations. Using data from 22 semi-structured interviews with women Ontario hospital CEOs, we employ abductive thematic analysis to empirically evaluate our three explanations. Findings show that communal behaviors positively contribute to women's upward career mobility, and that the hospital CEO job role strongly entails communal leadership behaviors. Further, throughout their careers, many participants subtly exuded the essence of agency without engaging in traditional agentic behavior. Collectively, overt communal behaviors and subtle agentic behaviors positively contributed to participant's emergence as CEOs. Ultimately, findings depict a new way in which these women leaders navigated a shifting double-bind.

DEI: **The Appointment and Tenure of Women CEOs**

Author: **Farah Mejri**, *U. of Lausanne, HEC Lausanne*

The increasing number of females in leadership positions raises research questions about their selection and what happens once they break through the glass ceiling. The primary motivation of this paper is to explore the characteristics of firms that appoint women CEOs and to analyze their trajectory after their promotion beyond the glass ceiling. We focus on whether having females on board increases the likelihood of appointing a female CEO. We further investigate the impact of the CEO's gender on the likelihood of turnover. Consistent with critical mass theory, our findings indicate that companies with a proportion of 10% to 30% of women on the board are more likely to appoint a woman CEO. This likelihood increases as the proportion of women on board increases, but the effect plateaus once it reaches 30%. However, there is no need for a critical mass for female in top management team to have an impact on female CEOs appointment. Furthermore, we find that women CEOs have a 27% lower probability of leaving their firms compared to their male counterparts, indicating that once they surpass the glass ceiling barrier, they tend to remain longer in their positions.

KEY TO SYMBOLS

📄 Teaching-oriented 🌐 Practice-oriented ✈️ International-oriented 🗨️ Theme-oriented 📄 Research-oriented 🙌 Diversity-oriented
📄 Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **2031** | Submission: **17459** | Sponsor(s): **(DEI, MOC, SIM)**

Scheduled: **Tuesday, Aug 13 2024 11:30AM - 1:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Regency Ballroom A**

Innovating for Inclusion: Theoretical and Empirical Advancements on LGBT Issues in Organizations



Organizer: **Shaun Michael Pichler**, *California State U., Fullerton*
Organizer: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*
Presenter: **Luke Fletcher**, *School of Management, U. of Bath*
Participant: **Lakshmi Chandrasekaran**, *Marsh & McLennan Companies*
Presenter: **Mustafa Ozbilgin**, *Brunel U.*
Participant: **Mateo Cruz**, *Bentley U.*
Participant: **Katina Sawyer**, *U. of Arizona*
Participant: **Adam Pervez**, *Mississippi State U. Meridian*
Participant: **Jennica R. Webster**, *Marquette U.*
Participant: **Kelly Gabriel**, *U. of Arizona*
Participant: **Yiqiong Li**, *U. of Queensland*
Participant: **Pauline Schilpzand**, *Oregon State U.*
Participant: **Yaqing He**, *U. of Illinois at Urbana-Champaign*
Presenter: **Randolph Nerona**, *Griffith U.*
Participant: **Shaun Michael Pichler**, *California State U., Fullerton*
Participant: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*
Discussant: **Quinetta M. Roberson**, *Michigan State U.*
Presenter: **Christian Noble Thoroughgood**, *Georgia State U., J. Mack Robinson College of Business*

In today's increasingly diverse and inclusive world, the examination of LGBT (Lesbian, Gay, Bisexual, Transgender) issues within organizations has gained profound significance. This endeavor transcends mere compliance with legal mandates; it represents a journey towards understanding, empathy, and equity. With a commitment to fostering theory-driven scholarship, this symposium aims to present compelling works that apply a variety of theoretical perspectives to understand the workplace experiences of LGBT workers and leaders, with a special focus on transgender and nonbinary populations. We present four papers that employ strong theoretical perspectives, enriching our understanding of LGBT issues. These studies also feature a diverse range of research designs and methodological approaches (e.g., qualitative, longitudinal/time-lagged, systematic/integrative review). Collectively, these four papers lay the foundation for further theory-driven scholarship, contributing to building a stronger body of research on LGBT work-related issues.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Dynamics

Session Moderator: **Friedrich Tacke**, *TUM School of Management, Technische U. München*

ENT: **Entrepreneur Ambition and Business Performance: The Role of Proactive Behaviour and Family Support**

Author: **Ting Ting Niu**, *U. of Science and Technology of China*
Author: **Lincoln Jisuvei Sungu**, *school of management, USTC*

Ambition is generally considered a crucial characteristic of successful entrepreneurs. However, whether, how, and when this ambition translates into favourable business performance remains to be explored. To shed light on these issues, this study develops a model linking entrepreneur ambition and business performance that focuses on the mediating role of proactive behaviour and the moderating role of family-to-business support. Drawing on trait activation theory and three-month time-lagged survey data collected from 315 Chinese owner-managers/entrepreneurs, we found that for a high level of emotional family-to-business support, entrepreneur ambition is positively related to proactive behaviour, which ultimately contributes to business performance. Interestingly, when instrumental family-to-business support is high, entrepreneur ambition does not translate into proactive behaviour and has no indirect effect on business performance. Hence, this research highlights the critical role of emotional family-to-business support in activating trait ambition to manifest as proactive behaviour and drive the related positive outcomes. We also discuss the theoretical and practical implications of our findings.

ENT: **Entrepreneurial Greed, Explorative Behavior, and the Role of Situational Strength**

Author: **Friedrich Tacke**, *TUM School of Management, Technische U. München*
Author: **Holger Patzelt**, *TUM School of Management, Technische U. München*
Author: **Anne Tryba**, *Technical U. of Munich*

Greed is a trait that causes people to be dissatisfied with what they currently have and to always want more. Entrepreneurs are often portrayed as greedy people who try to satisfy their desires through their venturing activities. In this paper, we examine whether greed relates to explorative behavior. Explorative behavior is about searching for new opportunities and holds the chance for major improvements. We further investigate when entrepreneurs high in greed show greedy behavior. Based on a sample of 234 entrepreneurs from 112 teams, we show that the impact of entrepreneurial greed on explorative behavior depends on the current situation, precisely the situational strength. Entrepreneurial greed positively impacts explorative behavior only in weak situations – situations with low certainty for the individual and low psychological pressure to behave in a certain way.

ENT: **Entrepreneurial Action is Rational Action: Toward a Unified Model of Entrepreneurial Rationality**

Author: **Joel Adams**, *Washington and Lee U.*
Author: **Jeffery S. McMullen**, *Indiana*

Ongoing conversations about non-deliberative action and the limitations and misconceptions inherent in extant entrepreneurial action theory are rooted in confusion about the scope and objects of rationality and a conflated view of entrepreneurial decision-making. Once exploded from its black box, the decision-making process unfolds to reveal the role of intuition as a precursor to most rational decision-making and the role of inhibitions in the selection of analytical processes. We propose a model of entrepreneurial rationality that correctly locates the challenges posed by research on non-deliberative action within the inhibition function of the rationality model, and we preserve, clarify, and elaborate on our understanding of related processes within the scope of entrepreneurial action theory.

ENT: **Entrepreneurial Hype Among Early Employees: A Theory-Based Approach to Hype**

Author: **Esin Bozdog**, *PhD Student*
Author: **Trey Lewis**, *Virginia Tech*
Author: **Cynthia E. Devers**, *Virginia Tech*
Author: **Ashley Yerves Roccapiore**, *Auburn U.*

Stakeholders play a pivotal role in supporting new ventures by providing essential financial resources, distribution channels, and human capital. Entrepreneurial hype, one of the fastest-growing research phenomena in literature, defined as a collective vision and promise of future potential, is routinely leveraged in new ventures for stakeholder enrollment. While existing research extensively explored the impact of hype on external stakeholders like investors and customers, a vital stakeholder group, early employees remained relatively understudied. In this study, we posit that hype possesses a unique appeal to early employees, distinct from other stakeholders. Early employees may be attracted to the new ventures through the hype created around leadership, culture, product and career utility. However, they may subsequently experience a gap between the perceived hype and the actual reality. To address this, our study employs psychological contract breach (PCB) theory to investigate the impact of unrealized hype on early employees' job satisfaction, organizational commitment and turnover intentions. Furthermore, we differentiate the effects of unrealized hype between two distinct groups of early employees: those who wish to (1) become future founders, and (2) joiners, those individuals who prefer working at startups but possess no future intention to become a founder. Our study contributes to the literatures of hype and entrepreneurship by explaining the role of hype among early employees and by applying PCB theory to early employees to examine the effects of unfulfilled expectations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Methodology

Session Moderator: **David Johnson**, *Durham U. Business School*

ENT: **Academic-Industry Engagement: The Role of Machine Learning in Predicting Contract Research Outcomes**

Author: **David Johnson**, *Durham U. Business School*
Author: **Jingning Ao**, *Morgan State U.*
Author: **Adam J. Bock**, *U. of Wisconsin, Madison*
Author: **Viktor Schlegel**, *ASUS Intelligent Cloud Services*

Academic-industry engagement, such as contract research, facilitates the development of university-centered entrepreneurial ecosystems (UCEEs). Research implies that the language utilized within contract research proposals is critical in determining whether an academic chooses to engage with an industrial partner or not. However, we know very little about the role of contract research proposal narratives in facilitating successful academic-industry engagement outcomes. Accordingly, adopting an explorative study, we apply machine learning (ML) techniques to predict successful academic-industry contract research outcomes and reveal key linguistic features associated with successful contract research proposals. Our predictive and exploratory ML techniques achieve an 83% accuracy in predicting successful academic-industry contract research outcomes and reveal that the use of concise and field-specific vocabulary repetitively is associated with successful contract research proposals. Our findings develop research and policy relating to academic-industry engagement. At the same time, our ML techniques provide a useful foundation for scholars to further develop theory, practice, and policy within the academic entrepreneurship and entrepreneurial ecosystem fields.

ENT: **Pursuing Certainty Among Uncertainty: A Mixed-Method Study of Interdependent Ventures**

Author: **Yiming Gao**, *U. of Electronic Science and Technology of China*
Author: **Ziwei Wang**, *U. of Electronic Science and Technology of China*
Author: **Yifei Du**, *U. of Electronic Science and Technology of China*

Interdependence emergence has long been taken as an established process in management research, as partnering with others for collective actions is common to be seen. Conceptualizing this process as interdependent ventures, our research explores this essential yet inadequately understood perspective by unveiling the essence of interdependence emergence as pursuing certainty among uncertainty, thereby complementing management research on innovation ecosystems. Employing a full research cycle approach, including pattern matching and regression analysis, we analyzed data from discrete manufacturing small and medium-sized firms to uncover crucial factors that influence the involvement of partners in the context of uncertainty. Our findings reveal that awareness of interdependence significantly affects partner involvement, which is mediated predominantly and equally by exploration and exploitation tendencies. Contrary to prior patterns and our observation, risk perception in fact plays a minor mediating role. We therefore discover a third path in understanding interdependent ventures among uncertainty as obscuration of exogenous and endogenous factors, distinct from the existing two paths but aligned with observed realities. Our theorizing paves the way for exploring the underlying mechanism of interdependence emergence, providing an analytical basis for the emergence of innovation ecosystems.

ENT: **Endogeneity be Gone: A Toolkit for Entrepreneurship Scholars**

Author: **Ahmad Al Asady**, *North Dakota State U.*
Author: **Christopher Groening**, *Kent State U.*








This manuscript provides a comprehensive methodological guide aimed at addressing the prevalent issue of endogeneity in entrepreneurship research. Focusing on four advanced statistical techniques—Instrumental Variable Technique, Control Function Approach, Gaussian Copula, and Heckman Correction—the guide serves as a specialized resource for researchers. By using the entrepreneurial intention-action nexus as an illustrative context, the guide demonstrates the real-world applicability of these methodologies. Furthermore, we delve into existing empirical studies, elucidating the reasoning behind authors' methodological choices. The study aims to enhance the methodological rigor in the field of entrepreneurship, offering researchers a toolkit for making more informed methodological decisions.

ENT: **Entrepreneurial Growth Intention and Firm Performance: A Meta-Analysis on the Role of Institutions**

Author: **Daria Hakola**, *Jyväskylä U. School of Business and Economics, Jyväskylä, Finland*
Author: **Imran Muhammad Ilyas**, *Jönköping International Business School, Jönköping U., Sweden*

Academics, policy-makers, and practitioners view firm growth as a positive hallmark of entrepreneurship and venture performance. Yet, some scholars warn against blindly pursuing growth and stress the importance of prioritizing profitability. While entrepreneurship scholars mostly agree on the positive effect of growth intention on firm growth, its effect on profitability is unclear. To address this issue, we conduct a meta-analysis of 66 independent samples from 23 countries to examine the effect of entrepreneur's growth intention on firm growth and profitability, and the moderating effect of formal and informal institutional factors. Our results show that growth intention has a positive significant effect on firm growth but is not significant for profitability. Furthermore, entrepreneurship education and performance orientation support while financial market development and assertiveness in culture hinder the positive influence of growth intention on firm performance.

KEY TO SYMBOLS

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

Entrepreneurship and the Environment

Session Moderator: **Banu Goktan**, *U. of North Texas at Dallas*

ENT: **Drivers of Heterogeneity in Green Innovation Activities in Family Firms – A Multiple-Case Study (WITHDRAWN)**

Author: **Ramona Waldau**, *Philipps-U. Marburg*
Author: **Melina Roser**, *Philipps-U. Marburg*
Author: **Torsten Wulf**, *Philipps-U. Marburg*
Author: **Marc Steffen Rapp**, *Philipps-U. Marburg*

Green innovation is a new innovation phenomenon that attracts increasing research attention in the family firm field. Thus far, however, the research focus has been on comparing family and non-family firms, and the findings are mixed. Drivers of the heterogeneity in green innovation activities in family firms, in contrast, have hardly received any research attention. In this paper, we use a multiple-case study research design involving 13 German family firms to identify drivers that affect family firms' ability and willingness to pursue green innovation. Our findings suggest that family firms significantly differ in their green innovation activities. Specifically, we theorize that family firms generally have a positive attitude towards green innovation, but differ in their financial willingness – their green investment orientation – as well as their ability to develop green networks and capabilities. We further reason that family firms' progress on their overarching green transformation path depends on how they overcome this ability and willingness challenge. Our paper contributes to research on family firm heterogeneity regarding innovation and to green innovation research.

ENT: **The Impact of Entrepreneurs' Environmental Awareness on Green Entrepreneurial Performance**

Author: **Jing Ning**, *Ocean U. of china*
Author: **Weixin Wu**, *Management College of China Ocean U.*
Author: **Qiwei Zhou**, *Ocean U. of china*
Author: **Junmei Luo**, *Ocean U. of china*

As governments propose sustainable development as a means to reconcile economic development and environmental protection, it is imperative to delve into the impact of entrepreneurs' environmental awareness on green entrepreneurial performance for investigating the driving force behind green entrepreneurial practices in the field of entrepreneurship. Following the "Belief-Action-Outcome" framework, we developed a theoretical model that indicates the relationship between entrepreneurs' environmental awareness and green entrepreneurial performance, with internal and external green knowledge sharing serving as mediating variables and relational embeddedness acting as a moderating variable. Prior to conducting our formal study involving entrepreneurs through questionnaire surveys in 408 startups and in-depth interviews with three entrepreneurial firms, we conducted a pre-survey to refine our research questions and measurement tools. Through both the quantitative and qualitative studies, the following main conclusions are derived: (1) Entrepreneurs' environmental awareness has a positive impact on green entrepreneurial performance. (2) Both external and internal green knowledge sharing act as mediators in the relationship between entrepreneurs' environmental awareness and green entrepreneurial performance. (3) Relational embeddedness exhibits an inverted U-shaped moderating effect on the relationship between external green knowledge sharing and green entrepreneurial performance. And relational embeddedness plays a positive moderating role in the relationship between internal green knowledge sharing and green entrepreneurial performance. This study contributes to the existing research on green entrepreneurial practices by exploring the role of entrepreneurs' green awareness and knowledge sharing. It also provides valuable insights for promoting sustainable development through environment-friendly practices in entrepreneurship.

ENT: **Entrepreneurial Support Organization Outcomes Towards Ecosystem Sustainable Development**

Author: **Aveline Cloitre**, *Toulouse School of Management, SIRIUS Chair*

Although the literature on entrepreneurial ecosystems has raised an increasing conceptual interest in studying entrepreneurial support organizations, the outcomes they provide for the involved organizations and territories remain understudied. The primary objective of this study is to deepen the research dealing with entrepreneurial support organization outcomes vis-à-vis the increasing institutional pressure they undergo towards entrepreneurial ecosystem sustainable development. To do so, we rely on an abductive qualitative study based on 45 semi-structured interviews, that we analyze by employing a systematic analysis conducted through the NVivo software. Our results show that the motivations of both policy makers and entrepreneurial support organization sponsors cause strategic misalignments among entrepreneurial support organizations, leading to a slowdown in entrepreneurial ecosystem sustainable development. From a theoretical perspective, we contribute to the entrepreneurial ecosystem literature by highlighting the crucial role of entrepreneurial support organizations in entrepreneurial ecosystem sustainable development. More precisely, we show that entrepreneurial support organizations face a double institutional pressure on their outcomes which generates unachievable outcomes towards entrepreneurial ecosystem development. From an empirical perspective, this implies that it would be relevant for entrepreneurial support organizations and their sponsors to set strategic development programs according to the type of their competitive scopes to avoid inefficient efforts towards entrepreneurial ecosystem sustainable development.

ENT: **Navigating the Green Transition: A Mixed-Method Study of Pro-NetZero Actions in UK SMEs**

Author: **Zimu Xu**, *Cranfield School of Management*
Author: **Richard Adams**, *Cranfield School of Management*

In times of climate emergency, a number of countries including US, UK, France, etc are marching towards Net zero emissions target. The UK is committed to achieving the NetZero target by 2050 (Gov.UK, 2021). It is widely recognised that this will require significant carbon emissions reductions from SMEs as they account for approximately half of total emissions from UK businesses (British Business Bank, 2022). However, limited action is taken among SMEs with regard to achieving NetZero emissions. Therefore, it calls for researchers' action to explore the underlying reasons that contribute to pro-NetZero actions among SMEs. This research investigates the underlying factors that enable entrepreneurs to take pro-NetZero actions in UK SMEs through a mixed method approach. We first interviewed 25 owner-managers of UK SMEs. We further tested our conceptual model through survey (548 respondents) using structural equation modelling. Our results show that attitude (personal drive) and perceived behaviour control (business reasons) have direct influence on owner-managers' intention, while subjective norm (wider societal and stakeholder influence) showed an indirect influence through attitude and perceived behaviour control.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Entrepreneurship and Teams 1

Session Moderator: **Juliane Friedrichs**, *U. of Kassel*

ENT: **Employee Ownership in Startup Governance: Preserving Agility in Participatory Decision-Making**

Author: **Mehmet Ali Yetim**, *U. of Scranton*
Author: **Furkan Amil Gur**, *Northern Illinois U.*
Author: **Kubilay Cirik**, *Louisiana State U.*

Startups, driven by entrepreneurs' ambitions of achieving their ideas, have significant ownership transitions when they obtain external funds, triggering issues with their decision-making and control. The involvement of external funders, driven by high financial return expectations, exerts pressure on decision-making and often leads to planning fallacy. This dynamic, coupled with the absence of formal control mechanisms found in publicly held firms, presents unique challenges for startup governance. Our study investigates the potential of employee ownership as a mechanism to address these challenges. Through in-depth interviews with 32 executives of employee-owned startups, we investigate employee ownership's role in startup governance to resolve planning fallacy in decision-making and issues with control mechanisms. While findings reveal benefits that come from participative decision-making and representative governance, they also highlight potential drawbacks, including slower decision-making that may conflict with the agile nature of startups. We discuss our findings under three dimensions: reorganizing startups for accountability and control, confronting unanticipated experiences with shared ownership and decision-making, and maintaining the nimbleness of decision-making.

ENT: **Entrepreneurial Self-Efficacy and Team Processes: Unraveling the Dynamics in Early-Stage Ventures**

Author: **Juliane Friedrichs**, *U. of Kassel*
Author: **Sandra Ohly**, *U. of Kassel*

Recent advancements in entrepreneurial research emphasize the significance of team processes in achieving business success. However, the intricacies of how individual factors, such as entrepreneurial self-efficacy (ESE), interact with and influence the team remain underexplored, hindering the scholarly discussion from building a comprehensive understanding of entrepreneurial team functioning. This study aims to bridge this gap by examining shared dynamics between ESE and team action processes (TAPs) within entrepreneurial teams. Integrating Social Cognitive Theory with team literature, we first explore the nature of ESE, proposing that it is malleable. This understanding is crucial to establish before addressing the central research aim in the next step. In our longitudinal study, N = 106 entrepreneurial team members completed monthly questionnaires for four months. Findings from latent change score models show that ESE remains stable over time, contradicting assumptions about its malleable nature during early venture stages. While ESE does not dynamically interact with TAPs, it significantly influences changes in TAPs. These results contribute to understanding the role of ESE in team settings, challenging existing beliefs about its malleability and underscoring its impact on team processes. This research provides a basis for further exploration of complex interrelationships in entrepreneurial teams.

ENT: **On Startups and Joiners: A Systematic Review of Employment Relationships in Startups**

Author: **Bettina Elsner Von Arnim**, *U. of Amsterdam*
Author: **Lien De Cuyper**, *Amsterdam Business School, U. of Amsterdam*
Author: **Yuval Engel**, *U. of Amsterdam*

This article presents a systematic review and organizing framework addressing employment relationships in startups, particularly focusing on the role of 'joiners'—non-founder employees—and their relationship with these firms. Despite the burgeoning literature in this domain over the past few years, research still suffers from conceptual ambiguities and lacks a unified framework. This study seeks to bridge this gap by synthesizing current knowledge, offering a comprehensive perspective on startup employment that examines both their antecedents and outcomes. Overall, our work does not only advance a holistic understanding of the complex nature of employment in startups, but also offers intriguing questions for future research.

ENT: **Sticking Together to Remain Unique: Institutional Work Practices for Cooperation Resilience**

Author: **Felipe Zarpelon**, *UFRGS - Federal U. of Rio Grande do Sul - BRAZIL*
Author: **Kadigia Faccin**, *FDC - Fundacao Dom Cabral*
Author: **Olivier Coussi**, *U. of Poitiers*
Author: **Anass MAWADIA**, *IAE-CEREGE, U. de Poitiers*

Cooperation allows strategic gains in access to resources and risk sharing, especially in technological development efforts. However, market pressures, such as the search for differentiation, can mitigate the decision to engage in cooperative activities. This article describes and explains how alliances and partnerships are sustained in an environment that pushes for value creation through differentiation. As environments where multiple organizational actors meet geographically to share and compete for resources, innovation ecosystems form a relevant object of study to answer this question. This article applies the theoretical lens of institutional work to analyze two innovation ecosystems located in different socio-economic contexts: Sophia Antipolis in France and Tecnosinos in Brazil. The results indicate that the institutional work of social structuring, normative systems and cognitive coherence can support cooperation as a strategic option for technological development in innovation ecosystems. The article provides three contributions: it informs the literature on cooperation strategies with 10 practices that support cooperative action; it portrays narratives of a set of actors that could promote practices aimed at institutionalizing cooperation; it proposes a model for cooperation resilience in innovation ecosystems.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

International Entrepreneurship II

Session Moderator: **Galina Shirokova**, *National Research U. Higher School of Economics, St. Petersburg*

ENT: **Proactive SMEs? Empirical Evidence from Russia**

Author: **Galina Shirokova**, *National Research U. Higher School of Economics, St. Petersburg*
Author: **Polina Artamoshina**, *National Research U. Higher School of Economics, St. Petersburg*
Author: **Emilia Karpinskaia**, *National Research U. Higher School of Economics, St. Petersburg*
Author: **Tatiana S. Manolova**, *Bentley U.*

Proactiveness is one of the most important constructs in entrepreneurship research, linked to value creation at both the individual and the firm level. While intensively studied, little attention has been paid to how proactiveness is understood and manifested across different institutional and cultural contexts. In this study, we unpack the meaning and manifestations of proactiveness in the context of Russian small and medium sized enterprises (SMEs). Through the qualitative analysis of data from 18 Russian SMEs, we highlight new dimensions of proactiveness at three levels – the executive, the employee, and the firm level. The findings of the study are discussed through the lens of the country's historic, economic, institutional, and socio-cultural contexts.

ENT: **How Storytelling Shapes Social Entrepreneurs' Funding Outcomes: Evidence from Sri Lanka**

Author: **Viraji Jayaweera**, *U. of Melbourne*
Author: **Niharika Garud**, *U. of Melbourne*
Author: **Rakesh Kumar Pati**, *Deakin U.*

This research focuses on understanding the effects of storytelling on the funding success of social entrepreneurial ventures. Drawing from linguistic theories, we argue that the structure of a story (in an entrepreneurial pitch) aids in creating an integrated mental representation of the venture for potential investors. This results in convincing investors to commit their funds to social ventures. In this study, we also examine the boundary conditions (i.e. venture development stage and pitch duration) that shape this relationship. We analyzed 206 social entrepreneurial pitches, to test the hypothesized relationships. Our findings demonstrate that the structure of a social entrepreneurial pitch is significantly positively associated with the valuation of the venture. We also found that the venture development stage moderates this relationship whereas the pitch duration shows no significant moderation effect. This study extends the existing literature on storytelling in entrepreneurship by highlighting how entrepreneurial pitches facilitate funding success and the boundary conditions of this relationship. We also contribute back to the field of linguistics by extending the application of linguistic theories into the new context of entrepreneurship.

ENT: **Ethnic Entrepreneurship in Sub-Saharan Africa**

Author: **Mahdi Tajeddin**, *Sobey School of Business, Saint Mary's U.*
Author: **Amon Simba**, *Nottingham Business School, Nottingham Trent U.*
Author: **Sorin Krammer**, *Surrey Business School*
Author: **Kaveh Moghaddam**, *U. of Houston, Victoria*

This study investigates the performance of ethnic entrepreneurs in sub-Saharan Africa, focusing on labor productivity and export intensity. It challenges the prevailing notion that businesses established by ethnic entrepreneurs (from developed and developing economies) underperform due to limited resources, suggesting instead that such entities may surpass local firms by leveraging their 'assets of foreignness' and dual-context social embeddedness. Our analysis of 8,691 firms across 41 African countries shows ethnic entrepreneurs, notably from developed economies, outperform local firms. The findings contribute to the ethnic entrepreneurship literature by elucidating the competitive advantage derived from foreignness and its role in enhancing export performance. This study offers a fresh perspective on entrepreneurial success in the heterogeneous and dynamic sub-Saharan African market.

ENT: **Surviving Communist Revolutions: Entrepreneurial Culture Across Generations**

Author: **Na Zou**, *Goethe U.*

Prior studies have highlighted the importance of national or regional cultural imprints that are consequential for entrepreneurship. Yet, substantial variations exist even among individuals who were born and raised in the same place without a family history of migration. In this paper, we use the Chinese communist revolutions which nullified family influences concerning the transfer of wealth and managerial skills to explore the impact of family cultural imprints on individual-level entrepreneurship. Using China Family Panel Studies (2010-2020), we show that the offspring of pre-revolution ENT families are more likely to be entrepreneurs nowadays. This outcome is unlikely driven by necessity, but because of entrepreneurial culture transmission. We find risk tolerance, strong work ethics, and favorable learning attitudes are transmitted over two generations despite shocks and disruptions. We further underscore the social conditions – co-living with parents and assortative matching in marriage – that facilitate cultural transmission within the family. Overall, our study highlights the importance of family cultural imprints on entrepreneurship.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

CEOs And Their Traits

Session Moderator: **Chandra Bhushan Dubey**, *Oklahoma State U.*

ENT: **The Dangers of Deliberation: A Dual-Process Perspective on Grandiose and Vulnerable CEO Narcissism**

Author: **Katie Brownell**, *Virginia Tech*

Though narcissistic CEOs can be reckless, selfish, and unethical, extant research continues to yield inconsistent findings concerning the impact on firm performance, which may stem from an underestimation of critical differences between the subdimensions of narcissism. I draw on dual process theories of cognition and moral disengagement theory to present an integrative conceptual model outlining how grandiose and vulnerable CEO narcissism relate differently to firm performance, as explained by trait-relevant cognitive processes. Given that new firm creation is particularly attractive to narcissists due to the unique opportunity to satisfy narcissistic needs and expectations, I focus on founding CEOs, who have an outside impact on financial performance in nascent firms. Across four studies – a time-lagged field study (N = 407), a survey (N = 358), and two randomized experiments (N = 208, 141) – I show that founding CEOs with grandiose narcissism positively relate to firm performance via intuitive thinking, which upholds moral choices. But founding CEOs with vulnerable narcissism are negatively associated with firm performance through deliberative thinking, which activates moral disengagement. Theoretical contributions, practical implications, and promising avenues of future research are discussed.

ENT: **CEO's Dark Triad Personality Traits and Their Effect on Ambidexterity in SMEs**

Author: **Javad Esmaeili Nooshabadi**, *Maynooth U.*

Author: **Audra I. Mockaitis**, *Maynooth U., Ireland*

Author: **Richa Chugh**, *Te Herenga Waka - Victoria U. of Wellington*

Bridging entrepreneurship and organizational behavior, we hypothesize that involvement in ambidextrous activities within small or medium-sized enterprises (SMEs) is influenced by the dark triad personality traits (narcissism, psychopathy, and Machiavellianism) of the respective chief executive officers (CEOs). The existing body of research has indeed overlooked the influence of the CEO's psychological characteristics. Using a sample of 385 SMEs from the United Kingdom, the United States, Ireland, Canada, New Zealand, and Australia, our research findings reveal CEO narcissism has positive influence on ambidexterity. In contrast to our hypotheses, our findings fail to establish a significant correlation between CEO Machiavellianism and ambidexterity, as well as CEO psychopathy and ambidexterity. The findings of this research hold important implications for our understanding of how CEOs' personality traits influence ambidexterity within SMEs.

ENT: **Charting the Course: How do CEOs' Passion and Flexibility Influence Disruption?**

Author: **Ataullah Kiani**, *Wenzhou-Kean U.*

Author: **Dan Wang**, *Xihua U.*

While research consistently provides evidence of the relationship between CEOs' passion and firm innovation, limited knowledge exists regarding the organizational contingencies and mechanisms through which CEOs' passion can boost disruptive innovation. In this study, we address this gap by examining data from 257 Chinese manufacturing SMEs. By building upon and extending the upper echelons theory, our findings reveal that strategic flexibility, defined as the ability to adapt quickly to environmental changes, plays a significant role as a strategic capability that mediates the positive relationship between CEOs' passion and disruptive innovation. Besides, it provides evidence of the moderating role of organizational size, whose effect on flexibility and innovation performance has long been debated. Consequently, our study contributes to the existing knowledge of upper echelons theory by highlighting the relevance of executives' individual characteristics in the development of disruptive innovation. Additionally, we contribute to the innovation literature by studying the interactions among CEO passion, strategic flexibility, and firm's size in fostering disruptive innovation. Ultimately, we discuss the implications of our study in the context of the upper echelons theory and provide guidance for CEOs on how to effectively channel their passion for innovation.

ENT: **Founder CEOs' Traditional Value Imprint and Green Innovation in Family Firms**

Author: **Feifei Lu**, *Shanghai U.*








Author: **Xiao Ma**, *Nottingham Business School*

Author: **Ruonan Lyu**, *Dalian U.*

Author: **Hao Gao**, *Tsinghua U.*

Drawing on imprinting theory and socio-emotional wealth (SEW) perspective, this paper investigates the influence of founder CEO's traditionality on firm's green innovation performance and examines the moderating effects of child-successor's willingness and capability. Using 4,642 firm-year observations from Chinese firms between 2007 and 2020, along with survey data from 178 founder-successor dyads, we find that a traditional mindset of founder CEOs negatively affect firm's green innovation performance. However, this negative influence can be mitigated if the successor is willing to take over the family business. Moreover, the negative impact of founder CEO's traditionality imprints on green innovation is found to be weakest when the successor is both willing and capable. This study underscores the importance of using cross-generational framework to understand the dynamic process of founder's traditional value imprints changing in family business. It encourages the incorporation of the founder CEO's traditional value and the successor's traits to understand the heterogeneity of SEW and the variances among different family firms' green innovation performance.

KEY TO SYMBOLS

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

Early-Stage Entrepreneurial Action in Makerspaces: The Habitats, The Inhabitants, The Social Impact

Organizer: **Letizia Mortara**, *Institute for Manufacturing, Engineering Department, U. of Cambridge*

Presenter: **Russell E. Browder**, *U. of Oklahoma*

Presenter: **Howard Aldrich**, *U. of North Carolina*

Presenter: **Simon Ford**, *Beedie School of Business Simon Fraser U.*

Presenter: **Tiantian Li**, *U. of Stuttgart*

Presenter: **Valeria Dammicco**, *CRG Ecole Polytechnique*

Discussant: **Ludmila Striukova**, *SKEMA Business School*

Discussant: **Riccardo Fini**, *U. of Bologna*

This presenter symposium explores the role of Makerspaces in fostering entrepreneurial innovation, particularly focusing on how these shared environments, where individuals can experiment and quickly learn to innovate, may act as catalysts for entrepreneurial activities. The presenter symposium addresses a gap in examining the prospective societal impact of these habitats, how they are evolving, and how their inhabitants behave in the early stages of entrepreneurial action. Key contributions of the symposium include the exploration of how Makerspaces function as entrepreneurship support organizations, the analysis of the Makerspaces population in the US, the role of Makerspaces in fostering inclusivity and diversity, the impact of Makerspaces on the identity evolution of venture founders and the details the stage-processes which transform innovators in nascent entrepreneurs. Overall, the symposium sets out to theorize and provide empirical evidence on how increased participation in Makerspaces can lead to more individuals engaging in early stages of entrepreneurship and how this could have positive societal impacts, aligning with the broader theme of 'Innovating for the Future'.

Effectual entrepreneurship support: Hybrid resource mobilisation in Makerspaces

Author: **Russell E. Browder**, *U. of Oklahoma*

The Evolving Population of Makerspaces in the United States

Author: **Howard Aldrich**, *U. of North Carolina*

Underrepresentation in Makerspaces: Consequences for Entrepreneurship

Author: **Simon Ford**, *Beedie School of Business Simon Fraser U.*

Discovering Oneself in the Company of Others: The Role of Shared Social Spaces for Founders Identity

Author: **Tiantian Li**, *U. of Stuttgart*

Author: **Ferran Giones**, *U. of Stuttgart*

From Innovation to Fledgeling Firms : Entrepreneurial Innovation Processes in Makerspaces

Author: **Valeria Dammicco**, *CRG Ecole Polytechnique*

Author: **Letizia Mortara**, *Institute for Manufacturing, Engineering Department, U. of Cambridge*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Communications

Session Moderator: **Esin Yoruk**, *Research Centre for Business in Society, Coventry U.*

ENT: **The Strength and Scope of Chinese Guanxi in the UK: Exploring the Role of Contextual Embeddedness**

Author: **Xiaojue An**, *Assistant Professor in Strategy at Coventry U. UK*
Author: **Esin Yoruk**, *Research Centre for Business in Society, Coventry U.*
Author: **Maureen Meadows**, *Coventry U.*

This paper investigates the relationship of Chinese entrepreneurs' characteristics and the strength and scope of their organisational guanxi in the UK, with the perspective of multi-layered embeddedness in entrepreneurship contextualisation. Despite literature's continuous interests in guanxi, guanxi research in Western context is still limited. Facing the increasing complexity and internationalisation in entrepreneurship businesses, guanxi research calls for important updates. Seventeen semi-structured interviews were conducted with Chinese entrepreneurs across a variety of industries in London and the Midlands. The research is based on a two-phase mixed method design. First, the guanxi strength and scope were quantified; a guanxi strength and scope matrix was developed and entrepreneurs were classified. Then, a qualitative interpretive approach was adopted to understand the intricacies in how contextual embeddedness in the UK shaped the strength and scope of guanxi. Findings reveal that trust and business interests are the two critical prerequisites for strong guanxi with wide scope. Entrepreneur's social background, length of guanxi, personalities and career experience of their guanxi counterparts are its key contributing factors. Whilst temporal, social and spatial embeddedness had positive influence on the strength and scope of guanxi, industry and market embeddedness weakened the guanxi. Ownership and governance dimension of contextual embeddedness was found to have ambiguous effects.

ENT: **The Role of Institutional Ownership on Family Firm Tax Haven Internationalization**

Author: **Taewoo Kim**, *U. of Louisiana Monroe*
Author: **Ke Gong**, *U. of Southern Mississippi*
Author: **Dustin Odom**, *U. of Southern Mississippi*

Tax havens have been one of the prevalent tax-saving tools/strategies across developed and developing contexts. Despite recent scholarly attention toward tax havens, the extant literature on what leads firms to utilize them remains largely limited, especially within the context of family firms. Thus, this study aims to deepen our understanding of the factors influencing family firms' tax haven utilization. In particular, drawing upon the agency theory, we theorized a positive impact of institutional ownership on family firms' adoption of a tax haven strategy. Furthermore, to elucidate the boundary conditions influencing the impact of institutional ownership, we delve into the moderating role of a family CEO. A large longitudinal dataset of publicly listed Chinese family firms from 2012 – 2021 is employed to test our hypotheses. Overall, we find support for the hypotheses.

ENT: **The Process of Returnee Entrepreneurship: From Firm Creation to Contribution**

Author: **Semsang Dolma Bomzon**, *M.S. Ramaiah Institute of Management*
Author: **Subhadip Mukherjee**, *Indian Institute of Management, Shillong*
Author: **Ashutosh B Murti**, *Indian Institute of Management, Shillong*

Although returnee entrepreneurs have been instrumental in facilitating economic development in their home regions, the extant literature does not explain how they contribute to the development process. The purpose of this study is to construct a holistic process framework of returnee entrepreneurship that explains how returnee entrepreneurs facilitate the development of their home region. We critically review and synthesise findings from 120 peer-reviewed research papers to construct the process of returnee entrepreneurship and examine how returnee entrepreneurs contribute to the development of their home regions. We find that returnee entrepreneurs have been studied in three separate phases of their entrepreneurial journey which we name 'Creation', 'Survival' and 'Prime'. The phases occur in sequence and the returnee entrepreneur is affected by enablers and deterrents at the individual and institutional level in each phase. These enablers and deterrents dictate whether the returnee and their firm develop enough to contribute to their home region's development. We construct a holistic process framework of returnee entrepreneurship that explains how REs contribute to regional development in their home regions. We identify the phases and factors that affect the RE and the ability of their firms to contribute to regional development. We create linkages between and within phases and show how interaction between the home environment and the personal traits of the RE influence the decision to move ahead.

ENT: **The Paradox of Equivocality: Entrepreneurs' Usage of Figurative Language and Financing Performance**

Author: **Zhijian Yang**, *School of management, Zhejiang U.*
Author: **Yuxuan Dai**, *Zhejiang U., School of Management*
Author: **Rui Shen**, *School of management, Zhejiang U.*
Author: **Qingyun Lu**, *School of management, Zhejiang U.*

Highly regarded as an essential communication strategy, figurative language empowers entrepreneurs to convey their novel ideas to the audience vividly and legitimate distinctiveness with familiar examples. This study offers a micro-underpinned lens to examine entrepreneurs' figurative language usage and the likelihood of receiving investment in an entrepreneurial pitch context. Building on Construal Level Theory, we revisit the cognitive effectiveness of figurative language and its influence on the investor's evaluation through two approaches: startups' feasibility and desirability. Drawing on 177 entrepreneurial pitches from a reality pitch program named "WE ARE THE HERO" in China, we find an inverted U-shaped relationship between the usage of figurative language and investors' willingness to invest. Moreover, we argue that the relationship is contingent on startups' track records and investors' investment focus. Our findings add granularity and micro-foundation to the cultural entrepreneurship literature by revealing whether and how figurative language or linguistic frames matter to investors. It also adds insights into CLT literature by highlighting the complicated implications of perceived psychological distance in early-stage investment decisions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Pragmatist Foundations of Research on Entrepreneurial Strategy

Organizer: **Anastasia Sergeeva**, *U. of Bath*
Organizer: **David K. Reetz**, *Technical U. of Munich*
Panelist: **Dimo P. Dimov**, *U. of Bath*
Panelist: **Alfonso Gambardella**, *Bocconi U.*
Panelist: **Joseph T. Mahoney**, *U. of Illinois at Urbana-Champaign*
Panelist: **Saku Mantere**, *McGill U.*
Panelist: **Violina Rindova**, *U. of California-Irvine*
Participant: **Todd Zenger**, *U. of Utah, David Eccles School of Business*

American pragmatism provides a rich intellectual foundation that accommodates diverse practices in service of “usefulness” and as such is well-suited to examine formation of entrepreneurial strategies that aim at changing the status quo, while facing fundamental uncertainty associated with such attempts. Research on entrepreneurial strategy drawing on pragmatism is burgeoning but remains dispersed across research communities. For example, one branch of such research focuses on how entrepreneurs adapt and evolve their ideas using scientific reasoning to test beliefs about (future) states of the world, while another branch focuses on the generative power of entrepreneurial agency employing abductive reasoning for creative world-making. There is, however, substantial potential for cross-pollination between such branches. This symposium will bring together a diverse group of leading scholars from these areas of research, to create a common ground of key pragmatist assumptions, raise open questions for future studies examining the phenomenon of entrepreneurial strategy formation, and chart opportunities for a fruitful (joint) research program.

KEY TO SYMBOLS

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

The Importance of Teamwork in Healthcare

Session Moderator: **S. Amy Sommer**, *DeGroot School of Business, McMaster U.*

HCM: **Relationship Quality with a Leader During an Organizational Crisis: Team Dynamics and Outcomes**

Author: **S. Amy Sommer**, *DeGroot School of Business, McMaster U.*

Author: **Jessica A. Maxwell**, *McMaster U., Social Psychology*

During an organizational crisis, we investigate the nature of team members' relationship with their leader, team dynamics, and outcomes for individuals and teams. We studied an organizational crisis unfolding at three public hospitals facing a bed shortage crisis. Leaders (n = 24) and their team members (n = 150) completed surveys that were matched. Leaders rated themselves and each team member individually; and team members independently rated themselves and their leader. The survey data was analyzed to differentiate the effects of between-team versus within-team variance using multilevel models. Overall, our results speak to the positive associations of leader-member exchange (LMX). When individuals felt higher on LMX than their team average, they were rated as performing better, had lower turnover intentions and higher team potency. Further, teams that were higher on LMX reported fewer turnover intentions, and were more creative. Core self-evaluations (CSE) were also linked to positive outcomes. Particularly in contexts of weak leaders (i.e., when their team rated them low in LMX and low in expertise), positive core self-evaluations were associated with better leader-rated performance. Moreover, teams with higher CSE had higher team potency. Implications for this research and future research directions are provided.

HCM: **Multidisciplinary Teams In Healthcare: A Systematic Review And Research Agenda**

Author: **RAMI ALZHRANI**, *U. of Newcastle, Australia*

With the increased employment of the MDHT model by health systems, its implementation of the MDHT model has played a significant role in enhancing its effectiveness in delivering health services. In light of the discourse surrounding the efficacy of MDHT, this thesis focuses on the effectiveness of MDHT's relevant challenges and aims to systematically review and synthesize empirical and conceptual research focusing on the needs of MDHT for transitioning from conventional models to a multidisciplinary care approach. The analysis uncovers several under-research domains, research gaps, and avenues for future research in the following dominant categories: team development, team performance and effectiveness, organizational capabilities, and leadership. The findings affirm that organizations must develop knowledge transfer and collaboration processes in advance for hospitals transitioning from the conventional care model to the multidisciplinary care approach. Findings reveal that team structures can provide new insights into developing functional MDHT structures and align the new systems with existing organizational structures. In addition, it is found that it is essential for transitioning hospitals to examine their organizational capabilities and facilities to determine if they can ensure improved patient care and sustainability of MDHTs.

HCM: **Expertise or Expert Teams: Team Familiarity, Expertise, and Performance in the Emergency Department**

Author: **Alexandra Bray**, *The Wharton School, U. of Pennsylvania*

Health care delivery often relies on the coordination of fluid teams with members spanning different roles and specialties. Work on familiarity and expertise in health care has found that both team familiarity and expertise individually improve performance, but less work has investigated how the two interact to affect performance. This paper seeks to answer how familiarity and expertise influence performance in concert with one another using patient and provider data from a large hospital system's emergency department. We look at the effects of familiarity and performance on two aspects of ED performance: time to disposition decision and 72-hour returns. Overall, we replicate the literature's existing findings that both team familiarity and expertise have positive effects on performance individually. In addition, we find that the two interact as substitutes, with team familiarity having a stronger effect on performance when teams contain non-expert members. Finally, we find that for efficiency outcomes, the familiarity of residents is relatively more important to a team's performance than attendings' or nurses' familiarity. However, for quality measures, the opposite is true, and the relative familiarity of attendings and nurses is more important to performance than that of residents.

HCM: **Work Environment & Burnout Association in Nursing Home Staff: A Cross-sectional Multicenter Study**

Author: **Yannai DeJonghe**, *Ghent U.*

Author: **Herlinde Wynendaele**, *Ghent U.*

Author: **Els Clays**, *Ghent U.*

Author: **Jeroen Trybou**, *Ghent U.*

Aims: The primary aim was to assess the nursing home (NH) work environment, the risk of burnout in NH care workers, and to explore their association. The secondary aim was to provide insight on the role of professional category in this association. Methods: This is a cross-sectional, multicenter study, using survey data retrieved from 54 NHs. Several multilevel generalized linear mixed models were developed to examine the association between NH work environment and risk of burnout in nursing home care workers. An additional analysis explored the role of professional category in regard to this association. Results: A substantial proportion of registered nurses and care assistants reported positive collegial relationships, the presence of foundations for quality care, and insufficient staffing and resources to provide quality care. This study found several significant results regarding work environment factors associated with the risk of burnout, and regarding the role professional category as a moderator in this association. Conclusion: This study underlines the importance of improving the work environment in NHs. Implementing interventions to enhance these elements could contribute to reducing the risk of burnout among NH care workers. Key words: Nursing Home, Work Environment, Burnout, Quality of Care, Health Care Professionals, Cross-sectional Study

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Influences On & From Healthcare Systems

Session Moderator: **Hyesung Oh**, *Brown U. School of Public Health*

HCM: The Impact of Hospital Acquisitions on Access to Care and Health Outcomes for Medicaid Beneficiaries

Author: **Hyesung Oh**, *Brown U. School of Public Health*

This paper investigates the short-term effects of hospital acquisitions on care access, care processes, and health outcomes for Medicaid beneficiaries. With ongoing hospital consolidation widening the gap between private health insurance (PHI) and Medicaid prices in the US, a critical question arises: do hospitals potentially neglect Medicaid beneficiaries in favor of the more lucrative PHI patients? My study finds that, in the short term, hospital acquisitions do not significantly impact Medicaid beneficiaries in terms of care access, care processes, or health outcomes. These findings imply that while hospital acquisitions may alter market dynamics and PHI prices, they do not detrimentally affect care for Medicaid patients immediately following a hospital acquisition. Policymakers should consider these results when evaluating the broader implications of hospital consolidations, especially regarding healthcare equity and the equitable distribution of healthcare resources.

HCM: Post-Acute Transitions for Traditional Medicare Beneficiaries with Serious Mental Illness

Author: **Taylor Iris Bucy**, *U. of Kansas Medical Center*
Author: **Dori Amelie Cross**, *U. of Minnesota*

Evolving payment structures have encouraged hospitals to consider the care trajectory of patients requiring post-acute care (PAC), however, investments in transitional care practices have largely been concentrated among exclusive networks of high-volume, “preferred” skilled nursing facility (SNF) partners. Patients with complex social and behavioral health conditions, including those with serious mental illness (SMI), represent a growing proportion of SNF patients. Although care transitions are especially risky for patients with SMI, they may not benefit equally from the improved relational coordination that comes from hospital-SNF preferred provider networks. Using a 100% sample of Medicare claims data, we assessed the role of preferred provider networks on patient choice of SNF using a discrete choice model. Compared to patients without SMI, those with SMI had a significantly lower probability of discharging to their closest preferred SNF. However, this effect was reversed when patients with SMI also had a co-occurring condition targeted by value-based payment programs. Although hospitals will likely continue to invest in relationships that lower their financial risk, the evolving PAC landscape requires more widespread administrative and clinical collaborative efforts that benefit the broader network of consumers by accounting for behavioral and psychosocial needs.

HCM: Do Healthcare Incentives Motivate Effort or Free-Riding? Evidence from Accountable Care Organizations

Author: **Onyi Nwafor**, *U. of North Carolina at Greensboro*
Author: **Norman Johnson**, *U. of Houston*








Accountable care organizations (ACOs) are a relatively new healthcare delivery model in which various provider organizations assume joint responsibility for the care of a defined patient population. A primary purpose of ACOs is to curb the growth in healthcare costs through an incentive structure that jointly assesses performance and disburses rewards. We argue in this study that a fuller understanding of the impact of ACOs on cost performance requires examination of theories that can predict the relationship between the ACO incentive structure and performance. To this end, we examined two competing hypotheses that have contradictory predictions on the relationship between participation in ACOs and cost performance. We also investigated how the size of ACOs and Medicare intensity, or the proportion of Medicare patients served by hospitals, matter in the relationships examined. We used a panel dataset of U.S. hospitals and relied on a doubly robust estimator that consisted of propensity score-weights and the difference-in-difference estimator to identify the effects of hospital participation in ACOs on cost performance and on the moderating roles of ACO size and Medicare intensity in the relationship. Our results show that hospital participation in ACOs is associated with worsened cost performance. Free riding is identified as a key factor that affects this relationship. The results of supplemental analysis also show that whereas the negative effects of free riding on cost performance are worse for hospitals participating in larger ACOs, it is attenuated for hospitals serving higher proportions of Medicare patients (i.e., hospitals with higher Medicare intensity)

HCM: Revisiting Community Orientation in US Hospitals: A Publicness & Social Capital Perspective

Author: **Gregory N. Orewa**, *U. of Texas At San Antonio*
Author: **Reena Joseph Kelly**, *U. of New Haven*
Author: **Philip Cendoma**, *U. of Alabama at Birmingham*
Author: **Neeraj Puro**, *Florida Atlantic U.*

The increasing need for improving population health has called for hospitals and other healthcare organizations to expand efforts to partner with other entities in the community and develop a community orientation. Although community orientation of hospitals has been explored in the past two decades, newer efforts have focused on the type and extent of multisector collaborations and partnerships between hospitals and other local organizations. Drawing on publicness theory and social capital theory, the purpose of this paper was to determine the organizational and community-level factors associated with hospitals' community orientation. Using data from the American Hospital Association's 2022 Annual Survey and social capital index from Harvard Dataverse, the study analyzes 1,647 acute care hospitals. Our results show that community-level social capital and several organizational factors including hospital ownership, teaching status, and equity orientation were positively associated with a higher community orientation. These findings shed light on the pivotal role that organizational factors play in hospitals establishing a deeper community orientation, which can, in turn, improve population health outcomes. Keywords: Community orientation, Social capital, Hospitals, Partnerships, Public value

KEY TO SYMBOLS

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

Navigating Leadership Challenges: Strategies for Effective Change Management



Session Moderator: **Leon Barton**, *U. of St. Gallen*

HR: **A Paradox Perspective on Ambidextrous Leadership: Towards Inspiring-Multimodal Leadership**

Author: **Leon Barton**, *U. of St. Gallen*

Author: **Heike Bruch**, *U. of St. Gallen*

To address the challenges of today's competitive business environment, employees and leaders must balance the paradox of exploration and exploitation to achieve ambidexterity. One often discussed but also criticized leadership style aiming to foster ambidexterity is ambidextrous leadership. This study introduces "Inspiring-Multimodal Leadership" (IML), which reconceptualizes ambidextrous leadership from a paradox perspective, applying the dynamic equilibrium of paradoxes. IML combines dynamic opening and closing leadership behaviors in exploration and exploitation modes with consistent inspirational behaviors. Over two studies with more than 19,000 employees from 160 German SMEs, we developed and validated an IML measure and investigated its organizational impact. The first study confirmed IML's unique structure and psychometric strength at the individual level. The second study conceptualized IML as a leadership climate at the organizational level, finding it significantly predicts firm performance, employee ambidexterity, organizational energy, and identification, surpassing traditional leadership models. Furthermore, organizational decentralization and formalization, moderated by CEO visionary leadership, were identified as critical antecedents of IML climate. This research presents a theoretical expansion of ambidextrous leadership, overcoming its limitations and demonstrating IML's effectiveness in maximizing the potential of the ambidexterity paradox.

HR: **The Effect of Leader Positive Affective Presence on Hospitality Employee Voice Quality**

Author: **Yuan Yuan**, *Xiamen U.*

Author: **Jing Jiang**, *Beijing U. of Posts and Telecommunications*

Author: **Yu Qin**, -

A high-quality voice is important for hospitality employees to enhance service quality, customer satisfaction, and competitiveness. This study explored the impact of a leader's affective trait on hospitality employee voice quality from the perspective of feelings-as-information theory. The data from 212 pairs of leader-employee dyadic questionnaires in China revealed that leader positive affective presence positively affects hospitality employees' voice efficacy and their voice quality through voice efficacy. In addition, a definite relationship was identified between affective organizational commitment and voice efficacy when positively influencing hospitality employee voice quality. Furthermore, a substitution relationship was found between affective organizational commitment and voice efficacy in positively influencing hospitality employee voice quality; that is, the higher the level of employees' affective organizational commitment, the lower the positive effect of voice efficacy in enhancing hospitality employee voice quality.

HR: **Fostering Psychological Safety in Teams: Evidence from an RCT**

Author: **Silvia Castro**, *LMU Munich*

Author: **Florian Englmaier**, *LMU Munich*

Author: **Maria Guadalupe**, *INSEAD*

Psychological safety (PsyS) is an important driver of teams' performance and organizations are keen to foster it. However, there is little causal evidence on what drives it and how to increase it. This paper implements a randomized control trial with over 1000 teams (over 7000 employees) in a global healthcare company to evaluate the impact of individualized attention of the manager to each team member team by encouraging managers to hold frequent 1-to-1 meetings and to focus them on mechanisms expected to increase PsyS. We exogenously vary the content of those meetings: focusing on employees' needs and aspirations as individuals, or on allowing employees' to better execute tasks and remove blockers that may hinder their best work. We find that, despite this very non-invasive intervention, the behavior of managers changed as they increased the number of meetings. PsyS also increased as did the relationship to and perceptions of the manager, particularly in the treatment arm that focused on the employees' individual needs.

HR: **Innovative Behaviors in SMEs: Impact of Leadership Style and Employee Emotional Intelligence**

Author: **Marjan Latifi**, *Independent Researcher/UPM*

Author: **Ismi Arif Ismail**, *U. PUTRA MALAYSIA*

Author: **Sedigheh Shakib Kotamjani**, *Central Asian U.*

Author: **Sherzodbek Murodilla Ugli Dadaboyev**, *Central Asian U.*

Author: **Mehrnaz Fahimirad**, -

Author: **Shoirakhon Odilova**, *Central Asian U.*

Globalization has obliged developing countries' SMEs to foreign competition to survive and become competitive in local and global markets; innovation is a critical factor for SMEs, which plays a key role in the economy of countries worldwide. After reviewing previous Iranian studies' literature, most scholars unanimously agreed that "the lack of innovation" was the main reason for making Iranian SMEs uncompetitive in both the local and the international markets. Therefore, to foster a high rate of innovation within the organization, employees should be encouraged to adopt innovative work behavior (IWB). Since the most important cause of business failure in the Iranian context is mismanagement; this study aims to investigate the influence of perceived leadership style and emotional intelligence of employees on their innovative work behavior and its dimensions (idea generation, idea promotion, and idea realization). The sample data were collected from one hundred ninety-five employees of five SMEs manufacturing office equipments in Tehran, Iran. The correlation and stepwise regression analyses were employed to examine the predictors of IWB. The findings have indicated that the relationship between transformational leadership style and employees' innovative work behavior was significantly positive. In contrast, the transactional leadership style was weakly related to work behavior. Notably, the idea generation was significantly related to the laissez-faire leadership style. The results have shown that emotional intelligence is related to and positively impacts innovative work behavior and its three subscales. This study offers some important insights into providing a set of data, which currently exists for SMEs, mainly Iranian SMEs. The findings shed light on leadership styles (i.e., transformational, transactional, and laissez-faire) and emotional intelligence and their relationship with innovative work behavior. The results contribute to the research on the predictors of IWB. Keywords Leadership styles, Emotional intelligence, Innovative work behavior (IWB), Iranian SMEs

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

HRM and AI: An HR-Centered Approach to Employers, Employees, and the Use of AI at Work



Organizer: **Kang Yang Trevor Yu**, *Nanyang Technological U.*
Discussant: **Anthony J. Nyberg**, *U. of South Carolina*
Presenter: **Ann-Sophie Hahn**, *NOVA School of Business and Economics*
Presenter: **Ksenia Keplinger**, *Max Planck Institute for Intelligent Systems*
Participant: **Kang Yang Trevor Yu**, *Nanyang Technological U.*
Participant: **Kim Huat Goh**, *Nanyang Technological U.*
Presenter: **Sitong YU**, *Nanyang Technological U.*
Participant: **Tong Wu**, *Nanyang Business School, NTU Singapore*
Participant: **Yefei Feng**, *Nanyang Technological U.*
Presenter: **Wenhao Luo**, *North China U. of Technology*
Participant: **Maona Mu**, *North China U. of Technology*
Presenter: **Ormonde Cragun**, *U. of Minnesota, Duluth*
Participant: **Joseph Ernest Dalle Molle**, *Darla Moore School of Business, U. of South Carolina*
Participant: **Samantha A. Conroy**, *Colorado State U.*
Participant: **Anthony J. Nyberg**, *U. of South Carolina*

Our five presentations aim to address issues to do with AI research in the field of HR by providing evidence from varied but rigorous approaches into studying the subject matter. In so doing, this symposium will help to set the course for future research on AI in HR by highlighting overlooked phenomena and presenting evidence from novel contexts. Specifically, the symposium reveals the significant potential for future researchers to advance the field by building theories grounded in novel and relevant HR-specific phenomena, coupled with methodological innovations in design and measurement approaches tailored to the study of such phenomena.

Can we trust AI in HR?

Author: **Ann-Sophie Hahn**, *NOVA School of Business and Economics*

Use of AI in screening and its impact on minority candidates

Author: **Ksenia Keplinger**, *Max Planck Institute for Intelligent Systems*

Emotional display during video interviews with artificial-intelligence: Implications for impression

Author: **Kang Yang Trevor Yu**, *Nanyang Technological U.*
Author: **Kim Huat Goh**, *Nanyang Technological U.*
Author: **Sitong YU**, *Nanyang Technological U.*
Author: **Tong Wu**, *Nanyang Business School, NTU Singapore*
Author: **Yefei Feng**, *Nanyang Technological U.*

Displacement or augmentation? The role of AI involvement in performance feedback

Author: **Wenhao Luo**, *North China U. of Technology*
Author: **Maona Mu**, *North China U. of Technology*

Reshaping compensation systems: The convergence of AI and pay information disclosure

Author: **Ormonde Cragun**, *U. of Minnesota, Duluth*
Author: **Joseph Ernest Dalle Molle**, *Darla Moore School of Business, U. of South Carolina*
Author: **Samantha A. Conroy**, *Colorado State U.*
Author: **Anthony J. Nyberg**, *U. of South Carolina*

KEY TO SYMBOLS

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

How Can Host Countries Influence Social and Environmental Performance of Foreign MNEs?



Session Moderator: **Sorin Kramer**, *Surrey Business School*

IM: **Environmental Transparency, Internationality, and Eco-Innovation of Firms in Emerging Markets**

Author: **Sorin Kramer**, *Surrey Business School*

Author: **Alvaro Cuervo-Cazurra**, *Northeastern U.*

Author: **Lichao Wu**, *Xiamen U.*

Author: **Lan Lin**, *School of Management, Xiamen U.*

Transparency has been heralded as a solution to economic policies, security issues, and human rights. Combining elements from institutional and signaling theories, we develop a theoretical framework which suggests that institutional changes regarding pollution transparency incentivize firms in emerging markets to go beyond first-order responses to this problem (i.e., green washing, reduce pollution temporary, or mask it via outsourcing) and take a more proactive stance by developing eco-innovations, i.e., new technologies targeting energy saving, emissions reduction, or other long-term environmental benefits. Moreover, we posit that the effects of these institutional changes will be more pronounced for internationally oriented firms (i.e., foreign-owned and exporting firms) given the learning and exploitation benefits associated with these activities. We test these hypotheses using a quasi-experimental design that takes advantage of a change in pollution transparency regulations in China in 2008 across 113 cities. Employing a large sample of Chinese manufacturing firms during the period of 2002-2013 across 338 cities we find support for our conjectures: pollution transparency increases both the incidence and intensity of firms' eco-innovations in transparent jurisdictions, and that these effects are more pronounced for internationally oriented firms. These findings advance our understanding of the impact of institutional transparency and provide some concrete policy avenues for reduction of pollution.

IM: **Global CSR Standards Meet Local Culture: Case Studies of MNC Subsidiaries in Confucian China**

Author: **Jianliang Li**, *U. of Nottingham Ningbo China*

Author: **Cong Cao**, *U. of Nottingham Ningbo China*

This study examines the global-local corporate social responsibility (CSR) interface in the context of Confucian culture by analyzing four multinational corporation (MNC) subsidiaries in China. We collect both primary data via 18 in-depth interviews and secondary data. Our findings suggest that, driven by the need for internal and external legitimacy, these China-based MNC subsidiaries simultaneously implement global and local CSR practices while adhering to the overarching global CSR strategy formulated by headquarters. Confucianism impacts the social dimensions of CSR practices during local implementation. It also acts as a catalyst for accelerating global CSR efforts and tailoring specific local CSR practices, leading to "glocalization" via a "reconciliation" mechanism, while hindering global CSR initiatives through an "interference" mechanism. Our research carries valuable implications for CSR practitioners operating within the MNC framework.

IM: **Invited Dirty Guests: The Role of Industry Legitimacy on Environmental Performance of Foreign Firms**

Author: **Yingbo Xu**, *School of Business, Sun Yat-sen U.*

Author: **Junjie Liu**, *School of Management, Qilu U. of Technology*








As a major recipient of foreign direct investment in the world, it is important for the Chinese government to regulate the environmental behavior of foreign firms. Compared to previous studies that focused on macro-institutional environment characteristics, we examine the impact of institutional environment on the environmental performance of foreign firms from the perspective of industry legitimacy. Our finding reveals that foreign firm in industry with the Chinese government encouraged discharge more environmental pollution. Because the central government grants industry legitimacy to these firms, making it challenging for local governments to strictly regulate their environmental behavior. We also find the relationship above is weaker for firms with a deep institutional embeddedness and competitive industry. Drawing on panel data of foreign firms in Chinese manufacturing industries between year 2002 and 2008, we find strong support for these arguments.

IM: **Foreign and Domestic Firms' Responses to Environment Regulation in Emerging Markets**

Author: **Jingwen Sha**, *Ivey Business School*

The debate regarding the environmental behavior of foreign firms in emerging markets continues. Both positive and negative views of MNEs are prevalent. In this paper, I argue that despite that foreign firms, on average, exhibit superior environmental performance relative to domestic peers, they also have the intention to behave opportunistically and exploit local institutional voids when they have the opportunity to do so. To examine my argument, I compared the responses of domestic and foreign firms to the environment regulation during the 11th Five-year Plan period in China. I find that while foreign firms that experience substantial liability of foreignness behave significantly better than domestic firms, those that are exposed to less liability of foreignness are no better or worse than domestic peers. This indicates that when foreign firms develop the ability to perceive the informal elements embedded in local regulatory institutions, they are likely to take advantage of the informal elements to seek evasion opportunities.

KEY TO SYMBOLS

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

IM Division Best Paper Award in Corporate Social Responsibility and Sustainability

Session Moderator: **Valentina Marano**, *Northeastern U.*

Award Winners will be announced at the IM Division Awards and Recognition session.

IM: Environmental Self-regulation and Multinational Enterprises' Home and Foreign Carbon Footprints   

Author: **Jingyuan Li**, *cuhksz*

Author: **Jiatao Li**, *Hong Kong U. of Science and Technology*

Multinational enterprises (MNEs) employ environmental self-regulation to establish legitimacy in international markets. We investigate a phenomenon wherein MNEs make commitments to self-regulate their environmental practices across global operations but implement these commitments to varying degrees between home and foreign countries. Drawing on institutional theory research, we argue that MNEs are more inclined to undertake substantive rather than symbolic actions, when implementing their environmental pledges in their home countries compared to abroad. Specifically, we examine this issue in the context of MNEs' adoption of carbon emission reduction targets. We posit that adoption of carbon emission targets are more effective in containing emissions within MNEs' home countries compared to host countries. Furthermore, such disparity in target effectiveness between home and host countries is more pronounced for MNEs from developed economies and is mitigated when foreign markets hold greater significance for an MNE. To test our hypotheses, we analyze a sample of MNEs reporting to the Carbon Disclosure Project in 2009–2020. The findings provide support for our theoretical framework and shed light on how MNEs implement their pledges in different nations beyond the mere act of making such pledges in their environmental self-regulation.

IM: Race from the Bottom: Environmental Pollution and Multinationals' Foreign Investment   

Author: **Juan Bu**, *Indiana U., Bloomington*

Author: **Aurora Genin**, *Indiana U. - Kelley School of Business*

This study examines how host countries' environmental pollution influences multinational enterprises' (MNE) foreign investment. Prior research highlights a “race to the bottom”, or the “pollution haven” effect, where MNEs are drawn to countries with lax environmental policies to evade pollution abatement. We argue that environmental degradation in a host country can inflict pollution costs—namely, elevated operational and reputational costs—to dissuade MNE foreign investment, leading to a race from the bottom instead. We find empirical evidence for this proposition in a panel of 1,317 U.S. MNEs and their foreign investments across 101 countries from 2006 to 2019. We find a negative relationship between a host country's environmental pollution and an MNE's foreign investment in this country. Moreover, MNEs' inclination to reduce investment in pollution havens depends on two strategic assets that moderate firm sensitivity to pollution costs: green innovation leaders are less likely to retreat since they can leverage environmental technologies to offset pollution-induced operational costs, whereas environmental performance leaders often sustain high reputational damages from pollution haven investment and are thus more likely to race from the bottom. Our findings contribute to the literature on pollution haven and MNE foreign investment research.

IM: Impact of Climate Risk on MNEs' OFDI Location Decisions & the Moderating Role of Network Effects   

Author: **Soni K. Jha**, *Purdue U. Fort Wayne*

Author: **Snehal Awate**, *Indian Institute of Technology, Bombay*

In this study, we examine how increasing climate risk in potential host locations impacts MNEs' location choice for foreign direct investments (FDIs) and consider how the network contingencies, the connectedness of MNEs in the industrywide collocation network and the connectedness of MNEs' country of origin (COO) in the global outward FDI network, moderate this relationship. Using a novel dataset from the global automobile industry between 2003 and 2019 we argue and demonstrate that the negative externalities of climate risk reduce the likelihood and magnitude of MNEs locating their FDI in high-climate-risk locations. Further, we find that increasing COO connectedness increases the MNEs' informational advantages and amplifies the negative impact of increasing climate risk in host locations on MNEs' FDI location choices. Thus, MNEs from more connected COOs are less likely to locate their FDI in high-climate-risk locations. However, the increasing MNE connectedness increases isomorphic pressures and imitative tendencies among collocated MNEs. This attenuates the negative impact of increasing climate risk in host locations on MNEs' FDI location choices. Thus, MNEs more embedded in FDI collocation networks are more likely to locate their FDI in high-risk locations. This study demonstrates the effect of increasing climate risk on the FDI location decisions of MNEs and highlights the contingencies faced by MNEs when making these decisions.

IM: What Drives Multinationals' Climate Innovation?   

Author: **Aurora Genin**, *Indiana U. - Kelley School of Business*

Author: **Juan Bu**, *Indiana U., Bloomington*

Climate change imposes substantive global challenges on multinational enterprises (MNEs). One crucial approach to addressing these challenges hinges on the development of new technologies that can mitigate climate change or adapt to its adverse effects. However, it remains unclear what factors can effectively motivate MNEs' development of climate innovation. Building on the resource dependence theory, we argue that MNEs' strategic behaviors are shaped by their dependence on ecology and government. When exposed to elevated climate risks and/or stringent climate policies, MNEs may engage in climate innovation as a strategic response to assuage the uncertainty associated with their ecological dependence and political dependence. While ecological dependence instills a fundamental incentive for climate innovation, MNEs may adopt alternative strategies to avoid or manipulate political dependence, which can divert resources from climate innovation. We thus expect an MNE's exposure to global climate risks and climate policies to drive its climate innovation, but the effect of climate risk exposure on innovation is stronger (weaker) when the MNE faces more lenient (stringent) climate policies. We find evidence for our hypotheses in a panel of MNEs listed in the United States from 1995 to 2017. Our findings contribute to research on resource dependence theory, climate risk and policy, and technological innovation in a global context.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Capabilities and Personalities for International Careers

Session Moderator: **Yunyue Yang**, *Yokohama National U.*

IM: **CQ and English Language Proficiency as Necessary Conditions for Expatriation Willingness**

Author: **Yunyue Yang**, *Yokohama National U.*

Given the reluctance of employees to work abroad after the COVID-19 pandemic, it has become increasingly important to investigate which factors motivate employees to accept expatriate work. Although there have been numerous studies on this aspect, the previous studies mainly explored linear, correlation-based causality and did not consider the necessary conditional logic (Dul, 2016) regarding employees' willingness to expatriate, which is an urgently needed research method. To fill this gap, we investigated whether two important intercultural competencies, CQ and English proficiency, are necessary conditions for employees' expatriation willingness. Through NCA analysis, we found that motivational CQ and behavioral CQ are necessary conditions, while metacognitive CQ, cognitive CQ, and English proficiency are not necessary conditions. The current research provides a more accurate understanding of how these two intercultural competencies affect international management. It also provides valuable practical insights that can be applied in practice.

IM: **Skill Expectation for Managers**

Author: **Shinan Wang**, *Northwestern Kellogg School of Management*

This study shows that organizations vary in their skill expectations for managers due to different levels of social trust. When employers have weaker trust in the local population, they expect managers to possess a higher level of technical skills, so that they could closely guide and supervise workers. But when the trust is strong, organizations place a greater emphasis on managers' social skills, as they are expected to collaborate with and coordinate among workers who are given more discretion. To test this proposition, we analyze employers' skill expectations using 40 thousand managerial jobs posted by multi-national firms in the digital sectors of 21 European Union countries. Our strictest analytical models rely on bilateral trust measures to predict skill expectations for managers, including fixed effects on country, firm, and occupation. This study demonstrates the role of social trust in shaping expected managerial roles.

IM: **Exploring the Predictors and Mechanism of Protean Career Orientation in the Eastern Context**

Author: **Zhuo ZHANG**, *Ritsumeikan U.*

Author: **Jie Li**, *Xi'an Jiaotong-Liverpool U.*

Author: **Tomoki Sekiguchi**, *Kyoto U.*

Despite the benefits of protean career orientation to individuals and organizations in the changing and uncertain working environment, the antecedents of protean career orientation still need to be explored, especially in the non-Western context. In this study, we proposed a moderated mediation model to investigate the predicting factors, including an Eastern value closely related to Easterners' preference for changing and the future, namely Yin-Yang values, and the protean career orientation development mechanism. Based on a sample of 433 full-time employees from mainland China and Japan, the results showed that Yin-Yang values predict protean career orientation directly and indirectly via career adaptability. Meanwhile, the mediating effect was stronger for individuals with low traditional gender role beliefs and stronger in China rather than Japan. Our findings imply that Eastern values towards change and gender roles may impact the formation mechanism of protean career orientation, suggesting a further discussion and examination from an indigenous perspective.

IM: **Unpacking Nested Identity Theory: The Case of Global Social Identity**

Author: **Anna Katherine Ward**, *Virginia Tech*

Author: **Nancy Buchan**, *Darla Moore School of Business, U. of South Carolina*

Author: **Nasima Mohamed Hoosen Carrim**, *GDO*

Author: **Isis Olimpia Gutierrez Martinez**, *U. de las Américas Puebla*

Author: **I-Heng Wu**, *U. of South Alabama*

Author: **Sophia Soyung Jeong**, *New York U. Abu Dhabi*

Author: **Chang-Ya Hu**, *National Chengchi U.*

Author: **Sofia A. Johan**, *Florida Atlantic U. College of Business*

We are more likely to cooperate with individuals we see as similar to ourselves, yet it is now common for employees to work with stakeholders who come from outside their nation's borders. Some research suggests that holding a global social identity – or identification with the world as a whole – leads to cooperation even with global strangers. However, various widely-studied identification theories suggest that global social identity should be rare due to a lack of commonality or proximity among ingroup members and a lack of comparison outgroup for distinctiveness and esteem-building. Thus, we sought to create consensus around both the existence and meaning of global social identity. Interviews with 107 employees working in either Mexico, South Africa, or the United States revealed that global social identity does exist – yet it does so outside the boundaries of existing theory. More specifically, we found that local, national, and global identities exist as distinct, unrelated identities, rather than in nested layers (as previously theorized). Further, we found that the foundational bases of identification change as the level of the identity's abstraction increased. Our findings have various implications for theory and practice, particularly regarding the encouragement of cooperation among globally dispersed organizational stakeholders.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Experience as Driver of Internationalization

Session Moderator: **Fei Qin**, *School of Management, U. of Bath*

IM: Learning From the Past: Experiential Learning, Added Geographic Distance, and Foreign Commitment

Author: **Carmen Friedinger**, *WU Vienna, U. for Economy and Business'*

Author: **Vera Kunczer**, *Luiss U.*

This study enhances our understanding of the interplay between experiential learning theories, added geographic distance, and firms' resource commitment in new foreign markets. Using panel data of 2,410 foreign market entries of Austrian firms between 1990 and 2019, we test our hypotheses to explain the mechanisms underlying firm's foreign resource commitment. We find that greater added geographic distance lowers a firm's willingness to commit resources abroad due to limited opportunities for exploiting and recombining prior experiences in new host environments. This negative relationship is contingent upon specific knowledge characteristics, namely the concentration and value of knowledge sourced in the most proximate host country a firm already operates in. Our results indicate that differences in knowledge characteristics influence firms' learning process, consequently shaping their commitment behavior. This study contributes to existing literature by shedding light on the underlying foreign resource commitment – as opposed to commitment outcomes like performance – and by adding to the understanding of the link between organizational learning including knowledge recombination theories and the added distance concept.

IM: Role of Experiential Knowledge in Internationalisation Activities of SMEs

Author: **Aileen Kennedy**, *Technological U. Dublin*

Author: **Colm O'Gorman**, *Dublin City U.*

This study seeks to understand the role and influence of experiential knowledge in the operation of international sales activities and practices within SMEs. Focusing on the individual as the unit of analysis, our qualitative case study data collection and analysis draws from 23 in-depth face-to-face interviews conducted within six Irish SMEs. Findings deliver novel insights into how the source of experiential internationalisation knowledge informs, shapes, and influences international sales practices within case firms. While explicating the crucial role of the individual within the small firm, we broaden this perspective to integrate the psychological construct of confidence and explore its role as an enabling condition of individual agency. Our findings illustrate how the dimensions of experiential knowledge and confidence interact to frame the level of resource commitments to international sales activities. This study contributes to small firm internationalisation research and theorising by exploring the role of experiential knowledge; within the novel context of the internal organisation of the firm specifically its international sales activities; at the micro level with the individual as the unit of analysis; and by integrating confidence as an explanatory dimension of individual agency and associated firm behaviour.

IM: Post-Entry Changes: Unraveling Home Base Diversity and Learning Effects on Commitment Increases →

Author: **Carmen Friedinger**, *WU Vienna, U. for Economy and Business'*

Author: **Michael Herbert Wolfesberger**, *WU Vienna*








Research on post-entry change has gained traction lately and we argue that the diversity of a firm's home base and the underlying learning mechanism have a positive effect on commitment increases. Specifically, we expect that when a firm enters a new host country, its international experiences become more diverse and thus it can leverage a broader knowledge base to learn from and subsequently increase extant foreign commitments (i.e., assets). We further examine the moderating effects of parent firm industry diversity as well as knowledge intensity of the newly added foreign activity and expect both factors to negatively influence the diversity-commitment relation. In our dataset of 13,069 Austrian companies investing abroad between 1989 and 2019, we find support for the main effect and the negative knowledge intensity moderator, and – opposite to our hypothesis – a significant positive effect for the industry diversity moderator.

IM: Global Markets: The Moderating Impact of Entry Mode Experience on SME Innovation in Foreign Sales →

Author: **Clara Zähe**, *Heinrich-Heine U. of Dusseldorf*

How do a firm's explorative and exploitative innovation levels affect its foreign sales share? And are there certain entry modes that strengthen or even weaken this relationship? We approach these questions by arguing that firms engaging in explorative and exploitative innovation benefit from several mechanisms that allow them to maximise their foreign sales share. Beyond this, we argue that firms with experience in equity entry modes, more specifically subsidiaries, can even further benefit from their explorative and exploitative innovations when looking to increase their foreign sales share. We test our arguments empirically by analysing longitudinal data on 156 German SMEs from two surveys in 2019 and 2022. Our findings indicate that both explorative and exploitative innovation has a positive effect on the foreign sales share, with the former effect being stronger despite the comparatively short-time frame. Furthermore, we show that this effect is positively moderated if the firm has subsidiary experience and negatively moderated if the firm has experience with exports or contractual agreements. In doing so, we direct researchers' attention to the strengthening effect equity entry modes can have on firm innovation abroad. Our findings go against existing literature in that resource-limited SMEs are unlikely to be able to simultaneously pursue high risk and commitment innovation and internationalisation strategies, but instead show that these strategies can complement each other.

KEY TO SYMBOLS

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

Cross-Border Acquisitions by Emerging Economy Firms

Session Moderator: **Yiyi Su**, *Tongji U.*

IM: The Double-Edged Sword of Regional Attachment in Intra-Regional Cross-Border Acquisitions

Author: **Yiyi Su**, *Tongji U.*
Author: **Xiaoming He**, *East China U. of Science and Technology*
Author: **Jingyi Lei**, *Tongji U.*
Author: **Di Fan**, *School of Management, RMIT U.*

Recent international business research highlights the benefits of multinational enterprises operating intra-regionally rather than globally. In the context of intra-regional cross-border acquisitions (CBAs), our study draws on institutional theory and social categorization theory to propose that the likelihood of completing intra-regional CBAs varies based on the acquirers' regional attachment to their home country, influenced by bonding and stereotyping effects. Using a sample of 1788 acquisitions within the European Union from 2013 to 2017, we observe a U-shaped relationship between acquirers' home-country regional attachment and the likelihood of completing intra-regional CBAs, with a substitutive interaction with membership length difference and a complementary interaction with national cultural distance. Our research contributes to the exploration of informal institutions by introducing regional attachment as a novel informal and supranational institution from environmental psychology into the realm of IB at a regional level. Furthermore, our study sheds light on the interplay between supranational institutions and national institutions in achieving the objective of completing intra-regional CBAs.

IM: Limitations of Managerial Attention and Role of Advisors: CBAs by Emerging Economy Firms

Author: **Manish Popli**, *Indian Institute of Management, Indore*
Author: **Faisal Mohammad Ahsan**, *XLRI Xavier School of Management*

In this study, we aim to better understand the springboard perspective by examining how emerging market firms manage the process of 'recursive' cross-border acquisitions. Based on the attention-based view of the firm and resource dependence theory, we propose that 'recursive' CBAs augment activity load, limiting decision-makers' information processing capacity. As a result, acquiring firms depend on external resources in the form of more professional advisors. This relationship strengthens when the target firm has a greater degree of product diversity but weakens when the acquiring firm has context-specific experience. From 2000 to 2022, we used a multi-country sample of 2,621 CBAs from Brazil, Russia, India, China, and South Africa and found support for our hypotheses.

IM: Does Celebrity Status of Acquirers Matter in Post-Acquisition International Performance?

Author: **ALEXANDRE BOHAS ESSCA AIX**, *ESSCA School of Management*
Author: **Pierre-Xavier Meschi**, *Aix-Marseille U. and Skema Business School*

This paper seeks to identify the impact of celebrity status in post-acquisition international performance. We adopt a relational-sociology perspective to consider the strength of socioemotional relationships existing among celebrities, their newly-acquired unrelated company acquisitions and their international audiences. Based on the empirical analysis of the post-acquisition export performance of 341 French wineries acquired by foreign investors (including business and showbusiness celebrities) during the 2004-2020 period, we examine whether these celebrity-acquired companies deliver superior post-acquisition international performance and what enables or inhibits this superior performance. This paper emphasizes the relational determinants of post-acquisition performance, shows the intangible assets facilitating entries into distant foreign markets and overcoming liability of foreignness that celebrity ownership constitutes for acquired companies, and provides additional insights into the family business literature's core notion of socioemotional wealth.


IM: Cross-Border M&As, Complements or Substitutes for Chinese Multinationals' Innovation Performance?

Author: **Xiaoting Hu**, *Beijing Information Science and Technology U.*
Author: **Wenjing Lyu**, *Zhejiang U.; Massachusetts Institute of Technology*
Author: **Chujing Zhang**, *beijing language and culture U.*

Previous literature suggests that emerging economy multinational enterprises (EMNEs) use cross-border mergers and acquisitions (M&As) to compensate for their technological capability voids. However, inconsistent conclusions about the relationship between cross-border M&As and EMNE innovation performance exist and it could be due to EMNEs' complementarity or substitution decisions. That is, some EMNEs use cross-border M&As as complements for their innovation improvement, while others acquire the needed innovations through cross-border M&As and use M&As as substitutes for their innovation activities. The factors influencing these decisions remain unexplored. Drawing on resource dependence theory, this study argues that the level of interdependence between EMNEs and the government and domestic customers matters. The higher the dependence on the government and the domestic market, the higher the likelihood that EMNEs make the complementarity decision to increase the dependence of the government and the domestic market on EMNEs and reduce their power over EMNEs. This study uses propensity score matching with difference-in-differences analysis on Chinese listed manufacturing firms between 2008 and 2017 to evaluate these arguments. The results support our arguments. However, these effects are attenuated by alternative strategies (i.e., political connections and cost-leading strategies) to manage external interdependence.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

What Drives MNEs to Divest Foreign Subsidiaries?

Session Moderator: **Yi Li**, *U. of Sydney Business School*

IM: **Social Movement and Global R&D: Evidence from the Arab Spring**

Author: **Mustapha Belkhouja**, *Grenoble Ecole de Management*
Author: **Hyungseok Yoon**, *U. of Leeds*
Author: **Jie Hong**, *U. of Sheffield*

We study how MNEs respond to social movements in host countries by examining the impact of the Arab Spring on MNEs' R&D activities in the Middle East and North Africa (MENA). Integrating the global R&D literature with the sense-making theory, we show that the Arab Spring destabilizes host country institutions and consequently reduces MNEs' incentive to engage in innovation activities. We also find that the negative effect of the Arab Spring on MNEs' innovation activities is weakened in the Arab Spring-affected countries with higher levels of democracy, yet strengthened in the affected countries with stringent religion policies. Our findings contribute to understanding the dynamic relationship between social movements and institutions, which span political and religious pillars of institutions, and their strategic implications on MNEs' global R&D activities.

IM: **Source Heterogeneity of Perceived Environmental Uncertainty and Divestment: Using Machine Learning**

Author: **Lin Peng**, *U. of Sydney Business School*
Author: **Yi Li**, *U. of Sydney Business School*
Author: **Chinmay Pattnaik**, *U. Of Sydney*

This study advances the conceptualization of perceived environmental uncertainty (PEU) and examines the impact of source heterogeneity of PEU on the subsidiary-level divestments of emerging markets multinational enterprises (EMNEs). In Part I, we justify why the existing conceptual and empirical understanding of PEU is incomplete and advance the PEU conceptualization by employing a novel machine learning technique and propose the dynamic dimensionality framework of PEU using textual data from the annual reports regarding the future and uncertainty the firm is perceiving directly. The PEU model focuses on the collective perception of members within an organization on their environment, since PEU is a function of both the perceiver and the environment. Drawing from the PEU model while integrating and upper echelon theory, we apply the dynamic dimensionality framework of PEU in Part II. We argue that when source heterogeneity of PEU is low, the parent EMNE is more likely to undertake foreign subsidiary divestment actions, and a decrease in the source heterogeneity of PEU will lead to an associated increase in the extent of foreign subsidiary divestment actions. Furthermore, as a boundary condition, when the CEO has a technology background, the impact of source heterogeneity of PEU on foreign subsidiary divestment actions will be weakened, for both likelihood and degree. Our final sample include 1,602 firm-year observations of public listed Chinese firms over eleven years (2005-2016), supporting all hypotheses.

IM: **A Role of Foreign Divestments for Early Internationalizing Firms**

Author: **Hirokazu Kano**, *Oita U.*
Author: **Toshimitsu Ueta**, *Copenhagen Business School*







Scholars in the field of international entrepreneurship (IE) have recently directed their attention toward the post-entry processes of early internationalizing firms. Existing studies have extensively examined expansionary moves and have found that early foreign entry is likely to facilitate subsequent expansion. However, the role of contracting moves such as foreign divestment has received less attention. Drawing on the Penrosean perspective, we investigate how foreign divestment affects the subsequent expansions of early internationalizing firms. We propose that, while expansion into culturally distant markets hinders subsequent expansions, foreign divestment can mitigate this Penrose effect by releasing and redeploying managerial resources. We also hypothesize that given the imperfect fungibility of managerial resources across locations, the mitigation of Penrose effects by divestments is pronounced for early internationalizing firms that have divested their subsidiaries in culturally distant markets. Our 18-year longitudinal study of 132 Japanese early internationalizing firms supports our hypotheses.


IM: **CEO Emerging Market Experience and De-Internationalization**

Author: **Hami Usta**, *Florida International U.*
Author: **Orhun Guldiken**, *Florida International U.*

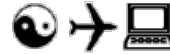
Despite the growing importance of geopolitical crises for multinational enterprises (MNEs), we have yet to gain sufficient insights into mechanisms that connect top managers' decision-making with organizational responses regarding such crises. In this study, we explore a specific component of CEO international experience, experience in an emerging market, on MNE de-internationalization from Russia since the onset of Russia/Ukraine war. Using insights from Upper Echelons theory, we claim that CEO international experience in an emerging country influences the CEO's ability and motivation in managing uncertainties and will play a substantial role in explaining MNE de-internationalization as a result of the uncertainty brought up by Russia/Ukraine war. Using a sample of US MNEs, we found support that CEO international experience in an emerging market has a negative impact on a firm's degree of de-internationalization, while CEO age and CEO military background attenuates this relationship.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Re-Examining Globalization in the De-Globalization Era



Organizer: **Xiaoshu Bei**, *U. of Colorado, Boulder*
Organizer: **Kenneth Guang-Lih Huang**, *National U. of Singapore*
Presenter: **Xavier Martin**, *Tilburg U.*
Presenter: **Heather Berry**, *McDonough School of Business Georgetown U.*
Presenter: **Sea Jin Chang**, *National U. of Singapore*
Participant: **Wanyu Xu**, *National U. of Singapore*
Participant: **Sichang Liu**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*
Participant: **Roisin Donnelly**, *Tilburg U.*

In recent years, we have seen increasing interest in deglobalization in the global economy, accompanying major disruptions such as the COVID-19 pandemic and the U.S.-China trade conflict. Yet much less scholarly effort has been spent on understanding this grand shift from globalization toward de-globalization. In particular, what factors triggered governments and companies to switch from benefiting from international expansion toward being concerned about the drawback and potential cost of international expansion? This symposium fosters the development of an important research agenda that helps us understand the incentives behind the shift from globalization toward deglobalization. It also reminds us of whether we are missing opportunities for going globalization. We believe the theoretical insights and empirical findings of this set of coherent research studies by leading scholars will not only have broader implications for firms' strategic responses, management, and adaptation to both the globalization and deglobalization process in the future but also open up new exciting avenues of research.

Evolution of International Joint Ventures in China

Author: **Sea Jin Chang**, *National U. of Singapore*

Government Ownership and International Expansion Decisions

Author: **Sichang Liu**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*
Author: **Xavier Martin**, *Tilburg U.*

Domestic Entrepreneurial Firms' Partnership Strategy with Established Firms after Foreign Firm Entry

Author: **Wanyu Xu**, *National U. of Singapore*
Author: **Kenneth Guang-Lih Huang**, *National U. of Singapore*








Can Globalization Backfire? Emerging Market Inbound IJVs and OFDI in Partners' Home Markets

Author: **Xiaoshu Bei**, *U. of Colorado, Boulder*

Defending Firm Knowledge against Industry Rivals

Author: **Heather Berry**, *McDonough School of Business Georgetown U.*
Author: **Roisin Donnelly**, *Tilburg U.*

KEY TO SYMBOLS

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

Creativity and Innovation in Management Education II

Session Moderator: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*

MED: Innovating Business Ethics Pedagogy for the Future   

Author: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*

Author: **Richard Jackson Major**, *Institut de Gestion Sociale Paris*

Author: **Neha Shivhare**, *Simon Fraser U.*

With spectacular corporate scandals, business ethics issues have been well-documented and the Association to Advance Collegiate Schools in Business (AACSB) recognizes in their criteria Ethics education as a critical topic. Nevertheless, a review of business ethics decision-making theories, psychology, and neuroscience research, indicates ethics pedagogy relies mainly on rationality, ignoring the importance of emotions (DeTienne, et al., 2019). Frederick (2008) contends that business education has failed to engage students into considering the morality of their decisions, due to exclusive rationalist pedagogy. Robertson and colleagues (2017) agree that both reason and emotion should be addressed in business ethics education. This research provides a qualitative analysis of business students' experiences in an innovative business ethics course based on virtue ethics. Virtue ethics calls for development of character through experiential learning and contemplative practices, leading to enhanced self-awareness and self-regulation. Innovation comes from taking an entirely novel approach to instilling ethical conduct, not through exclusive rational reasoning but by enabling students to better understand themselves, their values and become more aware of their emotions. Students engage in meditation, journaling, and other practices to develop awareness of self and of others and discernment in decision-making. Interview data of 29 students participating in a third-year business ethics class is analyzed to gain in-sights on their perceptions of these experiences. Students' reflections are interpreted through the lens of their Character and Emotional Intelligence development. Findings indicate that students obtain insights into themselves and others, suggesting enhanced self-awareness, regulation of emotions and improved relationships, as well as developing ethical judgment and behavior. This paper's contribution is to understand the impact of such practices on business students' experiences and on their ethical development.

MED: Trifold Architecture: A Pedagogical Framework for Impactful Management Education (WITHDRAWN)

Author: **Sharna Lee Wiblen**, *Sydney Business School, U. of Wollongong*

Author: **Laura Rook**, *U. of Wollongong*

In this paper, we integrate the discussion of teaching pedagogies and Work-integrated Learning (WIL) to encourage academics to avoid establishing arbitrary boundaries between WIL and non-WIL components of teaching and learning. We introduce the Trifold Architecture as a pedagogical framework and advocate for the intentional consideration of the rhetoric, research and reality, of a prescribed topic, subject or phenomena. Our model is a tool for teachers to adapt current teaching in a way that enables the co-evolution of a non-placement WIL approach with their already established learning objectives or into broader degree programs. Our approach ensures that lecture, subject and degree content is research-led, connections between theory and practice are established and that opportunities are provided for the systematic organisation and analysis of content while recognising and balancing many of the paradoxes inherently embedded in workplaces and careers. In so doing, we encourage teachers, from all disciplinary domains and degrees, to frame WIL as a process to deliver relevant and impactful learning.

MED: Future-Forward Education: A Multi-Stakeholder Approach to Gen Z Learning   

Author: **Jayashree Mahesh**, *Birla Institute of Technology & Science, Pilani*

Author: **Komal Rathore**, *Birla Institute of Technology & Science, Pilani*

Author: **Anil Kumar Bhat**, *Birla Institute of Technology & Science, Pilani*

This paper explores the evolving landscape of higher education in response to the unique characteristics and expectations of Generation Z students. The authors emphasize the need for a comprehensive framework that aligns teaching methods with the preferences of Gen Z, addressing challenges in pedagogy and learning. The futuristic learning framework adopted in the study proposes a multi-stakeholder systems approach, considering input from students, faculty, and administrators. This study provides an integrative literature review, drawing insights from 185 papers categorized into 13 key areas. It reviews the influence of societal shifts on educational approaches to generate new insights for the educational framework and covers diverse aspects including managing student expectations, addressing faculty needs, delivering subject matter, developing evaluation methods, and understanding industry requirements among others. It delves into transformational learning methods tailored for Gen Z, including content delivery, pedagogical techniques, and innovative e-learning technologies. The framework also highlights the importance of aligning educational outcomes with industry and other regulatory requirements, fostering an entrepreneurial mindset, and integrating contributions to society. The paper concludes by highlighting the need to introduce experiential pedagogy, specifically Service Learning to enrich Gen Z's learning experience, preparing them for leadership roles and societal responsibilities thereby helping them to self-actualize. Keywords: Generation Z, Futuristic Education, Service Learning

MED: Closing the Loop: Leader Development Through Active Experimentation   

Author: **Anthony Pescosolido**, *U. of New Hampshire*

Author: **Paul Harvey**, *U. of New Hampshire*

Kolb's (1971) experiential learning model describes four separate stages as part of the learning cycle, with each stage making a unique contribution to overall learning. While management educators have focused on designing "experiential" learning programs to better facilitate learning, it is often outside the educator's ability to require the fourth stage ("Active Experimentation") as a part of the learning experience. This study describes a natural experiment with working professionals, transitioning into a managerial role, in a cohort-based development program. After several cohorts completed the program, an additional component was introduced, a series of active "behavioral experiments". Participants in the revised program, with the Active Experimentation component, experienced significantly greater improvement in post-program ratings of leadership behavior and performance than did their peers in the initial cohorts of the program. These results suggest that active behavioral experiments, coupled with accountability for the implementation of those experiments, lead to both greater learning and greater opportunity for leadership development and behavioral change than more traditional leadership development approaches.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **2053** | Submission: **20920** | Sponsor(s): **(MED, ENT)**

Scheduled: **Tuesday, Aug 13 2024 11:30AM - 1:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Randolph 2**

Innovations in Experiential Learning: Preparing Students for a Dynamic Work Environment



Panelist: **Elizabeth Clayton**, *Indiana U. Kokomo*

Panelist: **Andrew A. Hanna**, *U. of Nebraska, Lincoln*

Panelist: **Adam Robert Smith**, *Indiana U. Kokomo*

Panelist: **Melissa R. Medaugh**, *Francis Marion U.*

Moderator: **Leann Caudill**, *Coastal Carolina U.*

This panel symposium focuses on innovative experiential learning activities (ELA) that prepare management, entrepreneurship, and strategy students for a dynamic, complex, and global work environment. Panel members highlight ELA they employ—in and out of the classroom—that foster students' ability to approach complex organizational issues creatively and prepare students to take creative approaches to address complex issues in organizations. The purpose of this symposium is to provide educators an array of ELA demonstrated to be successful in enhancing student self-awareness and promoting self-development, offer guidance in aligning learning outcomes with ELA, and engage the audience in a rich discussion regarding designing and implementing innovative ELA.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2054** | Submission: **14282** | Sponsor(s): **(MH, SIM, OMT)**
Scheduled: **Tuesday, Aug 13 2024 11:30AM - 1:00PM CT (UTC-5)** at **Swissotel Chicago** in **Monte Rosa**

History, Memory and Ethics

Organizer: **William Foster**, *U. of Alberta*
Organizer: **Diego Coraiola**, *U. of Victoria*
Panelist: **Francois Bastien**, *U. of Victoria*
Panelist: **Andrew Crane**, *U. of Bath*
Panelist: **Mollie Painter-Morland**, *Nottingham Trent U.*
Panelist: **Daniel Wadhvani**, *U. of Southern California*
Panelist: **Mike Zundel**, *U. of Liverpool Management School*
Discussant: **Christine Quinn Trank**, *Vanderbilt U.*

Despite the increasing interest in multitemporality, or how the past intersects with the present and the future to affect the way people enact social reality, the relationship between the past and (un)ethical behaviors has been typically overlooked in current debates. There is a lack of understanding of how history, memory and the past inform ethics, and a decided absence of normative direction about how managers should engage with the past. This symposium is intended to address our lack of understanding of how ethics shapes history and memory and how the past can inform our normative understanding of ethical behavior within and around organizations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

CEO Strategies and Organizational Innovation

Session Moderator: **Jim Hazy**, *Adelphi U.*

MOC: How Organizations Build Long Term Social Capital Value: The Mechanism of Social Capital Appreciation   

Author: **Jim Hazy**, *Adelphi U.*

Author: **Jim Gibbons**, *Forward Impact Enterprises, LLC*

The term social capital is an often used in organizations, but it is rarely described in detail or quantified as a component of an organization's value creation potential. In this conceptual paper we address this practical and research gap by proposing initiatives along two complementary dimensions: First, we propose an initial step on the road to clarifying and quantifying the behavioral drivers that constitute social capital and describe how the value of social capital increases, or appreciates, over time. We do this by identifying twelve specific behaviors from the literature, collectively called the APPRECIATOR Algorithm, that individual team members can enact individually and also reinforce in others as they contribute individually and in collaboration. Second, we introduce a design for an AI-enabled work-team engineering platform that supports the gathering, analysis, and use of previously hidden human interaction data to quantify and increase the value creating potential of human and social capital. The platform supports individual professional development by delivering context-specific, personalized smart-coaching insights and opportunities for virtual human mentoring on the user's smartphone. Importantly, each user owns and controls its data. Privacy is secure and protected because each user's data can only be accessed and used by that particular user.

MOC: Do External Founder CEOs Put a Strategic Emphasis on Innovation? An Imprinting Perspective

Author: **Lennart David Osses**, *Heinrich Heine U. Düsseldorf*

Existing research has compared the influence of two distinct types of CEOs on a firm's innovation strategy: Internal Founder CEOs, who are the founders of the venture they lead, and Professional CEOs, who are external managers. We introduce a "third breed", External Founder CEOs, who have founded other ventures before becoming CEO. Drawing on upper echelon and imprinting theory, we propose that founding a venture leaves an enduring founding imprint, priming External Founder CEOs to prioritize innovation strategies. However, as they transition to the corporate world, this imprint gradually gives way to a corporate imprint that reduces the focus on innovation, especially compared to an Internal CEO's approach. Further heterogeneity among External Founder CEOs can be explained by additional imprints from funding or exit events. We present empirical evidence for this by assessing innovation-related speech in investor communication and patent applications of 2,252 CEOs in 900 S&P 500 firms from 2000 to 2019. More broadly, by examining the interaction of founding and corporate imprints, our study offers new theoretical perspectives on the factors influencing the manifestation and decay of individual behavioral imprints over time.

MOC: Top Managers' Decision Dynamics in Business Model Innovation: A Temporal Perspective 

Author: **Elena Freisinger**, *Ilmenau U. of Technology*

Author: **Matthias Unfried**, *Nuremberg Institute for Market Decisions*

Author: **Simon Oertel**, *U. of Salzburg*

Author: **Michael Zuern**, *Nuremberg Institute for Market Decisions*








Business Model Innovations (BMI) are central decisions of the top management team and crucial for companies aspiring to establish enduring competitive advantages. However, there has been limited research focused on elucidating the factors influencing on top managers' decision-making processes regarding BMI. Our study adopts a cognitive perspective, delving into the dynamics between the prevailing contextual dynamics (opportunities and threats) that influence the decision to innovate a business model, prior BMI experiences (failures and successes), and a manager's temporal orientation. Empirically, we conducted a behavioral experiment involving 400 C-level and C-1-level executives from Forbes 2000 companies. Our findings show that both current threats and past failures inhibit BMI. Additionally, a temporal focus on the past and present increases the likelihood of deciding against a BMI. However, when combined with negative prior experiences with BMI, a focus on the past intensifies this effect, whereas a future-oriented temporal focus mitigates this negative impact. Our findings contribute to research on BMI and top management decision-making in this context. Moreover, we also add to the behavioral theory of the firm, offering insights into the cognitive and temporal dimensions that influence strategic decision-making in the realm of BMI.

MOC: Silent Minority: Racial Minority CEOs and Corporate Activism  

Author: **Yishu CAI**, *Department of Management, Business School, The Chinese U. of Hong Kong, HK*

Considering the significant impact of companies engaging in contentious sociopolitical matters, existing research has provided valuable insights into the antecedents of corporate activism. However, our understanding of CEOs' role in this process remains limited. This study examines the responses of racial minority CEOs to the Black Lives Matter (BLM) social movement. Drawing on attribution theory, we propose that minority CEOs may potentially attribute the causality of Blacks' disadvantages to insufficient personal efforts rather than an unequal external social system, making them less likely to respond to the BLM movement. Achieving high status despite racial discrimination leads them to believe that opportunities for self-improvement are accessible to Black individuals, who can capitalize on such opportunities to ascend the social ladder as they have. Consequently, they tend to underestimate the disadvantages caused by racism and are less inclined to advocate for their firms' engagement in radical social activism against racial discrimination. In line with attribution theory, we also hypothesize that this attributional bias will be amplified when racial discrimination is perceived as controllable and the disadvantaged situation as unstable. Our study identifies a novel and crucial antecedent of corporate activism while shedding light on the perpetuation of racial discrimination and inequality.

KEY TO SYMBOLS

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

Exploring Behavioral Paradoxes in the Workplace

Session Moderator: **Neus Vila-Brunet**, *IESE Business School*

MOC: **What it Means to be Present at Work and Why it Matters? Two Instruments to Measure Presence at Work**

Author: **Neus Vila-Brunet**, *IESE Business School*
Author: **David del Rosario-Gilabert**, *Instituto de Neurociencia Avanzada de Barcelona (INAB)*
Author: **Gloria González-Morales**, *Claremont Graduate U.*
Author: **Silvia Recoder**, *U. Internacional de Catalunya*

We all have faced some situations in which we are interacting with someone, and we notice that this person is 'not fully here'. This creates a disconnect between parties and the outcome of such interaction is far from optimal. Now, with more hybrid work, we notice the lack of presence more frequently. Given the new work organizational trends and the value of 'being present at work' for better individual, team, and organizational outcomes, we investigate what it means to be present at work. As of today, there is no generic presence at work scale applicable to all industries. We develop and validate two presence at work scales. The Intra Presence at Work Scale (IAPWS) for activities and tasks performed solo, and the Inter Presence at Work Scale (IRPWS) for activities and tasks performed with other people. By developing and validating these two scales we provide a conceptual framework for the concept of Presence at Work that can be used in all kinds of work settings and fields. Data from seven working samples (overall $n=2,321$) provide support that (a) the proposed dimensions for the IAPWS and IRPWS exhibit good internal consistency and test-retest reliability; (b) they demonstrate convergent validity for motivation, personality traits and work outcomes; (c) content analysis of the qualitative data supports the identified dimensions. Overall, findings suggest that the IAPWS and the IRPWS have good psychometric properties and that differentiation between Intra and Inter relational situations provides novel insights into the role of Presence for work outcomes.

MOC: **Being Enabled? When and Why Help has Negative Consequences**

Author: **Jessica Paek**, *Fuqua School of Business, Duke U.*
Author: **Grainne Fitzsimons**, *Duke U.*

Little is known about how acting on behalf of a task pursuer can affect the task pursuer's motivation to attempt a task again in the future. In what we find to be a very common type of help, we find that individuals whose close other completes a task on their behalf report greater motivation to avoid the task in the future and greater reliance on others in the face of a similar task in the future. We also demonstrate that reduced self-efficacy mediates this effect. Across a variety of goal domains (e.g., domestic task, work-related task, and online speech task) and types of help-providers (e.g., romantic partner, professional mentor, and task partner), findings from recall experiments (Studies 1a and 1b), vignette experiments (Studies 2a, 2b, and 3), cross-sectional study (Study 4), and real-time interaction laboratory experiments (Studies 5a and 5b) support these hypotheses. These results demonstrate that help can have negative consequences for motivation.

MOC: **Job Wallowing: When Employees Enjoy Looking Back on Past Work Success**

Author: **Julian Decius**, *U. of Bremen*








Affective Events Theory makes assumptions about how a work success can trigger an immediate affective reaction in the employee. What has so far been neglected in organizational research is that an affective reaction from the past can spontaneously lead to a positive affect again after a certain time-lag. I introduce the construct of job wallowing to close this theoretical gap. Job wallowing refers to a psychological state associated with experiencing positive affect that occurs during autotelic (i.e., intrinsically rewarded, not purposeful) retrospection of past work success. Job wallowing occurs primarily during working hours, is event-related, and is not intentional. It therefore differs from related constructs such as off-job work-related thoughts, mind wandering, positive rumination, positive reflection, or problem-solving pondering. I conceptualize job wallowing based on Affective Events Theory and the results of a thematic analysis interview study (Study 1). Subsequently, I present a 4-item scale to operationalize job wallowing that does not overlap with relevant orbiting constructs (Study 2). I also examine convergent and discriminant validity of the scale with regard to the preliminary nomological network of job wallowing (Study 3) and discuss theoretical and practical implications of the construct.

MOC: **Kicking Yourself: Going Against Your Inclinations Increases Feelings of Control and Culpability**

Author: **Kaitlin Woolley**, *Cornell SC Johnson College of Business*
Author: **Sunita Sah**, *Sunita Sah*

Despite knowing better, people often follow the opinion of others when making decisions. Although people predict feeling less culpable if things go wrong after following someone else's suggestion (Study 2; $n=199$), our research shows that the opposite is true (Studies 1, 3-5; $n=3,000$). In studies involving real monetary consequences, we find that people actually feel more culpable when they go against their better judgment. This counterintuitive effect occurs because going against one's better judgment increases thoughts about alternative, better decisions that could have been made, which in turn paradoxically increases feelings of control over the situation. This effect occurs regardless of whether input is solicited (Study 1) or unsolicited (Studies 3-5) and is specific to situations where people go against their better judgment. It does not occur if they reject poor suggestions (Study 4) or follow input that aligns with their judgment (Study 5).

KEY TO SYMBOLS

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

Unlocking Potential: Personal Growth at Work Explored

Organizer: **Manjari Ganti**, *U. of Michigan, Ross School of Business*
Organizer: **Susan J. Ashford**, *U. of Michigan*
Organizer: **Grace Cormier**, *Harvard Business School*
Presenter: **Amy E. Colbert**, *U. of Iowa*
Participant: **Erin Johnson**, *U. of Iowa*
Presenter: **Eva Hsin-Lian Lin**, *London Business School*
Participant: **Aneeta Rattan**, *London Business School*
Presenter: **Alina Czech**, *Vlerick Business School*
Participant: **Katleen De Stobbeleir**, *Vlerick Business School*
Participant: **Renske Erin Van Geffen**, *Amsterdam U. of Applied Sciences*
Discussant: **Gretchen Marie Spreitzer**, *U. of Michigan*

Supporting employee growth is increasingly critical for organizations in the new world of work. Employees who experience growth are not only less likely to leave, but are also more likely to perform at their best (DeCarbo, 2023). Yet, a fragmented literature on growth at work limits our understanding of how employee growth is achieved and its impact on employees and organizations. This symposium brings together outstanding junior and senior academics who will present novel research insights on employee growth. Specifically, the set of papers included in the symposium explore how employees achieve growth from a number of perspectives, considering the mindsets, behaviors, and sensemaking that positively contribute to growth. Moreover, these papers, and the planned discussion, explore how each of these perspectives may learn and contribute to each other to form a more coherent perspective on growth and how it is achieved in organizations.

Grappling with Growth: A Review & Integrative Theoretical Framework of Personal Growth

Author: **Manjari Ganti**, *U. of Michigan, Ross School of Business*
Author: **Susan J. Ashford**, *U. of Michigan*
Author: **Grace Cormier**, *Harvard Business School*

Identity Revision and Personal Growth in the Face of Uncertainty

Author: **Amy E. Colbert**, *U. of Iowa*
Author: **Erin Johnson**, *U. of Iowa*

Mindset Culture vs. Individual Beliefs: Growth Mindset Culture Uniquely Shapes Employee Experience

Author: **Eva Hsin-Lian Lin**, *London Business School*
Author: **Aneeta Rattan**, *London Business School*

Same Behavior, Different Consequence: The Role of Employee Voice and Feedback Seeking on Performance

Author: **Alina Czech**, *Vlerick Business School*
Author: **Katleen De Stobbeleir**, *Vlerick Business School*
Author: **Renske Erin Van Geffen**, *Amsterdam U. of Applied Sciences*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Selected as a Best Paper

Building Bridges, Not Walls: Enablers & Inhibitors for Meaningful Work

Organizer: **Shannon Leigh Sciarappa**, *Boston College*
Discussant: **Michael G. Pratt**, *Boston College*
Presenter: **Jon Michael Jachimowicz**, *Harvard Business School*
Presenter: **Sally Maitlis**, *U. of Oxford*
Presenter: **Madeline Ong**, *Texas A&M U.*
Participant: **Benjamin Alan Rogers**, *Boston College*
Participant: **Laura Sunday**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Presenter: **Amy Wrzesniewski**, *The Wharton School, U. of Pennsylvania*

The maintenance of meaningful work is challenging and riddled with setbacks and struggles. However, as scholars acknowledge the challenges inherent in the pursuit of meaningful work, it is also notable that many forces also have the ability to promote, or enhance, work meaningfulness, potentially resulting in myriad tradeoffs. As forces at various analytical levels both foster and impede meaningful work, it is vital to understand these influential forces as well as how to navigate them. The presentations in this symposium address this important topic by discussing the many enablers and inhibitors for meaningful work and exploring how, despite a number of challenges, we can build more bridges toward meaningful work.

The Pursuit of Passion is Challenging and Requires Intentional Effort to be Sustained

Author: **Jon Michael Jachimowicz**, *Harvard Business School*

Reconstructing Meaningful Work After Acute Disruption

Author: **Sally Maitlis**, *U. of Oxford*

From Cradles to Empty Nests: Shifting Perspectives on the Meaning of Work Across Parenting Journey

Author: **Madeline Ong**, *Texas A&M U.*
Author: **Laura Sunday**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Benjamin Alan Rogers**, *Boston College*








Operationalizing Family at Work: How Multiple Meanings of Family Impact Meaningfulness

Author: **Shannon Leigh Sciarappa**, *Boston College*
Author: **Michael G. Pratt**, *Boston College*

Meaningfulness in Work: Reflections on Context and Autonomy

Author: **Amy Wrzesniewski**, *The Wharton School, U. of Pennsylvania*

KEY TO SYMBOLS

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

Ethical Foundations, Cultures, and Practices in Organizations

Session Moderator: **Henri Slob**, *Erasmus U. Rotterdam*

This session focuses on the ethical foundations, cultures, and practices that shape organizational behavior and outcomes. By bringing together these research streams, this session aims to deepen our understanding of the ethical dimensions of organizational life, highlighting the importance of compassion, culture, and socially responsible practices in driving positive organizational outcomes and creating value for stakeholders.

MSR: Religiosity and Corporate Environmental Responsiveness: Mediated Moderation Model

Author: **Farida Saleem**, *Prince Sultan U., Saudi Arab*
Author: **Yingying Zhang**, *International U. of Japan*

Drawing from value-belief-norm theory, dual process theory, and religiosity literature, we examine how the religiosity of top managers is linked with the environmental responsiveness of a firm through their personal values and environmental attitudes. Further, we introduced corporate identity as a boundary condition in the environmental attitudes and environmental responsiveness relationship. Two-wave data were gathered from 182 top managers working in small and medium-sized firms. We found differing impacts of intrinsic and extrinsic religiosity on personal values, environmental attitudes, and corporate environmental responsiveness. Secondly, we found that intrinsic religiosity indirectly impacts corporate environmental responsiveness through personal values and environmental attitudes, identifying the importance of conscious and unconscious processes. Results also support corporate identity as an important boundary condition.

MSR: Compassionate Love as an Ethical Foundation for the Stewardship Theory of Management

Author: **Henri Slob**, *Erasmus U. Rotterdam*
Author: **Anke Teeuw**, *Erasmus U. Rotterdam*
Author: **Harry Commandeur**, *Erasmus School of Economics, Rotterdam*

Research on organizational governance is often built on (assumptions from) the principal-agent dilemma. Central tenets of this theory are self-centered motives and opportunism in the situation of information asymmetry. This leads to the need for control and monitoring to prevent damage to the organization. An alternative approach is the stewardship theory of management. Stewards are assumed to act collectivistic always. Stewardship theory is built on the assumption of interest alignment between the principal and the steward. In the past decade, calls for more realism and a better understanding of stewardship theory have been published by leading scholars. We address these calls by adding compassionate love (Gr.: agape, Lat.: caritas) as an ethical foundation of the stewardship approach. Though stewardship theory and principal-agent theory have been argued to be complementary, these theories are built on entirely different models of man, thus their foundational constructs cannot be mixed. We build our theorizing on a relational view of man. Compassionate love as a core motive behind human behavior helps understand the relationship-oriented behavior of stewards. Moreover, we have a strong intellectual heritage providing insights into love as a fundamental mechanism, underpinning cognitions, behaviors and feelings. The human need for belonging, or relatedness, and their bounded willpower, bounded morality and bounded rationality, point to compassionate love as a cornerstone for an advanced understanding of the stewardship theory of management.

MSR: Enhancing the Ethical Culture of Organizations: A Longitudinal Study

Author: **Juliana Toro-Arias**, *U. Nacional de Colombia*
Author: **María Del Pilar Rodríguez-Córdoba**, *U. Nacional de Colombia*
Author: **PABLO RUIZ-PALOMINO**, *U. de Castilla-La Mancha*
Author: **JORGE LINUESA-LANGREO**, *U. de Castilla-La Mancha*

A supportive ethical culture (EC) can encourage moral behavior among employees and help them avoid wrongdoing. One option for fostering EC is ethics training but its longer-term effectiveness has rarely been examined, especially in countries lacking strong regulatory environments. Accordingly, we used the comprehensive, theory driven approach of Warren, Gaspar and Laufer (2014) to train the upper echelons (18 males, 16 females) from two organizations in Colombia. In turn, they agreed to use their influence in a manner that would cascade through the hierarchy. EC perceptions of 275 staff across the companies (n1 = 193, n2 = 82; total = 275) were assessed 1-2 months and 9-10 months post-training. Relative to pre-training levels, both overall EC and its subdimensions (Kaptein, 2008) significantly increased 1-2 months out, but these gains were not sustained 9-10 months later. Qualitative findings suggested that ensuring the effective transfer of training from the upper echelons was a challenge.

MSR: Relationship Between Firm Value, Engagements in CSiR and CSR

Author: **Anita Mendiratta**, *Keshav Mahavidyalaya, U. of Delhi*
Author: **Shveta Singh**, *Indian Institute of Technology, Delhi*
Author: **Surendra Singh Yadav**, *Indian Institute of Technology, Delhi*
Author: **Arvind Mahajan**, *Texas A&M U., Mays Business School*

Unlike previous studies hitherto limited to examining one or two bi-directionality in corporate social irresponsibility (CSiR), corporate social responsibility (CSR), and firm value, we investigate all three bi-directional relationships. Therefore, we investigate the bi-directional relationship between -1) environment, social, and governance (ESG) controversies and firm value; 2) corporate social performance (CSP) and firm value; and 3) CSP and ESG controversies, utilizing a panel data set for Indian companies from 2008 to 2018. We check the optimal lag order, cross-dependence (CD), and stationarity of our variables of interest. Next, we employ a panel vector autoregressive (panel VAR) model with a system generalized method of moments (system GMM) estimation. Our results indicate three imperative findings. First, it reveals a uni-directionality of CSR engagements and value supporting good management. Second, it approves bi-directionality of CSiR engagements - value, suggesting reverse paths presence through virtuous circle. That is, a decrease in prior ESG controversies surges value, and this rise lessens ESG controversies further. Finally, our outcomes confirm bi-directionality of ESG controversies - CSP, indicating that capitalizing in earlier CSR cuts following CSiR engagements. This reduction reduces CSR engagements further.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2060** | Submission: **16950** | Sponsor(s): **(MSR, DEI)**
Scheduled: **Tuesday, Aug 13 2024 11:30AM - 1:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Cook**

Taking a Pause: Exploring Contemplative Practices for the Work of Diversity, Equity, and Inclusion



Organizer: **Renee Bradford**, *Antioch U. Graduate School of Leadership and Change*

Organizer: **Christina M. Walker**, *Lenoir-Rhyne U.*

Panelist: **Ranjeeta Basu**, *California State U., San Marcos*

Panelist: **Andre Leidenheimer Ruiz Soler**, *Microsoft Corporation*

Panelist: **Emmanuel Small**, *Stockton U.*

This panel symposium seeks to explore research and models of contemplative practice that support the work of Diversity, Equity, and Inclusion (DEI) organizationally and individually. Far from serving as a way to evade the world's problems, contemplative practices center a person, transforming the practitioner's vision of the world to effect positive change. Theoretically, we hope to engage the research streams of the panelists to uncover common themes in their investigations and in the models that have developed. Practically, we hope this symposium conversation will also provide beneficial applications and principles for addressing issues of social justice in organizations. To this end, the structure of the symposium includes time for the audience to join the conversation by engaging in a moderated, interactive discussion.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Selected as a Best Paper

It's All About Motivation!

Session Moderator: **Bard Kuvaas**, *BI Norwegian Business School*

OB: Incentive Effects of Perceived Pay for Performance: Controlling and Informational Effects of Pay 

Author: **Bard Kuvaas**, *BI Norwegian Business School*

Author: **Haien Ding**, *BI Norwegian Business School*

Pay for performance (PFP) is widely adopted to incentivize and reinforce employee behavior towards organizational goals, but employees vary concerning how they perceive and react to PFP. Based on self-determination theory, we develop a model where the effects of perceived individual PFP on intrinsic motivation, job-related anxiety, and turnover intention are mediated by two distinct proximal motivational states: controlling and informational effects of pay. We also draw on social exchange theory to argue that the effects of perceived individual PFP on controlling and informational effects of pay are moderated by employees' social and economic exchange relationships with their organization. A three-wave study of 903 employees largely supports our mediation hypotheses that perceived individual PFP can have both favorable and unfavorable effects on important employee outcomes. In addition, a social exchange relationship weakened the positive association between perceived individual PFP and a controlling effect of pay. Since we controlled for perceptions of both procedural and distributive justice of pay, several pay characteristics, the feeling of being trusted and close monitoring by the immediate supervisor, and individual differences in desire for money, our findings provide novel and robust insight into the complex nature of the effects of employee perceptions of PFP. This insight carries practical implications for organizations seeking to intrinsically motivate employees without increasing their ill-being and intention to leave the organization.

OB: Motivation to Restore: Scale Development and Validation

Author: **Baniyelme D. Zoogah**, *DeGroot School of Business, McMaster U.*

Defining motivation to restore (MTR) as the degree to which an actor is aroused to initiate and persist in restorative activities with the goal of achieving relational value, I develop and validate in 6 major studies a scale of MTR as a behavioral set comprising activation (exertion of effort), determination (persistence in the endeavor), relevance (meaning or value of the endeavor), and anxiety (apprehension about potential consequence) to restore a situation, event, or act of a relationship. The 18-item MTR Scale is internally consistent and reflects the theorized components. The relationships of the MTR Scale to other measures demonstrate concurrent and discriminant validity. Furthermore, MTR is responsive to restorative situations as evidenced by data gathered through cross-sectional designs. It offers a brief, internally consistent, and valid self-report measure that will be useful to OB researchers and applied professionals.

OB: You Can't Make Bricks Without Straw: How and When Proactive Teams Are More Creative 

Author: **Hongyan Wang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Youwei Zhu**, *Wilmar International Limited*

Author: **Jingqiu Chen**, *Shanghai Jiao Tong U.*

Author: **Wee-Liang Tan**, *Singapore Management U.*

In the ever-evolving business landscape, scholarly attention has been predominantly directed toward understanding how proactive behaviors enhance individual task performance. However, the extrapolation of these findings to team dynamics remains ambiguous, especially in terms of the mechanisms and boundary conditions involved. Grounded in the person-situation interaction perspective, we propose a conceptual model indicating that team proactive personality indirectly affects team creativity via team improvisation, with environmental munificence and team task variety—external and internal team contextual factors, respectively—separately and jointly enlarging the aforementioned indirect relationship. Employing multisource, multiwave data, we find that team proactive personality can boost team creativity through team improvisation. This effect is amplified in teams operating in munificent external environments. Furthermore, environmental munificence and team task variety jointly strengthened the indirect effect. Our research enriches understanding by elucidating the synergistic effects of personality traits and external/internal team contextual factors on creativity.

OB: Facilitating Individual Scanning Behavior: The Impact of Goal Orientation and Contextual Antecedents

Author: **Sebastian Woelke**, *Johannes Gutenberg-U. Mainz*

Author: **Andranik Tumasjan**, *Johannes Gutenberg U. Mainz*

Engaging employees throughout the organization in scanning the environment for new information about trends, technologies, and customer needs is relevant for firms to timely identify potential opportunities and threats. However, little is known about the individual characteristics and contextual factors that facilitate this valuable employee behavior. Our study investigates how individuals' goal orientation (i.e., dispositional motivations that shape individuals' approach to challenging situations) influences their engagement in environmental scanning behavior. Specifically, we hypothesize that individuals with higher learning goal orientation (i.e., motivated by the desire for self-improvement) and higher performance-prove goal orientation (i.e., motivated by the desire to prove their competence to others) engage more in environmental scanning. We further test how an individual's routine use of social information systems (i.e., social and collaboration technologies) mediates these relationships and how extrinsic rewards (i.e., formal and informal rewards) function as contextual boundary conditions. The results of a multiple administration survey with $N = 457$ employees across different hierarchical levels indicate that learning goal orientation and performance-prove goal orientation strengthen employees' engagement in environmental scanning, and that social information systems use mediates these relationships. While extrinsic rewards amplify the effect of performance-prove goal orientation on environmental scanning, we find only informal rewards amplifying the effect of learning goal orientation. Our study offers implications for research on environmental scanning, by offering insights into the role of individual dispositions and extrinsic rewards in facilitating employees' environmental scanning behavior.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Selected as a Best Paper

Advances in Motivation Research

Session Moderator: **Marina Astakhova**, *U. of Richmond*

OB: **A Quintet of Work Motivations Through the Lens of Latent Profile Analysis: A Cross-Cultural Study**   

Author: **Marina Astakhova**, *U. of Richmond*

Author: **Violet Ho**, *U. of Richmond*

Author: **Alexander S. McKay**, *Virginia Commonwealth U.*

Recent work motivation research has focused on identity-based work motivation, such as work passion, calling, and grit. However, despite their conceptual overlap, to date, such motivations have been studied in isolation, spawning the criticism of conceptual haziness and a failure to account for the inherent complexity in individuals' motivational arsenal. To address the above, we adopt a person-centered approach to develop a Quintet-of-Work-Motivations typology that describes meaningful subgroups of individuals whose motivational profiles at work comprise different combinations of five work motivations: harmonious and obsessive passion, calling, consistency of interest, and perseverance of effort. In Study 1, using a sample of U.S. workers, we establish four motivational profiles, Gritty Interest, Average Joes/Janes, Living the Dream, and Fleeting Obsessives, four of which we replicate in Study 2 and demonstrate how they are uniquely related to job satisfaction and emotional exhaustion. In Study 3, we use data from Chinese workers to test the generalizability of our model and find that only the Average Joes/Janes and Fleeting Obsessives profiles were replicated. However, a new profile, Fleeting Dreamers, emerged in China. Our results emphasize the equifinality of work motivation where there is no one-size-fits-all configuration of optimal motivation; instead, person- and context-specific motivational profiles uniquely combine to make up the motivational quintet.

OB: **Managing Your Images Under Workplace Gossip: A Regulatory Focus Perspective** 

Author: **Yuming Wang**, *School of Economics & Management, Tongji U.*

Author: **Jinlian Luo**, *Tongji U.*

Author: **Wenan Hu**, *Shandong U.*

Author: **Xianglu Wang**, *Tongji U.*

Author: **Jing Zhong**, *Tongji U.*

Informed by regulatory focus theory and the literature on impression management, this research seeks to disentangle the implications of receiving workplace gossip from coworkers. We construct a comprehensive model that elucidates the contexts and mechanisms through which two distinct types of workplace gossip give rise to unique impression management motives and, consequently, paradoxical behaviors in recipients. On the one hand, we propose that positive gossip will activate recipients' image enhancement motives, which prompt them to bolster their images by engaging in organizational citizenship behavior and ingratiation. On the other hand, negative gossip will elevate image preservation motives, which inhibit their deviant behavior. In addition, we expect that the strengths of these two motivational pathways may vary depending on a contextual characteristic: moral intensity. Results from a three-wave multi-source survey lend support for the hypotheses. Implications for theory and practice are discussed.

OB: **Audience and Goal Setting**

Author: **Qinglin Zhao**, *Texas A&M U.*

This paper explores the impact of sharing goals with an audience on individuals' initial goal setting. While previous research focused on the positive effects on performance, little attention has been given to how the goal audience influences the setting of initial goals. The paper proposes that the presence of a goal audience may lead individuals to set either higher or lower goals compared to private settings. Moderators such as individuals' approach and avoidance temperament, previous performance, and affect are suggested to influence this relationship. The research contributes to current research by providing insights into the nuanced dynamics of goal audience influence on goal setting.

 OB: **Goal Orientation and Discontinuous Growth in Psychological Capital** 

Author: **An-Chih Wang**, *China Europe International Business School (CEIBS)*

Author: **Jean SK Lee**, *China Europe International Business School (CEIBS)*

Author: **Chou-Yu Tsai**, *Binghamton U.-State U. of New York*

To understand the association between goal orientation and psychological capital (PsyCap) growth over time, we conduct a longitudinal, event-based study with 250 executive MBA students who participated in a Gobi Desert trek. We tracked their PsyCap at four time points (i.e., one month before, one day before, one day after, and one month after the trek event). Leveraging a sensemaking perspective, we propose an event-based model aimed at elucidating the discontinuous growth of PsyCap, contingent on different types of goal orientation. Specifically, we predict that performance-prove goal orientation enhances the strength of emotional experiences that need to be made sense of, thus contributing to a short-term enhancement of PsyCap during the event. In addition, learning goal orientation initiates long-term sensemaking, thereby facilitating after-event PsyCap growth. The results for a discontinuous growth modeling support our hypotheses and further indicate that individuals high in both performance-prove and learning goal orientations achieve the most significant event-based PsyCap growth.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Collective Benevolence: Doing Good in Teams

Session Moderator: **Roman Angel Gallardo**, *U. of Chicago Booth School of business*

OB: **Rarity Boosts In-Group Love: When and Why** 

Author: **Roman Angel Gallardo**, *U. of Chicago Booth School of business*

Author: **Austin Smith**, *U. of Chicago Booth School of business*

Author: **Uri Zak**, *The Hebrew U. of Jerusalem*

Author: **Darinel Lopez**, *U. of Puerto Rico*

Author: **Alex Koch**, *U. of Chicago Booth School of business*

Sharing membership in a group increases appreciation of, and prosociality towards, one another. We conjectured that this in-group love is stronger among relatively small (i.e., rare) groups. We substantially developed the literature on this effect through seven studies. Studies 1-3 showed that rarity boosted in-group love across various groups in real-life interactions. Studies 4-6 showed the robustness of the effect by generalizing it to artificial, random, and fleeting in-groups and established boundary conditions. The effect required the in-group to be a minority no larger than 33%, and the effect vanished for in-groups with hundreds of members (i.e., absolute group size matters). Study 7 tested possible mediators and suggested that rarity boosts in-group love because the rare (vs. common) in-group better satisfies its members' fundamental needs for standing out, blending in, and cooperating reliably, consistent with Optimal Distinctiveness Theory and other theoretical accounts. In sum, our research established the ecological validity, boundary conditions, and explanations of the robust effect that rarity boosts in-group love.

OB: **Team Level Consequences of Leader Punishment on Unethical Pro-Team Behavior** 

Author: **Han Li**, *Peking U.*

Author: **Shimin Zhang**, *Hong Kong Polytechnic U.*

Author: **Wenqing Yu**, *Zhejiang U.*

Author: **Yi Su**, *Zhejiang U.*

Author: **Shenjiang Mo**, *Zhejiang U.*

Leaders exert punishment to uphold team goals and norms at work. But what effects do leader punishment on unethical behaviors intended to benefit the team (unethical pro-team behavior, UPB) have on team outcomes? Integrating the motivated information processing in group model and the paradoxical nature of UPB, we investigate how and when leader UPB punishment triggers team systematic information processing (i.e., team reflexivity) and subsequent team outcomes. Using a multi-source, time-lagged field study with 93 team leaders and 414 team members, we found that team reflexivity mediates the positive effects of leader UPB punishment on team performance and team creativity. Moreover, team performance pressure moderates the indirect relationships. Specifically, higher team performance pressure amplifies the positive effect of leader UPB punishment on team performance and creativity via team reflexivity. These findings highlight the important role of leader UPB punishment in teams.

OB: **Bestowing Roses, Lingering Fragrance: How Mentor Autonomy Support Influences Their Own Thriving** 

Author: **Jian Zhang**, *U. of Science and Technology Beijing*

Author: **Shuai Peng**, *U. of Science and Technology Beijing*

Author: **Jingjing Li**, *College of Economics and Management, Beijing U. of Technology*

Author: **Na Zhang**, *Beijing Information Science and Technology U.*

Most of the existing studies on the mentoring relationship involve protégés, and the benefits that mentors can obtain from them have not been systematically investigated. By integrating relationships motivation theory and self-expansion theory, we propose a moderated mediation model to explore how and when the mentor's autonomy support impacts the mentor's thriving at work. Through the statistical analysis of the three-wave data of 240 pairs of mentor-protégé, the results show that: (1) mentor autonomy support is positively related to the mentor's thriving at work; (2) mentor's relatedness satisfaction mediates the positive relationship between mentor autonomy support and the mentor's thriving at work; (3) mentor autonomy support can have a positive impact on mentor's thriving at work through two chains mediating effect of (a) mentor's relatedness and competence satisfaction, (b) mentor's relatedness and autonomy satisfaction; (4) protégé's task performance positively moderates the relationship between mentor autonomy support and mentor's relatedness satisfaction. The higher the protégé's task performance, the stronger the positive correlation between mentor autonomy support and the mentor's relatedness satisfaction. This research has opened up a new path for exploring the influence of the mentoring relationship on mentors and determining the independence and synergy among the three basic psychological needs satisfaction.

OB: **The Impact of Leader Relational Affect on Organizational Psychological Safety and Performance**  

Author: **Hendrik Wilhelm**, *U. of Witten/Herdecke*

Author: **Ludwig Kuntz**, *U. of Cologne*

Author: **Michael Wittland**, *Bielefeld U.*

Psychological safety is crucial for learning in organizations, ultimately benefiting organizational performance. While the importance of leaders in fostering organizational psychological safety is recognized in previous research, there is a lack of theory and evidence on the leader-specific factors that promote or hinder it. In this study, we develop and test theory on how leader relational affect—the emotions leaders elicit in each other when working together—shapes organizational psychological safety and performance. Using unique matched data from 66 leader dyads in neonatal intensive care units (NICUs) in Germany, survey data from 1,500 subordinates, and objective performance data over three years, our results largely support our theory. We discuss theoretical implications for the literatures on psychological safety and relational affect, as well as implications for managers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Mistreating Others

Session Moderator: **Aisha Aliyu**, Brock U., Canada

OB: **Navigating the Workplace Cyberbully Maze: Climate, Dark Triad Personality, and Victim's Reactions**  

Author: **Aisha Aliyu**, Brock U., Canada
Author: **Saima Naseer**, Brock U., Canada
Author: **Dave Bouckennooghe**, Brock U.

Building upon the foundations of Stress as Offence to Self (SOS) theory, this study delves into the intricate three-way interaction of workplace cyberbullying (WCB), caring climate (CC), and dark triad personality (DTP) in relation to employees' knowledge sabotage behaviors and psychological strain. Through a three-wave data collection effort, we garnered responses from 257 employees spanning various sections in the USA and Canada. Our analysis indicates that WCB significantly exacerbates tendencies for knowledge sabotage and induces psychological strain among employees. This effect is particularly pronounced when the organization's caring climate is robust and when the individual exhibits high Dark Triad Personality traits. Notably, the link between cyberbullying and knowledge sabotage is the most potent when both caring climate and DTP are elevated. By unmasking the moderating effects of both a situational factor (caring climate) and a dispositional trait (DTP), our research augments the understanding of dark OB literature, elucidating the specific contexts and conditions that amplify the negative ramifications of WCB for its victims.

OB: **The Joint Effects of Honesty-Humility, Ethical Climate, and Ethical Leadership on Workplace Deviance** 

Author: **Kubilay Gok**, Winona State U.
Author: **Chandrashekhhar Lakshman**, Mount Marty U.
Author: **Linh Chi Vo**, ESDES, U. Catholique de Lyon
Author: **Stijn Decoster**, Zayed U.

Despite the significant accumulation of knowledge, the workplace deviance literature has not adequately examined ethical climate, ethical leadership, and honesty-humility, especially in a cross-cultural context. Using a social cognitive theory perspective of person-situation interaction, we contribute by examining the direct and interacting effects of these constructs in countries where these issues have not been examined. As hypothesized, we find support for an interaction between ethical climate and ethical leadership and a three-way interaction with honesty-humility on deviance. We also find similarities (cross-cultural generalizability) and differences (divergence) across the four cultures. Our results explain how personal and situational factors influence supervisor- and organizational deviance and how these vary across cultures. Our model and findings highlight the importance of ethical climate and its interactive effects as it influences deviance, thereby making a novel contribution. We discuss findings, limitations, and future research directions.

OB: **How do Third Parties React to Customer Mistreatment?**

Author: **Yitong Fu**, Harbin Institute of Technology
Author: **Iris D. Zhang**, Harbin Institute of Technology
Author: **Mo Chen**, School of Management, Harbin Institute of Technology








Customer mistreatment is an inevitable part of service sectors. Although we have accumulated certain knowledge about how employees respond to experienced customer mistreatment, less is known about how third parties react to customer mistreatment. Based on deontic justice theory, we propose that observed customer mistreatment increases observers' sympathy for coworkers and anger at customers, subsequently enhancing their adaptive behaviors in the workplace, namely, coworker-directed helping and customer-directed cheating. We further suggest that such effects will be influenced by observers' team identification and prosocial identity. Specifically, observers with higher (vs. lower) team identification will be more inclined to experience sympathy for coworkers and anger at customers, and those with higher (vs. lower) prosocial identity will be more inclined to engage in coworker-directed helping and less inclined to customer-directed cheating. We tested our hypotheses using a multi-wave and multisource field study. The results support our hypotheses. Implications to theory, research, and practice are discussed.

OB: **Misaligned Theory and Operationalization: A Scoping Review on Social Dynamics of Unethical Behaviors** 

Author: **Erdem Ozan Meral**, Department of Psychology, U. of Amsterdam
Author: **Hannah Leah Moore**, Amsterdam Business School, U. of Amsterdam

The increasing reliance on teams in organizations creates ample opportunities for employees to collaborate with, observe, or intervene when other employees engage in unethical conduct. To understand the social dynamics in these interactions, scholars have called for studying the interpersonal dynamics of unethical behavior. Yet, studying the dynamics of group processes is a notoriously challenging endeavor: one that many publications fall short of in some way. To examine the state of the literature, we conducted a multidisciplinary scoping review of empirical work on unethical behaviors, where the influence of more than one individual is considered. Assisted by a machine learning algorithm, we scanned 25k publications found across multiple databases and identified 487 relevant articles. We critically analyzed the included work with a focus on methodological characteristics. The results revealed a misalignment between theory and operationalization in terms of conceptual and methodological levels of analysis and temporal focus. Overall, we synthesized multidisciplinary knowledge on "how" the social dynamics of unethical behaviors are studied and identified its limits and gaps, as well as its strengths. We finalized with a discussion of methodological recommendations for realigning theory and operationalization, providing the unethical behavior scholar in management, psychology, and beyond with crucial resources.

KEY TO SYMBOLS

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

Moving Up: Power and Status Dynamics

Session Moderator: **Anne Burmeister**, *U. of Cologne*

 **OB: Reframing Networking as Benefiting the Other Person (vs. Oneself) Encourages Advice Seeking**  

Author: **Anne Burmeister**, *U. of Cologne*

Author: **Daniel Z. Levin**, *Rutgers U.*

Networking is an effective way to facilitate personal development and career success and is especially relevant during the job search process. However, its potential benefits are often not realized because people are reluctant to reach out to would-be advice givers. To overcome this reluctance, prior research has emphasized self-oriented benefits of reaching out—such as receiving valuable advice and job leads—to motivate people to initiate more informational interviews and other networking behavior. We challenge this self-oriented perspective on networking, suggesting that one obstacle to networking is that people are often anxious about being a burden on others. Thus, we designed an intervention to reframe networking in a way that is other-oriented, emphasizing how it can benefit the advice givers, such as making them feel helpful or important or giving them a fresh perspective. We hypothesized that an other-oriented (compared to a self-oriented) networking intervention would increase networking intentions (Study 1) and networking behavior (Study 2) by advice seekers and that this effect would be mediated by a reduction in burden anxiety (Study 3). We find consistent support for our hypotheses in three studies of job seekers: an online experiment, a field experiment, and a longitudinal field experiment.

OB: Tipping the Scale: Follower Relational Power 

Author: **William Phillips**, *Emporia State U.*

Author: **Vickie Coleman Gallagher**, *Department of Management, Cleveland State U.*

Author: **Pakanat Kiratikosolrak**, *Virginia Tech*

Organizational structures continue to evolve to empower employees and allow for more autonomy, creativity, and the like. However, the notion of empowerment clearly indicates that “power” is pushed down to the followers. To our surprise, the measurement of follower power is lacking. This research utilizes a two-study methodology to test a multidimensional measure of follower self-perceived power, analyzing the data with EFA, CFA, convergent, discriminant, and predictive validity tests. Strengths, limitations, and future research are discussed.

OB: Sizing Up Status Signal: An Integrative Framework

Author: **Zachariah Brown**, *HKUST Business School*

Status signals are essential for an inferring and communicating hierarchical rank. There is disagreement across literatures on how status signals are defined and understood. Which signals are most similar to one another? What are the costs and benefits of signally status depending on its category and context? To answer these questions, we present an updated definition of status signals that is relevant across the social sciences and offer a two dimensional framework that differentiates status signals into four categories. Our model highlights how signals within each of the four resulting categories share similarities in the costs, the benefits, and the assumptions of audience knowledge. Our status signals framework also offers dynamic predictions that capture how different signals are more versus less beneficial as one advances up a hierarchy. This framework not only pushes theoretical models of social hierarchy forward but it also offers practical guidelines for effectively signally one's actual and desired status

 **OB: Unrequited Workplace Relationships and the Emergence of Negative Ties in Organisational Networks** 

Author: **Vojkan Nedkovski**, *Non-affiliated*

Author: **Marco Guerci**, *U. degli Studi di Milano*

Author: **Dennis Holding Jacobsen**, *Yale School of Management*

Author: **Diego Stea**, *Copenhagen Business School*

Workplace relationships are inherently dynamic, wherein previously positive or neutral interpersonal ties can shift toward negativity. Emergent theoretical and empirical evidence suggests that negative ties are particularly detrimental in organisational contexts. Yet, little has been done for understanding why workplace relationships can pursue a declining trajectory and eventually, transition into negative ties. Drawing upon social exchange and self-regulation theories, this study aims to shed light on this transition process. We posit that unrequited relationships, where one party invests more than the other in a workplace relationship, increase the likelihood of transitioning into negative ties over time. Furthermore, we argue that narcissistic personality traits amplify these effects, while empathic concern serves as a buffer, counteracting the influence of unrequited relationships. We find empirical evidence for these arguments in a longitudinal study conducted among the employees in an Italian architectural firm. The trajectory of workplace relationships declines due to unharmonised social exchanges between dyad members, with these effects moderated by individual differences in narcissism and empathy.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Cracking The Glass Ceiling: Reducing Demographic Disparities at Work

Session Moderator: **Chloe Kovacheff**, *U. of Toronto*

OB: **Disconnected Disclosures: Employee-Manager Asymmetries in Navigating Invisible Disabilities** 

Author: **Chloe Kovacheff**, *U. of Toronto*

Despite the ubiquity of invisible disabilities (IDs), workplace discrimination towards employees who have them remains pervasive. Consequently, the act of disclosing these stigmatized disabilities is often fraught with professional risk. This research investigates the disclosure strategies that employees with IDs tend to adopt and whether they actually mitigate bias and maximize managerial support. Drawing from stigma theory and signaling theory, I propose two dimensions of invisible disability disclosure strategies: transparency (the amount of information provided); and activeness (the extent of accommodations requested). I theorize a critical disconnect between the disclosure strategies that employees tend to use and those which foster positive managerial reactions. Six studies employing correlational and experimental designs with diverse online and field samples investigate this asymmetry between employees and managers, and its critical implications for employees with IDs. The results demonstrate that to avoid stigma, employees tend not to provide details nor to request accommodations, when in fact strategies that are both transparent and actively request accommodations counteract stereotypes and enhance managerial support. Counterintuitively, by 'owning' their stigmatized identities and requesting clear solutions, employees with IDs can increase managerial perceptions of ability and the likelihood of receiving accommodations following disclosure.

OB: **Out of Fashion: The Stigmatization of Gendered Conversation Topics at Work**

Author: **Ren Li**, *Hong Kong Polytechnic U.*

Author: **Jill Perry-Smith**, *Emory U.*

This paper explores the stigmatization of gendered conversation topics in workplace settings, focusing on the impact of female-gendered topics on perceptions of competency and engagement at work. Utilizing a mixed-method approach, the study first employs qualitative interviews with full-time employees to examine attitudes towards fashion—a prototypical female-gendered topic. Findings reveal that individuals interested in fashion, regardless of gender, anticipate negative evaluations and social sanctions, leading to self-regulation and environmental scanning before engaging in conversations about fashion at work. The paper then presents an experimental study to quantitatively assess the impact of discussing fashion versus sports (a male-gendered topic) on perceptions of agentic and communal characteristics, as well as work engagement. Results indicate that individuals engaging in fashion conversations are perceived as less agentic and less engaged in work compared to those discussing sports, highlighting a stigmatization associated with female-gendered conversation topics. This study contributes to the understanding of gendered workplace communication, its effects on professional dynamics, and offers insights into fostering more inclusive and equitable workplace conversations.

OB: **Timing for Women: Evidence and Effectiveness of Women's Late Application for Promotion**

Author: **Wenqi Liu**, *U. of International Business and Economics*

Author: **Yuelong Wang**, *Jiangxi U. of Finance and Economics*

Author: **Carol Ying Wang**, *International Business and Economics*

Author: **Zhengqiao Chen**, *U. of International Business and Economics*

Women are known to be underrepresented in leadership positions than their male counterparts, but the underlying mechanism for this disparity remains contested. Drawing upon the social role theory, we propose that the gap originates from the difference in the timing of promotion applications. Using archival record of employees' application for promotion in a private bank in China between 2016 and 2022, we revealed that female employees applied for a promotion to middle-level management later than their male counterparts (i.e., the women employees had a longer job tenure than men at the time of promotion application). Follow-up analyses revealed that female employees applying for promotion at a later timing seem to have a greater success rate of promotion, while male employees applying for a promotion at an earlier timing seem to have a greater success rate of promotion, suggesting that female employees' later application for promotion may be not a reflection of low career aspiration among themselves, but a strategic choice encountering the evaluators' bias against women's early promotion application. Our findings may provide insights in understanding the reasons accounting for gender difference in managerial roles representation from both the applicants' and the evaluators' perspectives.

OB: **Breaking the Glass Ceiling: Leveraging Signals for Female Career Advancement in Creative Occupations**

Author: **Hang Liu**, *Tsinghua U.*

Author: **Shuye Lu**, *Tsinghua U.*

Author: **Ying Liu**, *Renmin U. of China School of Public Administration and Policy*

Author: **Qiushi Xie**, *School of Economics and Management Tsinghua U.*

Author: **Yanglinfeng Zheng**, *School of Economics and Management Tsinghua U.*

Despite research suggesting equal levels of creativity between genders, women frequently find themselves at lower career echelons compared to their male peers in creative occupations. Drawing on the signaling theory and gender stereotyping perspective, our research proposes a dual-process judgment model, positing that career progression is influenced by perceptions of general competence and creative potential within organizational management. We assert that by employing a combination of competence-related and creativity-related signals, female creative professionals can effectively counter prevailing negative stereotypes and bolster their career prospects. Through conducting an extensive survey of 14,467 creative professionals across China, we found that signals of competence, such as full-time employment and high visibility of domain-specific skills, along with creativity signals like association with culturally rich ethnic minorities and accolades for creative achievements, collectively mitigate the detrimental association between female gender and career success. These insights contribute significantly to the discourse on gender, creativity, and career advancement, offering actionable recommendations for individuals and organizations in the creative sectors to enhance perceptions and improve the career trajectories of women, thereby promoting a more equitable and diverse professional environment.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leading or Preventing Employees to do Good

Session Moderator: **Ming Lou**, Harbin Engineering U.

OB: Opportunity or Burden? A Dual-path Model Linking Leader Feedback-Seeking Behavior to Employee Voice 

Author: **Ming Lou**, Harbin Engineering U.
Author: **Eryue Teng**, Harbin Engineering U.
Author: **Yi SU**, Harbin Engineering U.

Drawing on social information processing theory and workplace anxiety theory, we develop and test a dual-path model to unpack the cognitive and affective mechanisms, captured by organizational-based self-esteem and workplace anxiety, through which leader feedback-seeking behavior affects employee voice. We further propose that the apparent sincerity of leader and employees' perceived overqualification act as important boundary conditions of these indirect effects. Using three-wave, multisource data from 508 employees and 68 leaders, we find that leader feedback-seeking behavior has a positive indirect effect on employee voice via organizational-based self-esteem and an inverted U-shaped indirect relationship on employee voice via workplace anxiety. Additionally, apparent sincerity of leader enhances both the positive and inverted U-shaped indirect effects of leader feedback-seeking behavior on employee voice. Employees' perceived overqualification enhances the positive indirect effects of leader feedback-seeking behavior on employee voice via organizational-based self-esteem, whereas mitigates the inverted U-shaped indirect relationship via workplace anxiety. Overall, our research contributes to a fine-grained understanding of both the linear and curvilinear effects of leader feedback-seeking behavior on employee voice and sheds light on when and how leader feedback-seeking behavior can promote employee voice.

OB: Keeping a Healthy Distance: Leader's Close Monitoring and Followers' Voice - Silence Behavior

Author: **MINJU OH**, Seoul National U.
Author: **Sunghyuck Mah**, Seoul National U.
Author: **Jihye Lee**, DGIST
Author: **Minjun Yoo**, Seoul National U.

This study expands the close monitoring literature by unraveling how and when the leader's close monitoring makes their followers freeze and keeps them from speaking (i.e., voice and silence behavior). Specifically, we propose that this negative influence of close monitoring can be weakened in follower telework situations. To test our model, we conduct a field study for the MBA sample (Study 1) and a general sample survey (Study 2). In study 1, we found that psychological safety stood as a key mechanism linking close monitoring and voice behavior. Further follower telework intensity weakened the negative effects of close monitoring on psychological safety, and in turn, voice behavior. In Study 2, we revealed that the reduction of job autonomy and increasing workplace anxiety are critical in linking close monitoring and psychological safety. We also found that telework weakened the negative indirect effect of close monitoring on psychological safety via job autonomy and workplace anxiety ultimately resulting in follower silence. Our research highlights the importance of close monitoring, which many leaders and followers believe in necessary, may actually undermine followers' proactive behaviors, thus, hampering organizational functioning.

OB: Do Bad Apples Inspire Good Soldiers? The Effects of Leader UPB on Followers' Citizenship Behavior 

Author: **Yahua Cai**, Shanghai U. of Finance and Economics
Author: **Weili Zheng**, Shanghai U. of Finance and Economics
Author: **Sebastian C. Schuh**, China Europe International Business School (CEIBS)
Author: **Xin Lucy Liu**, Columbia Business School

Building on construal-level and social exchange theories, we develop and test a dual-level model that explains how and why observing leader unethical pro-organizational behavior can trigger or hinder followers' citizenship behavior. We tested our model in two studies, including a multi-wave, multi-source field study (Study 1), a time-lagged interval-based experience sampling methodology and two follow-up between-person survey (Study 2). Consistent with our hypotheses, we found that followers' response to leader unethical pro-organizational behavior is fluid and subject to the level of conceptualization at which it is considered. Specifically, the result shown that, at between-person level, when employees witnessed their leader engaging in unethical pro-organizational behavior, they experienced heightened organizational obligation and, subsequently showed more citizenship behaviors. However, at the within-person level, observing leaders' unethical pro-organizational behavior was negatively related to followers' organizational obligation, which reduced their citizenship behaviors. Moreover, these effects depended on leaders' organizational embodiment. Specifically, as leaders' organizational embodiment increased, the impact of leader unethical pro-organizational behavior on organizational obligation (including its between-person effect and within-person effect) was strengthened. We discuss the theoretical and practical implications of this new, comprehensive perspective on the path from leader unethical pro-organizational behavior to follower citizenship behaviors both from within-person and between-person perspectives.

OB: Getting What You Want or Backfiring? Green Transformational Leadership and Employee Green Behavior

Author: **Puwen Shang**, School of Business, Sun Yat-sen U.
Author: **Xinyi Hua**, Sun Yat-Sen U.

More and more organizations are initiating commitments to support environmental sustainability, and employees are the critical actors in the practice of corporate environmental policies, there has been a surge of interest in how organizations can inspire green behaviors among their employees, and several scholars have affirmed the critical significance of leaders influencing the green behaviors of their employees. In this paper, we examined how green transformational leadership (GTL), a type of transformational leadership focused on environmental sustainability, will relate to employees' green behaviors. Based on the job demand-resource (JDR) model, we developed and tested a dual-path model to explore the double-edged effects of GTL on employee proactive green behavior (PGB) and task green behavior (TGB). Analyzing a sample of 1,501 employees from 21 factories in southern China, we found that GTL is indirectly related to employee green behavior through employee role overload and employee environmental commitment. Furthermore, man-nature orientation moderated the negative relationship between GTL through employee role overload and employee green behavior while collectivism moderated the positive relationship between GTL through employee environmental commitment and employee green behavior.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Get Going! Leadership and Proactivity

Session Moderator: **Ziyi Zhang**, *UC Riverside*

OB: Growth Leadership Theories: A New Scale and How it Affects Employee Voice and Commitment 

Author: **Ziyi Zhang**, *UC Riverside*

Author: **Michael Haselhuhn**, *U. of California, Riverside*

Despite the proliferation of research emphasizing the importance of growth mindsets in a wide range of domains, researchers have not examined these mindsets in the context of leadership. In the current paper, we expand implicit theories to the leadership discipline and explore how beliefs about the fixedness or malleability of leadership characteristics (termed Growth Leadership Theories; GLTs) affect employee voice and commitment. Through four studies, our findings suggest that holding a malleable GLT can help employees engage in more voice behaviors in the workplace, which is mediated by the perceived efficacy of voice. Study 1 establishes and validates a scale designed to capture individuals' GLTs. Study 2 examines the relationship between GLTs and employees' voice behaviors in the workplace. Study 3 replicates the results of Study 2, and examines how perceived efficacy of voice mediates the relationship between GLTs and employee voice. Study 4 examines the long-term effects of GLTs through a multi-wave study, finding evidence that GLTs affect employee commitment over time through their effects on workplace voice.

OB: How Does Responsible Leadership Affect Job Performance and Taking Charge in the Chinese Context?

Author: **Yiqi Wu**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Qinxuan Gu**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Yinxuan ZHANG**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Chinese Confucian philosophy provides some different insights into responsible leadership from the literature in the Western context. Utilizing two studies anchored in the Chinese context, we explore and enrich the connotation of responsible leadership and investigate its impact on employee job performance and taking charge from a dual motivational perspective. In Study 1, we adopt both qualitative and quantitative approaches to revise and validate a measure of responsible leadership using four separate samples. In Study 2, integrating social information processing theory and social learning theory, we examine the external and internal motivational mechanism that respectively links responsible leadership to job performance and taking charge. With a field survey sample of 223 team leaders and 715 members, we find that responsible leadership positively impacts job performance through perceived work requirements (woke-based external motivation) and positively impacts taking charge through felt obligation (obligation-based internal motivation). Findings advance theoretical and managerial understanding of responsible leadership, particularly within Eastern countries like China.

OB: A Unifying Framework for Understanding Adaptive Leadership at Multiple Levels of Analysis 

Author: **Sten Delvaux**, *Vrije U. Brussel*

Adaptive leadership refers to the notion of leaders effectively responding to change. Many leadership scholars have called attention to – either implicitly or explicitly – the importance of adaptive behavior for understanding leadership effectiveness. Yet, a cohesive and cumulative body of knowledge regarding adaptive leadership is surprisingly lacking. The present work aims to demystify the elusive phenomenon of adaptive leadership by developing a model that aims to comprehensively depict why and how leaders change their leadership behavior. The general proposition offered is that adaptive leadership can be decomposed into a process component (leading-level of analysis) and a dispositional component (leader-level of analysis), and that these components meaningfully interact to shape adaptive leadership. Theoretically, momentary change is explained via action control while change at longer timescales is proposed to be driven by learning. Our goal is to do justice to the complexity of adaptive leadership – a real-world and core behavioral phenomenon – by adopting a multilevel, developmental, and inherently contextualized perspective.

OB: Turning Crisis into Opportunity: Negative Emotion and Leader Interpersonal Emotion Management

Author: **Yijie Zhang**, *School of Economics and Management Tsinghua U.*

Author: **Zijing Wang**, *Huazhong U. of Science and Technology*

In times of crisis, employees commonly face a surge of negative emotions including anxiety, panic, and distress. These intense feelings, sparked by the crisis, often constrain cognitive abilities, exacerbating the crisis's negative impact. However, these negative emotions can also alert people to shortfalls and motivate them to improve matters, seizing opportunities within the crisis. We propose that the crux of turning a crisis into an opportunity lies in the effective management of these powerful negative emotions. Drawing from interpersonal emotion management and proactivity theories, we developed a model to illustrate the crucial role of a leader's interpersonal emotional management strategies in navigating this complex emotional terrain. Data from 369 employees in 81 teams found that leaders' use of cognitive change strategies could turn the energy from negative emotions into proactive behaviors, while situational modification strategies might suppress the emergence of proactive behaviors. Our theorizing and findings provide an emotional perspective on how leaders can guide employees to turn crisis into opportunity, contributing to the literature on crisis leadership and proactivity.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Experimental Research on Emotional and Cognitive Processes

Session Moderator: **Neha Bellamkonda**, *IIM Bangalore*

OB: **When Service Smiles Fade: Ego Depletion and Displaced Aggression Post-Customer Mistreatment Episode**  

Author: **Neha Bellamkonda**, *IIM Bangalore*

Author: **Rahul Chandra Sheel**, *XLRI-Xavier School of Management*

Research on customer mistreatment has predominantly adopted an episodic approach, characterizing each service interaction as isolated and independent from others. This study expands this perspective by investigating the consequences of customer mistreatment faced by service employees, particularly how it affects their behavior toward the next focal customer. Central to our exploration is the concept of ego depletion as a key mechanism that potentially triggers displaced aggression towards subsequent customers following an instance of mistreatment. In Study 1, we conducted a laboratory experiment in the context of a restaurant to understand the underlying causal mechanism (N=84) in which we examined video recordings to capture displaced aggression. In Study 2, we used the Critical Incident Technique to replicate the results using a sample of five-star hotel employees (N = 314). Additionally, we explored various boundary conditions such as commitment to display norms, perspective-taking, and self-monitoring. We found that customer mistreatment faced by an employee leads to displaced aggression towards the next focal customer through ego depletion. Additionally, perspective-taking was found to moderate the first stage of this mediated relationship, and commitment to display norms resulted in a significant second-stage moderator, diminishing the effects of ego depletion on displaced aggression. This study contributes to a more nuanced understanding of the dynamics between customers and service employees following mistreatment episodes.

OB: **The Direction of Problemistic Search: Opening the Black Box with Virtual Reality** 

Author: **Albert Jolink**, *SKEMA Business School - U. Côte d'Azur*

Author: **Eva Niesten**, *SKEMA Business School - U. Côte d'Azur*

In this study we will open the black box of problemistic search by documenting a variety of narrow and broad search strategies individual decisionmakers undertake in a process of a firm's goal attainment. Several commentators have argued that the notions of narrow vs broad search are underspecified and dependent on the ambiguity of the goal and the of environment. This study joins these studies that argue that ambiguities between outcomes, aspirations and decisions will affect the search strategies. In this study we will focus on the question whether ambiguity in goals and outcomes leads to diversity in directions of search strategies. We will explore our contributions with a purpose-built virtual reality (VR) experiment, a research method that opens the possibility to study individual internal sub-processes of problemistic search under conditions which are difficult to control in a non-experimental setting and allows us the development of the data collection for individual problemistic search. Our study responds to the call for research in decision-making in behavioral organizational theory, culminating in a research agenda that further develops VR research for organizations. We will conclude that this study contributes to the behavioral theories of organizations by enriching our understanding of search processes.

OB: **The Lingering Effect of Perceived Negative Workplace Gossip on Employees' Rumination and Emotions**

Author: **Tingya He**, *School of Psychological and Cognitive Sciences*

Perceived negative workplace gossip has been traditionally considered a detrimental workplace occurrence affecting employees. This study advances a broader and sustained perspective: negative workplace gossip encompasses both positive and negative impacts, which exert a prolonged influence into the future. We introduce an innovative angle on goal-failure derived from the cognitive theory of rumination, exploring varied employee responses to perceived negative workplace gossip. Utilizing experimental methods in Study 1, we illustrated how employees engage in problem-solving rumination and affect-focused rumination following exposure to negative workplace gossip. In Study 2, our empirical sampling method corroborated the hypothesis: employees experiencing negative workplace gossip displayed strong emotion the following day, negatively associated with work alienation through problem-solving rumination at night; and experienced distressed emotion the next day, positively correlated with work alienation when engaging in affect-focused rumination at night.

 OB: **Don't Sweat the Small Stuff: The Tolerance Spillover Effect in Ethical Decision Making** 

Author: **Jeffrey Bednar**, *Brigham Young U.*

Author: **Ryan Sommerfeldt**, *Washington State U.*

Author: **Aaron Zimbelman**, *U. of South Carolina, Darla Moore School of Business*

Author: **Mark Zimbelman**, *Brigham Young U.*

We argue that working with a tolerance standard (e.g., a margin for error) socializes workers to view small errors as inconsequential. This creates a "tolerance mindset" that spills over and facilitates moral disengagement when making ethical decisions. We provide triangulating evidence of a tolerance spillover effect across three experiments. Our first two studies involved lab experiments where participants took on the role of quality-control workers and we manipulated whether they worked with (vs. without) a tolerance standard. Across both experiments, we observed evidence of increased moral disengagement and unethical behavior when participants worked with a tolerance standard. Our third study focused on professional auditors who work regularly with a tolerance standard. We found that auditors were less honest when their work identity was primed versus not. We also observed that other professional accountants, who do not work with a tolerance standard, did not significantly differ in their honesty when their work identity was primed versus not. These findings have important implications for understanding moral disengagement and the spillover of mindsets from one's work into the moral domain.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Dirty Work: When Employees and Leaders Behave Badly

Session Moderator: **Sarah Wittman**, *George Mason U.*

OB: Exploitative Leadership and Employee Adaptive Performance: A Moderated Mediation Model

Author: **Xiaoyu Li**, *Renmin U. of China*

Author: **Zhichao Qian**, *China U. of Labor Relations*

As an essential concept in the study of destructive leadership, research on exploitative leadership is still in its infancy, particularly within the context of China where empirical studies remain relatively limited. This study, grounded in the conservation of resources theory, investigates the detrimental effects of exploitative leadership on employees' adaptive performance. Analyzing data from a two-stage survey of 297 employees, this research finds that exploitative leadership diminishes employees' adaptive performance. Moreover, thriving at work partially mediates the relationship between exploitative leadership and employees' adaptive performance. Additionally, coworker support effectively moderates the negative impact of exploitative leadership on thriving at work. In the context of high coworker support, the adverse mediating effect of work thriving on the relationship between exploitative leadership and adaptive performance is weaker. This study contributes to a deeper understanding of the role and mechanisms of exploitative leadership on employees' adaptive performance from the conservation of resources theory perspective. Additionally, it underscores the significance of coworker support in alleviating the adverse effects of exploitative leadership, providing valuable insights for organizational management and leadership practices.

OB: Examining Past Satisfying Leisure Experiences as Predictors for Present Time Theft Behaviors at Work

Author: **Wangxi Xu**, *U. of Melbourne*

Author: **Andrew Yu**, *U. of Melbourne*

Author: **Sarah Wittman**, *George Mason U.*

Employee time theft is pervasive and costly, but inadequately understood. Deploying a cognitive continuity perspective on the transition between non-work and work roles, we show time theft to be a psychological and behavioral continuance of past leisure at present work and propose that it results from leisure-to-work transition challenges. Results from two time-lagged studies revealed that employees with satisfying leisure experiences were more likely to find the transition back to work that they considered demanding and/or aversive more threatening and difficult to achieve. As a default response, they used retrospective mental time travel to continue in the past, engaging in emotional mind wandering about past leisure even after physically and temporally resuming work. These employees were further found to translate the wandering leisure cognitions into leisure-like and work-deviant time theft behaviors. Combined, our work yields theoretical and practical insights into employee work deviance from a transition perspective.

OB: I Feel My Work Dirty, What Should I Do?: The Consequences of Experienced Work Dirtiness 

Author: **Iris D. Zhang**, *Harbin Institute of Technology*

Author: **Long Wai Lam**, *U. of Macau*

Author: **Mo Chen**, *School of Management, Harbin Institute of Technology*

Although it has long been recognized that employees in virtually all occupations may occasionally experience indignity at work, only until recently did researchers begin to investigate employees' experience of work dirtiness outside the typically stigmatized occupations. In the current study, we propose that dirty work experience may elicit identity threat, which results in both maladaptive (i.e., affective rumination) and adaptive (i.e., problem-solving pondering) cognitive responses. Whereas affective rumination leads to deviant behavior, problem-solving pondering encourages job crafting. We also propose that dispositional optimism and pessimism determine the extent to which one exhibits these distinct responses. We tested our model with two independent studies of a mixed research design. Study 1 used an experiment to investigate whether work dirtiness causes identity threat, and Study 2 tested the full model using the experience sampling method among 100 car salespeople. Results supported the theorized process in which identity threat and affective rumination sequentially mediated the positive relationship between work dirtiness and deviant behavior. The serial mediation process through problem-solving pondering and job crafting, however, was observed only among employees high on optimism.

OB: Unraveling the Temporal Enigma: An Examination of the Impact of Temporal Unpredictability 

Author: **Wanting Dai**, *Chongqing U.*

Author: **Cuilian Zhang**, *Chongqing U.*

Author: **Yue Jing**, *Chongqing U.*

Author: **Wei Yan**, *Chongqing U.*

Based on the self-regulatory resource theory, we examine the relationship between temporal unpredictability, employee ego depletion, and organizational deviance, as well as the moderating effect of leader perfectionism. Through an experimental study and a multi-wave questionnaire survey, we find that temporal unpredictability increases employees' ego depletion, which in turn leads to organizational deviance. Moreover, higher leader perfectionism strengthens the impact of temporal unpredictability on employees' ego depletion, thereby increasing the indirect effect of temporal unpredictability on organizational deviance through ego depletion. This study contributes to the academic discussion on temporal unpredictability and provides new insights for management practice.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Get Well Now: Well-Being Research

Session Moderator: **Jake T. Harrison**, *U. of Iowa*

OB: **Does Mindfulness Shape Perceived Distributive Justice? A Fine-Grained Analysis**

Author: **Yanina Rashkova**, *U. degli Studi di Cagliari*
Author: **Mathieu Beal**, *EMLYON Business School*
Author: **Isabella Sulis**, *U. degli Studi di Cagliari*
Author: **Francesca Cabiddu**, *U. of Cagliari*

The recognition of unfairness in distributing societal resources is an important step in developing responsible organizational behavior. Drawing on the Mindfulness Capability for Social Justice theory and on the egalitarian beliefs of social justice, this study examines how and when mindfulness impacts the managers' perception of distributive justice (individuals' judgment of the fairness of the distribution of rights and societal resources). Based on three field studies including European managers, the current research makes three core contributions. First, by performing a fine-grained analysis of mindfulness dimensions, we demonstrate that only mindfulness's ability to describe occurring events with words increases the perception of the currently unfair distribution of societal rights and resources. By doing so, we contribute to the mindfulness research providing a more nuanced understanding of mindfulness mechanisms, which can help to overcome recent critics of the current application of mindfulness in organizations. Second, we introduce social justice awareness as a key mechanism that explains the relationship between mindfulness's ability to describe occurring events and the perception of distributive justice. Third, we further account for the organizational climate (reflected through ostracism and organizational justice) and suggest that the impact of mindfulness on perceived distributive justice, through social justice awareness, depends on whether employees are ostracized and perceived justice in their organization. Precisely, our results show that the mindfulness effect appears weaker for employees experiencing ostracism at work. However, we inform organizations that they can tackle the detrimental effects of ostracism by implementing and promoting organizational justice. It underscores the importance of alignment between desired mindfulness outcomes and organizational processes and structures and sets the stage for future exploration and managerial practices focused on responsible actions.

OB: **Is Job Crafting a Zero-Sum Game? Comparing The Well-Being Outcomes of Leader-Crafters and Followers**

Author: **Jake T. Harrison**, *U. of Iowa*
Author: **Beth Ann Livingston**, *U. of Iowa*

While organizational leaders may engage in job crafting to fulfill their own work-related needs, the leadership role fundamentally involves fulfilling the needs of team members. As such, this study investigates whether and how a leader's job crafting behavior provides self-directed well-being benefits while simultaneously enhancing or harming the well-being of team members. Drawing upon a sample of 92 university supervisors and 172 of their direct reports, we find that while leaders' job crafting behaviors have an impact on their own well-being, they have little to no influence on followers' well-being. Further, we find no association between leader job crafting behavior and followers' perceptions of task and relational leadership. We conclude by discussing the implications of these findings for theory and practice.

OB: **The Impact of Exploitative Leadership on Employee Vitality and Well-Being: A Moderation & Mediation**

Author: **Kubilay Gok**, *Winona State U.*
Author: **Chandrashekhar Lakshman**, *Mount Marty U.*
Author: **Sangeetha Lakshman**, *Independent Consultant*








The emerging literature on exploitative leadership definitively establishes that exploitative leadership addresses a natural phenomenon, is distinct (albeit complementary) from other destructive leadership constructs, explains more variance in specific critical outcomes, and does so in a way that may involve distinct mechanisms. Yet, there is no clear understanding of why and how exploitative leadership affects essential outcomes. Additionally, this literature has not adequately addressed follower traits/characteristics that may affect how subordinates appraise, process, and overcome the detrimental effects. We contribute by leveraging Transactional Stress Theory to address an important mediating mechanism (perceived threat at work) and an important moderator (psychological capital) in a model leading to psychological well-being. Based on a sample of 282 workers, we obtain support for this model and highlight how our findings contribute to advancing this literature, provide critical managerial implications, and identify limitations and future research directions.

OB: **How Transformational Leadership Reduce Job Burnout Through Job Insecurity in Uncertain Environments**

Author: **Aihua Chen**, *Chongqing U.*
Author: **Yixiao Zhou**, *Chongqing U.*
Author: **Linchun Wu**, *Chongqing U.*

The VUCA environment, characterized by volatility, uncertainty, complexity and ambiguity has become the new normal faced by enterprises. In the face of external uncertainty, employee job burnout caused by anxiety and depression has always been an important issue of theoretical and practical concern. Based on the conservation of resources theory, this paper explores the impact of transformational leadership on employee job burnout and its transmission mechanism in the uncertain context of the post-epidemic era. The study finds that transformational leadership has a significant negative impact on job burnout, and job insecurity is an important mechanism. In addition, we also find that when employees perceive higher external employability and organizational growth, the more significant the impact of job insecurity on employee job burnout is. This paper provides theoretical support and practical reference for enterprises to cultivate transformational leadership, reduce employee job insecurity, and alleviate job burnout.

KEY TO SYMBOLS

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

Eureka! Creativity and Innovation Research

Session Moderator: **Qing Zhang**, *School of Government, Beijing Normal U.*

OB: **Can Pursuing Perfection Ignite Sparks of Creativity? How and When?**  

Author: **Qing Zhang**, *School of Government, Beijing Normal U.*

Author: **Haibo Yu**, *Beijing Normal U.*

Author: **Wendi Jiang**, *Beijing Normal U.*

Although perfectionism has received sufficient attention from organizational scholars, there has been limited research on how perfectionism increases employee creativity. Drawing on the work design perspective and job demand-resource theory, we investigated how employees' self-oriented perfectionism affects creativity (including radical creativity and incremental creativity) via the mediating role of job crafting. Meanwhile, we added the moderating role of work stress and constructed a moderated mediation model. Data were collected from a multisource and multitime survey in several Chinese organizations. The results indicated that employees' self-oriented perfectionism has a positive and indirect effect on radical and incremental creativity. As a boundary condition, work stress can moderate this mediated relationship. Specifically, when work stress is higher, this positive mediated relationship will be stronger. Theoretical and practical implications are also discussed in the article.

OB: **The Within-Team Relationships Among Group Affective Tone, Team Regulator Focus and Team Creativity** 

Author: **Yan-Ru LIN**, *National Sun Yat-Sen U.*

Author: **Nai-Wen Chi**, *Institute of Human Resource Management, National Sun Yat-sen U.*

Drawing on the dynamic perspective and regulatory focus theory, we posited that fluctuations of group affective tone (GAT) can influence changes in team creativity via distinct team regulatory focus over time. Additionally, we theorized that team-level person-group fit (P-G fit) moderates the dynamic relationships between GAT, team regulatory focus, and team creativity. To test the dynamic relationship, we utilized experience sampling method (ESM) and collected weekly data from 64 team across four weeks, resulting in 192 within-team responses. The results of multilevel path-analysis indicated that: (a) within-team variation in PGAT is positively related to team promotion focus, which in turn increases changes in subsequent team creativity; (b) within-team variation in NGAT is positively related to team prevention focus, which in turn reduces changes in subsequent team creativity; and (c) P-G fit positively moderates the negative indirect effect of within-team NGAT on changes in team creativity through team prevention focus. Importantly, our study also simultaneously tested the reverse causal relationship between team creativity and GAT and ruled out these effects, thereby providing a more rigorous test of the proposed model.

OB: **Investigating the Double-Edged Sword Effect of Digital Connectivity on Employee Creativity**  

Author: **Yunqing Zou**, *School of Business, Renmin U. of China*

Author: **Xin Chen**, *School of Business, Renmin U. of China*

Author: **Chu-Ding Ling**, *Renmin U. of China*

This study investigates the complex effects of digital connectivity after work on employee creativity. We argue that digital connectivity is a double-edged sword which both facilitates resource gain while simultaneously leads to resource loss. Based on Conversation of Resource theory, we hypothesize that digital connectivity is positively related to employee creativity through structural empowerment acquisition. However, digital connectivity also causes resources loss and lead to depletion which is associated with lower levels of creativity. We further identify individual work-life separation preference as an important moderator. For employees with a high preference for work-life separation, the positive indirect relationship between digital connectivity and creativity would be weakened and the negative indirect relationship would be stronger. We find support for our hypotheses in a sample of 298 employees from a media company in Eastern China. These findings contribute to a more nuanced understanding of the role of digital connectivity in the workplace, particularly in relation to employee creativity.

OB: **Empowering Middle Managers for Innovation and Performance**  

Author: **Junyu Zhou**, *Bangor Business School*

Author: **Boyka Simeonova**, *U. of Leicester*

Author: **Mathew Hughes**, *U. of Leicester*

While individual ambidexterity has been identified as an essential innovative behavior for organization management, this paper explores the process of empowering middle managers to boost their ability of balancing exploration and exploitation (ambidexterity) and improve their performance. We introduce and complete an empowerment theory that explains how structural and psychological paths of dynamic power-receiving process affect individual ambidexterity and therefore benefit their performance, and how this effect is moderated by psychological factors and team-level knowledge sharing. We test our theory with data from 218 middle managers in 22 firms. The findings show that both structural and psychological empowerment strengthen the link between structural empowerment and ambidexterity, while transactive memory systems enhance the impact of psychological but not structural empowerment on ambidexterity. Originating from power dynamics, our study advances the empowerment theory by identifying the mechanisms and contingencies of empowerment on performance. It also enriches the literature on individual ambidexterity by examining its antecedents, outcomes, and moderators at the middle management level.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2073** | Submission: **12728** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 13 2024 11:30AM - 1:00PM CT (UTC-5)** at **Swissotel Chicago in Vevey 2**

AI Technology and Employee Engagement: Multidisciplinary Analysis of Employee Management



Organizer: **Emma Rui Lu**, *KTH Royal Institute of Technology*
Moderator: **Mats Magnusson**, *KTH Royal Institute of Technology*
Panelist: **Yekaterina Bezrukova**, *U. at Buffalo, The State U. of New York*
Panelist: **E. Erin Powell**, *North Carolina State U.*
Panelist: **Katharina Hoelzle**, *U. of Stuttgart*
Panelist: **Mats Engwall**, *KTH Royal Institute of Technology*

This Panel Symposium seeks to present a multidisciplinary analysis of how incorporating AI technology for employee management can be used to create employee engagement. It gathers experts from a diverse set of scholarly backgrounds to engage in a discussion on the use of different forms of AI technology, particularly algorithmic technology, in organizational strategy. Algorithmic technology refers to an example of AI technology where learning algorithms use new technologies, such as mobile apps and sensory devices, to assist the management in data analysis and in coordinating and organizing work. For this panel, we aim to explore (1) how should organizations approach the use of algorithmic technology, (2) how does the use of such technology affect management's role in employee management, and (3) how can we use algorithmic technology to foster employee engagement to shape employee decision making and behavior? The proposed symposium recognizes that the management of algorithmic technology is a multidisciplinary issue and seeks to explore this issue by drawing on scholarly expertise from various disciplines. The panel discussion will advance scholarly understanding of the role of worker motivation and technology implementation in innovation and growth in a variety of fields, such as technology and innovation management, entrepreneurship, and organizational behavior.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Navigating the future of work: Workplace strategies to Boost Employees' Well-Being



Organizer: **Dandan Pang**, *Bern U. of Applied Sciences*
Organizer: **Federico Magni**, *ETH Zürich*
Presenter: **Dandan Pang**, *Bern U. of Applied Sciences*
Presenter: **Yuejun Lawrance CAI**, *HKUST Business School*
Presenter: **Heather Hee Jin Yang**, *Department of Management and Technology, Bocconi U.*
Presenter: **Laura Elaine Strittmatter**, *ETH Zürich, D-MTEC*
Presenter: **Federico Magni**, *ETH Zürich*
Discussant: **Yuri S. Scharp**, *Human Resource Studies, Tilburg U.*

As a response to the Covid-19 pandemic, many organizations rushed to support their employees' well-being. However, despite good intentions, few have taken a strategic approach, resulting in stress levels rocketing to an all-time high and a gap in perceived well-being efforts between employers and employees. The four papers in this symposium aim to offer employees, managers, and organizations theoretically informed and practically useful tools to address the challenges of the modern workplace with the goal of enhancing employee well-being and, in turn, individual and organizational performance. The first paper explores the impact of COVID-19 on knowledge workers, proposing coworking interventions that improve job satisfaction and reduce stress. The second paper compares the effectiveness of expressive and gratitude writing interventions on psychological well-being, challenging the universal benefits of expressive writing and emphasizing caution in its application. The third paper investigates factors influencing individuals' preference for algorithm-based artificial intelligence, revealing that reflective thinkers are more likely to appreciate algorithmic advisors, providing insights for organizations relying on AI-based technologies. The fourth paper explores the modification of the uncertainty mindset (UM) to enhance well-being and performance at work, revealing that fostering beliefs about uncertainty as an opportunity positively influences directed exploration. Led by Yuri Scharp, the discussion will assess implications for theory and practice, providing valuable feedback for researchers and practical insights for the audience.

Enhancing knowledge workers' well-being and productivity with mindfulness and deep work

Author: **Dandan Pang**, *Bern U. of Applied Sciences*

Examining the comparative benefits of writing interventions on well-being

Author: **Yuejun Lawrance CAI**, *HKUST Business School*
Author: **Melody M. Chao**, *Hong Kong U. of Science and Technology*

Who resists algorithmic advice? Cognitive style correlates with algorithmic aversion

Author: **Heather Hee Jin Yang**, *Department of Management and Technology, Bocconi U.*
Author: **Renee Richardson Gosline**, *Massachusetts Institute of Technology*

Intervening on people's uncertainty mindset and the uncertainty around them

Author: **Laura Elaine Strittmatter**, *ETH Zürich, D-MTEC*
Author: **Federico Magni**, *ETH Zürich*
Author: **Sara Zaniboni**, *U. of Bologna*
Author: **Alina Gerlach**, *ETH-Zurich, Work & Organizational Psy*
Author: **Gudela Grote**, *ETH Zürich*

KEY TO SYMBOLS

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

Toward a General Theory of the Organization: From Cells to Societies



Organizer: **Jisung Yoon**, *KDI School of Public Policy and Management*
Organizer: **Hyejin Yoon**, *Northwestern Kellogg School of Management*
Organizer: **Seoul Lee**, *Northwestern Kellogg School of Management*
Organizer: **Vicky Chuqiao Yang**, *Massachusetts Institute of Technology*
Presenter: **Chris Kempes**, *Santa Fe Institute*
Presenter: **Haochi Zhang**, *Bayes Business School (formerly Cass), City, U. of London*
Moderator: **James Evans**, *U. Of Chicago*

A central theme of organization studies is to understand how organizations composed of multiple actors each with different perspectives and motivations achieve coordination (March & Simon, 1958; Thompson, 1967; Mintzberg, 1980; Puranam, 2018). Whether it's the structured hierarchies within bureaucratic organizations (Weber, 1978; Monteiro & Adler, 2022) or self-managing entities without direct managerial control (Ashby, 1947; Lee & Edmondson, 2017), coordination is an essential, albeit additional, function beyond the primary operations of any organization. While organizational scholars have accumulated a substantial body of knowledge about coordination functions within human organizations, our symposium seeks to broaden the discussion to encompass a wider array of systems requiring coordination, where organizational scholars can derive novel insights. For instance, bee colonies, a remarkable super-organism that might seem to operate seamlessly, need coordination beyond genetic programming to adapt to the environment. Similarly, in bacteria, regulatory genes function akin to managers, orchestrating the activities within the cell. These examples from nature underscore the universality and importance of studying coordination processes beyond human society. Therefore, we brought presenters from a variety of fields to this symposium, each of whom highlights the systems and definition of coordination functions in organizations across diverse systems including firms, self-organizing system, biological systems, and federal agencies. While each system faces a different set of tasks or problems to be resolved, our symposium centers on developing a unified science of coordination functions and its associated structure to answer the following questions: What are the driving factors behind the cost of the coordination? Can we predict the amount of regulatory costs an organism or organization needs based on its size, function, and complexity? Building on the theme of coordination across diverse systems, our symposium invites cross-disciplinary experts to mark a notable departure from the traditional themes at Academy of Management's (AOM). This multidisciplinary dialogue integrates biological paradigms with organizational theory. We believe that this fresh perspective enriches AOM's discourse, challenging its members to expand their analytical scope. This expansion is designed to deepen our collective grasp of organizational practices, which is aligned with the AOM's dedication to the advancement of management sciences. Finally, our symposium is poised to cultivate an intellectual community that embraces and explores these innovative intersections.

Managing formal organization hierarchy

Author: **Haochi Zhang**, *Bayes Business School (formerly Cass), City, U. of London*

What makes Individual I's a Collective We: Coordination mechanisms & cost

Author: **Jisung Yoon**, *KDI School of Public Policy and Management*

How much regulation does simple life need?

Author: **Chris Kempes**, *Santa Fe Institute*

Unifying regulatory costs across complex adaptive systems

Author: **Vicky Chuqiao Yang**, *Massachusetts Institute of Technology*

KEY TO SYMBOLS

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

Emotional Intelligence as the Heart of the Workplace: Navigating Social Cues and People Perceptions

Organizer: **Valentina Sara Schneider**, *London Business School*
Organizer: **Sangah Bae**, *Cornell U.*
Presenter: **Kristina Wald**, *The Wharton School, U. of Pennsylvania*
Presenter: **Polly Kang**, *INSEAD*
Discussant: **Maurice Schweitzer**, *U. of Pennsylvania*
Presenter: **Sangah Bae**, *Cornell U.*
Presenter: **Valentina Sara Schneider**, *London Business School*

This symposium aims to explore how different pillars of emotional intelligence – including awareness, motivation, emotion displays and adaptive behaviors based on emotions – can elevate or diminish relevant organizational outcomes. We emphasize the importance of understanding and managing one's own and others' emotions in using social prompts to enhance personal and social effectiveness. Four presentations look at how emotional intelligence shapes organizational outcomes, including leaders responding to followers' negative emotions, employees deciding to stay or leave, and subtle cues affecting people perceptions. Using diverse methods and perspectives, these studies collectively provide a valuable perspective on how organizations can foster an emotionally intelligent culture to adapt and thrive in the face of future challenges.

Managers Give Additional Work to Employees Who Like Them More (vs. Less)

Author: **Sangah Bae**, *Cornell U.*
Author: **Vanessa Bohns**, *Cornell U.*

When does a “Hard Task” Become a “Normal Part of a Hard Job?” Data from Emotionally Difficult Tasks

Author: **Polly Kang**, *INSEAD*
Author: **Maurice Schweitzer**, *U. of Pennsylvania*








Empathy on Display: Enacting Cognitive and Affective Empathy in Leader-Follower Interactions

Author: **Valentina Sara Schneider**, *London Business School*

Navigating Minds: Perceiving Self-Awareness in Others

Author: **Kristina Wald**, *The Wharton School, U. of Pennsylvania*
Author: **Shereen J. Chaudhry**, *U. of Chicago Booth School of business*

KEY TO SYMBOLS

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

Flowing Through the Workplace: Exploring the Impact of Menstruation on Women's Work Outcomes



Organizer: **Mikaila Ortynsky**, *Telfer School of Management, U. of Ottawa*
Organizer: **Tanja Reimer**, *Europa-U. Flensburg*
Organizer: **Jasmin Joecks**, *Eberhard Karls U. Tübingen*
Discussant: **Mirjam Werner**, *Erasmus U. Rotterdam*
Participant: **Mikaila Ortynsky**, *Telfer School of Management, U. of Ottawa*
Participant: **Alyson Byrne**, *Memorial U. of Newfoundland*
Participant: **Anika Cloutier**, *Rowe School of Business, Dalhousie U.*
Participant: **Erica Carleton**, *U. of Regina*
Participant: **Rachel Hahn**, *Purdue U.*
Participant: **Alexandra Cook**, *U. of Amsterdam*
Participant: **Alexander Zill**, *U. of Applied Sciences Mittweida*
Participant: **Tanja Reimer**, *Europa-U. Flensburg*
Participant: **Jasmin Joecks**, *Eberhard Karls U. Tübingen*

The past few years have highlighted the necessity for management researchers to consider how bodily processes, specifically bodily processes unique to women, affect workers and workplaces (e.g., Bergman et al., 2023; Gabriel et al., 2022; Grandey, Gabriel & King, 2020). This presenter symposium on menstruation at work invites the Academy of Management community to think differently about people and their capabilities in organizations by focusing on an underrepresented but prevalent topic for organizational theory and practice. The menstruation (i.e., menstrual bleeding) and the menstrual cycle (i.e., 28-day recurrent cycle of sex hormones) is a topic fraught with shame and stigma, but it is embedded in organizational reality as a part of “experiences where work and nonwork blend (...) and [that] are brought directly into work” (Grandey et al., 2020, p. 22). Although menstruating people often try to mask their symptoms, passing as non-menstruating while they are at work (Sang, Remnant, Calvard & Myhill, 2021), those with menstrual problems cannot prevent negative aspects from entering the work domain (Motro, Ellis & Gabriel, 2019). The Academy of Management Annual Meeting 2024 theme “Innovating for the Future” invites members to examine the interplay of innovation, policy, and purpose as a lens for rethinking conventional ways of leading, managing, and organizing. For organizations to be dynamic and innovative, they are dependent on cognitive resources provided by employees. These individual resources are also naturally consumed by non-work-related tasks such as taking care of menstrual needs. In addition, cognitive resources and abilities fluctuate over the course of a woman's cycle. As such menstruation can consume resources to varying degrees by time and person (Motro et al., 2019). Following recent menstruation research (e.g., Grandey et al., 2020; Sang et al., 2021; Werner, Punzi & Tukenburg, 2023), we recognize menstruation as a distinctive issue inclusive of physical symptoms, stigma, shame, and social interactions, including those in the workplace. With this presenter symposium we aim to create insight about the connection between biological processes and specific problems regarding menstruation (e.g. endometriosis; Presentation 3) and behavior at work (e.g. motivation to lead and risk-taking behavior; Presentation 1 and 2). Building on this, we shed light on the contribution that organizations can make to establish better working conditions that take the female cycle into account (e.g. menstrual leave policies; Presentation 4). This symposium raises some of the challenges menstruating people experience at work, what would help them feel more empowered in the workplace and what organizations can do to design and implement appropriate and effective measures that make a supportive workplace. Together with discussant, Dr. Mirjam Werner, this symposium aims to identify and review gaps in theory, policy, guidelines and practice that provide starting points for creating humane, powerful and innovative organizations and further research on the topic of menstruation and work.

Follicular Stage and Motivation to Lead

Author: **Mikaila Ortynsky**, *Telfer School of Management, U. of Ottawa*
Author: **Alyson Byrne**, *Memorial U. of Newfoundland*
Author: **Anika Cloutier**, *Rowe School of Business, Dalhousie U.*
Author: **Erica Carleton**, *U. of Regina*

Navigating the Female Agency Paradox: How Sex Hormones Cyclically Impact Risk-Taking Behaviors

Author: **Rachel Hahn**, *Purdue U.*

Experienced Stigmatization, Organizational Resources, and Burnout in Employees with Endometriosis

Author: **Alexandra Cook**, *U. of Amsterdam*
Author: **Alexander Zill**, *U. of Applied Sciences Mittweida*

Menstruation at Work: Cross-Cultural Analysis between Germany and Spain

Author: **Tanja Reimer**, *Europa-U. Flensburg*
Author: **Jasmin Joecks**, *Eberhard Karls U. Tübingen*

KEY TO SYMBOLS

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

The Workaholism Chronicles: Unveiling Workaholism's Influence Across Diverse Organizational Contexts



Organizer: **Jenell Lynn-Senter Wittmer**, *U. of Toledo*
Discussant: **Lieke Laura Ten Brummelhuis**, *Simon Fraser U.*
Discussant: **Malissa Amy Clark**, *U. of Georgia*

Attention to workaholism has grown significantly in both research and the popular press. Workaholism has been linked to negative individual, organizational, and interpersonal outcomes. Recent research has sought to refine the conceptualization and measurement of workaholism. To further our understanding, the current symposium presents workaholism in multiple different organizational contexts: family businesses, leader – subordinate relationships, and within teams. Expert discussants will share practical and research implications as well as future research directions.

When Business is Personal: A Mixed Methods Examination of Workaholism in Family Business

Author: **Malissa Amy Clark**, *U. of Georgia*
Author: **Jenell Lynn-Senter Wittmer**, *U. of Toledo*
Author: **Angie Jones**, *U. of Toledo*

Subordinate Perspectives on Daily Leader Workaholism: Unraveling Cognitive and Behavioral Responses

Author: **Sang-Hoon Lee**, *Loyola Marymount U.*
Author: **Sunjin Pak**, *California State U., Bakersfield*
Author: **Yaqing He**, *U. of Illinois at Urbana-Champaign*
Author: **Amit Kramer**, *U. of Illinois Urbana-Champaign*

Cross-level Impact of Teams' Workaholism on Individuals' Well-being and Turnover

Author: **Kent Alipour**, *East Carolina U.*
Author: **Shahnaz Aziz**, *East Carolina U.*
Author: **Laura Madden**, *East Carolina U.*
Author: **Timothy M. Madden**, *East Carolina U.*
Author: **Adam Tresidder**, *East Carolina U.*

KEY TO SYMBOLS

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

Challenging Assumptions in Affect-Related Research



Session Chair: **Nathan Philip Podsakoff**, *U. of Arizona*

Session Chair: **Brent Scott**, *Michigan State U.*

As research on affect has gained popularity in organizational behavior over the past several decades, several challenges have emerged. This symposium is designed to address several of these in four presentations that represent advances to the affective literature. More specifically, the presenters will discuss research designed to challenge assumptions related to: (a) the elicitation of discrete emotions in experiments, (b) the nature and effects of emotional contagion on individuals observing the emotions of others, and (c) the conceptualization and operationalization of deep acting as a form of emotional labor and its effects on employee affect. The symposium contains a variety of different approaches including state-of-the-method review, experiments, and cross-sectional and longitudinal field studies to examine these phenomena. Taken together, these presentations challenge several assumptions in affect-related literatures and have potential implications for management scholars and/or practitioners.

On the Challenges of Emotion Elicitation

Author: **Nathan Philip Podsakoff**, *U. of Arizona*

Author: **Tamar Kugler**, *U. of Arizona*

Author: **Rebecca MacGowan**, *U. of Arkansas*

Author: **Zeyu Xue**, *U. of Arizona*

Riding The Passion Wave or Fighting to Stay Afloat? How Employees Experience High Passion Teams

Author: **Emma Laier Frank**, *U. of New Hampshire*

Author: **Kai Krautter**, *Harvard Business School*

Author: **Jon Michael Jachimowicz**, *Harvard Business School*

Ignorance May Be Bliss: How the Ability to Perceive Emotions Influences Coworker Satisfaction

Author: **Jigyasu Shukla**, *Indian School of Business*

Author: **Nikhil Awasty**, *U. of New Hampshire*

Author: **Dana Joseph**, *U. of Central Florida*

Author: **Brent Scott**, *Michigan State U.*

A Deep Dive on Deep Acting: Reconceptualization, Measurement, and Implications for Negative Affect

Author: **Shu-tsen Kuo**, *Virginia Tech*

Author: **Daniel Judson Beal**, *Virginia Tech*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **2080** | Submission: **20167** | Sponsor(s): **(OB, MOC)**

Scheduled: **Tuesday, Aug 13 2024 11:30AM - 1:00PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich D**

Moralization in the Workplace: Implications for Motivation, Inclusion, and Misconduct



Participant: **Marlon Mooijman**, *Jones Graduate School of Business, Rice U.*

Participant: **Kathryn Kitayama**, *Boston U. Questrom School of Business*

Participant: **Kristin Smith-Crowe**, *Boston U.*

Participant: **Charles Chu**, *Boston U. Questrom School of Business*

Participant: **Katherine Kay Bae**, *U. of Michigan, Ross School of Business*

Participant: **Mijeong Kwon**, *U. of Colorado, Denver*

Participant: **Rellie Derfler-Rozin**, *U. of Maryland R.H. Smith School of Business*

Participant: **Alexandra Noel Figueroa**, *U. of Utah, David Eccles School of Business*

Moralization is a crucial and growing topic in psychology and related disciplines such as political science, anthropology, neuroscience, and sociology. Yet, research on the implications of moralization for organizations remains sparse. Indeed, although the literature on the implications of moralization for organizations is growing, significant questions remain. For instance, can efficiency—the ratio of process output to resource use—be moralized by managers and what might its consequences be for managerial practice? And can we capture the moralization of organizational actions by members of the public through their discourse and can we use this to predict their willingness to buy products from the organization? This symposium brings together scholars who answer such questions by placing moralization within the organizational context and addressing its implications for workplace efficiency, motivation, inclusion, and misconduct. Taken together, the four talks that are part of this symposium highlight where research on moralization within organizations is going and the practical implications it provides for managerial practice.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Building Consensus: Strategies for Engaging Stakeholders and Securing Buy-In during Transformation

Session Moderator: **Christopher Williams**, *ESSCA School of Management*

ODC: **Managing Loss of Empowerment in Fast Growing SMEs: Communication and the Chinese Context** 

Author: **Christopher Williams**, *ESSCA School of Management*
Author: **Juana Du**, *Royal Roads U.*

Managers in fast growing SMEs face the developmental challenge of how to control increasing numbers of employees. We examine this by focusing on how the growth rate of small-medium sized enterprises (SMEs) influences employee empowerment within the context of China. We argue that faster growing Chinese SMEs are reluctant to empower their staff compared to slower growing ones. Drawing on the communication literature, we also hypothesize the indirect impact of different types of communication channels (face-to-face vs. computer-mediated) on the relationship between rate of employee growth and employee empowerment. The empirical findings are based on a survey of 114 SMEs in China and confirm a negative impact of growth rate on employee empowerment. The results also provide partial support for technology-mediated communication channels and strong support for face-to-face communication channels as providing boundary conditions to this relationship. The study contributes to the literatures on employee empowerment in changing organizational contexts by highlighting the role of communication channels as change takes place. Practical implications for how we understand organizational challenges faced by SME managers as their ventures grow are discussed.

ODC: **Fostering Creative Support for Change: Insights from Temporal Shifts in Employee Benefit Appraisals**  

Author: **Rouven Kanitz**, *Rotterdam School of Management, Erasmus U.*
Author: **Leander De Schutter**, *Vrije U. of Amsterdam*
Author: **Julia Backmann**, *U. of Münster*
Author: **Tina Kiefer**, *Warwick Business School*
Author: **Mel Fugate**, *Mississippi State U.*
Author: **Martin Hoegl**, *LMU Munich*

Creative support for change—the extent to which employees actively bring in ideas to solve problems to facilitate change initiatives—can greatly contribute to the effectiveness of organizational change efforts. Despite organizational change being an inherently dynamic phenomenon, the study of employee change support has taken a largely static view with little attention to the role of temporal development in responses to change. Integrating appraisal theory and social judgment theory, we provide a unique perspective and theorize the varied impact of shifts (increase vs. decrease) and stability (consistently high vs. low) in work-related benefits appraisals on creative support for change. We use two-wave employee survey data from two data collections within one technology firm working on a cultural change initiative. In Study 1 (n = 267), we use cross-level polynomial regression and find that shifts compared to stability in appraisals of work-related benefits of change over time (Time 1 to 2) matter for later creative support for change. In Study 2 (n = 145), we replicate a similar pattern of shifting appraisals impacting creative support. Moreover, we leverage a quasi-experimental design and find that participating in a peer-exchange intervention (compared to not) is associated with increasing benefit appraisals over time—showing that such interventions can facilitate positive shifts in change appraisals. Our work highlights the important role of temporal shifts in appraisals for creative change support and provides insights into what organizations can do to foster it.

ODC: **Value Co-Creation Through Skills-Based Volunteering**    

Author: **Ratna Devi Pillai**, *James Cook U.*
Author: **Pengji Wang**, *James Cook U.*
Author: **Adrian T. H. Kuah**, *James Cook U. Australia*

Though scholars and practitioners generally believe skills-based volunteering (SBV) offers a win-win-win solution to serve companies, employees, and NPOs, some complexities exist its implementation because of different stakeholders' expectations and needs. To fill this gap, this study adopts a multi-stakeholder approach. We rely on HR co-creation theory and conduct interviews with three groups of stakeholders, i.e., company managers, employees and non-profits, to understand how a successful SBV can be co-created to achieve a triple win outcome. The results reveal a value co-creation model via SBV that allows triple wins of all the stakeholders. Such a model suggests the importance of ensuring a match between the two sides in terms of types of skills, scope of projects, time commitment needed, pre-training to calibrate the use of skills. We also attribute the conditions of successful SBVs to three main factors: facilitating information symmetry across stakeholders, building an SBV-inductive organizational culture and leveraging partners to tackle resource constraints.

ODC: **Beyond the Blueprint? (Re) Constituting Professional Identities in Architecture**

Author: **Jonathan Robberts**, *Monash U.*
Author: **Julie Wolfram Cox**, *Monash U.*

This paper explores the dynamics of professional identity work and negotiation in the profession of architecture, drawing on preliminary findings from a twelve-month study of an Australian architecture studio committed to enacting change in the wider profession. Adopting a posthumanist practice perspective grounded in relational ontology and performative epistemology, we challenge traditional discursive methodologies by highlighting the role of sociomaterial practices in shaping identities within architectural studios. The emergent and qualitative methodology includes longitudinal observations of design projects and in-depth interviews with key stakeholders, offering insights into the changing practices of professional identity work and processes of how identity tensions may be negotiated. This paper sheds light on the interplay of multiple, sometimes conflicting, identities and how individuals and the architecture studio as a collective seek to navigate these tensions. Contributing to the discourse on identity and practice theory, the findings provide a nuanced understanding of identity work in architecture, underscoring its significance in managing professional change and highlighting practice theories' relevance in examining professional identity change in creative and cultural professions.

Author: **Marcus Robert Astley**, *Bloomsbury Institute London*

Dynamic capabilities (DCs) have long held strategic promise as a source of competitive advantage. Yet there remains a lack of consensus regarding their conceptual nature, how they can be developed, or how they are deployed within the organisation. The current paper begins with a selective review of related conceptual literature to track the evolving depiction of the nature of DCs. The subsequent selective review of the empirical literature turns the focus toward how DCs have been operationalised, namely as action-based capabilities, whether used for the purpose of sensing, seizing or reconfiguration of existing capabilities. The paper identifies the growing importance to organisations of effectively harnessing the value of its different stakeholders, notably those beyond the organisation's traditional boundaries, across its wider ecosystem, in what is termed orchestrated stakeholder dialogue (OSD) (Astley, 2015). OSD is the way in which the insight and capabilities of stakeholders across the organisation's eco-system are harnessed to create new or more effective solutions or services. The paper goes on to explore the concept of OSD, considering whether it has wider applicability, and may offer particular value in enabling organisations to develop dynamic capabilities that unlock sustainable strategies for the future.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Managing Organizational Tensions in Times of Transition

Session Moderator: **Boniface Michael**, *California State U. Sacramento*

ODC: **Sensibility Modes: Working Through Value Contradictions with Value Statement as Practice**   

Author: **Boniface Michael**, *California State U. Sacramento*

Author: **Rashmi Michael**, *R&B Management Consulting Services and Managing Editor JIEB*

Shared and enacted values are a salient notion of an organization's values. However, organizations are also characterized by value contradictions and espoused values that have differentiated social cognitive effects. This study focuses on this less explored aspect of contradictions in managers' and employees' value conceptions, official value statements as espoused value practices and genres of employees' dynamic commitments and identity work. In this study, we examined managers' and employees' experiences at two multinational US corporations with a known history of founders' value statements. We find three sensibility modes tradeoff, coexist and transcend configure contradictions between managers' preferences and employees' desires within the context of value statements to reveal unique social with cognitive effects. The findings of this study has implications for research on value contradictions, sensibility modes and value statements as value practices in complex organizations.

ODC: **Intentions, Temporality and Tensions: How Structural Ambidexterity Develops Over Time**   

Author: **Johanna E. Pregmark**, *Chalmers U. of Technology*

Author: **Justin Harlan**, *NHH Norwegian School of Economics*

Author: **Tobias Fredberg**, *Chalmers U. of Technology*

Author: **Inger G. Stensaker**, *NHH Norwegian School of Economics*

In contemporary business, established enterprises continuously explore strategies for renewal. Structural ambidexterity, which entails developing separate organizational units for innovation and operational efficiency, has become a key strategy for this purpose. Previous research has primarily focused on structural design. This paper builds on, and extends the merging process perspective. We analyze the evolution of strategic structural ambidexterity in three firms, adopting a longitudinal perspective. This approach reveals unique trajectories. We delve into their variations in intentions, temporality, and tensions. By doing so, our research enriches the understanding of ambidexterity as a dynamic process, offering a deeper insight into the varied paths structural ambidexterity can take and its implications for business strategy.

ODC: **Triangulating Approaches to Study Ecosystem Change**

Author: **Zhe Cao**, *The U. of Queensland*

Ecosystem research presents multiple perspectives on ecosystem change about the intentionality of change and endogenous or exogenous drivers. In this paper, we conduct a thematic literature review and develop a typology framework to combine five approaches for studying ecosystem change that emerged through the review. We argue that these five approaches are complementary instead of opposing, as each provides a partial understanding and, if combined, can offer a richer and more holistic understanding of ecosystem change. To guide future research, we suggest that ecosystem change can be better understood by triangulating these pluralistic and paradoxical insights.

ODC: **Understanding the Tensions of Conflicting Stakeholder Interests in Sustainability**

Author: **Kim Strunk**, *U. of Passau*

Author: **Susanne Grabl**, *U. of Passau*

Author: **Kaisa Henttonen**, *U. of Eastern Finland*

Author: **Ville-Veikko Piispanen**, *U. of Eastern Finland*

Author: **Hanna P. Lehtimäki**, *U. of Eastern Finland*

Sustainability poses an increasingly pressing issue of our time, yet the transformation of organizations, despite commitments and extensive attentions, appears limited. Our qualitative study analyses the arising tensions when pursuing sustainability. Building on 65 interviews with established and incumbent organizations, we adapt a stakeholder perspective to identify and contrast five central tensions challenging effective sustainability engagement. While our findings reveal how the tensions favor incremental changes and inhibit large scale yet impactful projects, we nevertheless provide insights into the management of sustainability. First, we contribute a stakeholder perspective to sustainability tensions research. Second, our tensions shed light on the seemingly paradoxical demands in strategic sustainability management by revealing the essential underlying stakeholder tensions and reducing the complexity to a manageable level. Third, we reveal how both types of organizations struggle and theorize how a societal level transition is inhibited if organizations neither effective green from within, nor sustainable incumbents successfully scale their activities in the market.

ODC: **Unpacking Ambidexterity - A Framework for Understanding Organisational Ambidexterity in Practice** 

Author: **Gent Ahmetaj**, *U. of Warwick Business School*

Author: **Jacky Swan**, *U. of Warwick*

Author: **Sue Newell**, *Warwick Business School*

Ambidextrous learning – the ability of organisations to explore and exploit simultaneously – is a fundamental driver for organisational renewal and long-term survival. Yet, ambidexterity as a construct remains unclear, with research to date focusing on what organisations should do in the pursuit of ambidexterity and less so examining the concept itself. Based on the analysis of 564 organisations and their learning strategy outcomes in the past 12 months, we address this gap by proposing a framework that accounts for varying degrees of organisational ambidexterity in practice. We show how this framework allows scholars to extend their analysis of ambidexterity, revisit important questions related to learning mechanisms and outcomes, and explore new challenges in organisational learning.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Corporate Governance, Agency and Power

Session Moderator: **Longwang Fu**, *City U. of Hong Kong*

OMT: **Rubber Stamp versus Gatekeeper? Short-Selling Deregulation and Independent Directors' Dissensions**

Author: **Longwang Fu**, *City U. of Hong Kong*
Author: **Heng Zhan**, *Zhejiang U.*

While agency theory contends that independent directors (IDs) play a major role in mitigating agency issues, prior research deeply doubts their monitoring effectiveness. To examine when IDs would properly perform their monitoring duty, we turn to the change in the external capital market and particularly investigate the role of short-selling deregulation in shaping IDs' concrete voting behaviors within boardrooms. We argue that short-selling pressure improves information availability and transparency to enhance IDs' monitoring ability as well as strengthens their monitoring incentive by inducing IDs' perceived reputational concerns. Using a quasi-natural experiment in the context of China, we corroborate our hypothesis that after short-selling deregulation, IDs in treatment (versus control) firms significantly increase the likelihood and the number of their issued dissenting opinions on board proposals. Our mechanism tests confirm a surge of treatment (versus control) firms' disclosed information quality and exposed reputational risk, as well as a reduced board meeting absence. Our further analysis indicates that through the IDs' enhanced monitoring, short-selling deregulation ameliorates corporate governance by suppressing subsequent corporate fraud. Our study contributes to corporate governance research on IDs' effectiveness and the interactive dynamics among different governance entities.

OMT: **Storing Power: How Managers Use Big Bath Accounting to Convert between Different Sources of Power**

Author: **Marc Woonadi**, *Freie U. Berlin*
Author: **Max Braun**, *LMU Munich*

Power is a tool for managers to influence their organizations and a vital resource to stay in charge. While having a general understanding of CEOs' inclination to increase their power, we know little about why and how they work on their power base. We adopt a political capital perspective on power and develop a model on a CEO's portfolio of political capital. We suggest that managers optimize their portfolio structure and diversify between different power sources. We predict that CEOs convert episodic, short-term available forms of political capital into more enduring forms to increase the durability of their portfolio. The analysis of a hand-collected sample of 245 German firms from 2010 to 2018 supports our prediction that CEOs exploit succession events and favorable shareholder voting for big bath accounting. Big bath accounting provides a highly durable form of economic capital as it brings earnings reserves under the control of the CEO, who can flexibly boost firm profits. Our study contributes a portfolio model of CEO power integrating accumulation and diversification aspects of political capital. We document how managers convert between different forms of political capital, increase their portfolio's durability, and store their power. In the German two-tier board system, we leverage separate discharge voting results for managers and non-executive directors and reveal that merely symbolic governance mechanisms provide a substantial and dynamic source of power on the board.

OMT: **Family Control, Ownership Dispersion, and Family Firm Performance**

Author: **Chien-Nan Chen**, *National Dong Hwa U.*
Author: **Kuo-I Chang**, *Dong Hwa U., Taiwan*
Author: **Nguyen Thi Thu Trang**, *National Dong Hwa U.*








Family ownership forms a crucial foundation for control and management in family businesses, and family involvement constitutes a significant source of heterogeneity within family firms. This study focuses on examining the relationship between the characteristics of family involvement and the performance of family firms. Empirically, the study analyzes listed family firms in Taiwan over the period from 2006 to 2019. Through investigating samples of family firms defined by various thresholds of family ownership, the findings reveal several key insights: family ownership has a significant positive impact on firm performance; the proportion of family directors on the board significantly improves firm performance; and family ownership dispersion significantly strengthens the positive effect of family ownership on firm performance. These results contribute to a deeper understanding of how family involvement affects the performance of family firms.

OMT: **Churn in the Corner Office: Evidence from an Emerging Economy**

Author: **Suyash Garg**, *U. of Texas at Dallas*

Prior research in developed institutional contexts has predominantly examined board dynamics using directors' demographic identities. We know little about board ideological dynamics, especially how ideological tension may represent a tussle between change and continuity during institutional transitions. By developing an institution-based faultline perspective, we study how board-level divergence between achieved and ascribed statuses of directors on Indian firms' boards may split them into subgroups exhibiting opposing ideological pushes. This precipitates conflicts, behavioral disintegration, constrains CEOs' functioning, and may even lead to their departure. Our analyses on 7,548 firm-year observations between 2010 and 2018 show that board divergence does lead to CEO dismissal and that this effect is subject to both internal (family ownership) and external (environmental complexity) contingencies. Our findings have important implications for corporate governance in emerging economies with social complexities.

KEY TO SYMBOLS

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

Industry (De) Stigmatization: Breaking Bad or Bad Breaking?

Session Moderator: **Laura E. Dupin**, *Amsterdam Business School, U. of Amsterdam*

OMT: **Blazing a Trail: Amsterdam Coffeeshops and Competitive Firm Responses to Social Control**  

Author: **Laura E. Dupin**, *Amsterdam Business School, U. of Amsterdam*
Author: **Alessandro Piazza**, *Rice U.*

In our study, we explore the dynamics of strategic deviance and social control among Amsterdam's cannabis coffeeshops from 2009 to 2018, a context marked by legal ambiguities and complex social norms. Through an empirical analysis of coffeeshop menu data and enforcement actions, we examine the competitive behaviors of these businesses in response to social control measures. Counter to assumptions that the scrutiny associated with social control may suppress competition, we propose that violators escalate competitive behavior to signal resilience while avoiding stirring intragroup tensions. We also argue that non-deviant actors will sanction violators through competitive behavior to contain opportunism, and that violators will encroach on rival offerings and lower pricing after interventions, targeting only non-deviant shops to recoup losses. Overall, our study sheds light on the heretofore unexamined competitive consequences of social control, highlighting the tenuous tradeoffs that exist at the nexus of deviant behavior, its social control, and market competition.

OMT: **From a Game of Chance to a Game of Skill: A Study of the Destigmatization of the Pinball Industry** 

Author: **Etienne Capron**, *École des Hautes Études Commerciales de Montréal - HEC Montreal*
Author: **Albéric Tellier**, *U. Paris-Dauphine, PSL Research U., DRM*

The phenomena of organizational stigmatization have received increasing attention in the literature, highlighting various strategies aimed at coping with, even reducing and eliminating stigmatization. However, while actions that enable an organization or profession to reduce stigma have been studied, there is much less knowledge at the industry level. The study analyzes the pinball industry, which was prohibited in major US cities and states for nearly 30 years. It uncovers the complementary roles of technological and material innovation, as well as demonstrations, in destigmatizing the industry, along with other forms of collective action. From a theoretical point of view, this article contributes to locating where, when, and how the process of destigmatizing an industry occurs.

OMT: **When the Hero Becomes the Villain: The Stigmatization of Blockchain Voting in the U.S. Elections**

Author: **Gianlorenzo Meggio**, *U. of California, Berkeley & Aarhus U.*
Author: **Agnieszka Radziwon**, *U. of California, Berkeley & Aarhus U.*








Our study longitudinally examines the adoption of blockchain voting systems in the U.S. elections to show how the local cybersecurity community stigmatized this emerging industry. Drawing on interviews, archival documents, media articles, social media posts and other secondary sources, we identify four distinctive phases that led to the stigmatization of blockchain voting in the U.S. elections: stigma conceptualization, stigma individuation, stigma attachment and stigma transfer. These findings contribute to a better understanding of the stigmatization process by 1) illustrating the role of individuation in the stigma emergence phase 2) adopting a relational perspective to explain how the combination of certain stigma characteristics, sources, and management strategies lead to stigma attachment and 3) showing how stigma transfers once the underlying logics of the emerging industry are undermined.

OMT: **Local Identity and the Role of Audiences in Stigmatized Markets: Catalonia's Independence Conflict**

Author: **Blanca Moriyon**, *IE U. - IE Business School Madrid, Spain*
Author: **Alicia Barroso**, *U. Carlos III de Madrid*
Author: **Samira Reis**, *U. Carlos III de Madrid*

Previous literature finds that organizations with salient local identities perform better than its competitors in the market. However, no previous study considers what will happen when the regions with whom these organizations identify become stigmatized. How will organizations react then? What is the role that different audiences play in organizations' decisions on whether to stay or disengage from the stigmatized region? This study investigates the impact of regional stigmatization on organizations with a salient local identity. It proposes that when organizations with salient local identities operate in local markets, there are less changes they disengage from the stigmatized market. Instead, if they expand their boundaries and operate in markets with non-local audiences, they will be more prone to symbolically disengage from the stigmatized region. We test this intuition in the context of the independence conflict in Catalonia by looking at the firms that stayed and the ones that moved their social headquarters from Catalonia to other regions in Spain as a symbolic response of disengagement from the source of the stigma. We contribute to the literatures on organizational identities, local communities and categorical stigma as one of the first studies that suggests that choosing a salient local identity may not always be a positive tool for organizations and that they may suffer directly negative consequences if the region with whom they identify becomes stigmatized.

KEY TO SYMBOLS

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

Theories of Advantages and Control: Networks, Social Mechanism and Socio-Materiality



Session Moderator: **Veronica Casarin**, *ESSEC Business School*

OMT: **Hybrid Logics and Mediating Devices: Accounting Calculations in the Organisation of Pharma R&D**

Author: **Veronica Casarin**, *ESSEC Business School*

Author: **Keith Robson**, *HEC Paris*

This paper investigates the effects of accounting and management control devices in mediating hybrid relations in complex organizations. We focus on organizational complexity and institutional hybridity in pharmaceutical and biotech R&D, a site where macro concerns for the productivity of drug discovery and development pipelines are often riddled with tensions between commercial, corporate, and science logics. We propose a theoretical approach based on socio-materiality studies, the science and technology studies literature and concepts of technological mediation. Within this approach, human actions and choices are mediated by technologies and material calculations. We look at the accounting mediation of institutional logics as instantiated in budgetary and performance measurement technologies. Whereas past literature has focused on the work of segmenting and combining logics as performed by human actors, we find that hybridity can be a property of relations between institutional logics where material accounting devices provide the calculative conditions for mediating such logics. We, thus, contribute to the literature on institutional logics by identifying and characterizing the key logics of practice at play within complex sites. We also contribute to the literature on hybridity by spelling out the mechanisms of mediation between commercial and science logics: balancing, prioritising, legitimating, regulating and blending. By doing so we show how the management of hybrid relations in scientific discovery in pharma commonly rests upon material calculative devices that can span multiple logics.

OMT: **Locked in Tradition? Clan Culture and Interorganizational Network Forms: Evidence from China**

Author: **Nan Zhang**, *Fudan U.*

Author: **Zhefei Li**, *Fudan U. School of Management*

This study investigates how informal institutions may have a crucial impact on the social processes of network formation and consequently the interorganizational network structure. We test our hypotheses by exploring how clan culture influences firms' alliance network structure. Using data from Chinese A-share listed firms from 2010 to 2021, our findings indicate that the focal firm's local clan culture in the region increases its alliance network closure. Furthermore, we further examine the moderating role played by the executive characteristics in the TMTs and discover that the number of female executives in the TMTs reduces the impact of clan culture on the alliance network closure, whereas executives' oversea experiences only have a marginal moderating effect. These findings deepen our understanding of the connections between informal institutions and interorganizational network structure. Moreover, by discovering the female executives' distinct effect on firms deriving from their perceptions of patriarchal culture, we also contribute to female leadership research.

OMT: **Fields Influencing Network Advantage**

Author: **Balazs Fazekas**, *Kyoto Tachibana U.*

This theoretical paper investigates how fields influence network advantage. While network theorists conceptualise network advantage as originating in network structure, the paper calls attention to the issue of field forces acting on network nodes. As defined by Fligstein and McAdam (2012), fields have stakes requiring certain kinds of resources and information. Stakes induce forces that act on those who belong to the field. The paper's main claim is that network advantage is influenced by how fields align with each other. Bridging ties might connect to fields irrelevant to the stake of the broker's main field, in which case no brokerage advantage can be realised from the tie that bridges the two fields. Likewise, ties within a tight cluster might go across structurally invisible field boundaries, rendering cohesion benefits ineffectual. In other words, the paper calls attention to the fact that not all structural holes are created equal, that boundaries can be present between two nodes even when a tie exists between them, and that not all bridging and closure ties will be advantageous to the same degree. The paper proposes a field-network framework that helps define where brokerage and closure ties are effectual, ineffectual, or detrimental to network advantage.

OMT: **Social Mechanisms of Regional Advantage: United States and Sweden**

Author: **Victor Nee**, *Cornell U.*

Author: **Sirui Wang**, *Cornell U.*

Author: **Michael W. Macy**, *Cornell U.*

Knowledge spillover and network rewiring are interconnected social mechanisms enabling and motivating regional economic growth. In a comparative analysis of knowledge economies in the United States and Sweden, we examine the intertwined social dynamics that they involve. At the micro-level, we explore patterns of entrepreneurial action to identify informal and formal institutional elements at play in enabling and guiding the growth of startup tech firms. At the meso-level, we examine the behavioral patterns of knowledge flow and network rewiring in knowledge economies of the United States (Los Angeles, New York City and Silicon Valley) and Sweden (Stockholm and Lund/Malmo). As predicted by theory and derived hypotheses, the more expansive the knowledge spillover and network rewiring, the greater the breadth of innovation and diversity of technology firms. At the country level, our finding is consistent with varieties of capitalism theory on liberal and coordinated market economies. We find a broader range of economic institutions and a higher volume of startup technology firms in the liberal market economy. In coordinated market economy contexts, nonmarket coordinating institutions constrain the extent of knowledge spillover and innovation outside of established big technology firms; notwithstanding, ongoing institutional change has led to diffusion of liberal market institutions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Power Dynamics: With Great Power Comes Great Responsibility

Session Moderator: **Doris Do Kyung Kwon**, *The Wharton School, U. of Pennsylvania*

OMT: **Jurisdictional Competition and Task Disparity in Occupations**

Author: **Doris Do Kyung Kwon**, *The Wharton School, U. of Pennsylvania*

In this project, I examine whether competition over task domains, or jurisdictional competition, affects high- and low-educated occupations differently. Specifically, I investigate how task similarity between occupations affects the significance of certain tasks within an occupation, and whether this leads to differential task structures in high- and low-educated occupations. Using data from O*NET and the American Community Survey, I show that when faced with competition, occupations tend to secure their core, more significant tasks. However, high-educated occupations are better able to hived-off peripheral tasks, including routine or administrative tasks, than are low-educated occupations. This leads to high-educated occupations becoming increasingly specialized relative to low-educated occupations. I suggest that this process contributes to occupational disparity by generating higher earnings for high-educated occupations and creating barriers to mobility.

OMT: **Contesting State Predation: Political Capital, Power Dependence, and Cross-Listing**

Author: **Xiang Liao**, *Darla Moore School of Business, U. of South Carolina*

The literature on business-state relations in developing countries traditionally posits a harmonious dynamic, emphasizing benefits such as access to low-cost capital and improved information for firms. This study departs from this consensus, introducing a nuanced perspective by distinguishing political capital into two types: political connections and political embeddedness. Extending resource dependence theory, this research examines when political capital becomes a liability, specifically predicting unilateral power restructuring operations in cases of power imbalances. Focusing on Chinese listed firms, the study investigates their U.S. ADR listing behaviors against the backdrop of the Chinese government's efforts since 2012 to fortify the power of the China Communist Party and temper the influence of market forces. The core question centers on whether firms, when faced with a power-advantageous government, strategically opt for U.S. ADR listing. Empirical findings reveal that firms with substantial political capital are inclined to choose U.S. ADR listing when the government holds a power advantage. However, as this power imbalance intensifies, firms with political connections may deviate from this trend. This study sheds light on the strategic responses to power imbalances, showing how they safeguard their interests by incorporating third-party. The implications contribute to a broader understanding of firms navigating intricate relationships with governments and external markets.

OMT: **Dualization of Intra-Firm Power Relations: Lifetime Employment and CEO Succession in Japanese Firms**

Author: **Jiwook Jung**, *U. of Illinois at Urbana-Champaign*

Author: **Eunmi Mun**, *U. of Illinois at Urbana-Champaign*

Author: **Hiroshi Ono**, *Hitotsubashi U.*

We investigate mechanisms of institutional stability amidst profound environmental changes, using the case of corporate control in Japan. Over the last three decades, Japanese firms underwent a turbulent period with a series of crises. Throughout these crises, corporate leadership continued to be dominated by lifetime employees, despite the steady erosion of lifetime employment. Building on the concept of dualization from the comparative institutions literature, we theorize how dualized power relations at the top help sustain insider control—through the institutionalization of insider power and the circulation of different groups of outsiders. Our analysis, using data on all executive board members of TSE-listed firms from 1992 to 2016, demonstrates that executives who are lifetime employees at their companies continue to enjoy significant advantages in the contest for CEO succession. Lifetime executives maintain their dominance by promoting other lifetime employees while undermining the chance for others. In contrast, outsider executives, who joined the company as executive members and lacked durable intra-firm power bases, remain vulnerable to external changes. Our findings suggest that resistance by organizational insiders, combined with selective cooptation of outsiders, can help maintain institutional stability in a rapidly changing external environment. Lifetime commitment remains a valuable credential for CEO selection in Japan.

OMT: **Systemic Paralysis and Systemic Deterrence as Power Mechanisms of Change Failure**

Author: **Mhamed Biygautane**, *U. of Melbourne*

Author: **Sean Buchanan**, *U. of Manitoba*

Author: **Stewart R. Clegg**, *U. of Technology, Sydney*

The organizational fields' literature has predominantly focused on cases of successful change, but paid much less attention to how change failure unfolds. Extrapolating from the failure of introducing public-private partnerships in Kuwait, we suggest the concept of institutional power work that explains how actors mobilize power to affect change within fields. We present three power strategies of manipulating, stalling and attacking that circumvent change to protect interests, and further delineate how these strategies produce two enduring mechanisms of institutional control: systemic paralysis and systemic deterrence that can lead to change failure. We contribute to organization theory by identifying the power strategies and mechanisms underpinning the interplay between interests and change failure.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2087** | Submission: **17705** | Sponsor(s): **(OMT, MOC, MSR)**
Scheduled: **Tuesday, Aug 13 2024 11:30AM - 1:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in
Embassy Room

The Driving Force of Institutions: The Co-constitutive Role of Values and Emotions in Institutions



Organizer: **Trish Ruebottom**, *DeGroot School of Business, McMaster U.*

Organizer: **Gry Espedal**, *VID Spes. U.*

Organizer: **Jose Alexandre Bento Da Silva**, *Warwick Business School*

Panelist: **John Matthew Amis**, *U. of Edinburgh*

Panelist: **Matthew Kraatz**, *U. of Illinois*

Panelist: **Venus Sharma**, *U. of Edinburgh*

Panelist: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*

Panelist: **Antonino Vaccaro**, *IESE Business School*

There are flourishing streams of research on emotions and on values in institutions. Yet most often, these forces are considered separately, focusing on emotions or values in institutional processes. This siloed approach misses the critical, complex and dynamic link between emotions and values. On one hand, emotions fuel engagement with or resistance towards institutionalized values; on the other hand, values shape and regulate emotional bonds. When we talk about admirable and admiration, shameful and shame, disgusting and disgust, the emotional experience and evaluative properties are inherently tied together. Emotions have important moral relevance and values have deep emotional implications. At times, what we experience as emotions and values align, creating an exponentially powerful force well beyond the scale of each of the two factors alone; at other times, emotions and values clash and move us in unexpected directions, driving institutional change and transformation. In this Symposium, we bring together a panel of experts in institutional theory to discuss the critical relationship between emotions and values, considering what they bring to our lived experience, and how, together, they are so much more than the sum of their parts.

KEY TO SYMBOLS



Teaching-oriented



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Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2088** | Submission: **13327** | Sponsor(s): **(OMT, OB, RM)**
Scheduled: **Tuesday, Aug 13 2024 11:30AM - 1:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Gold Room**

Ethnographic Tales and Tools: Resistance, Risks, and Rewards in Fieldwork



Panelist: **Michel Anteby**, *Boston U. Questrom School of Business*
Panelist: **Jillian Chown**, *Northwestern Kellogg School of Management*
Panelist: **Alexandra Michel**, *Independent Researcher*
Panelist: **Madeleine Stefanie Rauch**, *Cambridge Judge Business School*
Moderator: **Farnaz Ghaedipour**, *Stanford U.*
Organizer: **Vanessa Conzon**, *Boston College*
Organizer: **Audrey Holm**, *HEC Paris*
Organizer: **Mara Cable**, *Boston College*
Organizer: **Valerio Iannucci**, *Boston U. Questrom School of Business*

Ethnography has long been recognized as a prominent methodological and analytical approach to studying work and organizations (Van Maanen, 1988). In the last decades, rapidly changing workplaces have led researchers to draw increasingly on in-depth fieldwork to develop thick descriptions and generate novel understandings of organizations (e.g., Frost et al., 1991; Geertz, 1973: 310). As management scholars embrace this “ethnographic turn” in the study of organizations (Rouleau, de Rond, & Musca, 2014), we suggest taking a step back to reflect on the lived experience, merits and challenges associated with ethnography. Specifically, the panel will share their experiences with resistance, risks and rewards inherent to ethnography and reflect on what they and others can learn from these experiences.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **2089** | Submission: **10625** | Sponsor(s): **(OMT, SIM, ONE)**

Scheduled: **Tuesday, Aug 13 2024 11:30AM - 1:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Crystal Room**

Doing Impactful Research in Organization and Management Theory: Taking Stock and Retooling



Organizer: **Charlotte Traeger**, *U. of Bem*

Organizer: **Melodie Cartel**, *UNSW Business School, Australia*

Discussant: **Johanna Mair**, *Hertie School of Governance*

Panelist: **Michael Lounsbury**, *U. of Alberta*

Panelist: **Juliane Reinecke**, *Oxford U., Saïd Business School*

Panelist: **Christian Seelos**, *Stanford U.*

Panelist: **Suzanne Chan-Serafin**, *UNSW Sydney*

Doing impactful research has become the new currency in the field of organization and management scholarship. Impactful research is generally understood as the development of actionable insights in relation to important phenomena. This recent trend has already had a variety of positive outcomes, from channeling the attention of the academic community towards important topics to providing actionable insights. However, some scholars are urging to push this agenda further, stressing the limitations of the theories, perspectives and methods employed, and challenging the very notion of impactful research. To critically reflect, discuss, and accumulate knowledge about conducting impactful research, our symposium assembles a panel of five distinguished scholars from diverse disciplines, all committed to doing impactful research. In their work, they have highlighted the limitations of the main concepts, theories, and methods that their disciplines have to offer when conducting impactful research. Importantly, they offer alternatives to go beyond the current scope of impactful research and harness its full potential. As such, the symposium aims at developing a generative research agenda on how to conduct impactful research. The feasibility of this agenda in the current academic system, particularly for early career scholars, will be discussed.

KEY TO SYMBOLS

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

Approaches to the Evaluation of Entrepreneurs, Ventures, and Ideas

Organizer: **Brad Turner**, *MIT Sloan School of Management*
Organizer: **Ethan Poskanzer**, *U. of Colorado*
Discussant: **Yanbo Wang**, *HKU*
Presenter: **Dana Kanze**, *London Business School*
Presenter: **Simon (Seongbin) Yoon**, *U. of California, Irvine*
Presenter: **Eliot Sherman**, *London Business School*
Participant: **Ming De Leung**, *U. of California, Irvine*
Participant: **Uisung David Park**, *Syracuse U.*
Participant: **Tristan L. Botelho**, *Yale School of Management*
Participant: **Weiyi Ng**, *National U. of Singapore*
Participant: **Cristiano Bellavitis**, *Syracuse U. Whitman School of Management*
Participant: **Laura Maria Giurge**, *The London School of Economics and Political Science (LSE)*

The symposium's goal is to bring together and showcase new research on how novel ideas, most prominently within entrepreneurship, are evaluated. This research informs which new individuals, ventures, and ideas are allocated resources and how inequality is produced in the opportunity to participate in innovation. We combine theoretical perspectives on how evaluators assess an idea's quality under uncertainty and the mechanisms that inform evaluative outcomes, including work on structural conditions of an evaluation process.

Do We Devalue Social? How Social Impact Shapes our Financial and Time Commitment to Training

Author: **Dana Kanze**, *London Business School*

The Storytelling Entrepreneur Has No Clothes? Risks and Rewards of Narrative Pitching

Author: **Brad Turner**, *MIT Sloan School of Management*

Evaluation Differences for Generalists across Multiple Hiring Stages

Author: **Ming De Leung**, *U. of California, Irvine*
Author: **Simon (Seongbin) Yoon**, *U. of California, Irvine*
Author: **Uisung David Park**, *Syracuse U.*








A Game of Chance? The Role of Luck in Evaluations of Entrepreneurial Ideas

Author: **Tristan L. Botelho**, *Yale School of Management*
Author: **Ethan Poskanzer**, *U. of Colorado*

Internal Venture or External Funding? Organizational Determinants of Gender Differences

Author: **Weiyi Ng**, *National U. of Singapore*
Author: **Eliot Sherman**, *London Business School*

KEY TO SYMBOLS

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

Complex Dynamics of Creative Industries in Advancing Organizational Theories



Organizer: **Emmanuel Kypraios**, *National U. of Ireland, Maynooth*
Organizer: **Daniela Iubatti**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*
Organizer: **Carla Rua-Gomez**, *SKEMA Business School - U. Côte d'Azur*
Discussant: **Pier Vittorio Mannucci**, *Bocconi U.*
Presenter: **Demetrius Lewis**, *U. of California, Riverside*
Presenter: **Giacomo Negro**, *Emory U.*
Presenter: **Francesca Nannetti**, *NEOMA Business School*
Presenter: **Sara Kaplan**, *Emory U., Goizueta Business School*
Presenter: **Frederic Clement Godart**, *INSEAD*
Presenter: **Noah Askin**, *U. of California, Irvine*
Presenter: **Gabriel Szulanski**, *INSEAD*
Presenter: **Sorah Seong**, *SQRT*
Presenter: **Blanca Moriyon**, *IE U. - IE Business School Madrid, Spain*
Presenter: **Samira Reis**, *U. Carlos III de Madrid*

This symposium aims to shed light on how creative industries are conducive to some advanced developments in Organization Theories. On the one hand, it aims to understand how actors achieve several outcomes related to innovation, performances related to success, and strategy development. On the other hand, this symposium explores how wrongdoings reshape the labor market in the context of creative industries. The symposium will present a unique opportunity to better understand different and complex dynamics within creative industries that lead to the development and implementation of strategies, and their effect on different outcomes such as innovation, individual success, and performance. This symposium also explores how mitigation actions to wrongdoings and innocent practices affect their labor market in creative industries. Overall, the symposium aims to explore complex and idiosyncratic mechanisms that profoundly impact performances and careers in such industries, advancing the field of organizational theory. The four papers in our symposium address these issues with a complementary set of methods and across a wealth of insightful contexts.

Testing Ideas from Partial Innovation: The Role of TV Pilots in the U.S. Broadcasting Industry

Author: **Demetrius Lewis**, *U. of California, Riverside*
Author: **Giacomo Negro**, *Emory U.*
Author: **Francesca Nannetti**, *NEOMA Business School*
Author: **Sara Kaplan**, *Emory U., Goizueta Business School*

Unveiling the Dynamics of Places in the Creative Industries: A Relational Study of Luxury Jewelry

Author: **Frederic Clement Godart**, *INSEAD*

A Theory of Strategy Making: The Microdynamics of Balancing and the Songwriting Process

Author: **Noah Askin**, *U. of California, Irvine*
Author: **Gabriel Szulanski**, *INSEAD*
Author: **Sorah Seong**, *SQRT*

Speaking Out At A Price: Whistleblowers' Careers in the #MeToo Movement

Author: **Blanca Moriyon**, *IE U. - IE Business School Madrid, Spain*
Author: **Samira Reis**, *U. Carlos III de Madrid*
Author: **Giacomo Negro**, *Emory U.*

KEY TO SYMBOLS

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

Navigating Risks and Opportunities in Sustainable Investment and Management



Session Moderator: **Jongsoo Kim**, *Hong Kong Baptist U.*

ONE: The Impact of the Top Management Team's Gender Diversity on Target Choice Regarding CSP  

Author: **Y. Anthony Kim**, *U. of North Carolina-Greensboro*

Author: **Jongsoo Kim**, *Hong Kong Baptist U.*

Author: **Liqun Wei**, *hkbu*

Author: **Gaoguang Zhou**, -

Enhancing CSR performance is vital in attempts to gain a competitive edge. As a result of these advantages, firms strive to acquire CSR resources by merging with targets that have a proven track records regarding CSR. Acquiring a high-CSR target offers numerous benefits, including the preservation of stakeholder relationships, the transfer of resources from the target to the acquiring firm, and the enhancement of corporate value. However, there is limited literature investigating the specific types of companies (i.e., in terms of their antecedents and boundary conditions) that adopt this strategy and the potential consequences of such actions. In this paper, we delve into the antecedents of this acquisition strategy. Primarily, we propose that firms with more gender-diverse top management teams (TMTs) are more likely to acquire targets with strong CSR performance. Nonetheless, we also hypothesize that this relationship is influenced by CEO gender and ownership status. Finally, we argue that acquiring high-CSR targets could alleviate stakeholder concerns, leading to reduced shareholder dissent. To test these arguments, we collected data on all acquisition deals involving S&P 500 firms and discovered empirical support for our hypotheses.

ONE: Do Sustainable Private Investors Get What They ask For?   

Author: **Julia Eckert**, *U. of Kassel*

Author: **Thomas Cauthorn**, *U. of Kassel*

Author: **Anne Kellers**, *U. of Groningen*

Author: **Bernhard Zwegel**, *U. of Kassel*

Author: **Christian Klein**, *U. of Kassel*

To understand if investment advisors are responsive to private investors' sustainability preferences, we send trained mystery shoppers to 414 investment consultations. Our findings show that although investment advisors are legally required to inquire private investors' sustainability preferences, in 22 percent of the cases investment advisors commit misconduct by not inquiring about these preferences. On average, only 47 percent of recommended products match expressed preferences. Furthermore, we find a strong divergence in the retail banking landscape and demonstrate that the query of sustainability preferences and the suitability of investment advisors' product recommendations differ significantly between public, commercial and cooperative banks.

ONE: The Link Between Climate Change Risk Perception, Strategy, and Performance: A Risk-Based Approach 

Author: **Martin Nerlinger**, *HSG U. of St. Gallen*

Author: **Sarah Stephen**, *U. of Liverpool Management School*

Author: **Sebastian Utz**, *U. Augsburg*

Author: **Judith Louise Walls**, *HSG U. of St. Gallen*

While many companies engage in both climate mitigation and adaptation strategies, a clear understanding of how risk perceptions shape these strategies and their ultimate effectiveness is lacking. Our research proposes a novel risk-based model of corporate climate change strategy, arguing that companies' perceptions of climate risk determine the type of strategy they pursue, ultimately affecting environmental and financial performance. We theorize three risk-based climate strategies (risk-avoiding, risk-reducing, and risk-transferring) and hypothesize that they mediate the relationship between risk and performance. We use a rich dataset of large panel data and causal mediation analysis to test our hypotheses. We find that more stringent climate strategies mediate the climate change risk-environmental performance relationship more strongly than less stringent strategies. Further, stringent strategies improve short-term financial performance and external carbon exposure evaluations influence long-term financial performance. Our new conceptualization is based on risk and task environment, and integrated with climate mitigation and adaptation.

ONE: Choosing Battles You can win: How PE Fund Managers Address Tensions When Integrating ESG

Author: **Tjarda Molenaar**, *Vrije U. Amsterdam, School of Business and Economics*

While financial value creation in private equity (PE) portfolio companies has been studied extensively, the integration of environmental, social and governance (ESG) factors into investment decision-making remains poorly understood. In this inductive study, we examine how PE fund managers deal with tensions between financial and ESG-related goals that are inherent to ESG integration in day-to-day investment practices. With a focus on the engagement tactics that PE fund managers in the Netherlands use to help portfolio companies integrate ESG factors, our findings show how PE fund managers interact with company management to address tensions related to goals, management priorities and resources that appear in consecutive stages of the investment process. We find that during the investment selection and value creation planning phases, they overcome misalignment by excluding tensions that cannot be managed while seeking to integrate manageable ones. During the realization of the value creation plan, they continuously manage tensions to ensure progress on financial and ESG dimensions over time. We consolidate these insights in a conceptual model that explains ESG integration in the PE context. In doing so, we specify prior research on the role of tensions in business sustainability and contribute to the literature on value creation in PE.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Digitalization and Sustainability in Market Evolution and Innovation



Session Moderator: **Yuxuan Xie**, *School of Economics and Management, Tsinghua U.*

ONE: **Context-Driven Innovation Ecosystem: The Environmentally Sustainable Innovation of Power Battery**

Author: **Yuxuan Xie**, *School of Economics and Management, Tsinghua U.*

Author: **Liyan Wang**, *Tsinghua U.*

Author: **Lingxiao Qian**, *School of Economics and Management, Tsinghua U.*

Developing and promoting environmentally sustainable innovation requires efforts of more than a single firm, but collaborative arrangements of multiple firms. The innovation ecosystem is one such arrangement. However, prior studies overly emphasize innovation ecosystems targeting a specific core value proposition, while ignoring the potential of multi-purpose technologies in applying to more than one use context. To close this gap, we conducted a longitudinal single case study on the strategic actions of Contemporary Amperex Technology Corporation (CATL) and the evolution of its power battery innovation ecosystem. Based on prior research and our analysis, we proposed the conceptualization of use contexts and a two-dimensional matrix of typology of use contexts. We also found that, in the birth, expansion, and leadership phases of innovation ecosystem evolution, the focal firm engages different types of collaborators, builds different types of use contexts, and gradually forms a multi-context innovation ecosystem. By blending the use context concept and the innovation ecosystem theory, our study contributes to the understanding of collaborative arrangements in the development of environmentally sustainable innovation.

ONE: **Making Markets Machine-Readable: Digital Transformations of Social-Ecological Systems in East Africa**

Author: **Parijat Chakrabarti**, *U. of Michigan, Ann Arbor*

Sociological studies typically analyze how the use of data produces the social order. Often overlooked is how social (and ecological) systems are ordered so as to be “seen” and governed with data. Drawing on 24 months of fieldwork in Kenya’s “Silicon Savannah,” multi-sited ethnographic case studies, 112 interviews, and full-cycle research methodology, this study documents digital transformations in fresh produce value chains to analyze how platforms remake social-ecological systems in the service of data-driven governance. I make two specific contributions. First, I show how the social organization of markets characterized by extensive relational work limits capacities for datafication. Second, I show how platforms overcome these limits by first constraining possibilities for interaction and then recruiting, shaping, and selecting market actors optimized to these constraints. In the case analyzed, we see how this unfolding, iterative process reconstitutes both the network structure and network composition of actors along the produce value chain, often displacing small farmers and traders with large-scale corporate actors. Implications for inequality, inclusion, and human-environment interaction in data-driven markets are discussed.

ONE: **Navigating Towards the Promised Land of Digitalization and Sustainability Convergence (WITHDRAWN)**

Author: **Jesus Valero**, *U. of Zaragoza*

Author: **Inés Suárez**, *U. of Zaragoza*

Author: **Concepcion Garces-Ayerbe**, *U. of Zaragoza*

Author: **Pilar Rivera-Torres**, *U. of Zaragoza*

In recent years, companies have had to update their strategic goals, adding the goal of digitalization to the already commonly accepted goal of sustainability. The convergence between these two strategic goals, D-S convergence, is understood as the complete and parallel realization of both strategic goals. In this paper, we analyze the path toward D-S convergence, i.e., the implementation models of sustainable and digital measures in companies. In doing so, we categorized the firm's strategies from less to more D-S convergence, analyzing the factors that promote the full realization of both strategic goals, with special emphasis on those factors that enhance the mentioned convergence. The results obtained with 6 hierarchical ordered probit models show that companies that devote more effort to innovation, business growth, exports and perceive the environment as favorable are more likely to achieve full D-S convergence.

ONE: **Sustainability Amidst Crisis: Harnessing Climate Disasters as Drivers of Renewable Energy Innovation**

Author: **Hiva Rastegar Moghadam Moadab**, *Massey U. Albany*

Author: **Aymen Sajjad**, *Massey U. New Zealand*

Author: **R Gabriel Eweje**, *School of Business and Law, Edith Cowan U., Joondalup WA 6027, Australia*

Author: **Kazunori Kobayashi**, *Massey U. Albany*

This study explores the impact of climate change-induced disasters on firms' deployment of renewable energy (RE) innovation. Drawing on the Behavioral Theory of the Firm (BTOF) and the threat rigidity model, this study investigates strategic decision-making in firms facing environmental crises. Analyzing the U.S. firms from 2013 to 2018 using a Difference-in-Differences (DiD) approach and Meta-analysis, the study uncovers a significant increase in RE innovation post-climatological disasters, with an effect size of 0.74. Firms above their aspiration level experience a lesser impact from these disasters on RE innovation, reducing the effect by an average of 0.273 units. Moreover, firms with a history of frequent climatological disasters exhibit a decrease in RE innovation, evidenced by an effect size of -0.349. Overall, this study contributes to green innovation research, particularly in RE innovation amid climate change-induced disasters, offering a nuanced firm-level analysis. It extends the BTOF to uncertain contexts shaped by climate disasters, contributing to a deeper understanding of firm behavior in such environments. The study also innovatively applies the threat rigidity model to explore organizational adaptation strategies and introduces a novel moderator: a firm's history of natural disasters, combining firm age with the frequency and severity of climatological events. These contributions provide valuable insights for policymakers and businesses, enhancing strategic decision-making in the face of climate change.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Corporate Strategies and Governance in Environmental Sustainability

Session Moderator: **John-Patrick Akinyemi**, *UT Austin*

ONE: Organizational Intent to Learn: Harnessing Framing for the Inflation Reduction Act

Author: **John-Patrick Akinyemi**, *UT Austin*

Author: **Meenal Banga**, *U. of Texas at Austin*

Author: **Yunxiang Bai**, *McCombs School of Business, U. of Texas at Austin*

Author: **Tianyu Zhou**, -

Author: **Junyeon Rhee**, *U. of Texas at Austin*

Author: **Daniel Nielson**, *UT Austin*

This study examined the effect of loss framing and social proof on small firms' learning intent about the U.S. Inflation Reduction Act (IRA), focusing on green-technology tax incentives. A 2x2 factorial field experiment involving 46,843 emails to 17,083 companies showed no significant effect of these strategies on learning intent. However, insights from 14 interviews with firm representatives identified four key conceptual themes related to learning intent, barriers, and outcomes in this context. Notably, many firms were more influenced by perceived indirect benefits of the IRA, like partnerships, than by direct incentives – underscoring the limited impact of traditional framing in the climate-change context. Practically, our study serves as an information resource by providing firms with a concise 8-page IRA Executive Summary. Our results strongly indicate to climate policymakers that traditional communication strategies may fall short in invoking intent to learn. Furthermore, the study's contributions include testing green nudges and framing in real settings and expanding organizational learning literature by investigating learning intent at the firm level. Future research will focus on the role of probabilistic and possibilistic thinking in IRA-related firm-level communications.

ONE: An Investigation of the Interplay Between Financial Leverage and GHG Emissions

Author: **Martina Barbaglia**, *Politecnico di Milano School of Management*

Author: **Giancarlo Giudici**, *Politecnico di Milano School of Management*

Author: **David Hillier**, *U. of Strathclyde*

Author: **Jonathan Tagliatalata**, *Politecnico di Milano School of Management*

While traditional corporate finance literature has been concerned with how sustainable performance impacts a company's value, this paper investigates whether firms' capital structure is bonded to their commitment to the achievement of net-zero targets. In order to assess a firm's effort for climate protection, we examine the relationship between its leverage ratio and level of CO2 emissions. Our research findings document a growth of carbon emissions following an increase in the level of indebtedness, thus revealing the detrimental influence of a higher portion of debt on a firm's environmental pledge. In addition, our study offers the first empirical evidence linking the amount of revenues from green products and services to carbon emissions reduction. Overall, these results hold valuable insights for both managers and policymakers who aim to accelerate the shift toward a low-carbon economy.

ONE: Across the Boards: Corporate Governance and Access to Climate Finance

Author: **Tetsekela Anyiam-Osigwe**, *Princeton U.*

Author: **Sherwat Elwan Ibrahim**, *American U. in Cairo*

Can corporate boards give firms preferential access to climate finance? Redefining what makes a good board of directors, we introduce the concept of climate conscious boards. These are boards that have climate advocates serving as members, are linked to an internal or external climate-related committee and have set net zero targets. Focusing on the financial opportunities linked to climate change, we argue that climate conscious boards of directors can influence their firm's access to climate finance. Using data on thirteen publicly-listed African firms in the NetZero database and the eleven private sector-led projects funded by the Climate Investment Funds and the African Development Bank, we examine the potential role and impact of corporate boards on Africa's private sector engagement with the green bond market and multilateral climate funds. Our study has implications for how firms might look towards transforming corporate governance practices in an era where climate change has risen to the top of the strategic agenda.

ONE: Sequences of Resource Allocation in Corporate Sustainability

Author: **Johannes Meuer**, *KLU Hamburg*

Author: **Julija Belec Gergek**, *ETH Zürich*

This study proposes a dynamic, process-oriented perspective on resource allocation decisions in the context of corporate sustainability. While previous research has predominantly focused on measurable financial aspects, we resource allocation decisions within Swiss food retailers from 2000 to 2019. Drawing on a comprehensive dataset, including media reports, corporate documentation, and expert interviews, and using a sequence-analytical framework, we identify four overarching decision sequences—simple, transformative, divestment, and bundling—that shed light on distinct structural and temporal dynamics. We emphasize discontinuity in resource allocation as a competitive strategy and elucidate strategic and institutional factors influencing temporal dynamics. Notably, the bundling of sustainability initiatives emerges as a pivotal strategic capability development moment. We contribute to the evolving discourse on resource allocation, urging a shift from a static to a dynamic perspective, particularly in the realm of corporate sustainability.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Governance, Risk, and Sustainability: Shaping Corporate Environmental Strategies



Session Moderator: **Himanshu Shekhar**, *Doctoral Student at Indian Institute of Management Bangalore*

ONE: Custom Governance: How Do Owners and Board Together Facilitate Voluntary Environmental Disclosures?

Author: **Himanshu Shekhar**, *Doctoral Student at Indian Institute of Management Bangalore*

Corporate governance is essential to ensure transparency between the organization and its stakeholders. Boards and ownership are two mechanisms complementing and substituting each other for effective corporate governance of the firms. This paper builds a theoretical understanding around the two mechanisms and proposes three levers of ownership governance through which owners work with the boards. We demonstrate these levers on institutional investors, the largest equity ownership class for the world's firms, and their relationship with independent directors. Further, we exploit the differences among the institutional investors to show how the ability and incentive to monitor the management varies with the investment orientation and horizon of these investors. These variations lead the investors to select specific governance levers or use the same lever for differentiated objectives with the investee firms. These choices suggest that owners have three governance levers, and owners' obligations may influence the choice of these levers and their usage as substitutes. We use the context of voluntary environmental disclosures for S&P 500 firms over ten years to support our findings.

ONE: Combine Top-Down and Bottom-Up: Multilevel Water Governance for Sustainability Transitions

Author: **Yali Yi**, *Shanghai Jiao Tong U.*

Author: **Pelin Demirel**, *Imperial College London*

As multilevel governance becomes essential in sustainability transitions, this study takes the China's River Chief System (RCS) as a quasi-natural experiment and uses the difference-in-differences-in-difference (DDD) method to explore whether multilevel water governance promotes eco-innovations. The results show that the RCS significantly promotes eco-innovation quantity and quality which shed light on the effectiveness of multilevel water governance. Also, the heterogeneity analysis demonstrates that multilevel water governance depends on province- city- and firm- level characteristics. Furthermore, the impact of multilevel water governance on eco- innovations strengthens with environmental subsidy, which adds new insight and provides potential policy-mix perspective on natural resources protection.

ONE: Institutional Voids Effects on Risk Management: Mining Companies Managing Tailings Dam Failures Risks

Author: **Cinara Gambirage**, *U. of Groningen*

Author: **Carmen Migueles**, *Adjunct professor, Getulio Vargas Foundation*

Author: **Jaison Caetano Da Silva**, *Fundação Getúlio Vargas/EBAPE*

Author: **Marco Zanini**, *Brazilian School of Public and Business Administration*

Although scholars have dedicated their efforts to analyzing technical risks in the extractive industry and a body of research has generated impressive insights into these risks, the underlying institutional forces that affect the risk management of tailings dam failures in the mining industry have been underestimated and under-theorized and our understanding is still limited with regard to this puzzle. In this study we attempt to progress our understanding of how institutional voids affect mining firms' management of the risk of a tailings dam failure. We examined the two worst tailings dam disasters (Mariana, 2015; Brumadinho, 2019) in Brazil as a backdrop to the study while its field was a neighboring community near the areas where these two largest tailings spills occurred and which now faces the imminent risk of the collapse of two tailings dams upstream of the village. Brazil is a traditional and key mining producer globally and the sequence of serious disasters with tailings dams that have occurred in recent years and the number of dams at imminent risk of failure have meant that the mining industry and institutional framework have been questioned. We performed a large document analysis and conducted 209 online and in-person interviews with local people and related actors. The study results suggest that deficiencies in regulatory institutions are affecting risk management in the mining industry. The study contributes to the literature by extending discussion of the effects of institutional voids on risk management in extractive firms.

ONE: Business, Bioeconomy and Biodiversity — An Extended Framework for Managing Biodiversity Impacts

Author: **Julius Wenzig**, *Witten/Herdecke U.*

Author: **Charlott Hübel**, *Witten/Herdecke U.*

Author: **Verena Timmer**, *Witten/Herdecke U.*

If companies want to contribute to transforming a bioeconomy, their engagement in preserving biodiversity is key. Comprehensive measures for managing biodiversity are needed, encompassing setting goals, measuring impacts, and monitoring progress as well as embedding biodiversity in the organizational structure and culture. Measures are especially needed with regard to the main drivers of biodiversity loss, which are identified as (1) land and sea use change, (2) resource exploitation, (3) climate change, (4) pollution and (5) invasive non-native species. However, current biodiversity management frameworks fall short in guiding companies to embed different drivers of biodiversity loss or address comprehensive management systems which include organizational structures and culture. This paper addresses the gap in research by developing a processual biodiversity management framework that incorporates the drivers of biodiversity loss as well as comprehensive systems of management control, including the organizational setting. In doing so, it combines prominent intergovernmental frameworks on drivers of biodiversity loss with academic literature on biodiversity management and management control. Practical and theoretical implications of the new framework are presented and discussed. On the one hand, it may effectively contribute to the growth and upkeep of the bioeconomy by guiding companies to protect and promote biodiversity. On the other hand, it makes crucial contributions to bioeconomy, biodiversity management and management control research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Organizational Considerations in Operations & Supply Chain Management - I



Session Moderator: **Matthias Klumpp**, *Politecnico di Milano*

OSCM: **Driving Performance? Task and Customer Specialization and Variety in Last-Mile Delivery Services**

Author: **Dominic Loske**, *Technical U. of Darmstadt*
Author: **Margaretha Gansterer**, *Alpen-Adria U. Klagenfurt, Austria*
Author: **Matthias Klumpp**, *Politecnico di Milano*

This study explores the conditions under which task-related specialization and exposure to variety, as well as concurrent exposure to customer variety in temporary two-member teams impacts performance in last-mile delivery services. In our context, dispatchers represent a decision-making entity responsible for planning delivery routes and assigning drivers to customers, while drivers fill the decision-executing role when servicing customers. On the team level, we propose that teams' task-related exposure to variety and concurrent exposure to customer variety when performing a focal task is positively associated with performance. For the team member level, we propose that decision-executing team members' concurrent customer specialization has a negative effect on service performance. Our explanation is that increasing customer specialization intensifies social customer interactions, leading to longer verbal communication, which increases the time to service a customer and, therefore, negatively impacts service performance. One additional argument supporting our social customer interaction aspect is that a decision-makers' concurrent customer specialization has no significant effect on service performance. Our results highlight the need for organizations to view specialization and variety through the lens of customers rather than treating them as mutually exclusive. Overall, our study identifies new ways to improve service performance in last-mile delivery services through a different and effective allocation of work.

OSCM: **How to Configure the Supply Chain to Stimulate Firm Innovation Performance?**

Author: **Liangliang Zhang**, *Shanghai U. of International Business and Economics*
Author: **Peter Teirlinck**, *KU Leuven*
Author: **Taoyong Su**, *School of Economics & Management, Tongji U.*
Author: **Yuzhu Yu**, *School of Economics & Management, Tongji U.*

Supply chain characteristics are an important driving force for innovation at the focal firm. Previous research has separately examined the impact of spatial, relational, and innovation capability dimensions of the supply chain on firm innovation. This study explores configurations of distance, concentration, and innovation of the upstream supplier-base and the downstream customer-base on firm innovation. Necessary causality analysis and fuzzy-set qualitative comparative analysis (fsQCA) are relied upon. Based on a dataset of 123 Chinese listed companies in high-tech manufacturing sectors, we provide novel insights on the antecedent configurations of the supply chain characteristics for firm innovation. We find that no individual condition is necessary for achieving high firm innovation performance. We identify three primary configurations - namely, innovation-driven, customer-dominated, and relationship-driven - that consistently lead to superior firm innovation performance.

OSCM: **Supply Chain Integration and Culture: A Systematic Literature Review and Future Research Agenda**

Author: **Amol Dhaigude**, *S P Jain Institute of Management and Research (SPJIMR) Mumbai India*
Author: **Debmallya Chatterjee**, *S P Jain Institute of Management and Research (SPJIMR) Mumbai India*
Author: **Soma Amol Dhaigude**, *National Institute of Technology Karnataka Surathkal, India*

Culture plays a pivotal role in shaping the success of supply chain integration (SCI). As noted by Christopher, organizational culture influences the extent to which collaborative relationships are fostered across supply chain partners. Unfortunately, scholars have not studied the interplay of culture and SCI systematically. This structured literature review investigates the intricate relationship between SCI and culture. As an essential facet of operations management, the study explores how the level of integration across supply chain functions interacts with the prevailing culture. Drawing insights from top-tier academic journals (A and A* level), the paper synthesizes existing knowledge using the SPAR-4 SLR to unveil the impact of cultural factors on successful SCI. The review highlights key themes, methodologies, and gaps in current research, shedding light on the interplay between cultural dimensions and integration strategies. With implications for practitioners and scholars alike, this paper contributes to a nuanced understanding of the complex dynamics between SCI and culture, offering a foundation for future empirical investigations and strategic management in the field.

OSCM: **Unveiling the Veil of Secrecy: The Impact of Clan Culture on Supply Chain Transparency**

Author: **Hanqing Zhao**, *Business School, Sun Yat-Sen U.*
Author: **Heng Liu**, *Sun Yat-Sen U.*
Author: **Huiyang Li**, *Lingnan College*
Author: **Yawen Li**, *Jinan U.*

This study investigates the influence of clan culture on supply chain information transparency in Chinese private enterprises, a topic scarcely explored in existing literature. Traditionally, research in this domain has been dominated by proprietary cost theory and institutional theory, focusing on the costs and regulatory factors affecting corporate disclosure practices. However, these perspectives often overlook the cultural dimensions, particularly in regions with similar institutional environments. Our research bridges this gap by examining the impact of clan culture, a deeply ingrained aspect of the social and economic landscape in China, on supply chain transparency. Utilizing data from Chinese private listed companies from 2008-2021, the study reveals a significant negative correlation between the prevalence of clan culture in a region and the level of supply chain information transparency among its enterprises. This finding persists even after extensive endogeneity and robustness tests, suggesting a robust influence of clan culture on corporate disclosure behaviors. The paper extends the existing literature on supply chain transparency by integrating the often-neglected cultural perspective, specifically the role of clan culture. It also adopts a dual approach, considering both customer and supplier sides of the supply chain, thereby providing a more holistic understanding of the factors influencing transparency in corporate supply chains. This research not only enriches academic discourse but also offers practical insights for businesses operating in culturally diverse environments.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sustainability Issues in Operations & Supply Chains



Session Moderator: **Shuhan Wang**, *The Hong Kong Polytechnic U.*

OSCM: **Mitigating Shareholder Concerns About Ambitious Corporate Carbon Neutrality Goal Setting**

Author: **Shuhan Wang**, *The Hong Kong Polytechnic U.*

Author: **Di Fan**, *The Hong Kong Polytechnic U.*

Author: **Chris K. Y. Lo**, -

Author: **Andy C. L. Yeung**, *Faculty of Business, The Hong Kong Polytechnic U.*

Firms are under government and consumer pressure to set up corporate carbon neutrality goals. Some firms are setting ambitious goals to demonstrate their strong commitment to addressing climate change. Attaining these ambitious goals requires tremendous effort to neutralize a significant number of current emissions within a short period of time. However, the literature on operations management provides limited understanding of the immediate impacts of corporate carbon neutrality goal setting. Based on an event study of U.S.-listed manufacturing firms, this paper finds that corporate carbon neutrality goal setting can trigger shareholder concerns and reduce firm value. This negative effect is more salient when the goal is ambitious; however, the tension between ambitious carbon neutrality goal setting and shareholder concern was mitigated when the firms had better operating efficiency, flexibility regarding carbon neutrality, and greater momentum in reducing emissions. This study contributes to the sustainable operations literature and provides insights for theory, management, and policy.

OSCM: **Sustainability-Performance Dilemma: The Role of Quality Management Diligence**

Author: **Matin Mohaghegh**, *Stockholm School of Economics*

Author: **Sina Behzadifard**, *Stockholm School of Economics*

Author: **Pär Åhlström**, *Stockholm School of Economics*

Motivated by inconclusive findings on the sustainability-performance relationship, this study focuses on the question of whether sustainability should be viewed as a financial burden or a firm performance catalyst. More specifically, this study aims to explore the crucial yet under-examined role of quality management in the sustainability-performance relationship. However, unlike previous studies that narrow their focus to only a subset of quality management practices subsumed under one banner, such as TQM or lean, this research advocates for the integration of multiple quality management practices to cultivate “quality management diligence”, namely, a rigorous and disciplined mindset to ensure that quality is integrated into every facet of a firm. Drawing on a panel of 1876 European firms with 16,901 firm-year observations over the period of 2003-2023, panel data regression is employed to empirically examine the effect of quality management diligence on sustainability and their subsequent impacts on firm performance. The empirical findings indicate a positive relationship between quality management diligence and the adoption of environmental/social sustainability practices and between the adoption of environmental/social sustainability practices and firm performance. Our results also confirm the mediating role of sustainability in the relationship between quality management diligence and firm performance.

OSCM: **Buying Between a Rock and a Hard Place: Expectancies of Social and Environmental Sustainability**

Author: **Ruth Schültken**, *U. of Mannheim*

Author: **John R. Macdonald**, *Colorado State U.*

Author: **Christoph Bode**, *U. of Mannheim*

Buying companies focus on aspects of social and environmental sustainability in their supply chains with differing levels of importance, and similarly react differently to social and environmental violations in their supply chains. Drawing on expectancy violation theory (Burgoon, 1993), this study investigates the differences between social and environmental sustainability related to the buying companies' sustainability expectancies. Using a sequential multi-method approach, 15 interviews among procurement practitioners were conducted to identify the antecedents of the expectancies and 195 procurement practitioners participated in a scenario-based experiment that examined their reactions to expectancy violations. Results indicate that companies tend to focus their expectancies more on either the social or the environmental sustainability dimension rather than on both equally. The focus is determined based on the existence of dimension-specific antecedents. Further, companies react more strongly to violations of their social expectancies than to violations of their environmental expectancies: The likelihood of terminating the relationship with the supplier and of claiming penalties is higher for social violations. This research contributes to a more nuanced understanding of the differences between the sustainability dimensions in the buyer-supplier context, which impacts sustainability in the entirety of upstream supply chains.

OSCM: **Customer-Enforced Sustainability as Outsourced Corporate Responsibility and Contemporary Colonialism**

Author: **Iqra Sadaf Khan**, *Aalto U.*

Author: **Minna Halme**, *Aalto U. School of Business*

Global corporations have for over two decades sought to manage environmental and social sustainability in their supply chains extending to the Global South by setting codes of conduct and sustainability standards for their suppliers. Yet problems persist. Our data from Global South textile (Pakistani) supplies to global fashion brands offers a seldom perspective. We identify how global brands outsource corporate responsibility and its costs to their suppliers, with contextually ill-fitting demands and mostly with inadequate support, and compensation. We introduce the term as customer-enforced sustainability management for this approach and show how it perpetuates a vicious cycle, where brands ignore the local realities of the suppliers, who resort to short-term compliant solutions which are sometimes reached through mocked setups and cheating behaviors. Auditors, who are local, tend to ignore non-compliant behaviors. The cycle closes if and when brands close their eyes, suggesting common knowledge about cheating behavior between all the parties. We theorize that customer-enforced sustainability and outsourcing of corporate responsibility are not isolated activities, but rather a part of larger underpinning notion, contemporary colonialism partially enables by local factors. Finally, we offer suggestions for contextually appropriate means for integrating sustainability into the activities of suppliers in the Global South.

Author: **Axel Zehendner**, *LUT Business School*

Author: **Michele Pereira**, *U. Federal de Viçosa*

Author: **Anni-Kaisa Kahkonen**, *LUT Business School*

Global agri-food supply chains (SCs) are under public scrutiny to ensure the sustainable production of agricultural commodities. However, many producers of these commodities face difficulties in meeting the sustainability requirements of global markets due to challenges arising from their local operating contexts. The purpose of this study is to provide insights into how the community in agri-food SCs manages to work towards social frameworks that contribute to the adoption of sustainable production practices at the farm level. To better understand this phenomenon, our research utilized the concept of institutional work in combination with the notion of the SC field. A case study focusing on the context of global agri-food SC was conducted, combining empirical data from the cocoa and coffee industries into a single case. The research presents different forms of institutional work, classified as either boundary work or practice work. Departing from traditional institutional studies in sustainable supply chain management, our study adopts a novel perspective to explain how the purposive actions of individual and collective actors contribute to the institutionalization of sustainable practices in global SCs.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Managing Supply Networks

Session Moderator: **Iryna Malacina**, *LUT U., LUT Business School*

OSCM: **Strategic Purchasing Integration as an Antecedent of Public Value**

Author: **Iryna Malacina**, *LUT U., LUT Business School*
Author: **Jad El Bizri**, *LUT U., LUT Business School*
Author: **Frederik G. S. Vos**, *Portland State U.*
Author: **Elina Maritta Karttunen**, *Lappeenranta-Lahti U. of Technology LUT*
Author: **Aki Jääskeläinen**, *Tampere U. of Technology*

This study empirically examines how strategic purchasing integration contributes to developing social capital within supply networks and how this social capital affects operational, innovative, and environmental value creation. We analyzed survey data from 173 public procurement experts in Finland, employing structural equation modeling. Our results indicate that strategic purchasing integration enhances the creation of relational, cognitive, and structural capital within supply networks, with the relational aspect being the most impacted. This social capital had in turn crucial impact on value, exhibiting diverse effects. Operational value is achieved through a combination of cognitive and structural capital, while environmental value primarily develops through structural capital. Innovative value creation requires all three types of social capital. Uniquely, our study reveals that different types of value necessitate different combinations of social capital. Furthermore, our findings underscore the vital role of aligning internally and externally, as strategic purchasing integration helps in building social capital with external supply networks, thereby fostering superior public value creation for the buying organization. This research complements and extends similar findings in the private sector and shows that both integration and social capital are relevant also for public and social organizations that do not have financial value as a key value driver.

OSCM: **Supply Networks, Mergers and Acquisitions, and Operational Performance**

Author: **Wenjin Hu**, *U. of Bristol*
Author: **Yuqi Peng**, *Salisbury U.*
Author: **Yongyi Shou**, *Zhejiang U.*
Author: **Stephan M. Wagner**, *ETH Zurich*

Practitioners have begun to emphasize the crucial role of supply chains in thriving through mergers and acquisitions (M&As). Yet, extant research has mainly focused on internal post-M&A integration, i.e., integration between the merging firms, and largely overlooked the adaptation and coordination of their supply chains. This study examines how a firm's position in the supply chain network, i.e., betweenness centrality and structural holes, mitigates complexity and risks in post-M&A integration and ultimately buffers up its operational performance. We find that the firm's betweenness centrality in the supply chain network has a significant risk-buffering effect on the negative relationship between M&As and operational performance whereas the firm's structural hole position does not. As such, our study reveals that the control and mobilization of suppliers are the key to external coordination for post-M&A integration. By contrast, the information advantage from structural holes is difficult to implement and could not convert to effective supplier mobilization and coordination.

OSCM: **How Does Supply Chain Transparency Affect Firms' Knowledge Network Embeddedness?**

Author: **Ji Yan**, *Durham U. Business School*
Author: **Zihao Yu**, *Durham U. Business School*
Author: **Kun Tian**, *Kent Business School, U. of Kent*
Author: **Kiran Fernandes**, *Durham U.*

Supply chain transparency is increasingly important for complex supply chain operations and collaborations. This study examines the relationship between firms' supply chain transparency (SCT) in their supply chain network and their knowledge network embeddedness in the knowledge network; and considers the moderating roles of two contextual factors, supply chain network density and marketization. Using supply chain information disclosure data and patent application information from 869 Chinese listed firms between 2011 and 2020, this study evidenced that firms' SCT has a positive effect on their knowledge network embeddedness, and this relationship is positively moderated by supply chain network density, and negatively moderated by marketization. This study contributes to SCT literature by examining the role of SCT in a cross-network setting (i.e., supply chain network and knowledge network). It answers the call to investigate the role of SCT in facilitating knowledge and information sharing. It also sheds new light on the investment of information disclosure strategies that contribute to effective, trust-based interorganizational collaborations.

OSCM: **Does Transparency Moderate the Relationship Between Supply Network Embeddedness and Firm Innovation?**

Author: **Xiaomei Li**, *College of Management and Economics, Tianjin U.*
Author: **Yicong Geng**, *Tianjin U.*
Author: **Xinyi Yang**, *Tianjin U.*

With the development of technology, rather than being separated single chain, the supply chain gradually shows characteristics of networking. The competition and cooperation of firms within the supply network is interwoven and supply chain members become even closer, which marks firms are embedded in supply chain network deeper than before. This embeddedness may have an impact on firms' decisions including innovation activities. At the same time, the complex network also requires a more transparent environment to eliminate information asymmetry that some firms suffered from. Therefore, more and more enterprises call for a more transparent supply network. Considering relational and structural factors at the same time, this paper explores the influence that supply chain structure and relationship embeddedness on innovation under the context of supply chain transparency. This paper tends to explore what changes will a transparent supply chain environment bring to the supply chain and ask does transparency facilitate or inhibit the relationship of supply chain embeddedness and innovation. Datas are collected from CSMAR and Bloomberg database. It's finally found that there is a negative relationship between network embeddedness and innovation, and transparency negatively moderates this relationship. Our research enriches literature on supply chain transparency and provides management recommendations for companies' information disclosure behavior.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Parallel Paths: Comparing the Efficiency & Sustainability of Business & Nonprofit Organizations

Session Moderator: **Ferdinand Gosch**, *Leibniz U. Hannover*

This presentation will compare business and nonprofit organizations on the basis of gender diversity and efficiency, their ability to attract talent, and their differences in perceptions of sustainability.

PNP: On the Path to Long Term Sustainability: How NPOs Perception of Sustainability Shape Their Strategies

Author: **Ferdinand Gosch**, *Leibniz U. Hannover*

In this paper, we contrast the perceptions of sustainability of for-profit and non-profit organizations (NPOs) to show a difference in perception and understanding. A two-study design helps us to decisively examine the existing differences. Using a content analysis based on textual publications of both types of companies, we identify relevant topics related to sustainability, which we assign to the triple bottom line dimensions (social, environmental, and economical) as well as to the Sustainable Development Goals. Accordingly, NPOs focus primarily on environmental issues, while for-profit issues often report on social issues. To substantiate this difference, we conducted interviews with decision makers from the NPO environment. Analysis of the interviews reveals a divergent picture. Based on the results of both studies, we derive a model that depicts the process of NPOs to develop sustainability strategies and their influence on long-term sustainability on an organizational and global level. Our research highlights the important role of NPOs in the context of facing grand challenges and contributes to the research on sustainable business development, sustainability reporting and sustainable finance.

PNP: Competing for Talent: Employee Incentives for Nonprofits to Gain an Advantage in Human Capital

Author: **Zhefan Huang**, *U. of Florida*

Author: **Yixuan Li**, *U. of Florida*

Author: **Aaron Hill**, *U. of Florida*

Author: **Mo Wang**, *U. of Florida*

Author: **Danielle Van Jaarsveld**, *Sauder School of Business, U. of British Columbia*

Vital to our society, the success of nonprofit organizations (NPOs) often hinges on the effective management of human capital. Yet, while a significant body of research exists on human capital management in nonprofits, there lack studies adopting a comparative perspective and exploring management practices that can afford nonprofits an advantage in motivating and retaining human capital over for-profit organizations (FPOs), with which NPOs are increasingly competing for employees, particularly considering that FPOs are more frequently venturing into areas traditionally dominated by NPOs. In this study, we investigate the types of employee incentives that can differentially impact voluntary turnover in NPOs and FPOs, thereby potentially providing NPOs an advantage in motivating and retaining human capital. Specifically, adopting a firm-specific incentive perspective, we propose that employee incentives that demonstrate people orientation (i.e., employee benefits, employee participation, and employee training) can more effectively curb voluntary turnover in NPOs compared to their for-profit counterparts. Using a multi-level and longitudinal dataset from Statistics Canada (N = 11,555 organization-year observations from 2,867 organizations), we found support for our hypotheses. Our research sheds light on potential avenues for NPOs to achieve competitive advantage over NPOs with respect to retaining employees by aligning management practices with their organization contexts and employee values.

PNP: Board Gender Diversity and Technical Efficiency of Microfinance Organizations

Author: **Luis Fernando Escobar**, *U. of Lethbridge*

Author: **Mahinda Wijesiri**, *Independent Scholar*

Author: **Lucia Dalla Pellegrina**, *U. of Milano Bicocca*

As a result of numerous corporate scandals as a result of weak governance mechanisms, gender diversity has become the most intensely debated and scrutinized corporate governance aspect. This study examined the impact of board gender diversity on the technical efficiency of microfinance organizations. Using a sample of microfinance organizations, we found presence of female directors on boards had a negative effect on technical efficiency. We also deal with the question of whether this relationship varies by the profit status of microfinance organizations. Our results show that the board gender diversity has a significantly negative impact only on the technical efficiency of non-profit microfinance organizations.

PNP: No Strings Attached: An Examination of Board Designated Endowments in Nonprofit Organizations

Author: **Andrew Finley**, *Claremont McKenna College*

Author: **Curtis Hall**, *Drexel U.*

Author: **Teresa D. Harrison**, *Drexel U.*

We examine whether board-designated endowments (“BDEs”) alleviate agency problems associated with a nonprofit organization’s (“NPOs”) unrestricted net assets and whether these endowments are associated with different spending outcomes than donor-restricted endowments. Our results provide little evidence that BDEs ameliorate agency conflicts. Specifically, NPOs with a BDE exhibit the same negative (positive) relation between unrestricted net assets and program spending (CEO compensation) as comparable NPOs without a BDE. Further, the size of a BDE exhibits a stronger association with CEO compensation than the size of the donor-restricted endowment. In additional analysis, we find no evidence that having a BDE stabilizes an NPO’s program spending in the face of revenue declines, suggesting these resources fail to achieve one of the primary objectives of an endowment. Overall, our results suggest BDEs are not particularly effective in serving the mission of NPOs and raise questions as to the efficacy of boards in their oversight of this asset base.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Partnership Paradigms: Creating Value in Public-Private Alliances

Session Moderator: **Sandro Cabral**, *Inspere Institute of Education and Research*

This presentation will dissect the intricacies of public and private sector convergence, exploring how partnerships drive value creation, the interplay between profit and defense, the politicization of federal contracting, and collaborative efforts to mitigate educational disparities.

PNP: **Hybridity and Decoupling: Insights from the Australian Defence Industry (WITHDRAWN)** 

Author: **Shruti Sardeshmukh**, *Shiv Nadar Institution of Eminence*

Author: **Mandar Oak**, *Shiv Nadar Institution of Eminence*

Author: **Will Mackay**, *U. of South Australia*

The Australian Industry Capability (AIC) Program presents an example of hybridity where national security interests are served through a complex partnership between the Department of Defence, global prime contractors, and smaller Australian companies. Through a qualitative interview study of stakeholders in the defence industry and triangulating findings from publicly available defence industry documents, this paper aims to identify the evidence of decoupling associated with the AIC program. We find that complexity and opacity as a result of hybridity create decoupling in the implementation of the AIC program. We also find that a lack of accountability and monitoring contributes to decoupling. We advance the literature on hybridity into the context of multi-organizational arrangements in a unique industry and identify how decoupling can impede the achievement of policy objectives in the context of complex hybrid arrangements.

PNP: **Beyond Efficiency and Public Benefits: Federal Contracting as a Partisan Project, 1979–2018**    

Author: **Elisabeth Clemens**, *U. Of Chicago*

Author: **Yuhao Zhuang**, *EMLYON Business School*

Government contracting reconstitutes boundaries of the public sector through ever-deepening engagement of the contemporary state with business firms and nonprofit organizations. This outsourcing of public functions is frequently characterized as a move to maximize cost efficiency or advance public welfare. Nevertheless, government contracting also expresses ideological commitments and institutional opportunities for harnessing government revenues to partisan objectives. Analyses of the U.S. federal contract data across both granting administrative agencies and grantee states from 1979 to 2018 demonstrate that a federal government's pro-market standing does not directly translate into public procurement. Instead, we demonstrate that the institutional structure of the government constitutes opportunities for asymmetrical deployment of partisan ideologies, as a conservative federal government uses contracting as a market-based solution to both administrative and political challenges. Specifically, under Republican administrations, compared to their Democratic counterparts, noncompetitive contracting is more heavily used in response to budget uncertainty while competitive contracting turns out to buffer the federal government from electoral uncertainty.

PNP: **Poverty Mafia? Contributions of Government-Nonprofit Collaborations to Reduce Educational Inequality**  

Author: **Aline Santos**, *Fundação Getúlio Vargas/EBAPE*

Author: **Layla Mendes**, *FGVEPGE*

Author: **Julia Haddad**, *FGVEPGE*

Despite a rhetoric of improving opportunities for poor children, critics argue that government-nonprofit collaborations tend to strengthen existing systems of inequality and create adverse outcomes. Although economic theories often depict government-nonprofit collaborations as either an unexpected consequence or, at their worst, a noteworthy and unfortunate deviation, this governance model has witnessed considerable global expansion. In the Global South, central governments often exhibit shortcomings in administrative capabilities and resource allocation for delivering public services, while simultaneously contending with corruption allegations. Nonprofits operating in the Global South emerge as a solution to reduce educational inequality. Our central hypothesis posits that government funding leverages nonprofit effectiveness at reducing educational inequality. Additionally, we theorize how the allocation of government funding on nonprofits is moderated by political ideology, thus exerting a discernible impact on the allocation of parliamentary amendments to these organizations and subsequently influencing their performance within the public educational network. We use panel data to explore the influence of government funding on the ranking 'Brazilian Index of Development of Basic Education'. Our research provides strong evidence of enhanced quality in the public educational network, suggesting a promising trend toward reducing educational inequality. The findings carry significant implications for educational policy and equity considerations, aligning with the demand for more extensive panel data analyses.

PNP: **The Drivers of Public Value Creation Through Public-Private Partnerships**  

Author: **Claudio José Oliveira Dos Reis**, *U. Federal do Oeste da Bahia (UFOP)*

Author: **Sandro Cabral**, *Inspere Institute of Education and Research*

Author: **Ricardo Correa Gomes**, *FGV - EAESP*

Despite the dissemination of PPPs around the world, existing results are controversial or mixed, giving rise to the need to examine under what conditions PPPs are public value-enhancing. Departing from the literature on PPPs and strategic management, we investigate how configurations involving governance features, such as information sharing schemes and risk governance, and managerial traits, like capabilities and stakeholder orientation, enable public value creation through PPPs. Empirically, we apply fuzzy-set Qualitative Comparative Analysis (fsQCA), using a multiple-case comparative study of 24 Brazilian PPP projects. Our findings reveal that information sharing is a necessary central condition and can enable public value creation with the support of public capabilities and other contributing conditions. In the absence of public capabilities, information sharing schemes and private capabilities can be supported by risk governance or stakeholder orientation. By highlighting the importance of unique and value-creating combinations of governance and managerial traits, this study contributes to the ongoing dialogues between public and nonprofit management and strategic management theories.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2101** | Submission: **21778** | Sponsor(s): **(PUBS)**
Scheduled: **Tuesday, Aug 13 2024 11:30AM - 12:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Burnham**

Conversations With The Editors: AMJ

Presenter: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*

Meet the editor of AMJ and the team of associate editors to learn their vision for the journal and tips on how to write a successful paper. All are welcome!

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New Horizons in Data Sourcing and Measurement for Management Studies

Session Moderator: **Joseph Simpson**, *Virginia Tech*

RM: **Sentiment Analysis in Management Research: Manual Coding, Dictionary Analysis or Machine Learning?** 

Author: **Fabian Mändli**, *U. of Berne*
Author: **Estefania Amer**, *U. of Lausanne, HEC Lausanne*
Author: **Jean-Philippe Bonardi**, *U. of Lausanne, HEC Lausanne*

Automated approaches for sentiment analysis are gaining increasing popularity in management research, as they allow to save time and resources. While some have praised these techniques as reaching human level accuracy, they have also been criticized for their poor performance and lack of agreement among them. We examine the performance of dictionary and machine learning approaches for sentiment analysis used most frequently in management research by applying them to a large hand-coded quality dataset of news articles on companies' environmental issues. We find that dictionary approaches yield very different results than the hand-coding baseline, mostly because they are unable to account for the complexity of news articles. Although traditional supervised machine learning approaches performed better than dictionary approaches at the task, their results still differ substantially from hand-coding ones. We also show that novel approaches using large language models are able to outperform all other automated approaches. We thus propose an integrated approach of manual and automated coding for sentiment analysis: Human coding remains pivotal for selection, training, and validation of automated approaches in order to leverage their benefits in terms of time and cost savings. Moreover, manual coding allows researchers to grasp an understanding of their data.

RM: **N-Grams in Research: Measuring What Matters** 

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

Recent findings indicate a significant divergence in how corporate executives and academic researchers assess and discuss corporate performance. In this study, we build upon and expand the research conducted by Certo, Jeon, Raney, & Lee in 2022, focusing on how companies evaluate their performance as reported in their annual filings. By analyzing 10-K filings using n-gram techniques, we illustrate the utility of n-grams and identify various performance metrics that could be beneficial for future research. The study reveals that while single-word (unigram) metrics for assessing firm performance can be useful, the use of n-grams offers a more effective solution. This method not only enhances the text analysis process but also contributes to the advancement of management as a field, with potential applications in other areas as well.

RM: **Methodology for Measuring Political Distance Using Dynamic Factor Analysis and Cluster Analysis** 

Author: **Tatiana Lukoianova**, *Center on Democratic Performance at Binghamton U. - State U. of New York*
Author: **James Agarwal**, *Haskayne School of Business, U. of Calgary*

Past research suggests that cross-country political differences have implications for strategies, activities and performance of companies operating internationally. Since firms are more familiar with navigating political environment that is similar to their home countries, knowledge about sources of political change in host countries becomes important for firm success. Political changes generate greater political uncertainty and associated losses for foreign firms in host states that manage their domestic and foreign political affairs differently from the firms' home states. Thus, we conceptualize political distance between two countries as a difference in the organization, management, and regulation of their domestic and foreign affairs. The more states differ in the organization, management, and regulation of their domestic and foreign affairs, the more politically distant they are. To operationalize this political distance concept, we propose to use dynamic factor analysis (DFA) in combination with cluster analysis that jointly can account for temporal and cross-sectional dependencies of multiple dimensions of a country's political profile; and provide a novel way to measure cross-country political distances over time using weighted Euclidian metric. Empirically, we demonstrate this approach by using international country risk guide (ICRG) monthly data for 20 countries in the Middle East and North Africa (MENA) in 1990-2020.

RM: **Satellite Data as an Emerging Method for Organizational Research: A Detailed Overview and Use Case** 

Author: **Nina Zachlod**, *U. of St. Gallen*
Author: **Michael David Hudecheck**, *U. of St. Gallen*
Author: **Charlotta Agneta Siren**, *U. of St. Gallen*
Author: **Gerard George**, *Georgetown U., McDonough School of Business*

We introduce satellite data as a new data source for organizational research. Organizational theory is increasingly used to explain large scale ecological and environmental challenges. However, organizational researchers lack the appropriate data sources and methods to properly investigate grand societal challenges at scale. Satellite data is accurate, offers near-real-time availability, resolves information asymmetries, and is increasingly cost effective and user friendly, making it a lucrative source of information. We delve into the strengths and limitations of this new type of data, discuss various data sources, types, and associated methods, and highlight its potential through an illustrative use case, which explores the effects of sustainability certification implementation among Malaysian palm oil plantations. Through our use case, we find that sustainability certifications may encourage inefficient land use, which runs counter to existing findings in organizational and management research. In doing so, we hope to stimulate interest in the adoption of this method among organizational and management research.

Author: **Robin Schimmelpfennig**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*

Author: **Christian Elbaek**, *Aarhus BSS, Aarhus U.*

Author: **Anisha Singh**, *London School of Economics and Political Science*

Author: **Panagiotis Mitkidis**, -

Sampling data from organizations and humans associated with those organizations is an essential part of organizational research. Much of what we know about organizations and their stakeholders is based on such empirical work. However, there is reason to believe that the empirical foundation is compromised. As studies often sample data from relatively similar, narrow contexts, a lack of sample diversity accumulates in the discipline. To conceptualize this lack of sample diversity and examine its prevalence in the body of organizational research publications, we systematically review articles from 2018-2022 in six top management journals. We assess sample diversity across three dimensions: geographical, organizational, and personnel contexts. Our results show a lack of sample diversity, for instance a strong bias towards 'WEIRD' country samples and an underrepresentation of SMEs in organizational research. Based on the findings and past work we introduce a conceptual framework for sample diversity, offering a structured perspective for future research. Additionally, we propose guidelines to enhance sample diversity for authors, reviewers, and editors. Overall, this article seeks to enhance the robustness and relevance of organizational research to prevent misinformed policies and practices in organizational settings but also in wider societal contexts.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Frontiers of Theory Development in Management Research



Session Moderator: **Kevin Carlson**, *Virginia Tech*

RM: **Building Stronger Theory**

Author: **Kevin Carlson**, *Virginia Tech*

Author: **Jerome P. Flynn**, *Rutgers Business School*

Contributing to theory is considered the quintessential act of organizational scholarship. In response scholars propose novel additions of new theory and extensions of existing theories. Now, after several decades of these types of contributions, there exists a need to make this extensive body of novel additions to theory stronger. Sutton and Staw (1995) offer guidelines for distinguishing theory from non-theory, but less attention is given to distinguishing better theory from that which is simply good. Logical consistency of explanations, falsifiability, generalizability, parsimony, and accuracy have been offered as evaluative criteria. Making this theory stronger requires new perspectives on the nature of theoretical contributions. The most central of these is moving away from interpretations of simply whether a theory predicts to how well it predicts outcomes. Arguments for placing greater emphasis on meaningful measures of predictive accuracy as a means of keeping score are proposed and implications for evaluating theoretical contributions and research progress are discussed.

RM: **Dynamic Theorizing: Qualitative Research with Archival Data**

Author: **Stine Grodal**, *Northeastern U.*

Author: **Anders Dahl Krabbe**, *King's Business School*

Author: **Micah Rajunov**, *Boston U. Questrom School of Business*

Archival data are linguistic texts, visuals, and artifacts that actors create in and around organization. Archival data have historically been used to supplement other types of qualitative data. However, the use of archival data in qualitative analysis has dramatically increased due to digitalization. Archival data raises new methodological opportunities and challenges that qualitative field methods do not address; in particular, the abundance and heterogeneity of archival data. These features prompt us to rethink how we both sample and theorize using this data. This paper proposes a framework we call "dynamic theorizing," which emphasizes the need to iterate between sampling and theoretical simplification. Our framework brings iterative sampling front and center as part of generating and simplifying theoretical insights. Our framework enables novel research which expands beyond qualitative research's traditional boundaries

RM: **Applying Paradox Theory to Organizational Research Methods**

Author: **Stephanie Schrage**, *U. of Kiel, Germany*

Author: **Konstantinos Andriopoulos**, *Bayes Business School*

Author: **Marianne W. Lewis**, *U. of Cincinnati*

Author: **Wendy K. Smith**, *U. of Delaware*

Research is a paradoxical process. Convergence and divergence pressures advance knowledge, yet pose conflicting methodological demands for scholars. Convergence sharpens research focus, testing and deepening knowledge around a solidifying core, while divergence encourages innovation through exploration of alternative assumptions, techniques and explanations. Paradox theory embraces such tensions, its exemplars harnessing their creative friction to foster more novel and useful, rigorous and relevant research. Leveraging this lens, we contribute a paradox approach to address methods in organization studies broadly. First, we explicate methodological tensions experienced at key decision points in organizational scholarship: research scope, construct definition, underlying assumptions, data collection, data analysis and interpretation. Second, we draw on paradox theory to identify practices for navigating the tensions, using paradox studies to illustrate practices of surfacing, diverging, converging, and aligning. In conclusion, we offer insights to advance methodological approaches for organizational researchers, reviewers, and scholarly communities broadly.

RM: **Demystifying Meta-Synthesis: A Critical Review and Integrated Approach**

Author: **Jin Lee**, *The Catholic U. of Korea*

This article aims to introduce meta-synthesis as a methodology for synthesizing qualitative research findings in the field of management. Unlike quantitative research syntheses such as meta-analysis or systematic review, which rely on positivism, meta-synthesis is grounded in an interpretive paradigm, necessitating a unique understanding of its system and approach. Despite the increasing prevalence of qualitative research in management, particularly in areas such as HR and organizational studies, there has been a noticeable lack of in-depth discussion and sufficient guidance on the application of this methodology among management researchers. Further, existing meta-synthesis approaches have been primarily discussed outside the management field, resulting in variations in procedures and approaches among researchers and creating a barrier for those interested in adopting this methodology. To address these gaps, I conducted a detailed review of each step of the methodology through a critical review of existing approaches, with the goal of presenting a comprehensive guideline for conducting meta-synthesis research.

KEY TO SYMBOLS

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

Leadership Questionnaires in the Age of AI: From Traditional Roots, to AI & Data Science



Session Chair: **Bryan Acton**, *Binghamton U.-State U. of New York*
Speaker: **Mengying Li**, *Binghamton U.-State U. of New York*
Speaker: **Emily Elizabeth Forgo**, *U. of Maryland, College Park*
Speaker: **Depeng Xu**, *U. of North Carolina, Charlotte*
Speaker: **Yasmine Elfeki**, *Virginia Tech*
Discussant: **Tiffany Keller Hansbrough**, *Fairleigh Dickinson U.*
Discussant: **Rosalie Joan Hall**, *Durham U.*

This symposium presents a focused exploration of advancements in leadership measurement, transitioning from traditional questionnaire-based methods to the application of AI and machine learning. Recognizing the foundational value of classical psychometrics, the symposium represents its use in the development of leadership items and scales, as well as works on the use of AI for these important topics. This symposium particularly explores the multifaceted nature of leadership and addresses issues of construct redundancy and bias. The event features a series of presentations that collectively highlight a transformative approach to leadership measurement. These include an in-depth analysis of followership measurement, the application of AI for developing refined leadership scales, an exploration of the interrelations among various leadership constructs, and a discussion on identifying and mitigating biases in these new methodologies. Concluding with insights from two experts in the field of leadership measurement, the symposium aims to integrate traditional insights with modern technological advancements, setting a direction for future research that promises a more comprehensive and nuanced understanding of leadership.

How Do You Follow? Development of a Multidimensional Model of Kelley's Typology of Followership

Author: **Paul Hanges**, *U. of Maryland*
Author: **Emily Elizabeth Forgo**, *U. of Maryland, College Park*

From Abstractness to Concreteness: Generating Leadership Scale Items Using Generative AI

Author: **Yasmine Elfeki**, *Virginia Tech*
Author: **Roseanne Foti**, *Virginia Tech*

AI Nomological Nets: Identifying the Overlap between Leadership Items using Word Embedding Models

Author: **Mengying Li**, *Binghamton U.-State U. of New York*
Author: **Bryan Acton**, *Binghamton U.-State U. of New York*

How to Reduce Bias in the Life Cycle of a Data Science Leadership Project

Author: **George Banks**, *UNC Charlotte*
Author: **Depeng Xu**, *U. of North Carolina, Charlotte*
Author: **Scott Tonidandel**, *UNC-Charlotte*
Author: **Wenwen Dou**, *U. of North Carolina, Charlotte*
Author: **Matthew Gerson**, *UNC Charlotte*
Author: **Jill Yavorsky**, *U. of North Carolina at Charlotte*

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **2105** | Submission: **21268** | Sponsor(s): **(RM, OB)**
Scheduled: **Tuesday, Aug 13 2024 11:30AM - 1:00PM CT (UTC-5)** at **Swissotel Chicago** in **Alpine II**

Precision in Data Preparation: Navigating Methodologies & Statistical Practices for Robust Analysis



Moderator: **Amber Olson**, *U. of Alabama, Tuscaloosa*
Panelist: **Justin A. DeSimone**, *U. of Alabama*
Panelist: **Ryan Gottfredson**, *California State U., Fullerton*
Panelist: **Mikko Rönkkö**, *U. of Jyväskylä School of Business*
Panelist: **Marcia Simmering**, *Louisiana Tech U.*
Panelist: **Bo Zhang**, *U. of Illinois at Urbana-Champaign*

The symposium focuses on key topics related to data preparation, such as data screening, outlier management, data transformation, careless responding, addressing common method variance, and dealing with data falsification. Each subject matter expert will shed light on the significance and nuances of these areas, delving into best practices, prevalent errors, and the pros and cons of different approaches. They will also offer actionable insights for practitioners and scholars in the field. The session will culminate with an interactive Q&A segment, inviting the audience to have their questions addressed by these experts.

KEY TO SYMBOLS

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

Narrative Practices

Session Moderator: **Anniina Rantakari**, *U. of Oulu*

SAP: **How Stories Make Strategy: Top Management and Middle Managers' Storytelling Performances**  

Author: **Etieno S. Enang**, *U. of Liverpool*

Author: **Ying Zhang**, *Strathclyde Business School, U. of Strathclyde, UK*

Author: **Harry Sminia**, *U. of Strathclyde Business School*

Whose stories generate strategy within organizations? This question is answered by examining archival and interview data from CementCo over a period of 5 years. The data revealed that strategic change is performed through the interplay between alignment and accordance of top management persuasive and middle managers' self-persuasive storytelling. The study unravels temporal structuring practices used to conjure up strategic change as plausible, necessary, inescapable, and desirable. This advances our understanding of how storytelling may perform strategic change. Our findings help managers to understand how strategic change takes place, not only through top-down storytelling practices by top management, but also attempts at self-persuasion by middle managers who are instrumental to implementing strategic change. These self-persuasion practices performed by middle managers are not linear, straightforward processes, but occur through struggles, tensions, and attempts to justify change. This paper addresses the assumed power asymmetry that top management can realize change by simply providing stories that are persuasive.

SAP: **Narratives from Commercial, Business-Focused, Industrial Reports and Articles on Quantum Technology**  

Author: **Charles Ma**, *U. of St. Gallen (HSG)*

Author: **Miriam Meckel**, *U. of St. Gallen*

Author: **Léa Steinacker**, -

Author: **Gina Pöhlmann**, *U. of St. Gallen*

Quantum technology is a rapidly developing field with potential impacts on several industries. While the discourse on the business and commercial aspects of quantum technology can profoundly affect its development, this domain remains insufficiently examined. Our study uses BERTopic, a new topic modeling method based on transformers that captures word relationships and contexts, to extract and analyze topics from a large corpus of industry reports and papers written in English on the business and commercial aspects of quantum technology. We supplement topic modeling with sentiment and emotion analysis also using transformer-based models for greater insights on the discourse. The analysis shows narratives dominated by a sense of urgency and competition, with terms like "quantum advantage" and "quantum supremacy" being frequently used, and a generally neutral or optimistic tone in sentiment and emotion analysis. While we observe a current lack of effective metaphors and critical perspectives on quantum technology, there are some emerging topics, such as "Quantum Ethics" and "Sustainability Climate Change", that reflect the evolution of the discourse. Our work demonstrates the potential of transformer-based models for content analysis and can inform managers and stakeholders of relevant narratives to make informed, responsible decisions about quantum technology.

SAP: **Strategic-Organizational Evolution of Organizations: Extending a Narrative Network Perspective**  

Author: **Paul C. Van Fenema**, *Netherlands Defence Academy*

Author: **Yasin Sahhar**, *U. of Twente*

Organizations engage in strategic and internal processes as two interrelated modes of ordering. With an emphasis on flat organizations, this paper introduces a narrative network perspective that builds on organizational routines. Since this perspective lacks a strategic dimension, the purpose of this paper is to expand the narrative network perspective to include value, capability, and social narratives. In the face of new strategic challenges such as alliance formation, our framework undergirds analysis of cross-narrative coherence. We illustrate this empirically by exploring a high-tech firm intending an organizational servitization while simultaneously forming a service alliance with a public customer. The findings concentrate on the three types of narratives, providing insight into the interplay of intra- and interorganizational narrative networks, which provide insight into both forces that influence alliance formation and intra-organizational dynamics. The discussion explores implications for research on narrative networks and strategic organization, such as tension processing and narrative construction.

SAP: **Understanding the Interplay Between Purpose, Policy, and Organizing: A Narrative Approach** 

Author: **Jeannie Holstein**, *Loughborough U.*

Author: **Anniina Rantakari**, *U. of Oulu*

In this paper we explore how the Narrative Policy Framework (NPF) might help us to better understand the interplay between purpose, policy, and organizing. We start by noting the positive contribution of NPF to our understanding of the role of narrative in the policy process. At the same time, using insight from broader narratology studies, including of policy and the policy process, we argue how the prescribed focus of NPF is a potential impediment to its wider and broader use. This is a vital if we are to examine how purpose driven (in) policy, such as the climate emergency or other important grand challenges, can better support 'organizing in practice'. We argue that focussing on how policy narrative inter-subjectively creates a sense of acceptance or congruence which we propose is a momentary stable point that has structure and content, which might persuade and provide acceptance or not, would allow NPF to better account for the narrative interplay between political actors, political institutions (including the media) and the public, and organizing. This would widen its appeal, to better inform policy and policymaking, especially relevant in policy that is designed to shape a sense of purpose.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Unpacking Corporate Sustainability Via Organizational Identity, Materiality & Strategic Orientation

Session Moderator: **Irene Henriques**, *York U.*

SIM: Organizational Identity And Corporate Sustainability: A Systematic Literature Review

Author: **Carolina Jimenez Pena**, *Telfer School of Management, U. of Ottawa*

Author: **Daina Mazutis**, *Telfer School of Management, U. of Ottawa*

Organizational identity is one of the most widely used theoretical perspectives in organization and management studies with general consensus that it likely plays a significant role in guiding organizational actions such as corporate sustainability practices. However, to date, no systematic assessment of the empirical relationship between organizational identity and corporate sustainability has been conducted, and hence, the status of the empirical support for this theory is unknown. In response, we conduct a systematic literature review, analyzing a final sample of 60 empirical papers to find that organizational identity not only influences the adoption of corporate sustainability practices, but also that corporate sustainability can be a valuable tool in building organizational identity. It is therefore suggested that management scholars consider this reciprocal connection as central to the field and future research revisits important questions of directional causality.

SIM: Business Cases for Corporate Sustainability: A Materiality Perspective

Author: **Kees Krul**, *Rotterdam School of Management, Erasmus U.*

Author: **Taemin Jung**, *Hanyang U.*

The business case for corporate sustainability has been increasingly recognized as multifaceted and context-dependent. We advance this notion by incorporating the concept of materiality on the assumption that business cases for sustainability only work if it is material to both business and society. Reconciling instrumental and normative stakeholder theories, this paper offers an integrative framework that maps sustainability issues into four materiality categories: Mutual, Operational, Normative, and Peripheral. An empirical application of the framework in South Korea shows that materiality is shaped by the nature of the sustainability issue, as well as certain firm characteristics including size and capital expenditures. These findings challenge the universal applicability of the business case for sustainability. Instead, we argue that many sustainability issues do not have a business case because of material misalignments or a general lack of materiality. The adaptability of our framework suggests its broader applicability, paving the way for future research into the role of materiality as a contingency factor for business cases for sustainability.

SIM: Holistic Value Creation and Contesting Business Goals: A Strategic Orientation Perspective

Author: **Theresa Doppstadt**, *Ludwig Maximilian U. of Munich (LMU)*

Author: **Marcelo De La Cruz**, *Ludwig-Maximilians-U. München Munich School of Management*

Author: **Jelena Spanjol**, *Ludwig Maximilian U. of Munich (LMU)*

The focal role of market orientation as a driver of firm performance is challenged by rising institutional pressures to contribute positively to society and the environment. Previous research has not investigated trade-offs between financial-value- and sustainability-related strategic orientations and the effect on firm outcomes that enable holistic value creation. This study addresses this knowledge gap by drawing on a sample of 43 firms in the food industry for the period 2016-2021 (199 firm-years and 36,728 product introductions). We found a concave relationship between financial-value- and sustainability-related strategic orientation and a positive relationship between sustainability-related strategic orientation and social value creation and financial value creation. Our findings contribute to the marketing strategy literature by empirically demonstrating the enabling role of sustainability-related SO in responding to competing logics, and to the innovation management literature by highlighting the role of innovation portfolios in balancing contesting business goals.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovating for Diversity, Equity, and Inclusion (DEI) in the Workplace, Sharing Economy, and Society

Session Moderator: **Mariana Oseguera**, *U. of Toronto, Rotman School of Management*

SIM: From Marginalization to Inclusion: The Journey of Ingroup Allies in Empowering PWDs in Labor Market

Author: **Chi Zhang**, *Tongji U.*
Author: **Shuo Zhang**, *China U. of Mining and Technology*
Author: **Haimiao Yu**, *China U. of Mining and Technology*

Ingroup allies, as relatively advantaged individuals within marginalized communities, can support other marginalized members within their group. They play a crucial role in promoting social inclusion for people with disabilities (PWDs). This study aims to explore the development and actions of disabled ingroup allies to support the employment of other PWDs. We conducted a two-year longitudinal qualitative study within the Chinese disability community, employing a grounded theory approach. The findings reveal that disabled ingroup allies undergo similar experiences of marginalization, leading to empathetic, mission-driven allyship motivation. The capacity and opportunity for allyship facilitate the transition from intention to action. Disabled ingroup allies engage in key actions of supporting their targets and mobilizing potential allies, demonstrating the behavioral traits associated with their ally identity. Furthermore, the study highlights the short-term, process, and long-term effects of ingroup allies' support, which contribute to a more comprehensive and profound social inclusion of PWDs. This research contributes to the allyship and disability employment literature by highlighting the unique characteristics and strengths of disabled ingroup allies. Policymakers and organization managers should recognize the value of exceptional PWDs, who possess a better understanding and professional expertise in promoting inclusion and employment opportunities.

SIM: Stigmatized Employees' (Dis) Engagement with Organizational Destigmatization Initiatives

Author: **Lucas Amaral Lauriano**, *IESEG School of Management, LEM-CNRS 9221*
Author: **Michael Andreas Etter**, *King's College London*
Author: **Jan Stephen Lodge**, *Rotterdam School of Management, Erasmus U.*

This study delves into the dynamics of stigma management within organizational settings, particularly focusing on the engagement of LGBTQIA+ employees in diversity, equity, and inclusion (DEI) initiatives at Brazilcar, the Brazilian subsidiary of a multinational automaker. Over a six-year period, using ethnographic methods, interviews, and secondary sources, we explore the nuanced ways in which stigmatized employees navigate destigmatization efforts. Our findings contribute to stigma literature by identifying four distinct engagement trajectories: continuous engagement, later disengagement, continuous disengagement, and later engagement, each reflecting varied responses to organizational DEI initiatives and internal and external stigmatization episodes. Theoretically, this research challenges the prevailing assumption in stigma literature that identity management preferences are the sole determinants of stigmatized employees' participation in DEI efforts over time. Instead, we propose that their engagement is dynamically influenced by the unfolding of initiatives and the reaction of various audiences. Additionally, we uncover the unintended consequence of participant homogenization in DEI initiatives, a phenomenon that risks marginalizing the most stigmatized members and narrows the focus of these initiatives. By situating our investigation within the context of LGBTQIA+ employees in a Brazilian multinational corporation, the study adds to the underrepresented discourse on sexual orientation-based stigma in workplace settings.

SIM: Social Movement on Organization: How "Black Lives Matter" Movement Influences Airbnb Performance

Author: **Tong Xu**, *City U. of Hong Kong*
Author: **Angela Lu**, -
Author: **Abhay Mishra**, *Iowa State U.*

"Black Lives Matter" (BLM) movement is one of the largest social movements highlighting race-related issues. Although the movement's discourse emphasizes systematic racism and police brutality related to societal and policy aspects, the movement is equally about economic issues and prospects for minorities, which are insufficiently examined in the literature. We study how the BLM movement affects participants on sharing economy platforms on which racial bias has been extensively documented. Using a theoretical perspective from the social movement and organizations literature, we investigate the dynamic impact of the BLM movement on Airbnb listing performance in the United States between October 2014 and December 2019. We leverage a difference-in-differences design and find that BLM positively impacts Airbnb listing performance, with an average increase of 1.8% in occupancy rate and 5.52% in revenue in the six months afterward. Particularly germane to this study, we examine the moderation effects of neighborhood police brutality cases and Airbnb host race. We find that the occurrence of police brutality in a neighborhood negatively moderates the BLM effect while African American hosts, as detected by a deep learning algorithm on host profiles from Airbnb listing pages, benefit more from BLM events. Theoretical and practical implications are discussed in light of the findings.

SIM: The Role of Institutional Context in Corporate Diplomacy: SDG 16 Solutions for Refugee Integration

Author: **Catherine Erica Alexina McDonald**, *U. of St. Gallen*
Author: **Michelle Karen Westermann-Behaylo**, *U. of Amsterdam*

Multinational enterprises (MNEs) play a critical role in addressing Grand Challenges (GCs), such as those embodied by the United Nations Sustainable Development Goals (SDGs). How MNEs engage in developing solutions to the SDGs, however, may depend on both their home and host institutional contexts, particularly in the case of SDG 16 on peace, justice and strong institutions and for practices such as corporate diplomacy. This study explores the impact of different institutional settings on how MNEs engage in corporate diplomacy to develop solutions to SDG 16, by exploring the issue of refugee integration. First, we examine the extant literature on corporate diplomacy, drawing from both IB as well as more normative perspectives, to suggest that a firm's corporate diplomacy activity on SDG 16 may be influenced by its institutional context. Second, we develop propositions about the ways in which home and host country institutions impact how MNEs engage in corporate diplomacy to advance solutions to SDG 16 and support our arguments using contextualized explanations of firm engagement on the issue of refugee integration. Third, we propose future research questions and pathways to enrich the growing body of corporate diplomacy literature.

SIM: **Do Domestic Stock Markets Continue to Influence Immigrants' Mental Health When They Move Abroad?** ✈️

Author: **Ruben Ruf**, *Trinity Business School, Trinity College Dublin*

Author: **Jenny Berrill**, *Trinity Business School, Trinity College Dublin*

Author: **Damien Cassells**, *Technological U. Dublin*

Author: **Martha O'Hagan-Luff**, *Trinity Business School, Trinity College Dublin*

Despite the fact that immigrants make up a considerable proportion of the population in many countries, little is known about how their mental health is affected by stock markets in their home countries. We use panel data from the Understanding Society dataset to conduct a longitudinal study investigating this relationship for foreign-born residents in the UK, during the period 2010 to 2021. We provide novel evidence that immigrants' subjective mental health is negatively impacted by stock market volatility in their home countries. This effect weakens as immigrants assimilate into the host country and increases with the immigrants' age when they first arrive in the UK. We also find that diagnosed clinical depression as an objective measure of mental health is not affected. We recommend that immigrants be provided with both psychoeducation and financial education upon arrival in the host country to alleviate mental health issues.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Ethical Decision Making (EDM) and Artificial Intelligence (AI): Promises and Pitfalls



Session Moderator: **Gal Gutman**, *Haifa U.*

SIM: Artificial Cognitive Moral Development: Toward A Theory of Ethical Decision-Making for Autonomous-AI

Author: **Tobey Scharding**, *Rutgers U.*

In distinguishing between “augmenting” and “autonomous” artificial intelligence (AI), recent organizational scholarship suggests a problem for ethical decision-making (EDM) involving AI. Whereas existing normative theories can guide EDM about AI-augmented (but human made) decisions, we argue that they cannot guide EDM about autonomous-AI because the AI makes the final decision. What is needed is a model for EDM that explains which aspects of organizational EDM autonomous-AI can undertake and which, if any, should be reserved for humans. The stepwise models of EDM based in cognitive moral development (CMD) appear promising in this regard. We offer a CMD-based model of EDM for AI. This model shows a lacuna in the prevailing interpretation of CDM-based EDM, which we contribute novel theory, concerning the role of deliberation in EDM, to address. Finally, we theorize how AI-EDM can be conducted in collaboration with human deliberation to promote ethical outcomes in organizations.

SIM: Harmonized Organizational Principles for Ethics in Artificial Intelligence: A Conceptual Framework

Author: **Amando Cope**, *George Washington U.*
Author: **Herman Aguinis**, *George Washington U.*

We introduce Harmonized Organizational Principles for Ethics in Artificial Intelligence (HOPE AI), a novel conceptual framework designed to guide ethical AI integration in organizations. As AI reshapes various sectors, it presents societal challenges like job displacement, skill erosion, and changes in the nature and authenticity of work. Within an AI context specifically, we critically review traditional ethical philosophies (utilitarianism, deontology, relativism, virtue ethics), proposing new ethical considerations specific to AI's organizational impact. HOPE AI addresses the ethical implications of AI's organizational impact, focusing on a holistic approach to well-being, anticipatory governance, stakeholder inclusivity, and harmonization. We use a vignette to illustrate HOPE AI's potential, highlighting challenges in role redefinition, loss of human touch, and ethical dilemmas. This new conceptual framework aims to ethically integrate AI advancements with human values, suggesting that its implementation can enhance stakeholder satisfaction and reduce ethical risks. Given cultural variability and rapid AI evolution, we suggest future HOPE AI research regarding its cross-cultural applicability, role in ethical leadership, integration into organizational ethics programs, and potential to offer a structured approach for ethically navigating AI in contemporary organizations.

SIM: Nudges and Motivated Moral Reasoning: Algorithms, Humans, and Information Processing

Author: **Ryan Cook**, *PhD Student at U. of Notre Dame, Mendoza College of Business*
Author: **Nicholas Berente**, *U. of Notre Dame*

The motivated moral reasoning framework contends that the positive feelings supervisors hold towards high performers prevent them from rendering the punitive judgment necessary to discourage cheating in reporting situations. Moral nudges have shown to be effective in encouraging rational and prosocial responses in these types of moral decision-making scenarios by providing small reminders about the ethicality of actions. Additionally, the increased agency of automated systems has furthered their ability to provide these types of instructions and reminders to human agents when integrated into moral decision-making environments. We replicated the moderating effect of performance on punitive judgment using an online experiment and sought ways to reduce this effect via moral nudging. However, we found that moral nudges only successfully increased punitive judgment for subgroups of participants with low affinity for cognition, showing an interaction with information processing in moral decisions. Additionally, we found no effect for whether the moral nudge was delivered by a human or algorithm, which calls to question distinctions made in the existing literature for the role of algorithms in moral decision-making.

SIM: Efficiency Versus Fairness Tradeoffs in Algorithm-Based Personnel Selection

Author: **Serhiy Kandul**, *U. of Zurich*
Author: **Ulrich Leicht-Deobald**, *Trinity College Dublin*

Organizations increasingly rely on algorithms to increase the efficiency of their personnel selection practices. However, such algorithms can have an adverse impact on demographic subgroups (such as different genders, age groups, or ethnicities); yet, equalizing differences in test scores between these subgroups comes at the expense of sacrificing some efficiency of the algorithm for its group fairness. Drawing upon Folger and Cropanzano's fairness theory, we test a conceptual model of antecedents of efficiency versus fairness choices in the context of algorithm-based personnel selection in a gender-based fairness scenario using a series of four experiments (Experiment 1: 283 MTurkers; Experiment 2: 276 MTurkers; Experiment 3: 277 MTurkers; Experiment 4: 239 managers and 247 graduate students). We find that the (a) extent of fairness violations, (b) individual differences in fairness perceptions, and (c) the baseline-efficiency of the algorithm affect the choice between a more efficient or a fairer algorithm, whereas (d) the stakeholder perspective receives mixed support and (e) the fairness concept applied (i.e., statistical parity versus equal opportunity) does not have an effect. Our research contributes to the literature on algorithm ethics.

KEY TO SYMBOLS

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

Stakeholder Response to Environmental, Social, and Governance (ESG) Controversy and Shortcomings



Session Moderator: **Sarah Stephen**, *U. of Liverpool Management School*

SIM: Is the Devil in the Details? Examining the Impact of ESG Controversy Materiality on Firm Performance

Author: **ANGELA KARR**, *Seoul National U.*

Author: **Jangwoon Kim**, *Seoul National U.*

This study explores the distinct consequences of material and immaterial environmental, social, and governance (ESG) controversies on a firm's financial performance, as well as potential contextual factors that may exacerbate or mitigate this relationship. Using a large sample of 7,136 internationally distributed, listed firms from 2014 to 2022, we find that the market imposes penalties on firms for material ESG controversies, but not for immaterial ones. More specifically, investors choose to overlook a firm's immaterial ESG controversies, suggesting a potential ESG-washing mechanism at play on the investor side. Our study also finds that the regulatory quality in a firm's home country intensifies the adverse effects of material ESG controversies on firm performance. We present findings and interpret them within existing theoretical frameworks, particularly through the lenses of expectancy violations theory, stakeholder theory, and institutional theory. While prior literature has presented mixed findings regarding the impact of ESG controversies on firm performance, our study outlines potentially important drivers behind these conflicting outcomes and provides new insights to the nonmarket strategy field through our consideration of the nature of ESG controversies and key country-level influences.

SIM: Market Reaction Following Corporate Crisis: The Role of ESG Performance and Crisis Response Speed

Author: **Hankyeol Hana Kwon**, *Seoul National U.*

Author: **Theresa Cho**, *Seoul National U.*

This study explores market reactions following corporate crises, focusing on the role of Environmental, Social, and Governance (ESG) performance and crisis response speed in mitigating market penalties and firm-specific risk, using Stakeholder Theory. Analyzing 1,036 Class I high-risk product recalls from 2012 to 2022, as classified by the U.S. Food and Drug Administration (FDA), the study employs Ordinary Least Squares (OLS) regression analysis in a dual-timeframe approach to assess the effects of firms' crisis management strategies at two critical junctures: pre-crisis ESG performance as a preemptive tactic and crisis response speed as a reactive measure. The findings demonstrate that strong pre-crisis ESG performance significantly reduces market penalties and subsequent firm-specific risk, acting as a buffer during crises. This protective effect exhibits a temporal decline, highlighting the diminishing nature of ESG's shielding advantage over time. Furthermore, crisis response speed is found to serve as a moderating factor, impacting the efficacy of ESG performance as a defense mechanism. Swift crisis responses amplify the risk-mitigation benefits of high ESG performance, while delayed responses diminish these benefits and elevate risks. By demonstrating the time-sensitive nature of ESG benefits in crisis scenarios, this study provides novel understanding into the criticality of rapid responses to maximize ESG's protective capabilities, offering strategic insights for optimizing crisis management.

SIM: Institutional Investors and ESG Disclosure: Between Substitutive and Complementary Effects of Count

Author: **Maria Aluchna**, *Warsaw School of Economics*

Author: **Maria Roszkowska-Menkes**, *Tilburg School of Economics and Management (TISEM), Tilburg U.*

Drawing upon legitimacy and institutional theory we hypothesize that companies engage in environmental, social and governance (ESG) reporting to meet the expectations of institutional investors. While companies are driven to ESG disclosure in seeking legitimacy amongst different constituencies, this effect may be complementary or substitutive to country-level governance. We test our hypotheses using a sample of 4,252 firm-year observations from the United Kingdom and the five largest EU countries. Our results show that while strong national institutions attract investment by institutional investors, ESG disclosure does not have such an effect. We also reveal a positive relationship between ownership by institutional investors and ESG reporting in countries characterized by a weaker institutional environment, indicating the substitutive effect between ESG disclosure and country-level governance.

SIM: Divided Attention: The Attention-Grabbing Effects of ESG Performance on Problemistic Search

Author: **Tae Young Park**, *Doctoral Student at Yonsei U.*

Author: **Yong-Suhk Pak**, *Yonsei U.*

This study attempts to explore the effects of ESG performance on problemistic search. Traditionally, performance feedback and behavioral theory of the firm literature has posited that firms engage in problemistic search as they experience performance shortfalls. This study contemplates how the attention of organizations' may be divided between two types of performances: financial and ESG. As the behavioral theory of the firm stresses that organizations are coalitions of different subunits with different attention foci, this paper explores how different types of performance outcomes may affect organizational search following financial underperformance. An analysis of 457 publicly traded firms from 27 different countries show that ESG performance actually curtails problemistic search resulting from financial underperformance. Results and future research directions are discussed at the end of the manuscript.

SIM: Does Imbalance in ESG Dimensions Affect Firm Innovation? A Selective Stakeholder Management Approach

Author: **Hongbiao Du**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Xueji Liang**, *Xi'an Jiaotong-Liverpool U.*








Author: **Kefu Lyu**, *School of Management, Xiamen U.*

Author: **Cindy Xuelin Wang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Ziling Liang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

This study investigates the impact of Environmental, Social, and Governance (ESG) dimensional imbalance on firm innovation. Drawing upon stakeholder theory, we introduce the concept of “selective stakeholder management” to underscore the strategic prioritization of stakeholder relationships. We argue that firms focus on certain stakeholders based on three criteria: internal resources and attention constraints, the alignment between stakeholder demands and firm strategy, and the diversity of stakeholder-held resources. Our analysis encompasses 33,315 firm-year observations from 2009 to 2021. The results provide strong empirical support for our hypothesis that ESG dimensional imbalance increases the number of firm patent applications, indicating an increase in innovation. We further explore the moderating effect of firm nature on the main effect. Results show that the positive effect of ESG dimensional imbalance on firm innovation is weakened in the State-Owned Enterprise (SOE) state and strengthened in the High-Tech Enterprise (HTE) state. These insights contribute to our understanding of how effective stakeholder management can stimulate innovation, thereby bridging the gap in the literature on ESG and innovation.

KEY TO SYMBOLS

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

Research Horizons for Corporate Social Responsibility (CSR)

Session Moderator: **Robyn Klingler-Vidra**, *King's Business School*

SIM: When Closeness Backfires: The Inverted U-Shaped Influence of Proximity to Major Cities on CSR

Author: **Teng Wang**, *Hohai U.*
Author: **Jichuan Sheng**, *Hohai U.*
Author: **Xiaotong Li**, *U. of Alabama in Huntsville*

In recent research on the geography of strategic management, the influence of major cities on corporate social responsibility (CSR) has sparked widespread debate. This study challenges the common belief that proximity to major cities is predominantly advantageous, arguing instead that excessive proximity might inhibit CSR activities. Utilizing a dataset of Chinese listed firms from 2010 to 2021, our results robustly demonstrate that: (1) Proximity to major cities has an inverted U-shaped relationship with CSR engagement; (2) State ownership negatively moderates this relationship, resulting in a less pronounced inverted U-curve for state-owned enterprises (SOEs) compared to non-SOEs; (3) In firms within highly competitive industries, the curve's turning point shifts rightward, indicating that negative effects on CSR engagement occur at greater distances from major cities. These findings hold across various estimation techniques and alternative measures. Our research contributes to a deeper understanding of the intricate relationship between geography and organizational strategy.

SIM: Why Break Rules When You Can Avoid Them?: Conceptualizing Corporate Social Avoidance

Author: **Matthew Thomas Caulfield**, *Fordham U.*
Author: **Junghoon Park**, *Loyola Marymount U.*
Author: **Guilherme Siqueira De Carvalho**, *U. of Pennsylvania*

Firms do not only comply with or break rules; they also avoid them. Taking stock of several of the orienting concepts of the business and society field—corporate social responsibility, corporate social irresponsibility, and corporate political activity—we argue we currently lack a concept to sufficiently build theory around why and when firms may avoid rules, and how the design of rules will encourage compliance, noncompliance, or avoidance. We introduce the construct of Corporate Social Avoidance (CSA), justifying it as encapsulating several kinds of behavior that existing theory does not recognize or integrate. We show how incentives for CSA provide reasons to doubt recent proposals to strengthen rules against and sanctions for firm unethical behavior, and also clarify distinctive barriers to pollution control and the enforcement of employment rights. We also predict the conditions under which CSA will most often represent a preferred tactic.

SIM: Excavating the Corporate Social Responsibility Pyramid

Author: **Sophia Maria Kusyik**, *Tyndale U.*
Author: **Mark Schwartz**, *York U.*
Author: **Josep M. Lozano**, *ESADE Business School*

Abstract: Over the past several decades, the corporate social responsibility (CSR) 'pyramid' (Carroll, 1991) has established itself as a landmark in the landscape of CSR theories, definitions, approaches, and frameworks. A growing body of international research is however now posing a serious empirical challenge to the hierarchy, scope, number, and importance of the CSR pyramid's responsibilities. To gain a better understanding of this influential model in the business and society academic field, a systematic CSR pyramid (CSRPy) literature review is conducted in terms of: (1) the influencers of the CSRPy; (2) the CSRPy's four social responsibility dimensions (i.e., economic, legal, ethical, and philanthropic); and (3) the consequences of the CSRPy's dimensions. Several features of the CSRPy are discovered including context-dependent CSRPy hierarchies, trade-off tensions between the economic responsibility dimension and the other three CSRPy dimensions, and its highly contested narrow responsibility definitions. The paper concludes with its implications for future CSR research.

SIM: Beyond the Bottom Line: Investigating the Impact of Business Group Affiliation on CSR Activities

Author: **Apalak Khatua**, *XLRI-Xavier School of Management*
Author: **Sumit Kumar Maji**, *XLRI-Xavier School of Management, Jamshedpur, India*

Business groups (BGs), networks of legally independent affiliates controlled by a central agency, have been a focal point of attention for management scholars for the past few decades. This study explores the relatively underexplored domain of the societal impact of BGs, investigating whether they contribute positively to society or engage in rent-seeking activities through the utilization of market power and political connections. Specifically, we examine the influence of BG affiliation on Corporate Social Responsibility (CSR) activities within a prominent emerging market economy. Stressing the significance of BG legitimacy and reputational concerns, our findings indicate that affiliated firms exhibit higher CSR engagement. Empirical results underscore that large and diversified BGs, leveraging their considerable size and reach, are well-positioned to effectively address societal issues in emerging markets. This study contributes to the literature on BGs and CSR by illuminating the relationship between group affiliation and CSR activities in the context of an emerging market economy.

SIM: Small Business Social Responsibility: Collaboration and Support as Key Levers to Strategic CSR

Author: **Lasma Rabaud**, *Montpellier Research in Management*
Author: **Jean Marie Courrent**, *Professor (Strategy and Entrepreneurship)*
Author: **Anne-Sophie Fernandez**, *U. of Montpellier*

Despite the growing need to understand how SMEs deal with Corporate Social Responsibility (CSR), its adoption process and organizing remain underexplored to date. Therefore, we propose to take a closer look at how SMEs decide to voluntarily collaborate on CSR as one possible path to finding innovative solutions to adopting strategic CSR. To date, we have little knowledge on how SMEs use the time and resources that is dedicated to engaging in networking with their peers and partners on CSR. We also have little knowledge on how SMEs use business support and training on CSR. Our results broaden the existing literature on strategic SME CSR by exposing the links and modalities of SME participation in collective work on strategic CSR. SMEs that strive to develop their CSR strategy are integrated into local networks to gain knowledge, skills, and create business links based on shared values. Their continuous involvement helps them stay atop of newest trends and regulations and fight their feelings of isolation in the face of uncertainty and mounting pressure on CSR.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



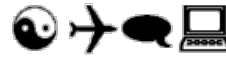
Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2112** | Submission: **12743** | Sponsor(s): **(SIM, SAP)**
Scheduled: **Tuesday, Aug 13 2024 11:30AM - 1:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile in Great America 2**

Corruption in the Global Economy at a Tipping Point: How to Identify and Mitigate Corrupt Practices



Organizer: **Jim Hazy**, *Adelphi U.*

Panelist: **Armando Castro**, *UCL*

Panelist: **Stefan Schembera**, *Radboud U., Netherlands*

Panelist: **Benyamin Lichtenstein**, *U. of Massachusetts, Boston*

Panelist: **Suzana Braga Rodrigues**, *Rotterdam School of Management, Erasmus U.*

More than \$1,000,000,000,000 (one trillion dollars) is paid in bribes each year. Further, “Corruption reduces global GDP by more than 5%.” - Corporate Corruption: A Review and Research Agenda. (Castro et al. 2020, pg.935; Academy of Management Annals) “So far as our institution is concerned, there is nothing more important than the issue of corruption . . . At the core of the incidence of poverty is the issue of equity, and at the core of the issues of equity is the issue of corruption.” - James D. Wolfensohn, President, World Bank October 1999 (From Renoe, 2002) The aim of this Symposium is to propose a research agenda on how to mitigate and fight corruption as a worldwide economic threat. Our approach is based on an emerging common definition and description of corruption drawn from the Panelists. We start from the assumption that corruption is a system problem – whether in a small company, a large corporation, or a governmental agency. Thus, instead of focusing on the moral failings of individuals, a systems approach would incorporate the broader dynamics in the system as a whole and especially on the potential sources of corruption (Castro et al., 2020). The Panelists will describe recent research in the area, including ways that new technology and governance platforms can help managers and regulators identify and mitigate risk conditions, early signals of “corruption risk” (Hazy et al., 2023). By theorizing corruption as a system, we offer a model with specific approaches for reducing corruption that will be especially useful for managers and leaders who face corruption risk including in developing economies. After exploring these topics, the Panel will initiate a discussion with attendees, to explore the ways that their organizations, and the Academy of Management, can and should pursue a more systemic understanding of corruption. Our aim is to facilitate a conversation about what is currently being done to mitigate corruption and suggest potential projects that explore how a systemic view and the use of new technology, can be put to better use.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Institutional Environment of Intellectual Property

Session Moderator: **Xibao Li**, *Tsinghua U.*

STR: **Patent Novelty and the Dual-Application Strategy of the Firm**

Author: **Junhan Wang**, *Tsinghua U.*

Author: **Xibao Li**, *Tsinghua U.*

Extensive research has investigated the firm's strategic behavior during patent application to mitigate hazards and gain a competitive advantage. In this paper, we explore the patent dual-application strategy in China to explain how firms exploit institutional peculiarities to engage in "institution-seeking" behavior. By introducing a new perspective of the minimum spanning tree into the measurement of patent novelty, we find that the purpose for firms to adopt the dual-application strategy is mainly to reduce the risk of filing a patent. That is, the patent novelty in invention negatively affects the likelihood of choosing the dual-application strategy. This strategic response is more pronounced for technology where field litigiousness or technological dynamism is high, and the firm whose persistent innovation performance below aspirations is high and patent stocks is low. We also further examine the choices faced by firms in the second stage after choosing the dual-application strategy and the impact of this strategy on firm innovation and the risk of stock price crashes. We find support for our theory in Chinese invention patents from 2010 to 2018. Our study is the first to examine the firm's strategic behavior by choosing different patent protection institutions to implement a firm's patent strategy at the patent level. It provides a broader view of a firm's strategic behavior during patent application and institution-seeking behavior.

STR: **On Your Marks! Trademark Races and Their Impact on Product Introductions** 

Author: **Carsten Fink**, *World Intellectual Property Organization (WIPO)*

Author: **Christian Helmers**, *Santa Clara U.*

Author: **Julian Kolev**, *United States Patent and Trademark Office*

Author: **Andrew Toole**, *USPTO*

The limited supply of competitively-effective trademarks has received significant attention in the legal community; however, there is little evidence on the magnitude of its impact on intellectual property and product market outcomes. This paper seeks to fill this gap by exploring the phenomenon of trademark suspensions, where multiple pending applications seek to register highly-similar marks. We focus on the subset of "close-race" suspensions, where filing dates were sufficiently close so that all applicants are unlikely to be aware of each other's interest in the contested mark. This allows us to treat the priority of applications as if it were random, and forms the foundation for estimating the impact of trademark suspensions on applications and firms. We find that suspensions are more likely to occur for competitively effective trademarks and in more congested trademark classes. Relative to their earlier-filed, "race winner" counterparts, later-filed applications experience an average of 1.5 years of additional examination pendency, and are 50% less likely to eventually obtain trademark registration. Tracking subsequent applications from the same firm, we also find that "race losers" exhibit a 20-30% lower hazard rate for the next product introduction in the same product class as the original application. Our findings highlight the trade-offs faced by firms and policy-makers active in congested product markets.

STR: **National Intellectual Property Rights Regimes: Implications for Market Entry on the Global Stage**   

Author: **Martin Hetu**, *U. Carlos III de Madrid*

This study investigates the effect of a weakening of a country's intellectual property rights institutions on market entry by foreign firms. We examine market entry in the form of pharmaceutical firms' first clinical trial in a medical condition market before and after the invalidation of gene patents by the 2013 United States Supreme Court Myriad decision. We use a difference-in-differences design, with the European Union, where gene patents remained valid, as the control group. In aggregate, market entry by foreign firms increased following Myriad. However, we found that new entrants were mainly responsible for this increase. Furthermore, we distinguished between entrant startups and entrant diversifiers and found no difference, suggesting that existing capabilities did not provide a competitive advantage.

STR: **Hitting the Ground Inventing: Timing and Productivity Insights from Inventors' Employment Data** 

Author: **Keith Pennington**, *U. of Connecticut*

Author: **Anthony Gibbs**, *Purdue U., West Lafayette*

Innovation researchers have long used patents as a proxy for inventive activity and ideas. However, patent applications – the closest event in time widely known to the inventive activity date – always occur after the inventive activity, thus introducing an inherent time lag in the measurement. Uncertainty around this lag can prevent researchers from developing new insights about inventors, invention, and strategic HR. We estimate the likely lag distribution between activity and application by combining a large dataset of employer-employee relationships with assignee organization-inventor relationships, generating a uniquely large sample of 99,254 inventors with detailed, monthly career histories. By exploiting the common "assignment clause" of employment, we infer when the inventive steps of a patent likely took place from the employment dates of the inventors. We fit a multi-parametric model of expected lags around the start of employment as an assignee organization to estimate the lag and note that there is no apparent onboarding lag. Exploring the data further, we find limited heterogeneity in the sample between fields but observe patterns consistent with a short onboarding lag in firms that self-cite the most. The average lag is about 11 months, and we provide practical recommendations for researchers to improve estimates of the time of inventive activity.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Government Influence on Strategic Outcomes in Science and Industry

Session Moderator: **Christina Angie Nguyen**, *MIT Sloan School of Management*

STR: **Do Externally-Hired Managers Increase Innovation? Evidence from the U.S. Government**  

Author: **Christina Angie Nguyen**, *MIT Sloan School of Management*

Although the U.S. government spends nearly \$40 billion on intramural research and development, little is known about its own scientists' innovative output and the managers who are responsible for their performance. Using individual-level data from 2000 to 2013, I investigate the impact of externally-hired federal managers on the innovation output of employees in science, technology, engineering, math, health, and social science occupations. By leveraging the variation in agencies' hiring of external managers, I find positive effects on scientists' number of publications, citations, and outside collaborations following an agency's shift to external management for treated scientists compared to matched controls. In addition, the impact varies for scientists in different occupational fields and is particularly large and positive for citations of shorter-tenured scientists and for outside collaborations of longer-tenured scientists. All together, these findings could inform strategies for hiring public managers and their potential influences on the scientific and technological progress of their organizations.

 STR: **Deglobalization and Entrepreneurial Investment: The Natural Experiment of BREXIT** 

Author: **Elisa Alvarez-Garrido**, *U. of South Carolina*

Author: **Juan Alcacer**, *Harvard U.*

We seek to gain insight into the consequences of deglobalization on entrepreneurial investment by analyzing an instance of economic disintegration: the United Kingdom's exit from the European Union. Brexit is not only a unique empirical opportunity, a natural experiment, but it is economically important, since the UK was the heart of entrepreneurial investment in Europe. The theory of international trade, at a macroeconomic level, and the theories of economic agglomeration and entrepreneurial location, at a firm level, all predict that economic disintegration would lead to a lose-lose scenario for both the UK and the EU, with the UK losing more. However, since these theories were developed in a period of slow increasing globalization, we lack knowledge on the specific mechanisms by which these losses occur. We argue that one such mechanism is the different institutions that move or stay as a result of the economic disintegration—institutions that support industries in different ways and therefore exacerbate or mitigate the effect of economic disintegration on entrepreneurial investment. Difference-in-difference analyses of the entrepreneurial investment received by ~43,500 startups, and of the portfolio choices by ~27,000 investors and ~106,000 investor-quarters, in the UK, EU, and US (a counterfactual not affected by Brexit) show that the effects are highly heterogeneous by industry, with larger-magnitude effects on industries that are heavily regulated. Qualitative analysis from 45 interviews (conducted as Brexit's process was unfolding) suggests that the institutions that support these industries, differently affected by Brexit, explain such variation.

STR: **Moving Away for Growth or from Uncertainty?** 

Author: **Mircea Epure**, *U. Pompeu Fabra*

Author: **Feng Zhou**, *Toulouse Business School, TBS Education*

We examine the antecedents and effects of corporate headquarters' relocations over good economic times and the Covid-19 crisis. Using Bank of Spain microdata, we first show that movers are usually older, larger, more leveraged and less capital intensive firms. When facing the unexpected shock of the pandemic, movers accessed less government funding, performed substantially worse by exiting more, and exhibited higher decreases in sales and performance. To enhance our identification, we exploit relocations triggered by the political uncertainty around the October 2017 "referendum" for Catalan independence. We find that results for the general population of firms hint to a more non-market behavior, while Catalan movers display a market-like adaptation. Catalan movers were also larger, more leveraged and less capital intensive firms, but they were younger and held higher liquidity. They performed better during the pandemic, relying even less on public funding, exiting substantially less than all other firms, and exhibiting lower decreases in sales to assets. Exploiting the heterogeneity behind the results, we highlight that key findings are stronger in low concentration industries.

STR: **How Does the Government Select the Scientific Elites? Based on the Co-Options of CAE From 2017-2021** 

Author: **Teng Si**, *School of Public Policy and management Tsinghua U.*

Author: **Chen Luyi**, *Shanghai Research Center for Reform and Development of SOEs*

Author: **Jingyi Huang**, *soe*

How does the Chinese government select scientific elites both meeting national needs and satisfying the scientific community? This paper attempts to answer this question by quantitatively and empirically demonstrating the twice review mechanism in the co-options of Chinese academicians using a dataset of candidates for the Chinese Academy of Engineering from 2017 to 2021. By comparing the party identities, personal academic histories, and candidacy information of 742 candidates, we find that the selection of academicians is not a so-called exclusively relationship-driven (guanxi) process, but rather the result of interaction and negotiation between the central government and the scientific community. First, the results of first review are weak universalism, candidates with higher publications have a higher probability of passing, especially in the eastern region, which is at the centre of China's science and technology strategy. Second, the regression results suggest that scientific contributions merely act in the first review; only party affiliation and recommendation method have an effect on the outcome in the second review, and political loyalty become more significant. In addition, in subgroup regressions, we also find that female CCP candidates are more likely to pass the first review, and that non-CCP candidates with a domestic doctoral degree and younger age have an advantage in being selected as academicians.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Making Sense of CSR

Session Moderator: **Francesca Collevocchio**, *SDA Bocconi and Bocconi U.*

STR: How Do Leaders Make Sense of Their Role in CSR? Insights from a CSR Community of Practice  

Author: **Sabrina Courtois**, *LouRIM, UCLouvain*
Author: **Valérie Swaen**, *U. Catholique de Louvain*

Research on leaders' role in corporate social responsibility (CSR) has revealed the critical influence of Chief Executive Officers (CEOs) and Board members on CSR engagement. In this study, we explore how leaders' participation to a CSR community of practice affects how they make sense of CSR engagement. We draw findings from 31 interviews with CEOs and Board members from a community of practice dedicated to CSR and sustainability issues, triangulated with three years of ethnographic data. Our findings contribute to leadership and CSR literature in three ways. First, we open the black box of leaders' influence by exploring the role(s) of social learning on leaders' mindsets, knowledge and CSR engagement. Second, we develop a typology, mapping leaders' sensemaking processes of their participation to the community and the consequent impact on CSR engagement. Third, we expand current knowledge on the types of CSR engagement leaders take responsibility for, and the resources they seek and mobilize in this regard. Accordingly, we provide insights on how social learning contexts such as communities of practice equip leaders with invaluable resources, thereby shaping how they make sense of their influence on CSR engagement.

STR: Signaling Corporate Responsibility: An Event Study of Chief Sustainability Officer Appointments

Author: **Saam Benjamin Mahmoodian**, *Vienna U. of Economics and Business*

This paper investigates stock price reactions to chief sustainability officer (CSO) appointments, aiming to uncover the signaling value inherent in these strategic decisions. Drawing from signaling theory, I argue that CSO appointments reflect a company's commitment to corporate social responsibility (CSR), thereby positively impacting stock prices. However, this prediction is not without tension as CSO appointments may be perceived negatively if they are regarded as false signaling – that is, companies appointing CSOs to merely portray a socially responsible public image, without substantive initiatives to improve CSR performance. Using event study methodology on a sample of 133 appointments, the findings reveal a significantly positive mean cumulative abnormal return. Moreover, the reaction is positively associated with CSO structural power and role clarity in the announcement, suggesting that these factors alleviate false signaling concerns and enhance the credibility of appointments. This study contributes to the literature on CSR initiatives as market signals and credibility of corporate disclosures. It sheds light on the signaling dynamics of CSO appointments, enabling companies to shape market perceptions through strategic sustainability leadership.

STR: The Effect of Board Sustainability Experience on ESG Performance: The Moderating Role of Board Age   

Author: **Francesca Collevocchio**, *SDA Bocconi and Bocconi U.*
Author: **Valerio Temperini**, *U. Politecnica delle Marche*
Author: **Virginia Barba-Sánchez**, *U. of Castilla-La Mancha (UCLM)*
Author: **Angel Meseguer-Martinez**, *U. de Castilla-La Mancha*








In an era where sustainability is becoming increasingly critical in the corporate sector, this study aims to shed light on the role of corporate governance in enhancing firm sustainability. Moving beyond the traditional focus on visible characteristics of boards, our research delves into the more nuanced aspect of board sustainability experience, examining how it influences the sustainability performance of firms. This study also uniquely investigates how the age of the board members may moderate this relationship. Through propensity score matching and panel regression techniques applied to data from 510 European listed companies analyzed from 2014 to 2020, we uncover that the effectiveness of board sustainability experience on firm sustainability is significantly dependent on the age of the board. Our findings reveal a striking contrast: while younger boards enhance the positive impact of the sustainability experience, this effect turns negative in the context of older boards. By shedding light on the interconnected impacts of board sustainability experience and board age, this research also offers practical insights for companies in their director recruitment strategies and provides guidance for developing effective regulatory policies.

STR: The Unintended Consequences of Stakeholder Scrutiny on Corporate Social Responsibility

Author: **Shubham Singh**, *ESSEC Business School*

How does stakeholder scrutiny influence firms' actions on environmental and social issues? Prior studies take an issue-centric approach whereby they focus on changes in firms' actions on the specific social issue on which firms were scrutinized. In this paper, I move beyond this issue-centric approach and highlight that scrutiny on a specific social issue may lead to improvement in firms' behavior on unrelated social issues. Firms may improve their performance on unrelated social issues to rebuild reputation and deflect the attention of wider stakeholders away from the issue on which firms were initially scrutinized. To find support for the above arguments, I exploit exogenous shocks (i.e., the leak of the Panama and Bahamas Papers in 2016) that increased stakeholder scrutiny of firms in relation to the use of offshore tax havens. Using the difference-in-differences methodology, I analyze panel data on 1205 firms from 2012-2020 and find that firms exposed to these shocks increased their performance on unrelated social issues.

KEY TO SYMBOLS

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

CEO Effects on Strategy

Session Moderator: **Domenico Cambrea Rocco**, *U. commerciale Luigi Bocconi*

STR: **The Impact of Managerial Ability on Firm Optimal Distinctiveness The Moderating Effect of CEO Tenure** 

Author: **Marwan Ahmad Alshammari**, *U. of Texas at Tyler*

Author: **Soumendra Nath Banerjee**, -

Author: **Lee Warren Brown**, *Texas Woman's U.*

Optimal distinctiveness within a single policy has been rarely examined in both the market and non-market strategy literature. Both agency theory and Upper Echelons theory suggest that CEOs play a significant role in shaping firm's strategic behavior. Given the growing importance of managerial talent in today's complex, dynamic business environment, as well as an increasing focus on firms' CSR policies, this study investigates the relationship among managerial ability, CEO tenure, and firms' optimal distinctiveness in CSR practices. We specifically examine the effect of managerial ability (talent) on CSR emphasis differentiation and scope conformity. Using a sample of 28,593 firm-year observations from 1992-2013, we find that managerial ability is negatively related to CSR scope conformity and positively related to CSR emphasis differentiation. We also find that CEO tenure moderates the relationship between managerial ability and CSR conformity, such that as CEO tenure increases the negative relationship between managerial ability and CSR conformity decreases. Our results contribute to the growing literature on the role of upper echelon characteristics in shaping firms' strategic behavior and how more able managers deal with pressure for legitimacy and pressure for competitive advantage in their CSR practices. We provide implications for scholars and practitioners seeking to understand how managerial ability and CEO tenure impact firms' CSR strategies.

STR: **Exploring the Impact of CEO Succession on ESG Performance in European Listed Firms** 

Author: **Domenico Cambrea Rocco**, *U. commerciale Luigi Bocconi*

Author: **Fabio Quarato**, *Bocconi U.*

Author: **Giorgia Maria D'Allura**, *U. of Catania*

Author: **Francesco Paolone**, *U. Mercatorum*

This paper aims to investigate the influence of CEO succession on Environmental, Social, and Governance (ESG) performance within European listed companies, delving into the moderating roles played by the gender and age of the incoming CEO. Analyzing a comprehensive sample spanning from 2010 to 2021, the study employs a robust empirical methodology, utilizing difference-in-difference and fixed-effects regressions as its primary tools. To ensure the reliability of the findings, alternative econometric approaches are also considered. The empirical results reveal a positive correlation between CEO succession and ESG performance, with the impact being significantly influenced by the characteristics of the incoming CEO. Specifically, the study finds that the positive effect is heightened when the incoming CEO is female, whereas it is tempered by the age of the CEO. This novel exploration opens a discourse on an underexplored subject at the European level, shedding light on the consequences of CEO succession for corporate ESG performance. The study contributes to the existing body of knowledge by utilizing a unique sample of European listed firms, presenting findings not previously addressed in empirical literature.

STR: **Attract and Repel - How CEO Similarity Directs Strategic Imitation Following Underperformance** 

Author: **Alejandro Hermida Carrillo**, *LMU Munich School of Management*

Author: **Steffen Burkert**, *LMU Munich School of Management*

How do CEOs select imitation targets after underperformance? Motivated by recent scholarship highlighting the role of CEOs on problemistic search (Hu et al., 2023), we draw on balance theory to examine whether the selection of targets of strategic imitation is affected by similarity in visible (e.g., gender, age) and psychological (i.e., personality) attributes among the CEOs of focal and peer firms. Using a sample of 115,131 firm dyad-year of 719 publicly traded U.S. manufacturing firms (2000-2020), we find evidence for aspiration-idiosyncratic heuristic use. When firms underperform relative to their past – historically – CEOs differentiate their firms' strategies from those of firms led by individuals similar to themselves in visual attributes, i.e., they use a similarity-push heuristic. When underperformance is relative to the industry – social –, we unveil a pattern in which CEOs actively align their firm's strategy to that used by visually and psychologically dissimilar CEOs, i.e., a dissimilarity-pull heuristic. An investigation of two heuristic-enabling circumstances – high heterogeneity in the strategies of the peer group and low CEO power – bolsters our interpretation of heuristic target selection. Our research has strong implications for balance theory and the literature on problemistic search.

STR: **Learning from Mergers and Acquisitions Experience: The Role of CEO Ambivalent Cognition**

Author: **Philipp Benedikt Becker**, *WU Vienna U. of Economics and Business*

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

While previous studies have primarily spotlighted the negative consequences of CEO experience accumulation in mergers and acquisitions (M&A) such as overconfidence and narcissism, cognitive characteristics that allow CEOs to benefit from their growing M&A experience are unknown. We draw from behavioral strategy and cognitive psychology research to introduce CEO ambivalent cognition as such an enabling factor. Ambivalent cognition refers to a thinking style that favors positive and negative evaluations (valences) simultaneously. We hypothesize that CEO ambivalent cognition moderates the relationship between CEO M&A experience and M&A performance. CEOs exhibiting ambivalent cognition are more likely to identify strengths and weaknesses in prior acquisitions, which improves learning from M&A experience. A novel and transparent machine-learning-based approach enables us to measure CEO valences in a dataset of 2.6 million sentences. We find robust support for our hypothesis based on an analysis of 6,172 transactions of S&P 500 firms. Our study contributes to behavioral strategy research by advancing the cognitive perspective on how CEOs learn from the causally ambiguous performance feedback of acquisitions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

CEO Gender, Compensation, and Firm Outcomes

Session Moderator: **Laura Fritsch**, *U. of Oxford*

STR: **It's About Time! Gender Differences in the Timing of CEO Payments**   

Author: **Ahmet Sezer**, *Bocconi U.*

Despite its prevalence within a variety of contexts, findings on gender differences in pay among CEOs are inconclusive. I contend that the existing analyses may not comprehensively capture the multifaceted nature of CEO payments. By concentrating solely on scrutinizing differences in the monetary value of pay, there is a risk of overlooking variations in other dimensions of CEO compensation. In this paper, I adopt a novel approach to investigate the gender pay gap among CEOs. Specifically, I explore gender differences in the timing of CEO payments at S&P 1200 U.S. public firms from 2006 to 2022. Following matching techniques, I find that female CEOs have significantly shorter pay durations - the average time before an individual can reap the benefits from their compensation package, compared to male CEOs, reflecting the firm's reduced tendency to retain female CEOs over male counterparts. Further, I find that female CEOs are evaluated in significantly shorter performance periods - the timeframe during which an individual's eligibility for performance-based pay is assessed, relative to male CEOs, in accordance with the prejudicial expectations of female CEO performance and the firm's intention to identify suspected underperformance expeditiously. Moreover, to eliminate the possibility that female CEOs might have a preference for shorter pay durations or performance periods, I investigate the moderating effects of state-wide shocks on mobility restrictions and the CEO's capabilities based on past experiences. The findings offer some support for the mechanisms I propose, countering the alternative explanation of female CEOs' preferences. Overall, this study provides the first evidence of gender differences in elements of pay structure at the executive level that extend beyond disparities in sheer monetary value.

STR: **Market Reactions to Gendered Speech Patterns: Uptalk, Earnings Calls, and the #MeToo Movement**  

Author: **Laura Fritsch**, *U. of Oxford*

Author: **Anantha Krishna Divakaruni**, *U. of Bergen*

Author: **Alan D. Morrison**, *Oxford U., Saïd Business School*

Author: **Howard Jones**, *Oxford U., Saïd Business School*

Information is revealed by how people speak, as well as by what they say. Using audio recordings, we study uptalk (rising intonation) by executives in earnings calls. Unexpected uptalk by female, but not male, executives predicts lower earnings. Analysts respond to female uptalk with lower recommendations and earnings forecasts, and bid-ask spreads widen when female executives speak and use uptalk. These results are consistent with sociolinguistic studies which find that uptalk is a female-typed characteristic that signals uncertainty. #MeToo did not alter the market response to female uptalk, but it engendered a favourable response to male uptalk.

STR: **Enter the Multiverse to Assess a Relationship's Robustness: The Case of CEO Gender on CEO Pay**    

Author: **Martin Götz**, *U. of Zurich*

Author: **Christina Matz Carnes**, *Indiana U. - Kelley School of Business*

Author: **Ernest O'Boyle**, *Indiana U.*

Like most strategic management research, studies of how CEO gender affects CEO pay entail a myriad of choices (e.g., sampling, variable operationalization, model specification, analytical approach). We argue justifiable alternative choices result in contradictory findings for the relationship found in the literature. We review the literature on CEO gender and CEO pay to deduce justifiable researcher choice combinations of samples, variable operationalizations, model specifications, and analytical approaches. Using these alternatives, we derive a multiverse analysis of 3,840 combinations of these choices as a tool to assess the impact of the variability these choices have on estimates of the relationship. Finally, we discuss the joint results that indicate no clear effect of CEO gender regarding CEO pay.

STR: **Queen Bees or Regal Leaders at the Top Management?** 

Author: **Henrique Minetto Brabo**, *FGV EAESP Sao Paulo School of Business Administration*

Author: **Fernando Deodato Domingos**, *FGV-EAESP*

In this study, we delve into the impact of women occupying top leadership positions on their female subordinates and the overall organizational landscape concerning gender equality. Following an exploratory approach, we employ a difference-in-difference methodology to assess the female leadership effect on a series of outcomes (e.g., gender gap, vertical mobility). In sum, we take advantage of granular and individual-level longitudinal data from Brazilian firms, tracking when the firm leader (e.g., CEO) changed from a man to a woman. None of our findings show differences in the consequences for other female employees after the gender change in the leadership of their companies. Although 'no evidence of difference' does not read the same as 'evidence of no difference,' our findings do not support the so-called 'queen-bee phenomena.' We contribute to gender-related studies with much-needed research addressing endogeneity concerns and aiming to identify causal relationships in the topic. Nevertheless, we highlight more research is needed to further unpack the mechanisms behind the actions of female leaders and the ultimate consequences for other women in different hierarchies.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Modeling Firm Growth and Organizational Design

Organizer: **Jaeho Choi**, *HKUST Business School*
Organizer: **Saerom Lee**, *The Wharton School, U. of Pennsylvania*
Discussant: **Oliver Baumann**, *U. of Southern Denmark*
Presenter: **Helge JD Klapper**, *Purdue U.*
Presenter: **Ekin Ilseven**, *Catolica Lisbon School of Business and Economics*
Presenter: **Gianluigi Giustiziero**, *IE Business School*

This proposed symposium aims to bring together prominent scholars who explore the modeling of firm growth and organizational design. The study of firm growth and organizational design has a long history within the management literature, and formal modeling has served as a useful methodological approach to generating meaningful insights on these topics. The scholars invited to participate in this symposium will share their cutting-edge research and insights into questions such as the interplay of centralization and knowledge complexity in decision-making, the effects of stress accumulation on organizational performance, the challenges and implications of scaling in digital platforms, and the evolution of hierarchy and span of control in new ventures. Overall, the symposium aims to shed light on the contingencies that improve or worsen decision quality, prevent organizational members' exhaustion, and provide practical implications for managers responsible for designing their organizational structures and scaling their new ventures.

Centralization and Knowledge Complexity: A Model of Organizational Decision-Making

Author: **Helge JD Klapper**, *Purdue U.*

Reeling in the Burnout: Org. Design as a Regulator of Burnout in Interdependent Task Environments

Author: **Ekin Ilseven**, *Catolica Lisbon School of Business and Economics*
Author: **Ambra Mazzelli**, *SKEMA Business School*
Author: **Nicolai J. Foss**, *Copenhagen Business School*








A Theory of Scaling in Complex Task Environments

Author: **Stefano Benigni**, *Imperial College Business School*
Author: **Gianluigi Giustiziero**, *IE Business School*
Author: **Thorbjørn Knudsen**, *Frankfurt School of Finance & Management gGMBH*
Author: **Dirk Martignoni**, *U. of Lugano*

Hierarchy, Span of Control, and the Patterns of Firm Growth

Author: **Jaeho Choi**, *HKUST Business School*
Author: **Saerom Lee**, *The Wharton School, U. of Pennsylvania*

KEY TO SYMBOLS

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

Interorganizational Networks

Session Moderator: **Sruthi Monica Thatchenkery**, *Vanderbilt U.*

STR: **Renewal of Interfirm Collaboration: A Theory of (Mis) Aligned Perception** 

Author: **Sruthi Monica Thatchenkery**, *Vanderbilt U.*

Author: **Henning Piezunka**, *INSEAD*

Competitive tension is a common problem in inter-firm collaborations, often leading to disappointment and eventual dissolution of the relationship. Yet prior work suggests that partners should be able to foresee and manage competitive tension. Why, then, does competitive tension remain an issue? We suggest that whether partners actually perceive each other as competitors is a key yet understudied aspect of how competition shapes collaboration. We hypothesize that misaligned perceptions where one firm perceives the other as a competitor, but not vice versa, lead to misplaced expectations about partner behavior and collaboration outcome, and thus to expectancy violations and mismanagement of the collaboration. Consequently, collaborations with misaligned perceptions are the least likely to renew. We test our theory by leveraging a longitudinal dataset of collaborations in the US enterprise software industry and find indeed that collaborations where the perceptions are misaligned tend not to be renewed. An examination of structural context illustrates how third parties can moderate the effect of misaligned perceptions. We contribute to the literature on interfirm collaboration and perception in social networks.

STR: **A Structuration Perspective on Board Interlocks and Corporate Strategic Action** 

Author: **Steffen Triebel**, *U. of Exeter Business School*

Author: **Julia Brennecke**, *U. of Potsdam*

Author: **Christiana Weber**, *Leibniz U. Hannover*

Studies on board interlocks are divided into two streams, one examining their dynamics; the other, their consequences. Our paper proposes that both phenomena – board interlock dynamics and board interlock consequences – are interdependent. Adopting a structuration theoretical perspective, we theorize and empirically demonstrate how firm's corporate strategic actions (specifically, acquisitions and divestitures) influence their board interlock networks and how these networks, in turn, influence the firm's corporate strategic actions, revealing their recursive nature. Integrating these heretofore disjunct research streams, we complement the corporate governance literature by providing evidence that corporate strategic actions and board interlock networks coevolve. We contribute to theory on strategic networks by applying a structuration theory lens. Lastly, we illustrate methodological advances by using stochastic actor-oriented models to analyze coevolution processes.

 STR: **Temporal Patterns of Ventures' Alliance Portfolio Formation & Innovation: A Configurational Approach**  

Author: **Niklas Dreymann**, *U. of Goettingen*

Author: **Suleika Bort**, *U. of Passau*

Author: **Indre Maurer**, *U. of Goettingen*

Author: **Mark Ebers**, *U. zu Koeln*

The temporal patterns of R&D alliance portfolio (AP) formation and how they link to ventures' innovation are still a largely white spot on the map of alliance and network research. Extant studies provide important insights into the impact of AP structure and management on innovation outcomes. Yet, we still know little about the role of the temporal ordering and progression of AP formation. We address this shortcoming and adopt a longitudinal configurational approach to explore how the temporal attributes of new ventures' alliance formation and their complex interdependencies over time link to innovation. We draw on a proprietary longitudinal dataset of 53 pharmaceutical biotechnology ventures to track when, how frequently, for how long, in what rhythm, and how concentrated in time these ventures form R&D alliances during their early development phases. Our findings reveal that within each development phase different configurations of temporal patterns of alliance formation are associated with high innovation outcome. Furthermore, our findings suggest three distinct equifinal trajectories – consistent time-paced, focused-to-time-paced, and punctuated-to-time-paced – that highly innovative ventures take to (re-)configure their AP across the early phases. By showing how the temporal attributes that characterize the patterns of AP formation relate to ventures' innovation, this study contributes to applying a dynamic lens to AP research.

STR: **All About Him? CEO Narcissism, Gender and Alliance Network Structural Holes**

Author: **Shilpam Dubey**, *U. of Minnesota*

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

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

While prior research has focused on the impact of external factors in network structure formation, the influence of internal factors in shaping these networks remains relatively less explored. This paper aims to extend scholarly understanding by examining the role of executives' personality characteristics and demographic traits in firms' alliance structural holes creation. Specifically, we investigate the role of CEO narcissism on structural hole spanning and further examine how CEO gender moderates this relationship. Using an exogenous instrument to account for CEO selection effects, our hypotheses regarding the effects of CEO narcissism, CEO gender, and their interactions in the context of structural holes spanned in the alliance networks of 663 CEOs in S&P 1500 firms from 1998 to 2017 corroborate our arguments. Our findings indicate that firms led by narcissistic CEOs tend to develop alliance networks with plentiful structural holes. Moreover, we find that the positive relationship between CEO narcissism and structural holes spanning is attenuated if a firm has a female CEO.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**

Program Session: **2120** | Submission: **14424** | Sponsor(s): **(STR)**

Scheduled: **Tuesday, Aug 13 2024 11:30AM - 1:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Superior B**

Hybrid Entrepreneurship

Organizer: **Aliasghar Bahoo-Torodi**, *Bayes Business School*

Organizer: **Markus Perkmann**, *Imperial College London*

Panelist: **Timothy B. Folta**, *U. of Connecticut*

Panelist: **Tim Michaelis**, *Northern Illinois U.*

Panelist: **Daniel Tzabbar**, *Drexel U.*

Panelist: **Christian Schwens**, *U. of Cologne*

Hybrid entrepreneurship, that is starting a new company while continuing in the current employment position has received increased attention during the last few years. Prior research suggests that risks and uncertainty associated with entrepreneurial activity induce individuals to enter self-employment through a hybrid pathway and that start-ups launched by hybrid entrepreneurs outperform other entrants in terms of survival as hybrid entrepreneurs can test the viability of their business ideas or learn about their capabilities and fit with the market. While scholarly interest in hybrid entrepreneurship has started to blossom during the last few years, several theoretical and empirical lacunae exist in the literature that need to be addressed. For example, little is known about how hybrid entrepreneurs allocate their time and attention between day work and start-up activity, how hybrid entrepreneurs circumvent barriers such as noncompete covenants, and how external parties such as investors and other resource holders evaluate start-ups launched by hybrid entrepreneurs. The objective of this symposium is to bring together scholars interested in this topic to identify avenues for future theoretical and empirical works that could help in a better understanding of the phenomenon of hybrid entrepreneurship.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Symposium**
Program Session: **2121** | Submission: **10044** | Sponsor(s): **(STR, CTO)**
Scheduled: **Tuesday, Aug 13 2024 11:30AM - 1:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom**
I

Advancing Cognitive Research on Platform Evolution

Organizer: **Georg Reischauer**, *WU Vienna & JKU Linz*
Organizer: **Saeed Khanagha**, *Vrije U. Amsterdam*
Distinguished Speaker: **Andreas Sebastian Konig**, *U. of Passau*
Distinguished Speaker: **Tomi MM Laamanen**, *U. of St. Gallen*
Distinguished Speaker: **Karl Taeuscher**, *U. of Manchester*
Distinguished Speaker: **Llewellyn D W Thomas**, *IESE Business School*
Distinguished Speaker: **Mary Tripsas**, *U. of California, Santa Barbara*

Recent studies on platforms have fostered our understanding of their evolution. What remains less understood is the role of managerial cognitions in this process. For this reason, this symposium aims to advance cognitive research on why, how, and with what consequences platforms evolve. Distinguished panelists will elaborate on theoretical and empirical gaps in the literature and inspire future research.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **2122** | Submission: **13691** | Sponsor(s): **(STR, IM)**
Scheduled: **Tuesday, Aug 13 2024 11:30AM - 1:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom III**

Managing Geopolitical Risks

Distinguished Speaker: **Robert J. Weiner**, *George Washington U.*
Distinguished Speaker: **Michael A. Witt**, *King's Business School*
Presenter: **Mike W. Peng**, *U. of Texas at Dallas*
Presenter: **Flladina Zilja**, *Copenhagen Business School*
Organizer: **Sinziana Dorobantu**, *NYU Stern School of Business*
Organizer: **Gilbert Kofi Adarkwah**, *École des Hautes Études Commerciales de Montréal - HEC Montreal*
Organizer: **Christopher Albert Sabel**, *Rotterdam School of Management, Erasmus U.*

Geopolitical risk has emerged as an important factor in foreign investment decisions in recent years. The rise of geopolitical tensions worldwide and the fragmentation of relationships between countries have introduced new dimensions to foreign investment risks. MNEs and their managers are taking notice. Many have established dedicated roles to address geopolitical risk. For example, in 2023, the Financial Times reported that Goldman Sachs had launched a Global Institute to advise clients on geopolitical matters due to heightened demand. Similarly, Lazard established a geopolitical risk unit to “capitalize on global volatility.” The symposium will open with introductory keynote comments by two prominent scholars in the field, it will continue with four paper presentations, and it will conclude with a brief question-and-answer session with the audience. The ensuing discussion is envisioned to help advance both conceptual and empirical work on the management of geopolitical risk. We hope to also shed light on promising areas for further research that leverage both novel approaches to theory and explore new empirical settings.








CORPORATE DIPLOMACY AND EXIT STRATEGIES

Author: **Mike W. Peng**, *U. of Texas at Dallas*

STRATEGIC RIVALRY, TRADE DEPENDENCE, AND FOREIGN SUBSIDIARY INVESTMENT

Author: **Flladina Zilja**, *Copenhagen Business School*

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **2123** | Submission: **13809** | Sponsor(s): (**STR, TIM, ENT**)
Scheduled: **Tuesday, Aug 13 2024 11:30AM - 1:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Wrigleyville**

Venture Scaling: A Human Capital Perspective

Panelist: **Charles Eric Eesley**, *Stanford MS&E*

Organizer: **Liinus Hietaniemi**, *IESE Business School*

Panelist: **William Reuben Hurst**, *U. of Maryland R.H. Smith School of Business*

Panelist: **Aleksandra Joanna Kacperczyk**, *London Business School*

Panelist: **Matt Marx**, *Cornell U.*

Organizer: **J. Daniel Kim**, *The Wharton School, U. of Pennsylvania*

Organizer: **Saerom Lee**, *The Wharton School, U. of Pennsylvania*

Venture scaling has drawn much interest in recent years among academics and practitioners alike. When startups pursue rapid extremal growth (i.e., new sales), they typically address the ensuing managerial challenges by hiring new employees beyond the founding team. This implies that human capital is a fundamental piece of the venture scaling process. As such, a growing body of work has started to apply a variety of theoretical lenses and research methods to advance our understanding of venture scaling and its connection to talent. The purpose of this professional development workshop is to draw attention to these latest scholarly developments and to enhance engagement across disciplinary and methodological boundaries, with the goal of promoting our comprehensive understanding of venture scaling. To this aim, we have gathered various prominent scholars with expertise and cutting-edge research in venture scaling. These panelists will, first, frame our session by sharing their own perspective on venture scaling and human capital. Then, a subsequent panel discussion and audience Q&A will synthesize these presentations and push our collective thinking forward to inspire future research and directions on venture scaling. Overall, this workshop will offer a structured opportunity to stimulate new research ideas and methods on venture scaling and to network with scholars that share an interest in this strategically important yet under-explored domain.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

AI and New Venture Success

Session Moderator: **Sanjeev Kumar**, *Faculty of Business, Sohar U., Oman*

TIM: Orchestrating Sustainable Competitive Advantage in Start-Ups Through Artificial Intelligence

Author: **Sanjeev Kumar**, *Faculty of Business, Sohar U., Oman*
Author: **Prikshat Verma**, *Central Queensland U.*
Author: **Jayanta Chakraborti**, *GIBS, Bengaluru*
Author: **Happy Paul**, *Indian Institute of Management Visakhapatnam*
Author: **Etinder Pal Singh**, *Apeejay School of Management, India*

This study explores the role of AI adoption in establishing a sustainable competitive advantage in startups. It examines four factors: 'Effort Expectancy', 'Performance Expectancy', 'Social Influence', and 'Hedonic Motivations' as potential antecedents of AI adoption. The research further conceptualizes and refines constructs of 'AI-Augmented Information Processing Capabilities (AIPC)' and 'Digital Marketing Effectiveness (DME)', respectively, and postulates them as outcomes of AI adoption in startups. The study examines the direct impacts of these variables on the 'Sustained Competitive Advantage' of startups. The results, based on data from 362 Indian startups, suggest that all four factors (EE, PE, SI & HM) have a positive impact on AI adoption intentions of startup entrepreneurs. These results firmly pit these four factors as antecedents of AI adoption. The findings also suggest a positive impact of AI adoption on sustained competitive advantage, which can be partially explained by AIPC and DME. The study further identifies parallel mediation, sequential mediation, and direct effects between AI adoption, AIPC, DME, and SCA. These results underscore the importance of adopting AI and development of AI-augmented information processing capabilities and resultant digital marketing effectiveness to gain sustainable competitive advantage in technology-savvy startup ecosystem. The research provides insights for startup entrepreneurs and other industries to make informed decisions on how AI adoption augurs information processing capabilities for achieving digital marketing effectiveness and sustained competitive advantage.

TIM: Finetuning Artificial Intelligence for Entrepreneurial Pitching Effectiveness

Author: **Yanto Chandra**, *City U. of Hong Kong*
Author: **Liang Shang**, *The Education U. of Hong Kong*

The rise of artificial intelligence (AI) presents challenges yet also opportunities to understand whether and how it can be deployed by entrepreneurs to tell better stories to attract resources. In this study, we first introduced the notion of AI-generated versus human-generated storytelling and explored the potential merit of LLM AI to enhance entrepreneur's pitching effectiveness. In doing so, we fine-tuned ChatGPT GPT 4 that was fed with winning pitches from Shark Tank and had it transformed and refined losing pitches and evaluated their differences. We conducted three evaluations that involved two human experts to score the AI-refined versus original (losing) pitches using measures of pitch effectiveness, quantitative natural language analyses of the two types of pitches, and qualitative feedback from entrepreneurs and specialists (n=17) to make sense of the results. Overall, we found that AI-refined pitches generally outperformed their original human-generated (losing) pitches while also offering some caveats to the findings. We discuss what LLM AI will mean for entrepreneurship storytelling research and its implications for theory and practice and propose future research agendas.

TIM: The Relationship Between AI Innovation, R&D Intensity, and New Venture Growth

Author: **Xiin Li**, *central south U. business school*
Author: **Ya Su**, *Central South U.*
Author: **Shihao Mao**, *central south U. business school*








In the context of Industry 4.0, artificial intelligence innovation plays an increasingly important role in new venture growth. To improve operational productivity, AI technology has been increasingly applied in many industries. In this study, we examine the relationship between AI innovation and firm growth as moderated by R&D intensity based on data from 985 new ventures in China during the period from 2010 to 2020. The empirical results show that AI innovation can negatively affect firm growth, while beyond a certain level, it acts in the opposite direction, exhibiting a U-shaped relationship. Furthermore, R&D intensity steepens the U-shaped curve, thereby weakening the positive impact of AI innovation on firm growth. This result indicates that R&D intensity is not always beneficial. Finally, we provide several prominent practical implications for new ventures.

TIM: Navigating Regulatory Waters: Aligning Identity and Technological Capability in AI Medical Startups

Author: **Haoyu Zhang**, *Leeds U. Business School*
Author: **Youngbin Joo**, *U. of Leeds*
Author: **Krsto Pandza**, *U. of Leeds*

Focusing on the convergence of emergent and enabling artificial intelligence (AI) with medical technology under significant regulatory compliance, we theoretically and empirically demonstrate the influence of the alignment between technological capabilities and identity claims on entrepreneurial performance in product approval. Furthermore, we explore the contingent role of media coverage on such linkage. We develop competing hypotheses on the capability-identity linkage (alignment versus complementary views) and on the contingent role of media coverage (attention versus hype views). Our analysis of the FDA review time of 414 AI/ML-enabled medical devices by start-ups supports the positive influence of the alignment between technological capabilities and identity claims (alignment view) and the deleterious moderating influence of media coverage (hype view). Our paper offers theoretical insights into the relationship between identity claims, technological capabilities, and regulatory compliance in the pursuit of innovation in the domain of Artificial Intelligence as a Medical Device (AIaMD).

KEY TO SYMBOLS

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

Commercialization Strategies

Session Moderator: **Du Liu**, *East China Normal U.*

TIM: Commercialise or Sleep? Capturing Value from Patenting 

Author: **Du Liu**, *East China Normal U.*

This paper investigates how firms manage sleeping patents within patent thickets and their impact on patent disputes and competition. I explore how firms gain value from patents in scenarios involving patent disputes and competition in bargaining games. The model considers the entry of a firm with a sleeping patent, which can either commercialize the patent or sell it to a firm with disputed patents or an alleged infringer. The model shows that potential benefits from patent litigation drive firms to sell or acquire sleeping patents. Moreover, the relative win rate in patent litigation influences the choice of patent buyers and commercialization decisions. Holding sleeping patents promotes cooperative patent strategies and enhances innovation incentives. The research offers a comprehensive examination of companies' patent deployment, taking market dynamics into consideration, and provides policy insights for effective patent management.

TIM: Preventing Others From Commercializing Your Innovation: Evidence From Creative Commons Licenses

Author: **Erdem Yilmaz**, *Rotterdam School of Management, Erasmus U.*

Author: **Tim Meyer**, *U. of St. Gallen*

Author: **Milan Miric**, *U. of Southern California -Marshall School of Business*

Online innovation communities are an important source of innovation for many organizations. While contributions to such communities are typically made without financial compensation, these contributions are often governed by licenses such as Creative Commons that may prevent others from building upon and commercializing them. While this can diminish the usefulness of contributions, there is limited work analyzing what leads individuals to impose restrictions on the use of their work. In this paper, we examine innovators imposing restrictive licenses within the 3D-printable design community Thingiverse. Our analyses suggest that innovators are more likely to restrict commercialization of their contributions as their reputation increases and when reusing contributions created by others. These findings contribute to innovation communities and the growing literature on property rights in digital markets.

TIM: Two Regimes: New Ventures' Product Commercialization Strategy and Competition for Technologies   

Author: **Yiyang Zhu**, *Montclair State U.*

Author: **Haiyang Li**, *Rice U.*

Innovation processes involve both upstream and downstream activities. Yet, existing research has focused primarily on the role of upstream technologies in downstream product development. In this study, I propose that new ventures' commercialization strategy may also affect upstream competition for the underlying technologies (i.e., higher patent litigation risk). In particular, due to the regulatory emphasis on the effectiveness of new products when granting a quicker approval, a new venture may disclose information about the functional equivalence between its new product and existing offerings. This strategy, while facilitating regulatory review, may render a venture's technologies seemingly less unique (i.e., technology equivalence) and susceptible to patent infringement accusations. I provide a theoretical account to explain this unanticipated consequence in the commercialization process by drawing from innovation appropriation literature, and also propose strategies that may help new ventures mitigate the litigation risk, leveraging a novel dataset in the medical device industry.

TIM: Marketing Authorization and Strategic Patenting: Evidence from Pharmaceuticals (WITHDRAWN)      

Author: **Dennis Byrski**, *Max Planck Institute for Innovation and Competition*

Author: **Lucy Xiaolu Wang**, *Assistant Professor at UMass Amherst*

Patents are designed to incentivize innovation. However, pharmaceutical firms often extend the period of market exclusivity with secondary patents on marginally beneficial improvements. Such behaviors evoke discussions about raising patentability standards. This study examines whether pharmaceutical firms move away from filing strategic patents once the focal drug gains marketing authorization and the disclosed trial-related information becomes novelty-threatening prior art. We construct novel patent-drug dyadic data and leverage unique European drug patent and marketing contexts. Using an event study methodology, we exploit plausibly exogenous variation in the length of time from patent filing to drug approval. First, we illustrate that drugs with early and late marketing authorization share similar ex ante patent and drug characteristics. Second, we support the hypothesis that strategic patenting behavior decreases substantially after marketing authorization. In contrast, meaningful follow-on innovations remain unaffected. Third, we show that these effects are likely driven by obstacles in the enforceability of marginal patents filed after approval. We analyze heterogeneity across firm type, patent type, disease type, and enforceability. Our results suggest that post-marketing increases in patentability standards are welfare-enhancing given examiners' and firms' self-adjustments, and we highlight the importance of better data provision to patent examiners to increase the quality of follow-up inventions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Network Effects in Innovation Ecosystems

Session Moderator: **Thomas Bejarano**, *U. of Massachusetts, Boston*

TIM: Sensemaking and Sensegiving: An Exploration into a Cluster Facilitators Network Building Efforts

Author: **Thomas Bejarano**, *U. of Massachusetts, Boston*

Attempts at geographic cluster facilitation often focus on building network linkages among the new cluster's participants. An emerging stream of literature focuses on the role of cluster facilitators in establishing trust between actors, to catalyze these linkages. (Coletti, 2010, p. 681; Ingstrup, 2013; Ingstrup & Damgaard, 2013). Industry events are often used as a means toward this goal and it is through this mobilization effort that the network linkages that bring the cluster to life are said to form (Sydow et al., 2011). Though much has been written regarding the facilitator's' role in promoting the cluster, we know much less about how these facilitators, through the use of events, actually interplay with the network and how this, in turn, affects the cluster as a whole. In this exploratory study, I ask how a facilitator, attempting to foster network linkages through industry events, navigates this process when trust may not yet be fully established and the network itself is rather ambiguous. Exploring this through a sensemaking lens, I use Affiliation data spanning 2009 to 2014, along with qualitative interviews from a cluster facilitators network-building efforts in and around Boston Massachusetts. Results suggest to get to that through the malleability plasticity of entrepreneurial stories changing through recursive acts of sensemaking and sense giving, stories act as a sinew connecting the happenings within the events and extending further outside the events. After a discussion of the methods and analysis, I outline major findings and implications for future research and policymaking. Keywords: storytelling, sensemaking, economic clusters, network building

TIM: Re-Examining Innovation Ecosystem S-Curves: Network Effects and the Pace of Technology Substitution

Author: **Marvin Lutz Müller**, *U. of Regensburg*

Author: **Stefanie Steinhäuser**, *Technical U. of Applied Sciences Amberg-Weiden*

This paper explores the variance in the pace of innovation diffusion and technology substitution across different technologies and industries, with a specific focus on the role of network effects within innovation ecosystems. Traditional literature on innovation ecosystems often overlooks these network effects, which are crucial in understanding substitution dynamics. This study aims to provide a comprehensive analysis of how positive network effects within an innovation ecosystem can accelerate technology substitution. Employing a systems-based approach, we investigate the diffusion of EVs through a single case study. The study triangulates qualitative data from 14 expert interviews and quantitative data from an online survey of 120 participants, alongside archival materials. This methodological triangulation reveals that a well-developed charging infrastructure significantly hastens the substitution rate of ICEVs. We identify four key aspects of charging infrastructure that influence EV acceptance, offering new insights into the interplay between central and complementary technologies within an innovation ecosystem. The findings underscore the critical impact of network effects on the speed of innovation diffusion and substitution, providing valuable guidance for decision-makers in organizations. By highlighting the strategic importance of network effects, this research contributes to a deeper understanding of innovation ecosystems and offers a novel perspective on fostering successful innovation adoption and market penetration.

TIM: Dynamics of Ecosystem Governance on Technology Platform: Network Analysis of Siemens MindSphere

Author: **Kazuyuki Motohashi**, *U. of Tokyo*

In order to develop an innovation ecosystem and to maintain healthy condition of the ecosystem by contributions from partners, the ecosystem owner has to manage the balance between control over the partners and allowing autonomy of their activities. While substantial numbers of literature discuss about the comparative statics of the optimal degree of "control" over "autonomy", there is few studies empirically investigating the dynamics governance model in a process of ecosystem development. This paper sheds new light on such issue, by using the information of Siemens IoT Platform, called MindSphere. Specifically, by measuring the similarity among the partners in terms of its business domain, we have constructed the indicator of complementarity among platform participants. Then, Siemens's platform governance strategy is evaluated by using Burt's constraint index (measuring structural holes in network data). It is found that Siemens change its governance model from facilitating mutual complementarity among partners at early stage of platform development, to induce more competition among in its later stage by using network externality as a centripetal force.

TIM: Relational and Social Capital as Drivers of CE in Knowledge-Based Entrepreneurial Ecosystems

Author: **María Esmeralda Lardón-López**, *U. of Granada*

Author: **Víctor J. García-Morales**, *full professor*

Author: **Rodrigo Martín-Rojas**, *U. of Granada*

Author: **Jeehan Awad**, *U. of Granada*

The aim of this paper is to investigate whether a company belonging to a knowledge-based entrepreneurial ecosystem (KBEE) influences the increase in relational capital (relationship with customers, suppliers and allies) and social capital, if each one of these dimensions arise positively to the corporate entrepreneurial spirit, as well as whether it positively affects organizational performance. The conceptual framework is based on the theory of complexity and the perspective of dynamic capabilities, complementing the theory of resources and capabilities, since the use of information and communication technologies or social media technologies in companies promotes numerous interactions with users, clients, consumers, suppliers, business allies, employees and other stakeholders that improve the creation and exchange of knowledge and actively support innovation processes, constituting ecosystems for innovation and entrepreneurship or "complex innovation ecologies". The research has been carried out based on a sample of 138 Spanish technology-based companies belonging to entrepreneurial ecosystems of 47 Spanish universities. The main contribution consists of proposing an empirical model that shows how membership in a KBEE positively affects the development of relational and social capital of companies, as well as the increase in corporate entrepreneurship and, consequently, organizational performance.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Success of Inventor Teams

Session Moderator: **Frank Van Der Wouden**, *U. of Hong Kong*

TIM: The Returns to Inventor Experience and Collaboration 

Author: **Frank Van Der Wouden**, *U. of Hong Kong*
Author: **Christopher Esposito**, *UCLA Anderson School of Management*

We measure the rate of inventor knowledge obsolescence and study its relationship with the organization of invention. Our analysis of 4.6 million disambiguated inventors between 1836 and 2000 shows that: (1) inventors learn more slowly than their technology fields evolve, and (2) the gap between these rates grew larger over time. Therefore, senior inventors increasingly lack knowledge of the new and active ideas in their fields. We additionally show that this gap's growth coincided with a decrease in senior inventors' ability to produce impactful inventions, and an increase in inventors' reliance on organizational capabilities for rapid invention, as evidenced by increased collaboration. Together, our results suggest that knowledge obsolescence is compressing inventors' innovative careers and making organizational capabilities for adaptation more important.

TIM: Social Dynamics and Prediction Accuracy in Collective Decisions: Intuitive vs Scientific Approaches 

Author: **Sebastian Niederberger**, *ETH Zurich*

This paper focuses on the interaction of social influence with scientific and intuitive approaches in collective decision-making and under varying degrees of task complexities. By including the effects of being exposed to social information in the form of a peer estimate, we expand on a prior empirical framework by explicitly incorporating the element of social influence in the experimental design. We find that using the scientific approach under social influence results in higher collective performance than intuition. However, due to social influence, the collective accuracy for the intuitive approach improves to a greater degree, especially in the context of highly complex tasks. Regarding the micro-mechanisms that explain these findings, scientific thinkers have been observed to incorporate the provided social information in a manner similar to intuition. Conversely, intuitive thinkers tend to engage in more deliberation and reflection due to having access to social information. Therefore, our empirical results suggest that social influence is a mechanism that enables convergence in outcomes and potentially in terms of the cognitive processes utilized. Through this, not only can social influence further improve the collective accuracy of a group, but it also enables a balance of the limitations and trade-offs that are associated with each prediction approach.

TIM: The Impact of Local Bank Failures on Team Persistence in R&D  

Author: **Chun-Yu Ho**, *U. At Albany-SUNY*
Author: **Gerald Marschke**, *U. at Albany, State U. of New York*
Author: **Kyoungah Noh**, *U. At Albany-SUNY*








The aim of this paper is to explore the collaborative relationships between inventors and how team-specific human capital influences their repeated collaboration during periods of bank failures. Using U.S. patent data from 2000 to 2012, we have three main findings. First, we show that bank failures significantly lower both the number of team patents and inventors that have collaborators. Second, we find that negative banking shocks decrease the likelihood that inventor teams remain together for projects in the subsequent periods. On the other hand, we provide evidence that spatial proximity, past collaboration, and small team size play a critical role in preserving co-authorships that are weakened through the effect of bank failures.

TIM: Recognizing Disruptive Innovation Opportunities: A Configurational Approach to Team Learning  

Author: **Zhiwei WANG**, *Fuzhou U.*
Author: **Lican Wei**, *Lingnan U.*

Predicting, prospective sensemaking, and creating potential disruptive innovation are critically important but challenging. In fast-changing environments, the recognition of disruptive innovation opportunities is more likely to result from collective endeavors rather than individual efforts. Despite teams being the natural incubators for innovative activities, the contributing factors that enable teams to generate disruptive innovation opportunities remain largely unknown. We take an ex-ante perspective of disruptive innovation and examine how individual and team level learning antecedents interact and contribute to the recognition of disruptive innovation opportunities. We employ a configurational approach - fuzzy-set Qualitative Comparative Analysis (fsQCA) - to identify different cross-level antecedents and our findings reveal three distinct team-level pathways with unique configurations leading to a high level of disruptive innovation opportunities, namely, sharing-integrating, improvisation-inspired, and star-lead. We also identify two pathways for a not-high level of disruptive innovation opportunities. This study enriches the disruptive innovation literature by introducing the ex-ante perspective and elucidating how teams might proactively, collaboratively, and creatively recognize disruptive opportunities. Furthermore, this study offers a new perspective for learning on how opportunity recognition of disruptive innovation can be conceptualized as a team learning process and through which to achieve a pragmatic synthesis between opportunity discovery and opportunity creation.

KEY TO SYMBOLS

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

Open Innovation as Adaptation

Session Moderator: **Matthew Ayamga**, *Wageningen U. & Research Center*

TIM: Open Innovation as an Adaptive Strategy in Mitigating the Challenges Posed by Digital Innovation 

Author: **Matthew Ayamga**, *Wageningen U. & Research Center*
Author: **Ayalew Kassahun**, *Wageningen U. & Research Center*
Author: **Wilfred Dolfsma**, *Wageningen U. & Research Center*
Author: **Bedir Tekinerdogan**, *Wageningen U. & Research Center*

In the contemporary digital landscape, the rapid surge of digital innovations is profoundly reshaping societies, firms, and economies, offering unprecedented opportunities for efficiency, transformation, and growth. However, this transformative journey is not devoid of challenges and complexities intrinsic to innovation. Existing studies on digital innovation tend to focus more on the prospects, exploring the feasibility of open innovation. Yet, there is a conspicuous gap in perceiving open innovation as a proactive response to challenges encountered in the adoption and implementation of digital technologies. Filling this research gap, our study draws from interviews and documents to analyze the emergence of open innovation strategies as a result of firms' responses to challenges when introducing their digital innovations to farmers in Ghana. Our results illustrate that firms' responses to challenges faced led them to proactively utilize a combination of both internal and external resources. Internal resources were drawn from firms' capabilities in software and Artificial Intelligence (AI) development. The pursuit of external resources led firms to engage in partnerships with external parties, taking various forms: (1) tactical partnering, (2) operational partnering, (3) partnering to acquire new human resources, (4) partnerships for obtaining new financial resources, and (5) partnering for acquiring new competencies. Partnering for new financial resources in particular was due to the complexity of Big Data analysis that triggered firms to seek external support. Finally, we discuss these findings for theoretical and managerial implications dealing with the complexities of digital innovation and seeking effective open innovation practices.

TIM: Decentralized Autonomous Organizations and Collective Innovation: An Empirical Investigation   

Author: **Ying-Ying Hsieh**, *Imperial College Business School*
Author: **Sebastian Brenk**, *Nijmegen School of Management, Radboud U. Nijmegen*

This study investigates the impact of community governance on collective innovation in decentralized autonomous organizations (DAOs). While DAOs are structured as self-organized communities such as open source software development (OSSD) communities for collective value creation, DAOs differ from OSSD in that they can financially incentivize contributors with cryptocurrency tokens, enabling private value appropriation. However, research on the 'private-collective' model of innovation (PCI) focuses on either private or collective governance separately, with the former focusing on the firm and the latter anchoring on self-organized communities. DAOs offer an opportunity to unpack the interaction between the private and collective governance mechanisms and their influence on collective innovation. Analyzing 45 DAO development communities from April 2013 to April 2018, we find that community governance promotes collective innovation; this effect weakens when interacting with centralized control. This study contributes to the PCI literature by establishing a deeper understanding of the private-collective innovation continuum and the interaction of the two models.

TIM: Emotional Intelligence and Open Innovation Practices: The Mediating Role of Work Relationships

Author: **Syed Muntasir Husain Bokhari**, *Doctor of Business Administration*
Author: **Lakeesha K. Ransom**, *Asian Institute of Technology*
Author: **Djoen San Santoso**, *Associate Professor*

In high-tech firms, promoting both internal and external knowledge sources, often referred to as open innovation, plays a pivotal role in fostering innovation. This emphasis is particularly crucial for emerging market firms, which typically possess limited technological expertise, hindering their innovation performance. Thus, it becomes imperative for emerging market firms to optimize the utilization of both internal and external knowledge sources among their employees. This strategic approach facilitates the narrowing of the technological gap and enables firms to catch up with their counterparts in developed markets. This study integrates literature on emotional intelligence, open innovation, and work relationships to delve into the impact of employees' emotional intelligence on their internal and external knowledge sources acquisition, while simultaneously considering the mediating role of work relationships. To empirically test our conceptual model, we collected data from 379 employees within the telecommunication industry across South and Southeast Asia. Our findings demonstrate a significant and positive relationship between emotional intelligence with both internal and external knowledge sources. Moreover, our investigation highlights that work relationships share significant and positive relationship with both internal and external knowledge sources. Furthermore, our research reveals that work relationships act as mediator in the relationships.

TIM: Processes of Collaborative Innovation: A Qualitative Meta Analysis

Author: **Hannah Fults**, *KIN Center for Digital Innovation, Vrije U. Amsterdam*
Author: **Hans Berends**, *Vrije U. Amsterdam*
Author: **Fleur Deken**, *Vrije U. Amsterdam*

Research on collaborative innovation has been flourishing over the past two decades. Although a growing number of process studies have been published that demonstrate the intricate interplay between innovation and collaboration processes, we still lack important insight into the underlying mechanisms that explain the direction and progress in collaborative innovation processes. The fundamental challenge that actors must address is to engage in collective action despite significant uncertainty being associated with innovation which prevents actors from specifying precise resource needs and selecting partners in a linear fashion. We address this challenge through a qualitative meta-analysis of published in-depth processual case studies. Our abductive analysis explains how switching between three fundamental mechanisms—nucleating, situated engagement, and bidirectional configuring—enabled reaching and strengthening prospective alignment over time. These three mechanisms enable explaining the difference between ampliative and interrupted sequences in the cases we analyzed and help unpacking how multiple actors transformed their resources into joint value.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovation Pathways Linking Academia and Industry

Session Moderator: **Muthu De Silva**, *Birkbeck, U. of London*

TIM: **How Do Firms Shape Their Interactions with Universities to Build Capital?**

Author: **Muthu De Silva**, *Birkbeck, U. of London*
Author: **Federica Rossi**, *U. di Modena e Reggio Emilia*
Author: **Nicola Searle**, *Goldsmiths, U. of London*

In the initial stages of university-industry collaborations (UICs) the chosen form of the collaboration and how potential collaborators are approached strongly influence their development and success. We investigate how the mode of initiation of UICs depends on firms' objectives to build economic, intellectual and reputational capital. We argue that: (i) capital building is not just an outcome of successful UICs, but an objective that influences firms' behaviour from the start, and (ii) firms' subjective evaluation of the effectiveness of interaction channels acts as a mediator between intention and behaviour. Our empirical analysis, building on a survey of 190 UK-based firms, shows positive associations between: economic capital-building objectives and institutional mode of initiation, mediated by the perceived effectiveness of knowledge acquisition channels; reputational capital-building and individual mode of initiation, mediated by the perceived effectiveness of knowledge co-creation channels; intellectual capital-building and both institutional and individual modes, mediated by the perceived effectiveness of, respectively, knowledge acquisition and co-creation channels (the latter when the firm intends to build new intellectual capital, the former when it intends to exploit existing capital). Our findings offer practical implications regarding how firms and universities should initiate interactions depending on the firms' objectives.

TIM: **Are Firms Stealing Talents? The Sorting of Scientists Between Industry and Academia**

Author: **Justine Boudou**, *Harvard Business School*

Note for the reviewer: This paper uses confidential data. Pending approval expected in mid-January, I have submitted a version with confidential data blacked out. All findings mentioned in the paper are statistically significant. -----
-----While the supply of scientists and its consequences for innovation has been widely studied, the allocation of scientists across sectors has received less attention. Because individuals are heterogeneous in skills and some occupations have greater potential of generating significant spillovers than others, the matching between jobs and individuals is of critical importance. In this paper, I study the allocation of Ph.D. at graduation across the academic and the private sector and its consequences for firms, science and the economy. While the share of students joining the private sector has substantially increased in the last decade, the consequences of this allocation remain unclear. Are firms recruiting the individuals who would be particularly productive in the private sector? Or are they diverting those who would have been prolific academic researchers? Using a newly-created dataset covering more than 40 cohorts of Ph.D. graduates with information about their earnings and their publication output, I first estimate the causal impact of joining the private sector vs Academia on earnings and publication output. To derive causal estimates, I use an instrumental variable design that relies on variation in the propensity of bachelor fields close in the knowledge space to lead to Industry vs Academia after a Ph.D. I show that scientists who start their career in the private sector generate [X more/less] publications and earn [X% more/less], compared to scientists who start their career in a university. I extend my analysis to the estimation of Marginal Treatment Effects in order to assess heterogeneity across individuals. I find that those who select into the [academic/private] sector lack non-research related skills that are rewarded in the [academic/private] sector. I also find that firms and universities compete for the same pool of "superstar" individuals, but that universities still possess an hiring advantage. I then use these publication-wage reduced-form estimates in a simple model of social returns that allows me to shed light on the extent of misallocation across sectors.

TIM: **Social Capital and Formal Contracts in University-Industry Collaborations for Innovation**

Author: **Hsing-Fen Lee**, *School of Business and Management, Royal Holloway, U. of London, UK*
Author: **Marcela Miozzo**, *King's College London*

Drawing on a survey of university academics and their innovation collaborations with industry, we address the conflicting results in the literature regarding the influence of social capital and formal contracts on university-industry collaborations for innovation. We suggest that the existing literature's inconclusive results may be explained by a lack of attention to equifinality and to the conjunction of multiple explanatory conditions of the complex phenomenon. We go beyond debates over the substitution or complementarity of social capital and formal contracts in supporting inter-organisational collaborations for innovation. Rather than attempting to untangle how the individual dimensions of social capital and formal contracts are conducive to the collaborations between universities and firms for innovation, we employ a configuration approach and fuzzy-set qualitative comparative analysis to explore their interrelated and complex dynamics. In doing so, our study offers alternative insights that extend the literature on university-industry collaborations. We develop an analytical framework that highlights the distinctive and contrasting configurations of social capital dimensions and formal contracts that are conducive to the development of, as well as knowledge transfer in, different types of collaborations. Our study contributes to the literature on the governance of inter-organisational collaborations by contextualising the key mechanisms in the dynamics of collaboration.

TIM: **Do Career Preferences Drive Entrepreneurial Learning in Pre-Incubators?**

Author: **Greta Serpente**, *Department of management, Bologna U.*
Author: **Daniela Bolzani**, *Department of management, Bologna U.*

While literature on entrepreneurship education and training by pre-incubators has proliferated, scholars have started to critically try to explain the contradictory findings of impact studies. In this regard, the career preferences of early-career academics who enrol in the programs are an issue that deserves more attention because of the high level of commitment required in new venture creation. Pre-incubators can be a testing ground in this regard, allowing incubates to explore and test whether their career preferences are in line with this task while being actively involved in the entrepreneurial learning process. The research question we aim to answer is: Do career preferences drive entrepreneurial learning in pre-incubators? If yes, how? The data is collected in a Business Plan Competition offered by a pre-incubator program in Italy, through semi-structured interviews, field observations, web materials, and surveys. The result of this study provides several insights that contribute to the flow of literature on career development in academic entrepreneurship along with policy and practice recommendations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

User Contributions to Platforms

Session Moderator: **Hakan Ozalp**, *Amsterdam Business School, U. of Amsterdam*

TIM: **Free Private Strategy and Open-Source Contributions: Evidence from GitHub**

Author: **Jiawei Chen**, *School of Information Management & Engineering, Shanghai U. of Fin & Eco*
Author: **Di Zhou**, *School of Economics & Management, Tongji U.*

User contribution has become an important source of content on many platforms, with the freemium strategy being widely deployed by platforms to motivate different types of users to make contributions. In open-source communities like GitHub, users can frequently engage in writing code for public repositories and in this way make instant open-source contributions; or, alternatively, they can choose to first launch and work on projects in private repositories and then make them public later on some time afterwards to permit packed open-source contributions. Some individuals active in this field are of the view that providing free access to private repositories can in turn help promote the development of open-source communities, while still others hold the opposite view. To settle this debate, we examine the impacts from the change to a freemium strategy on open-source contributions and its underlying mechanisms. Using a panel data set obtained from GitHub, this paper found that the free private strategy had a positive impact on the overall level of open-source contributions. We further discovered that for professional users, the free private strategy generated a lurker effect, wherein their instant open-source contributions were reduced, as well as a delay effect, wherein their packed open-source contributions were increased. The shift in attention from public repositories to private repositories explains the changes in professional users' contribution patterns. This paper sheds new insights on the research into platform pricing strategy and digs deep into the open-source contributions. The findings of the paper suggest that platforms not only evaluate the overall impact of platform strategies, but also pay more attention to the heterogeneous impact on different types of users, especially on those users who contribute the most to the platform.

TIM: **Instagram as an External Enabler: The Roles and Mechanisms that Shape Entrepreneurial Activity**

Author: **Chris James Carter**, *U. of Nottingham*
Author: **Hannah Noke**, *U. of Nottingham*
Author: **Kadja Manninen**, *Manchester Metropolitan U.*

This paper explores Instagram as an external enabler of social media entrepreneurship, adopting a process-oriented approach for examining how and when enabling mechanisms are activated to enhance entrepreneurial outcomes for platform users. While prior literature indicates that social media technologies play an increasingly influential role in shaping entrepreneurial activity, the precise nature of this relationship has received little empirical attention to date. Using semi-structured interview data from 15 case studies of social media entrepreneurs, we find that Instagram embodies many of the enabling mechanisms proposed by the External Enabler (EE) framework, but that the venture triggering role requires modification, and two novel mechanisms merit future consideration: "Market engagement" and "Resource collaboration". Additionally, mechanisms are observed across all stages of the entrepreneurial process, with some exerting a particularly prominent role in shaping both markets and products/services through the platform. We highlight various implications for entrepreneurship education and platform design. Keywords: External enabler; Social media entrepreneurship; Social media, Instagram

TIM: **Platform Design Change and User Engagement: A Natural Experiment on Twitter**

Author: **Chengdi Fa**, *Amsterdam Business School, U. of Amsterdam*
Author: **Hakan Ozalp**, *Amsterdam Business School, U. of Amsterdam*

Platform competition literature emphasizes the importance of network size on platform value; however, as platforms expand in scale, the challenge of diminishing network effects emerges. Recognizing this, the role of user engagement as a critical driver for sustained platform success has garnered heightened attention. We investigate how platform-specific content, tailored to the unique features of the platform, influence user engagement. Focusing on Twitter's character limit increase, designed to enhance platform-specific content creation, we investigate its impact on user engagement. Employing a synthetic control method and difference-in-difference estimation, our findings reveal that the character limit increase promotes platform-specific content creation by specific users (such as journalists). We suggest that crafting platform-specific content fuels user engagement (e.g., likes, replies, and retweets) on the platform. Importantly, we demonstrate that this impact is more pronounced for users with extensive networks and those generating creative content. We conclude with both theoretical and practical implications for platform ecosystems.

TIM: **Toward A Process Model of a Harmonious Retail Platform Ecosystem**

Author: **Tong HE**, *Xi'an Jiaotong Liverpool U.*
Author: **Zi Wang**, *IESEG School of Management, France*

By harnessing advanced data analytics, digital giants like Alibaba and Amazon are rapidly expanding their platform ecosystems, disrupting the longstanding dominance of brick-and-mortar retailers. However, this digital transformation poses risks of unfair exploitation for complementors and customers due to the power of AI and big data analytics wielded by these platform companies. Although recent literature emphasizes the need to safeguard the well-being of consumers and complementors and maintain ecosystem health, empirical research providing grounded guidance and policy implications on cultivating a harmonious retail platform ecosystem remains limited. This study, guided by grounded theory, empirically and inductively investigates a qualitatively different platform ecosystem over three years. This ecosystem is characterized by inclusivity, customer orientation, non-predatory practices, mutual benefit, and commercial viability. We identify three contingent mechanisms that underpin such a harmonious retail platform ecosystem: social capital energizing, grassroots infrastructuring, and operation abridging, in which each mechanism is enabled by everyday digital technologies that have become an integral part of daily life rather than the exclusive domain of a few major digital platforms. Our findings demonstrate that a harmonious platform ecosystem can be built on top of everyday digital technologies to orchestrate retail networks and co-create value with every ecosystem member instead of relying on novel and sophisticated ITs, such as artificial intelligence. Rather than devaluing the role of artificial intelligence, the process model we develop offers a multi-stakeholder and ecosystem-wide perspective that speaks to the platform ecosystem and retailing literature.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **2131** | Submission: **12264** | Sponsor(s): **(TIM, OB)**

Scheduled: **Tuesday, Aug 13 2024 11:30AM - 1:00PM CT (UTC-5)** at **Sheraton Grand Chicago in Colorado**

New Insights into the Science of Science and Scientists



Organizer: **Kevin M. Kniffin**, *Cornell SC Johnson College of Business*
Organizer: **Yian Yin**, *Cornell U.*
Discussant: **Maryann P. Feldman**, *Arizona State U.*
Presenter: **Saqib Mumtaz**, *Haas School of Business, UC Berkeley*
Participant: **Abhishek Nagaraj**, *UC Berkeley & NBER*
Presenter: **Ally St. Aubin**, *I/O psychology, U. of Houston*
Presenter: **Ebenezer Edema-Sillo**, *I/O psychology, U. of Houston*
Participant: **Juan M. Madera**, *U. of Houston*
Participant: **Theodore Charles Masters-Waage**, *Singapore Management U.*
Participant: **Peggy Lindner**, *U. of Houston*
Participant: **Erika Henderson**, *U. of Houston*
Participant: **Wenyi (Helen) Gu**, *U. of Houston*
Participant: **Rich Carter**, *Oregon State U.*
Participant: **Christiane Spitzmueller**, *U. of Houston*
Presenter: **Haneul Choi**, *U. of Bristol*
Participant: **Donald Siegel**, *Arizona State U.*
Presenter: **Maximilian Koehler**, *ESMT Berlin*
Participant: **Henry Sauermann**, *ESMT European School of Management and Technology*
Presenter: **Emma Scharfmann**, *UC Berkeley*
Participant: **Matt Marx**, *Cornell U.*
Participant: **Lee Fleming**, *U. of California, Berkeley*
Participant: **Kevin M. Kniffin**, *Cornell SC Johnson College of Business*
Participant: **Monica Marion**, *Indiana U.*
Presenter: **Andrew Hanks**, *Ohio State U.*
Participant: **Stasa Milojevic**, *Indiana U.*
Participant: **Bruce Weinberg**, *Ohio State U.*

In this symposium, we will examine a wide array of questions and hypotheses that focus on the people who conduct science -- as a complement to more established research traditions that focus on the publications and patents that people produce. Talks will cover topics that relate to a variety of career stages and background characteristics such as: What are the characteristics of scientists who are also inventors? How is Artificial Intelligence being integrated into crowd science projects? How does media coverage about research variably impact the authors of the research? Talks will also feature innovative data resources including one presentation that is able to examine the ways in which External Letters variably influence academic careers with respect to tenure and promotion decisions (particularly in relation to faculty who seek and gain one or more patents).

From Lab to Limelight: Media's Role in Boosting Scientific Impact

Author: **Saqib Mumtaz**, *Haas School of Business, UC Berkeley*

Author: **Abhishek Nagaraj**, *UC Berkeley & NBER*

Undervaluing Innovation and Entrepreneurship for Promotion and Tenure Decisions

Author: **Ally St. Aubin**, *I/O psychology, U. of Houston*

Author: **Ebenezer Edema-Sillo**, *I/O psychology, U. of Houston*

Author: **Juan M. Madera**, *U. of Houston*

Author: **Theodore Charles Masters-Waage**, *Singapore Management U.*

Author: **Peggy Lindner**, *U. of Houston*

Author: **Erika Henderson**, *U. of Houston*

Author: **Wenyi (Helen) Gu**, *U. of Houston*

Author: **Rich Carter**, *Oregon State U.*

Author: **Christiane Spitzmueller**, *U. of Houston*

Champions of Technology Transfer as Institutional Entrepreneurs: Evidence from University and Federal Lab Scientists

Author: **Haneul Choi**, *U. of Bristol*

Author: **Donald Siegel**, *Arizona State U.*

The Adoption of Artificial Intelligence in Research: Evidence from Crowd Science Projects

Author: **Maximilian Koehler**, *ESMT Berlin*

Author: **Henry Saueremann**, *ESMT European School of Management and Technology*

An open-access dataset of Scientist-Inventors

Author: **Emma Scharfmann**, *UC Berkeley*

Author: **Matt Marx**, *Cornell U.*

Author: **Lee Fleming**, *U. of California, Berkeley*

The Nature of Science Teams: UMETRICS as a Growing Data Resource

Author: **Kevin M. Kniffin**, *Cornell SC Johnson College of Business*

Author: **Monica Marion**, *Indiana U.*

Author: **Andrew Hanks**, *Ohio State U.*

Author: **Stasa Milojevic**, *Indiana U.*

Author: **Bruce Weinberg**, *Ohio State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**

Program Session: **2132** | Submission: **15970** | Sponsor(s): **(TIM, STR)**

Scheduled: **Tuesday, Aug 13 2024 11:30AM - 1:00PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Bucktown**

Managing Technological Transitions: From Machines to Software and AI in the Auto Industry



Organizer: **Fernando Suarez**, *Northeastern U.*

Organizer: **Diego Zunino**, *SKEMA Business School - U. Côte d'Azur*

Participant: **Frank T. Rothaermel**, *Georgia Tech*

Participant: **Rebecca Karp**, *Harvard Business School*

Participant: **John Paul MacDuffie**, *U. of Pennsylvania*

Participant: **Mia Chang-Zunino**, *ESCP Business School*

This panel symposium brings together prominent and emerging scholars on the topic of technological transitions with a particular focus on how recent developments in artificial intelligence, automation, and digital technologies are transforming existing industries. The symposium takes a deep dive in the technological transitions of the automotive industry. The automotive ecosystem contributes to nearly 5% of the American GDP and is facing two major technological transitions. On the one hand, there is a transition from internal combustion engines to alternative systems such as electric and fuel-cell engines. On the other hand, vehicles increasingly include automation components towards the vision of the self-driving car. These transitions entail strategic and organizational challenges for both incumbents and new entrants. The panelists present complementary perspectives about how to manage these transitions and assess the consequences of different strategies on firm performance.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Interplay Between Firm Innovation and the External Environment



Organizer: **Jino Lu**, *Washington U. in St. Louis, Olin Business School*
Presenter: **Xiaoli Tang**, *Bocconi U.*
Presenter: **Jino Lu**, *Washington U. in St. Louis, Olin Business School*
Presenter: **Dror Shvadron**, -
Presenter: **Yuheng Ding**, *U. of Maryland, College Park*
Discussant: **Nicholas Argyres**, *Washington U. in St. Louis*
Discussant: **Felix Poege**, *Bocconi U.*

Supporting this year's annual meeting theme of "Innovating for The Future", this presenter symposium seeks to discuss – and to stimulate discussion about – the interplay between firm innovation and their external environment and the subsequent implications for firms and society. We bring together four papers that make impactful contributions by constructing unique datasets to facilitate answering such important questions as: How do external regulatory and technological environments shape firms' technological trajectories? What role do young firms play in technology adoption in developing economies? How can firms influence their external technological environment to their own benefit?

Directed Technical Change with Information Disclosure

Author: **Xiaoli Tang**, *Bocconi U.*

When your neighbors hurt you? Demand-Driven Innovation and Competition for Knowledge Workers

Author: **Jino Lu**, *Washington U. in St. Louis, Olin Business School*

Bread Upon the Waters: Corporate Science and the Benefits from Follow-On Public Research

Author: **Dror Shvadron**, -

Technology Adoption of Young Firms in Developing Countries

Author: **Yuheng Ding**, *U. of Maryland, College Park*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



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Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2134** | Submission: **21677** | Sponsor(s): **(CM)**
Scheduled: **Tuesday, Aug 13 2024 1:00PM - 2:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Addams**

Conflict Management Division Executive Board Strategy Meeting

Participant: **Laura Rees**, *Oregon State U.*

Participant: **Pri Pradhan Shah**, *U. of Minnesota*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



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Research-oriented



Diversity-oriented



Selected as a Best Paper

Age, Late Careers, and Retirement

Session Moderator: **Guodong Cui**, *Shandong U.*

CAR: **A Self-Determination Perspective on the Relationship Between Age-Inclusive HR Practices and SAW**  

Author: **Guodong Cui**, *Shandong U.*
Author: **Ying Zhang**, *Renmin U. of China*

To combat population aging in the workplace, we draw on self-determination theory to elucidate how age-inclusive human resource practices (AIHRP) can promote successful aging at work for older workers. A thorough examination of the hypothesized model was implemented using a survey (Study 1) and a scenario experimental study design (Study 2). Results from a three-wave time-lagged survey of 280 employees across 65 organizations (Study 1) revealed AIHRP were positively related to needs for competence, relatedness, and autonomy, which in turn contributed to successful aging at work among older workers. Moreover, individual psychological resilience was shown to strengthen the relationship between psychological needs and successful aging at work. Study 2 adopted a scenario experimental approach covering 165 older workers to further verify the positive influence of AIHRP on successful aging at work. This study depicts the mechanisms of age-inclusive HR practices on successful aging at work from a self-determination perspective, which enriches the existing body of research on successful aging at work and deepens our collective understanding of how organizations can motivate older employees.

CAR: **Who Am I in Retirement? Antecedents and Outcomes of Retirement Self-Uncertainty** 

Author: **Karyn Dossinger**, *Loyola U. Chicago*
Author: **Gregory Robert Beaver**, *Suffolk U.*

Feeling certain about who one is and their place in the world is fundamental to human psychological functioning; however, significant life transitions, such as retirement, may prompt uncertainty about the self. This study introduces the concept of retirement self-uncertainty, or individual perceptions that the self-concept in retirement is unknown. In this study, we establish retirement self-uncertainty as a relevant psychological response for understanding the retirement adjustment process. We propose and test a conditional process model of retirement self-uncertainty using a time-lagged study of retired adults living in the United States. We find that the involuntariness of the retirement decision and financial hardship during retirement were positively associated with retirement self-uncertainty; subjective health status during retirement was negatively associated with retirement self-uncertainty. Calling orientation, or perceptions that pre-retirement work held significant meaning and purpose, strengthened the positive relationship between financial hardship and retirement self-uncertainty, but did not moderate relationships between involuntary retirement and subjective health with retirement self-uncertainty. Finally, retirement self-uncertainty was negatively associated with retirement satisfaction and psychological well-being. Our study expands insight into how uncertainty manifests during the retirement transition, offering new understanding of how and when uncertainty about the self-concept hinders adjustment.

CAR: **A Systematic Review of Factors Impacting Older Workers' Experiences with Technology in the Workplace** 

Author: **Judah Adeniyi**, *Memorial U. of Newfoundland*
Author: **Travor C. Brown**, *Memorial U. of Newfoundland*

The impact of technology on the work experiences of older workers is a topic of growing interest. As the global population ages, leading to an increased representation of older employees in the workforce, understanding the dynamics of their careers in the evolving technological landscape becomes crucial. Despite this demographic shift, there is a noticeable gap in research addressing the factors influencing older workers' experiences within the changing technological work environment. To bridge this gap, we conducted a comprehensive systematic literature review, encompassing 121 papers from peer-reviewed journal articles to grey literature. This review not only synthesizes and evaluates existing research but also provides significant implications for both scholars and practitioners. It provides valuable insights into individual career development, career management strategies, and the relationship between technology and careers, offering directions for future research and strategies to ensure a technologically adaptive work environment for older workers.

CAR: **Relational Spirals and Thriving: a Longitudinal Investigation of Older Workers**     

Author: **Rajiv Amarnani**, *U. of Western Australia*
Author: **Miaojia Huang**, *U. of Western Australia*
Author: **Prashant Bordia**, *Australian National U.*
Author: **Imogen Sykes-Bridge**, *Australian National U.*
Author: **Patrick Raymund Matutina Garcia**, *Macquarie U.*

Thriving is believed to occur when employees experience progress and momentum in the organization. This conceptual basis for thriving is inherently temporal—implying an underlying individual change process—which sets thriving apart from other well-being criteria in HRM literature. However, limited research has explored the development process leading to thriving. This paper develops and tests a theoretical model on the dynamic origins of thriving in a socially important context: the aging workforce. Specifically, we propose that older workers thrive when they experience relational spirals: a deepening of the employee-organization relationship as psychological contracts and role expansion drive each other in a mutually reinforcing spiral. Results from a large-scale nationally representative longitudinal study of 3,370 Australian older workers—spanning 1.5 years and three time points—support the proposed model. Older workers' relational psychological contracts and role expansion form a mutually reinforcing spiral process over time, leading to higher levels of thriving. These results held even after imposing autoregressive control of lagged variables at earlier time points, and after accounting for transactional psychological contracts. Our theorizing and empirical approach brings dynamic processes to the forefront of HR research on thriving and point to implications for the role of HR in successful aging.

Author: **Yafan Yu**, *U. of Southampton*

Author: **Mina Beigi**, *Southampton Business School, U. of Southampton*

Author: **Jane Parry**, *Southampton Business School, U. of Southampton*

We present a systematic review of 54 empirical studies that examine the links between age-based perceptions/bias and career-related outcomes. Drawing on social cognitive theory, we conduct a systematic and interdisciplinary review that outlines the direct and indirect links between (a) positive and negative stereotypes and age discrimination and (b) individual and organisational career outcomes and acknowledges the contextual factors that influence this process. Our findings suggest that negative age-related stereotypes can directly or indirectly lead to discriminatory opportunity provision and employment practices, loss of enthusiasm for career planning, detriment to health, negative performance, and an unfriendly working climate through three pathways from the employee's perspective. Also, positive age-related stereotypes are positively associated with self-efficacy and can lead to equity in employment practices, passion for career development, and a friendly work climate. Our review provides insights for future research on age discrimination in the workplace and has practical implications for managers and policymakers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Boundaryless Careers: The Mechanisms, The Inequalities, and The Opportunities



Organizer: **Heli Helanummi-Cole**, *Aalto U. School of Business*
Organizer: **Sanjeewa Samanmali Perera**, *U. of South Australia*
Presenter: **Julian Pfrombeck**, *The Chinese U. of Hong Kong*
Organizer: **Thi Tuyet Tran**, *RMIT U., Australia*
Participant: **Carol T. Kulik**, *U. of South Australia*
Participant: **Belinda Rae**, *U. of South Australia*
Participant: **Shruti Sardeshmukh**, *Shiv Nadar Institution of Eminence*
Participant: **Sara Zaniboni**, *U. of Bologna*
Participant: **Gudela Grote**, *ETH Zürich*

In response to career scholars' increasing attentiveness to the complex outcomes of boundaryless careers (Guan, Arthur, Khapova, Hall & Lord, 2019) and the urgency in policymakers' search for innovative solutions to the fast changes in labor markets (Gmyrek, Berg & Bescond, 2023), our paper symposium provides the space to discuss opportunities and challenges associated with boundaryless careers. We bring together scholars conducting conceptual and empirical research in less-studied career contexts, offering fresh insights and new avenues for future research into boundaryless careers. The presentations in our symposium directly examine mechanisms that can lead to greater inequalities or enhanced opportunities in boundaryless careers. While we identify challenges, our symposium also offers a note of hope identifying mechanisms that can lead to greater opportunities for employees, particularly those likely to be disadvantaged.

A conceptual model of career capital transferability shaping career sustainability

Author: **Heli Helanummi-Cole**, *Aalto U. School of Business*

Skilled migrants' non-institutionalized career transition in the host labor market

Author: **Thi Tuyet Tran**, *RMIT U., Australia*

Startup@AnyAge – Entry into Mature-age Entrepreneurship

Author: **Sanjeewa Samanmali Perera**, *U. of South Australia*
Author: **Carol T. Kulik**, *U. of South Australia*
Author: **Shruti Sardeshmukh**, *Shiv Nadar Institution of Eminence*
Author: **Belinda Rae**, *U. of South Australia*

Seeing the opportunities: The role of uncertainty mindset during job search

Author: **Julian Pfrombeck**, *The Chinese U. of Hong Kong*
Author: **Sara Zaniboni**, *U. of Bologna*
Author: **Gudela Grote**, *ETH Zürich*

KEY TO SYMBOLS

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

In Rich and in Poor: Career Success/Stress and Changes in Individual Differences



Organizer: **Rong Su**, *Tippie College of Business, U. of Iowa*

Discussant: **Jonas W. B. Lang**, *U. of Exeter*

Presenter: **Weiwen Yang**, *Department of Management, Business School, The Chinese U. of Hong Kong, HK*

Participant: **Wendong Li**, *Chinese U. of Hong Kong*

Participant: **Kaili Yu**, *The Chinese U. of Hong Kong*

Participant: **Huanxi Zhang**, *The Chinese U. of Hong Kong*

Presenter: **Thomas Ptashnik**, *Providence College*

Participant: **Riley Cooney**, *Tippie College of Business, U. of Iowa*

Presenter: **Jing Luo**, *Northwestern U.*

Participant: **Emily Willroth**, *Washington U. in St. Louis*

Among the myriad grand challenges in today's world as highlighted by the AOM 2024 conference theme, economic inequality is one of prime concern (Bapuji et al., 2020). While some people enjoy professional and economic success in society and the workplace, many are classified as the "working poor" and face enduring financial strains (Leana et al., 2012). Traditionally, organizational researchers have used personality and other individual differences to predict job outcomes and career success (Ng et al., 2005; Seibert et al., 2024) but have rarely examined the long-term, fundamental impact of work on the person. With widening economic inequality, a pressing research question is how people change as a result of their career success, or the lack thereof. Using innovative research methods and data sources with high ecological validity, the current symposium addresses this question with four presentations that investigated the longitudinal, reciprocal relationships between career success/stress (extrinsic and intrinsic career success, chronic underemployment, and job/financial stress) and changes in individual characteristics previously considered stable, including personality traits, goals, and values. Collectively, this set of studies contributes to the organizational literature by answering the recent call for management scholars to study income and income inequality as drivers of organizational behavior (Leana & Meuris, 2015) and further expands the outcomes of interest from short-term cognition, affect, and behavior to long-term changes and development of the person. Examining changes in personality and other individual characteristics as a result of work experiences and illuminating the dynamics of individual differences, rather than treating them as stable dispositions, represent a major paradigm shift for understanding worker behavior and experience in organizational research (Judge, 2023). This set of studies also advances careers research by incorporating a temporal perspective on career success and investigating the underemployed and financially strained—a previously understudied population (Seibert et al., 2024). Practically, findings from this symposium have important implications for the management and development of employees as well as effective utilization of human capital in society.

A Continuous-Time Meta-analysis of the Reciprocal Relationships between Optimism and Career Success

Author: **Weiwen Yang**, *Department of Management, Business School, The Chinese U. of Hong Kong, HK*

Author: **Wendong Li**, *Chinese U. of Hong Kong*

Author: **Kaili Yu**, *The Chinese U. of Hong Kong*

Author: **Huanxi Zhang**, *The Chinese U. of Hong Kong*

Longitudinal Reciprocal Relationships Between Career Success and Agentic/Communal Goal Importance

Author: **Thomas Ptashnik**, *Providence College*

Author: **Rong Su**, *Tippie College of Business, U. of Iowa*

Author: **Wendong Li**, *Chinese U. of Hong Kong*

Underemployment and Personality Change: A 16-Year Longitudinal Study

Author: **Rong Su**, *Tippie College of Business, U. of Iowa*

Author: **Jing Luo**, *Northwestern U.*

Author: **Riley Cooney**, *Tippie College of Business, U. of Iowa*

Values and Work Stress: Examining the Relations at the Between- and Within-Person Levels

Author: **Jing Luo**, *Northwestern U.*

Author: **Emily Willroth**, *Washington U. in St. Louis*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Emotions and Well-Being in Conflict, Negotiation, and Social Exchange



Session Moderator: **Timea David**, *ESSCA School of Management*

CM: **Managing Relationship Conflict at Work: The Effect of Emotion Regulation and Social Interactions**

Author: **Timea David**, *ESSCA School of Management*

Author: **Hsi-An Shih**, *National Cheng Kung U.*

Author: **Tsai-Hsun Cheng**, *National Cheng Kung U.*

While disagreements can ignite a creative spark, relationship conflicts often create dysfunctional dynamics that hinder the realization of innovative ideas. We build on the emotion regulation framework to investigate the influence of emotion regulation strategies on social interactions and their implications for employees' innovative performance. We examined two commonly used emotion regulation strategies, expressive suppression (response-focused) and cognitive reappraisal (antecedent-focused) and to test their effects on innovation via contrasting social interaction processes. Team reflexivity was also considered as a potential moderating factor. The findings from a two-wave multi-source study revealed that expressive suppression in response to relationship conflict leads to interaction avoidance, hindering employee innovation, while cognitive reappraisal serves as a more adaptive emotion regulation strategy because it enables social expansion, thereby benefitting innovative performance. We found no support for an indirect moderating effect of team reflexivity. Our research highlights the contrasting effects of response-focused and antecedent-focused emotion regulation strategies on innovation. Understanding these dynamics is crucial for organizations seeking to foster innovation while simultaneously managing relationship conflicts among employees.

CM: **Daily Negotiation and Its Effects on Short and Longer-Term Well-Being**

Author: **Matteo Di Stasi**, *CUNEFU*.

Author: **Martin Schweinsberg**, *ESMT European School of Management and Technology*

Author: **Jordi Quoidbach**, *ESADE Business & Law School*

The present study examines three widely-held assumptions about negotiation that have never been tested outside the confines of a laboratory: (1) it's a daily activity, (2) it's generally unpleasant, and yet (3) it leads to happier lives. Leveraging an app-based experience-sampling methodology, we found that 25% of daily interactions involve negotiation, often resulting in a short-term dip in happiness. However, frequent negotiators reported higher overall happiness, underscoring the long-term benefits of this skill. The most common negotiation activities involved 'reaching an agreement' and 'making a joint decision', while formal 'bargaining' was less frequently used. We found negotiation to be more prevalent in professional interactions than in personal relationships. Additionally, our data revealed no significant gender or age differences in negotiation frequency, challenging traditional stereotypes.

CM: **Envy Hampers Win-Win Negotiations**

Author: **Hong Zhang**, *Leuphana U. Lüneburg*

Author: **Roman Trötschel**, *Leuphana U. Lüneburg*

Author: **Kai Zhang**, *Leuphana U. Lüneburg*

Author: **Peter Gollwitzer**, *New York U.*

Envy is a social experience, and it invariably occurs in dyads of the envious and the envied persons. Given the importance of envy as a social phenomenon, the current research seeks to investigate how envy affects interpersonal interactions in joint decision-making situations of negotiations. We propose that due to the painful feelings of being envious, envy will decrease the interpersonal trust between the envious and envied actor and ultimately harm their joint decision making. Moreover, we explored how if-then plans (i.e., implementation intentions) can help the envious actors to increase their trust in the envy situation, and thereby mitigate the negative effects of envy in negotiations. In general, the current research project focuses on the significant role of envy in the interactive processes of negotiations. Integrating the literature on negotiation and envy, we aim to highlight whether, how, and why envy impacts negotiators' perceptions, behaviors, and achieved outcomes. By investigating potential interventions to overcome the negative effects of envy, we establish and validate effective tools to break through the envy barrier and help joint decision-makers achieve optimal solutions.

CM: **Interpersonal Helping and Team Performance: Power, Dependence, and Social Exchange Perspective**

Author: **Young Won Rhee**, *Jackson State U.*

We investigate how employees' dyadic helping behavior is predicted by a coworker or interaction target's social influence in a team, and how this pattern of helping behaviors exerts an upward influence on the team process and outcome. Drawing on the power, dependence, and social exchange perspective, we further identify team conflict as a critical moderator that strengthens the relationship between target social influence and dyadic helping behavior. The power and dependence perspective also suggests that a dyadic social exchange relationship between two members is likely to impact the relationship patterns involving other members in the network of social exchanges in the team. Hence, we predict that the team-level configuration of helping based on the extent to which team members' dyadic helping behavior is shaped by target social influence will affect subsequent team process (i.e., team trust) and outcome (i.e., team performance) negatively. The current conceptual framework was empirically tested by a field survey and online experimental studies. This study highlights the importance of distinct forms and configurations of helping behaviors that occur in a team context, which may lead to disparate organizational outcomes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Exploring Group Faultlines at the Macro-level

Organizer: **Huiru Evangeline Yang**, *IESEG School of Management*
Organizer: **Yekaterina Bezrukova**, *U. at Buffalo, The State U. of New York*
Presenter: **Erwin Danneels**, *U. of South Florida*
Participant: **Alex Vestal**, *U. of North Carolina, Wilmington*
Presenter: **Taekjin Shin**, *San Diego State U.*
Participant: **Jihae You**, *U. of Memphis*
Participant: **Yunhyung Chung**, *U. of Idaho*
Presenter: **Qin Su**, *Xi'an Jiaotong-Liverpool U.*
Participant: **Chenxue Hou**, *U. of Bristol*
Presenter: **Barbara S. Lawrence**, *U. of California, Los Angeles*
Participant: **Sarah Wittman**, *George Mason U.*
Participant: **Chester S. Spell**, *Rutgers U., Camden*

Much has been unveiled about the impact of faultlines on team functioning over the past two decades of research. However, most studies only focused on faultlines within small groups, while dismissing the possibility of faultlines at higher levels. This symposium aims to advance our comprehension of how faultlines operate at the macro-level. Firstly, Danneels and Vestal delve into the influence of demographic and information-based faultlines within top management teams on a firm's exploration of new products, with a focus on examining constructive conflict as a potential boundary condition. Secondly, Shin, You, and Chung investigate the role of individual board member power as a moderating factor in the impact of faultlines within top management teams on board member departures. Following this, Su and Hou concentrate on faultlines within film production teams and their influence on the success of films, with particular attention to the individual power of film directors. The fourth presentation by Lawrence and Wittman explores organizational faultlines in the context of intra-organizational communities, examining how being a member of these communities can shape employees' career expectations and networks. Lastly, Yang, Bezrukova, and Spell examine the impact of state-level faultlines in the United States during the COVID pandemic on people's health practices, subsequently influencing pandemic and economic outcomes.

Subgroups Who Look and Think Alike: The Effect of TMT Faultlines Alignment on New Product Exploration

Author: **Erwin Danneels**, *U. of South Florida*
Author: **Alex Vestal**, *U. of North Carolina, Wilmington*

The Effect of Board Faultlines and Subgroup Characteristics on Director Departure

Author: **Taekjin Shin**, *San Diego State U.*
Author: **Jihae You**, *U. of Memphis*
Author: **Yunhyung Chung**, *U. of Idaho*

Faultlines in Film Production Teams

Author: **Qin Su**, *Xi'an Jiaotong-Liverpool U.*
Author: **Chenxue Hou**, *U. of Bristol*








How Tacit Intra-organizational Communities Shape Employees' Career Perceptions and Work Networks

Author: **Barbara S. Lawrence**, *U. of California, Los Angeles*
Author: **Sarah Wittman**, *George Mason U.*

The Impact of Macro Faultlines Amid the COVID-19 Pandemic

Author: **Huiru Evangeline Yang**, *IESEG School of Management*
Author: **Yekaterina Bezrukova**, *U. at Buffalo, The State U. of New York*
Author: **Chester S. Spell**, *Rutgers U., Camden*

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **2140** | Submission: **21388** | Sponsor(s): **(CM, IM)**
Scheduled: **Tuesday, Aug 13 2024 1:15PM - 2:45PM CT (UTC-5)** at **Hyatt Regency Chicago in Picasso**

Global Perspectives in Management: Advancements in Cross-Cultural Management Research



Organizer: **Jeffrey Bednar**, *Brigham Young U.*
Organizer: **Alexander Keogh**, *Brigham Young U.*
Presenter: **David A. Hunsaker**, *New York U. Shanghai*
Participant: **Leigh Anne Liu**, *Georgia State U.*
Participant: **Cristina Gibson**, *Pepperdine Graziadio Business School*
Participant: **Anna Eileen McKean**, *U. of Utah, David Eccles School of Business*
Participant: **Eva Witesman**, *Brigham Young U.*
Presenter: **Kirsi Jarvis**, -
Presenter: **Daniela Rivera Piedra**, *Georgia State U.*
Presenter: **Alba Ruth Prato**, *U. of Alaska Fairbanks*

Our goals are to 1) help explore and appreciate the complexity of culture's impact on management practice and 2) extend traditional theories to a more expanded audience. Presentations in our symposium seek to identify and address specific cultural gaps in management research, from developing a Chinese Subjective Value Inventory in negotiation to examining the role of intercultural trust in employing highly skilled refugees.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented

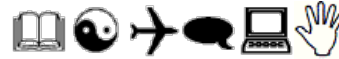


Diversity-oriented



Selected as a Best Paper

Neoliberalism, Postcapitalism, Humanism and Hope



Session Moderator: **Jonas Friedrich**, *Research Institute for Organizational Psychology*

CMS: **Working Beyond Neoliberalism: Organizing Alternativity Through an Ethics of Care (WITHDRAWN)**  

Author: **Jonas Friedrich**, *Research Institute for Organizational Psychology*
Author: **Christina Andrea Lüthy**, *Lund U.*

The urgency to reimagine neoliberal capitalism challenges scholars to explore how we can organize alternatively. In this paper, we argue that a feminist ethics of care, which stresses our fundamental interdependence and responsibility to particular others, provides a novel relational understanding of the organization and maintenance of alternativity. Relying on an ethnography of a campaign and consultancy cooperative, we show how an ethical adherence to flourishing, vulnerability, and solidarity informs an alternative coordination, valuation, and orientation of work. We theorize how the cooperative maintains this alternativity through the organization of a 'deliberative-responsive space'. Departing from scholarship that focuses on principles and practices in alternative organizing, our study emphasizes the organization of alternativity as an ongoing ethical responsiveness to different needs, capacities, and perspectives. We underline that a relational ethics and the responsive organizing it calls for provides a more situative and dynamic approach to dealing with plurality and conflict that frequently degenerate alternative organizations.

CMS: **Reflexivity After Asymmetry: New Humanism and New Possibilities for Critical Reflexive Practice**   

Author: **Julie Wolfram Cox**, *Monash U.*
Author: **Andreas Pekarek**, *U. of Melbourne*
Author: **John S Hassard**, *U. of Manchester*

Although reflexivity has become an enduring and flourishing trope in contemporary organization studies, it is challenged by increasing recognition of post- and anti-humanist philosophical positions that decenter the privileging of asymmetrical, human-centered capabilities. We discuss the nature and context of this challenge, with particular reference to what has been termed new humanism, a term for a range of perspectives and vocabularies from across the social sciences that recognize without privileging human potential in relation to more-than-human entanglements. We outline several new humanist contributions after this (re-)turn to asymmetry in management and organization studies. In combination, we show how new humanism can provide a conceptual underpinning for critical management research projects and, in addition, for critical reflexive practice without humanistic hubris.

 CMS: **Transforming Hope Labour: Badiou, the COVID-19 Event, and Contingent Academic Work** 

Author: **Elina Meliou**, *Brunel U. London*
Author: **Ana Lopes**, *Newcastle U.*








Studies of hope labour emphasise individual's commitment and attachment to unpaid or undercompensated labour, a phenomenon normalised by neoliberal ideology. However, they provide limited insights into how change and transformation can occur in neoliberalism. In the wake of the Covid-19 pandemic, which interrupted the established order and transformed the political economy, we address this lacuna by drawing on Badiou's theoretical ideas of the event. We theorise and demonstrate how the Covid-19 event has transformed the patterns of contingent academic work that sustain and reproduce hope labour. Through an analysis of forty interviews with contingent academics in the United Kingdom in the wake of the Covid-19 event, we illuminate the emergence of a new present manifested in patterns of 'transforming academic passion' and 'transforming academic professionalism'. This novel contribution enriches our understanding of hope labour and precarity within the neoliberal university by highlighting the subjective break experienced by contingent academics, disrupting the continuity of hope labour and giving rise to new discourses and practices. Our analysis sheds light on the nuanced dynamics at play in the research of academic work, emphasizing the transformative potential inherent in the event.

CMS: **Organising Postcapitalism: Mapping the Terrain for Actionable Knowledge**  

Author: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Author: **Patrizia Zanoni**, *Hasselt U.*

In this essay, we review eight prominent critical traditions inspired by Marxism and advance a vocabulary to theorise alternative organising as a means to achieve postcapitalism. By challenging the characterisation of alternative organising within capitalist relations as 'ambiguous', we argue for re-embedding this literature into the critique of capitalism. We aim to develop a new postcapitalist perspective for actionable organisational knowledge. We pose two research questions: (1) How can the economy and society be reconceptualised postcapitalistically in theory? (2) how can these concepts be politically mobilised for postcapitalist organising? As a contribution, by reintroducing critical political economy into the scholarly conversation on alternative organising, we demonstrate how postcapitalist knowledge can be productive for performative social change and for envisioning novel forms of organising differently. Our study not only offers a fresh reconceptualisation of the economy and society but also introduces theoretical possibilities for the politics of alternative organising.

KEY TO SYMBOLS

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

Work Effort and Private Time: Conflict or Balance?

Session Moderator: **Yichuan Zeng**, *China Agricultural U.*

CTO: **The Effect of Organizational Expectations for Electronic-Message Monitoring on Work-Family Conflict**

Author: **Wang Juan**, *Northwestern Polytechnical U.*
Author: **Yang Liu**, *Northwestern Polytechnical U.*
Author: **Hongwei He**, *Alliance Manchester Business School, U. of Manchester*
Author: **Zhe Zhang**, *Xi'an Jiaotong U.*

Although organizational expectations on electronic-message monitoring (OEEM) have become prevalent in companies, scholars have paid little attention to the effects of OEEM on employee outcomes, especially work-family conflict. Drawing on job demands-resource theory and the dualistic model of passion, we develop a theoretical model to explore how and when OEEM influences the work-family conflict of employees. Via two scenario-based experiments (N = 164, N = 184) and a multi-wave field study (N = 352), we find that OEEM can increase the work-family conflict of employees by increasing their obsessive passion and reducing their harmonious passion. Moreover, external CSR can weaken the positive relationship between OEEM and employees' obsessive passion as well as the indirect effect of obsessive passion on the relationship between OEEM and work-family conflict. Our study contributes to the understanding of the effect of OEEM on employees' work-family conflict and sheds light on the social impact of external CSR on the mitigation of the negative effect of OEEM on employees' work-family conflict in the wake of the COVID-19 outbreak.

CTO: **How W ICTs Influences Knowledge Hiding? A Moderated Chain Mediation Model**

Author: **Chao Zhang**, *Tongji U.*
Author: **Wenshun Li**, *Tongji U.*
Author: **Xianglu Wang**, *Tongji U.*








Despite the belief that the Work-Related Use of Information and Communication Technologies After Hours (W ICTs) enhances the convenience of knowledge exchange among employees, existing research lacks a motivational perspective on W ICTs' impact on employee knowledge hiding. To investigate the influence of W ICTs on knowledge hiding—how and when it occurs—we explored the relationship and underlying mechanisms between W ICTs and knowledge hiding based on the Conservation of Resources theory and Cognitive-Affective Personality Systems Theory. Analysis of data collected from 336 employees revealed that W ICTs significantly promote employees' knowledge hiding behavior. Role overload and moral disengagement respectively mediate the relationship between W ICTs and knowledge hiding, forming a chained mediating role. Organizational segmentation supply moderates this effect by attenuating W ICTs' positive impact on role overload. In conclusion, the research findings carry important theoretical and managerial implications for the study of W ICTs and knowledge hiding.

CTO: **Working During Private Hours From a Mental Accounting of Time Perspective**

Author: **Martina Hartner-Tiefenthaler**, *TU Wien*
Author: **Julia Schoellbauer**, *U. of Vienna*

Engaging in work activities during private hours is a widespread phenomenon among knowledge workers that exceeds the time spent on work while reducing the time left to invest in private life. Although research so far emphasized the detrimental consequences of working during private hours, little is known about its impact on subjective work-nonwork balance—a well-being indicator specifically important in today's lives—and on workers' time management strategies to mitigate the consequences. Drawing on mental accounting of time theory, we argue that working during private hours shifts the mental time budgets for work and private life and thus disrupts the balance between both domains. Consequently, we hypothesize that engaging in private activities during working hours mitigates this negative effect because it vice versa reduces the time invested in work and increases the time spent on private matters and thus re-balances the mental time budgets. Finally, we propose reciprocity of both behaviors. Two empirical studies widely support our hypotheses. Our insights present a novel perspective on the interplay of boundary-spanning behaviors and expose them as contemporary time management strategies aiming to maintain a comfortable balance between work and private life.

KEY TO SYMBOLS

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

IT for Municipal Government: Technology, Public Service, and Wellbeing

Session Moderator: **João Barata**, *U. of Coimbra*

CTO: **Digital Dynamics in the Urban Attractiveness: The Intersection of Social Media and Smart Cities**

Author: **Filippo Marchesani**, *D'Annunzio U. of Chieti-Pescara, Italy*

Author: **Federica Ceci**, *G. D'Annunzio U. of Chieti-Pescara*

Author: **Ian McCarthy**, *SFU*

Smart city initiatives involve using digital technologies to enhance user experiences and improve the efficiency and attractiveness of urban environments. In this study, we examine how a city's responsiveness to social media impacts the effect of digital technology implementation on the city's urban attractiveness. We suggest that this impact occurs because the relationship, visibility, location, sharing and grouping aspects of social media influence the adoption and use of digital technologies in smart cities, and resulting user structures and behaviors. We use data for 30 Italian cities (2010-2021) to show that digital implementation reduces their effect on urban attractiveness after a certain threshold, and that social media platforms moderate this relationship, extending the threshold point. Moreover, we show how these effects vary for local and international users of a city. These findings contribute to smart city research by corroborating social media's role in contemporary cities and providing practical implications for institutions and public management in orchestrating smart city projects.

CTO: **Beyond Functionality: Understanding How Digital Platform Features Impact on Users' Wellbeing**

Author: **Ana Domingos Canhoto**, *U. of Sussex Business School*

Author: **Danae Manika**, *Brunel Business School, Brunel U. London*

Author: **Emma Wainwright**, *Brunel U. London*

Author: **Donna-Marie Holder**, *Brunel U. London*

Digital technology's pervasive presence in modern life has both positive and negative implications for users' wellbeing. Despite growing awareness of this effect, the role of specific features in shaping users' overall welfare remains inadequately understood. This paper investigates the nuanced relationship between digital platform features and users' wellbeing. Drawing on the Conservation of Resources theory and consumer behaviour's low vs high involvement tasks framework, the research pursues this goal in the context of a local authority's digital interactions with citizens. The empirical investigation, centred on a case study of an English local authority, reveals that specific platform features support or limit wellbeing based on their alignment with users' valued outcomes, varying according to task involvement. This study advances the theoretical understanding of the intricate relationship between digital technology and human experiences, emphasizing the importance of considering wellbeing in digital system design and implementation.

CTO: **The Stasis Effect: How Digital Platform Reliance Undermines Salience of Public Service Improvements**

Author: **Godofredo Mesa Ramizo**, *Nanyang Business School, Nanyang Technological U., Singapore*

This study surfaces a conceptual pathway through which user reliance on digital platforms can undermine the issue salience of improvements in public services that compete with the digital platform's services. Sixty-four (64) in-depth interviews with ride-hailing platform users in Manila and Jakarta indicate that when certain platform features and contextual factors exist, user reliance on platform solutions can demote the issue salience of competing mass transport systems and shift users' support away from public transport improvements. I interpret the data using the opinion-policy theory from political science. Following this well-established theory, I conceptualise how technologies create a "stasis effect," which describes how platform reliance can deactivate social clamour for competing public services, thus putting in stasis the linkage public opinion and actual government policy that would otherwise lead to public service improvements. The contributions to the literature on societal impacts of information systems are discussed, as well as the methodological and epistemological adaptations required when cross-pollinating a distant discipline (like political science) into the field of information systems.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Trust and Reliance On AI

Session Moderator: **Orneita Burton**, *Abilene Christian U.*

CTO: **The Ambivalent Nature of Trust in AI**

Author: **Gaurav Bansal**, *U. of Wisconsin - Green Bay*
Author: **Zhuoli Axelton**, *U. of Wisconsin - Green Bay*

Despite the excitement around AI as a game-changing technology and the belief that it represents the "ultimate breakthrough," we are witnessing an AI productivity paradox wherein there is a gap between AI advancements and actual gains in labor productivity due to the simultaneous existence of AI's forward-looking optimism and backward-looking disappointment fueled by technological prowess as well as social disruption associated with AI respectively. Thus, this paper attempts to understand how the AI productivity paradox could create simultaneous positive and negative valence in AI at the individual employee level. We also attempt to understand effective measures companies can employ to alleviate employee concerns and enhance AI adoption to unlock the productivity bottleneck. Our study employed an experimental survey design and collected data from MTurk respondents. Our findings demonstrate that open communication is pivotal in building trust, and trust in AI could exhibit both system-like and human-like attributes. Moreover, trust in AI may create ambivalence by simultaneously advancing intentions and triggering reactance, with human-like trust having a slightly greater impact on intentions. Thus, our study attempts to unravel the intricate dynamics surrounding AI trust. Theoretical, practical, and social implications are discussed.

CTO: **Examining Human Over-Reliance on AI-Enabled Decision Aids**

Author: **J. Irudhaya Rajesh**, *Flinders U.*
Author: **Divya Sripada**, *VIT BUSINESS SCHOOL, Vellore Institute of Technology - Chennai*
Author: **Adela Jana McMurray**, *Flinders U.*
Author: **Bhavna Bajaj**, *Australian Institute of Business*
Author: **Tim Van Erp**, *Flinders U.*








As world events, volatility, and innovation propel us into the industry 5.0 era, businesses must understand how AI-enabled decision tools are used in their workplaces. Anchored to the three-stage human-AI-enabled decision aids interaction process, this study identifies the role of technology-oriented, psychological, and cognitive factors in human over-reliance on AI-enabled decision aids. Designed in two stages, the study's extensive literature review generated a list of seven key factors (intrinsic AI opacity, modality effect, perfect automation schema, availability AI negativity heuristics, need for cognition, psychological ownership and power autonomy) that potentially influence human over-reliance on AI. This informed the second stage of survey development in empirically testing the relationships in a scenario-based vignette survey experiment. Using Smart PLS-SEM, the significant results yielded new knowledge by showing that the modality effect and perfect automation schema had a significant positive relationship with over-reliance on AI, while the intrinsic AI opacity had a significant negative relationship. The remaining cognitive and psychological factors did not have a significant negative relationship, but the direction tended to show a negative direction. This novel study assists in enhancing the understanding of human over-reliance on AI-enabled decision aids and taking necessary steps to mitigate the undue reliance on AI.

CTO: **The Role of Social Value Orientation and Offer Fairness in Accepting Offers from AI**

Author: **Bixiang Han**, *Stevens Institute of Technology*
Author: **Bei Yan**, *Stevens Institute of Technology*

As AI is increasingly deployed to interact with customers, it is important to understand why people differ in their preference to accept offers from AI. This study examines to what extent people's social value orientation (prosocial vs. proself) shapes their reaction to an unfair offer from AI vs. Humans. I conducted an online experiment in which people received an unfair offer from either AI or humans. We measured people's social value orientation and varied the fairness level of the offer. The results showed that prosocials are more likely to receive slightly unfair offers from humans' than AI's but tend to reject humans more than AI when the offer is highly unfair. In contrast, proselfs consistently reject highly unfair offers regardless of the source. This suggests that prosocials are more likely to extend the benefit of the doubt to humans than AIs for slightly unfair offers but are more inclined to punish humans than AIs for highly unfair offers. These findings demonstrate that researchers and practitioners should consider people's social value orientation while studying and designing AI that interacts with customers.

KEY TO SYMBOLS

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

Corporate Data: Valuation, Business Models, and Information Security

Session Moderator: **Lauri Kristian Wessel**, *European Uni Viadrina, Frankfurt (Oder)*

CTO: **Dynamic Valuation of Data in Bayesian Decision-Making: A Stackelberg Competition Approach**

Author: **Ting Gong**, *Tsinghua U.*

Author: **Yong Wang**, *Tsinghua U.*

The rise of data analytics has revolutionized how firms make decisions, emphasizing the crucial role of Information Production Functions (IPFs) in converting raw data into actionable knowledge. One of the most well-established mechanisms for continually refining these data-driven insights is Bayesian updating. Despite its utility, the current literature fails to meet expectations in two key areas: understanding how the value of data changes dynamically over time and exploring the implications of varying IPFs in competitive frameworks like the Stackelberg competition. This paper bridges these gaps by introducing an integrated framework that combines Bayesian updating, IPFs, demand functions, and KL divergence. We extend our exploration to the realms of Stackelberg competition and technology-driven entry barriers, providing a comprehensive analysis of information value, competitive strategy, and the role of technology in shaping both.

CTO: **Managing the Complexities of Digital Goods' Anti-Rivalry in Contemporary Business Model Innovation**

Author: **Ville Eloranta**, *Aalto U. School of Business*

Author: **Annika Bengts**, *Aalto U. School of Business*

Author: **Apurva Ganoo**, *Aalto U. School of Business*

Our study investigates how business models, analyzed from a business model pattern perspective, can benefit from the anti-rivalry of digital goods. Following the state-of-the-art research in digitalization, we acknowledge that digital goods have the potential to increase in value when used; hence, they are characterized as “anti-rival.” This contrasts with standard goods—which decrease in value when used, making them “rival.” Mixing anti-rival and rival resources and goods in a single business model creates institutional complexity, which can be addressed with complexity management. We are particularly interested in complexity management approaches that do not artificially limit the value-creation potential of anti-rival goods. To that end, our analysis revealed seven complexity management mechanisms and 39 related business model patterns. The mechanisms and patterns were categorized into three metamechanisms offering distinct opportunities and challenges for business model innovators seeking anti-rival benefits. When reflected against institutional complexity theory, the approaches can be further divided between symbiosis-seeking (leveraging complexity) and synergy-seeking (decreasing complexity) approaches. Our study contributes to the ongoing discourse surrounding anti-rival goods by highlighting how business models can unleash their additive value-creation potential without unsustainably exploiting rival resources.

CTO: **Prevent or Promote? CEO Regulatory Focus, Data Breach, and Corporate Information Security Awareness**

Author: **Inmyung Choi**, *Texas Tech U.*

Author: **Daniel Chen**, *Baylor U.*

A fundamental question in cybersecurity research is what makes firms develop a higher level of information security awareness (ISA), referring to a sense of awareness of senior managers on security threats and countermeasures. Recent research suggests that top managers' attributes may influence their engagement in information security (IS) activities. However, this line of research has yet to seriously consider why some CEOs are more aware of security issues and/or are more active in preventing potential threats from information security than others. Drawing upon the regulatory focus literature, we examine how CEO regulatory focus, which captures the degree to which CEOs pursue their goals through promotion or prevention focus, shapes the ISA of firms. In particular, we demonstrate that CEO prevention focus is positively related to ISA, while CEO promotion focus is negatively associated with ISA. Furthermore, we show that promotion-focused CEOs are more likely to engage in ISA when their firms experience data breaches, while the engagement of prevention-focused CEOs in ISA is not affected as much. Moreover, building upon the literature on behavioral theory of firms (BTOF), we argue that the relationship between CEO and ISA is more nuanced depending upon the firm performance relative to aspiration level. Our results underscore that the regulatory focus of CEOs is a pivotal lever to promote or impede ISA contingent upon the data breaches and the aspiration level of their firms.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Algorithmic Management: Tasks, Technology, and Trust

Session Moderator: **Diego Gomez-Zara**, *U. of Notre Dame*

CTO: **Workers' Judgments of Organizational and Technological Characteristics of Algorithmic Control**

Author: **Armin Alizadeh**, *Technische U., Darmstadt*
Author: **Martin Wiener**, *TU Dresden*
Author: **Benlian Alexander**, *Technische U. Darmstadt*

We explore how workers judge algorithmic control systems - organizational control systems based on advanced digital technologies used for automated direction, evaluation, and discipline of employees. Moving beyond the scope of previous research, which predominantly focused on isolated aspects of algorithmic control, such as specific control mechanisms, forms, or functions, our investigation underscores the critical importance of the organizational and technological contexts in shaping workers' judgments of these systems. Employing a vignette study approach, we examine the influence of important organizational and technological characteristics of algorithmic control on workers' judgments of autonomy, exploitation, and acceptance. Our findings support that a comprehensive examination of algorithmic control, integrating its organizational, technological, and control dimensions, offers a more profound and contextual understanding of how workers perceive and judge these systems. Furthermore, our study identifies pivotal factors that play a crucial role in employees' evaluations of algorithmic control systems. This research significantly augments the existing body of literature by demonstrating the imperative of investigating algorithmic control within its specific organizational and technological embeddings, rather than in isolation. The insights gained from our study provide valuable implications for practitioners and policymakers engaged in the design and governance of algorithmic control systems.

CTO: **Trust in Algorithmic Management: The Role of Task Type and Prior Discrimination Experience**

Author: **Josephine Mago Moritz**, *Heinrich-Heine U. of Dusseldorf*
Author: **Carla Schmidt**, -








Algorithmic management (AM) is increasingly used, extending its application from labor platforms to more traditional employment settings. While AM offers several benefits for organizations, such as higher efficiency of processes, applicants and employees oftentimes perceive its use as untrustworthy. We propose that perceived informational and interpersonal justice account for these perceptions. We assume that the relationship between AM use and justice perceptions is moderated by type of task conducted by the AM system and by prior discrimination experience by a (former) supervisor. To test these hypotheses, we conducted an online experiment (n=173). Our results demonstrate that AM use was negatively associated with justice and trust perceptions and that justice perceptions mediated the relationship between AM use and trust. Type of task moderated the relationship between AM use and interpersonal justice but not informational justice, indicating context-dependency of AM perceptions. Further, the negative effect of AM use on justice was weakened if participants had previously experienced discrimination by a (former) supervisor. We propose the use of AM might help to lower fear of making discrimination experiences again.

CTO: **Artificial Stupidity and Coping Strategies**

Author: **Mengyue Su**, *Xi'an Jiaotong-Liverpool U.*
Author: **Hao Ma**, *National School of Development at Peking U.*

While AI is supposed to augment the capability of human beings, paradoxically, it could also dehumanize, suppress, and demobilize them and result in mistakes, failures, and even disasters, actually manifesting itself in some forms of artificial stupidity (AS). This article dissects two basic types of artificial stupidity -- replacement and enslavement -- and suggests corresponding coping strategies. Replacement happens when human efforts and intelligence are entirely replaced by AI, which could result in a lack of human sensitivity, overlooking interdependencies and firm-specificity, and an inability to deal with extreme challenges. Enslavement happens through dehumanization, suppression, and alienation of human users of AI. Coping strategies to remedy AS include improving the training data, machine learning process, and the learning of firm-specific knowledge through supervised learning, fostering AI-user fit and complementarity, and building trust and understanding between AI and its users.

KEY TO SYMBOLS

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

Innovating for a Diverse Digital Future: Insights and Strategies for Tomorrow's Organizations



Session Chair: **Maya J. Cratsley**, *U. of Southern California - Marshall School of Business*
Coordinator: **Yiran Wang**, *U. of Southern California*
Presenter: **Maya J. Cratsley**, *U. of Southern California - Marshall School of Business*
Presenter: **Brian Robert Lattimore**, -
Presenter: **Merrick Osborne**, *Haas School of Business, UC Berkeley*
Presenter: **Yiran Wang**, *U. of Southern California*

The workplace of the future is evolving to become not only increasingly digitized but also more diverse in its makeup. A report from McKinsey estimated that in 2020 organizations collectively spent \$7.5 billion investing in diversity, equity, and inclusion efforts (DEI), predicting that number to more than double to \$15.4 billion by 2026 (McKinsey & Company, 2023). At the same time, Deloitte's 2023 Global Technology Leadership Study estimated that the average organization dedicates 5.49% of revenue to investing in technology (Deloitte Insights, 2023). These numbers point to the dual importance of diversity and technology in the modern organization. However, little work by organizational scholars considering the dual impact of increasing diversity and technological advancement in organizations, and how organizations can best prepare for this future. In order to innovate for a better future, we must consider technological innovation in tandem with goals such as increasing diversity, making organizations more equitable, and implementing fairness as a default. The four presentations in this symposium offer multiple perspectives on the key issues facing organizations of the future when it comes to diversity, equity, and technology, as well as offering potential tools and solutions that organizations can leverage as they try to adapt to the future of work. The first presentation explores how the introduction of AI-based large language models such as ChatGPT may change the landscape of organizations in a way that meaningfully impacts intergroup interactions. The second presentation also explores how AI may change organizations, examining the differential consequences of AI for members of different racial groups. The third presentation zooms out a bit, offering a novel theoretical model of how bias emerges in Machine Learning Models, and what organizations can do to prevent it. Finally, the fourth presentation looks towards the future with empirically-tested solutions for how we might better understand one another's experiences as our organizations continue to diversify.

Examining Perceptions of AI and Human Communication Across Social Difference

Author: **Maya J. Cratsley**, *U. of Southern California - Marshall School of Business*
Author: **Nathanael Fast**, *U. of Southern California*
Author: **Nick Switanek**, *Microsoft*

Racialized Trust in AI

Author: **Brian Robert Lattimore**, -

The Manager in the Machine: Org. Priorities Influence Programmer's Ability to Design Fair Models

Author: **Merrick Osborne**, *Haas School of Business, UC Berkeley*
Author: **Maya J. Cratsley**, *U. of Southern California - Marshall School of Business*
Author: **MaQueba Massey**, *Iowa State U.*
Author: **Vincent Rice**, *SUNY At Buffalo*
Author: **Ali Omrani**, *U. of Southern California*

The Details Bring Us Closer: Concrete Construal Promotes More Empathic Intergroup Perspectives

Author: **Yiran Wang**, *U. of Southern California*
Author: **Sarah S M Townsend**, *U. of Southern California*

KEY TO SYMBOLS

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

Women Directors on Boards

Session Moderator: **Yashodhara Basuthakur**, *Texas A&M U., Mays Business School*

DEI: Progress or Illusion : How Women Gain Outside Directorships But Not Internal Rewards   

Author: **Yashodhara Basuthakur**, *Texas A&M U., Mays Business School*

Author: **Michael C. Withers**, *Texas A&M U.*

Author: **Amy Hillman**, *Arizona State U.*

Recent studies show how a gender premium has led to a significant rise in women's representation on the US corporate boards. However, what factors influence their first-time outside board appointments and whether or not a seat on an outside board allows first-time women directors to capture the certification benefits of board membership remain open questions. In this study, we integrate insights from the signaling theory, board certification, and the female leadership advantage literature to theorize that women executives with no prior board experience have a higher likelihood of being selected as an outside director compared to their male counterparts, especially when environmental, firm-level, and board-level factors enable women's competence signals to be unequivocally perceived by the hiring board. However, unlike male executives, a corporate board seat does not translate to career advantages for female executives at their home firms. We empirically test these predictions using a sample of men and women in executive roles currently or previously on S&P 1500 firms beginning in 2003.

DEI: A Review of the Effects of Women on Corporate Boards  

Author: **Yang Yang**, *Rowan U.*

Author: **Alison M. Konrad**, *Western U.*

Understanding the effects of women on corporate boards (WOCB) has significant implications for business, management, gender equality, and policymaking. The purpose of this research is to synthesize the literature that investigated the influence of WOCB on various firm outcomes. We first review studies that considered endogeneity issues to improve causal inferences. Built on the insights offered by this body of literature, we identify unanswered questions and provide a framework to facilitate interpreting the mixed findings and suggest directions for future research that can advance our knowledge concerning the roles of WOCB in affecting board functioning and firm outcomes.

DEI: Board Diversity in Private vs. Public Firms 

Author: **Johan Cassel**, *Vanderbilt U.*

Author: **James P. Weston**, *Jones Graduate School of Business, Rice U.*

Author: **Emmanuel Yimfor**, *Columbia U.*

We test whether differences in ownership structure influence race and gender diversity in corporate boards. We find that privately-owned, venture-backed companies appoint a lower proportion of minorities and women to their boards compared to publicly traded firms. After the George Floyd Social Justice Movements of 2020, the racial diversity gap in appointments widened significantly from 7 to 30 percentage points, as private firms responded less to social and media pressure to diversify. The lack of diversity in venture-capital (VC) backed private firms is persistent and remains following firms' IPO, leading to a diversity gap between VC- and non-VC-backed public firms. We show real effects of board diversity, as companies with Black directors are more likely to hire Black employees, an effect absent for Hispanic and female directors. Our study, which uses image recognition techniques combined with extensive manual review to build the first large database of board diversity in VC-backed private firms, highlights the influence of both venture capitalists and public shareholders on board composition and its implications on employee composition.

DEI: Opportunity in Disguise? Examining Career Paths of Female Directors Following Glass Cliff Assignments

Author: **Xiaoxu Zhang**, *U. of St. Gallen (HSG)*

Author: **Wei Lin**, *U. of St. Gallen (HSG)*

The glass cliff phenomenon, which denotes the greater tendency of women than men to be placed on precarious leadership positions, has attracted huge scholarly interest since the notion's inception. By framing women-held upper echelons roles as "cliff", the glass cliff scholarship thus far has concentrated on uncovering how systematic biases towards women extend into higher-end labor markets, manifested as the "think crisis, think female" association in director appointment process and a greater exposure to courtesy stigma in consequence to their affiliation with crisis-stricken firms. This paper adopts a different angle to explore the potential upsides of glass cliff assignments. Based on a large-scale matched sample of Chinese listed firms, our analyses reveal that 1) preferential selection of women to top corporate ranks is not universal but rather contingent on the configurations of crisis situations and that 2) directorships in distressed firms can increase female directors' future employability in the director labor market. Our findings contribute to the glass cliff literature in two ways. First, we provide more nuanced understandings to the glass cliff phenomenon by clarifying the boundary conditions. Second, by introducing insights from research on ex post settling up in director labor market and on double standards of competence, we locate long-term opportunities embodied in precarious leadership assignments.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gender Differences in Social Networks: Integrating Resource- and Signal-Based Perspectives

Organizer: **Shihan Li**, *Heinz College - Carnegie Mellon U.*
Organizer: **Catherine Shea**, *Carnegie Mellon U. - Tepper School of Business*
Discussant: **Michelle Rogan**, *Saïd Business School U. of Oxford*
Presenter: **Teodora Tomova Shakur**, *Texas Christian U.*
Panelist: **Eric Quintane**, *ESMT Berlin*
Presenter: **Meredith Lauren Woehler**, *Purdue U.*
Panelist: **Caitlin M. Porter**, *U. of Memphis*
Panelist: **Kristin Cullen-Lester**, *U. of Mississippi*
Presenter: **Raina A. Brands**, *UCL School of Management*
Presenter: **Catherine Shea**, *Carnegie Mellon U. - Tepper School of Business*

Accumulated evidence suggests that men and women systematically differ in the patterns of social relations they establish and the benefits they obtain from networks. While increasing efforts have been put into exploring the resource- and signal-related mechanisms underlying the structural origins of gender inequality, they remain fragmented and lack depth and granularity. Scholars are clearly aware of these deficiencies and call for a more comprehensive conceptual framework to integrate different sources underpinning gender differences in network development and utilization. Moreover, understanding how network advantages leak for women requires moving beyond merely focusing on general resources and signals transmitted via network ties. Rather, future research should seek to differentiate between these resources and signals based on their attributes and then investigate how these differences will be reflected in their functions in influencing people's cognitions, affects, behaviors, and workplace outcomes. In response to these emerging discussions, our symposium brings together four cutting-edge research projects on gender differences in resources obtained from networks and signals derived from patterns of social relationships. This line of work provides a promising starting point for the contingencies under which women's network disadvantages can be alleviated, closed, or even overturned. For example, our conversations can provide advice to women on how to strategically shape their social relations and exploit network-related advantages for their work performance and career development without incurring the development of negative internal feelings and undesirable external responses from others.

Omissive and Undermining Gender Bias in Informal Social Networks

Author: **Raina A. Brands**, *UCL School of Management*

Mobilizing Social Capital: Network-based Gender Differences in Job Search Processes

Author: **Teodora Tomova Shakur**, *Texas Christian U.*
Author: **Eric Quintane**, *ESMT Berlin*

Genderization of Advice: Disambiguating the Advice Networks of Men and Women

Author: **Catherine Shea**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Shihan Li**, *Heinz College - Carnegie Mellon U.*

Should I Reach Up? Gender Differences in Benefiting from Higher-Ranking Contacts

Author: **Meredith Lauren Woehler**, *Purdue U.*
Author: **Caitlin M. Porter**, *U. of Memphis*
Author: **Kristin Cullen-Lester**, *U. of Mississippi*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Effects of Gendered Leadership

Session Moderator: **Karryna Madison**, *Australian National U.*

DEI: Rewrite The Recipe: A Gendered Examination of Social Exchange Theory in Leadership Research

Author: **Karryna Madison**, *Australian National U.*
Author: **Nathan Eva**, *Monash Business School*
Author: **Helen De Cieri**, *Monash U.*
Author: **Zen Goh**, *Monash Business School*

Social exchange theory asserts that individuals generally reciprocate the positive or negative behavior shown to them. Given its broad applicability, social exchange theory has had extensive use within leadership research, primarily explaining why leader behavior influences follower outcomes. Despite social exchange theory's prominence in elucidating leader–follower dynamics, the literature exhibits a significant gap in addressing how gender shapes these relationships. My critical analysis identifies a pervasive omission of gender considerations in existing research, which has profound implications for the depth and accuracy of our comprehension of leader–follower exchanges. To redress this oversight, I introduce two gender perspectives to advance the social exchange literature: gender in organizations, which examines the role of gender within the existing organizational structures, and gendering organizations, which explores how organizational processes and interactions actively construct gender roles. These perspectives seek to advance and challenge our understanding of the gendered nuances in leader–follower social exchange relationships, offering new avenues for scholarly inquiry in the field of leadership.

DEI: Gender and Race Effects on Leaders: The Role of Status Cues

Author: **Theano Lianidou**, *Richmond American U. London*
Author: **Ashley Lytle**, *Stevens Institute of Technology*

This research seeks to understand how a leader's or an aspiring leader's expressive (e.g., a name indicating race) and indicative (e.g., an elite university's graduation photo on the wall) status cues influence the effects of the leader's gender and race on leader selection and leadership impressions. We conducted two studies with MTurk participants who were employed. Our findings suggest additive effects of leader gender and expressive status cues, each moderated by the perceiver's social dominance orientation (SDO), on the leader's status and a three-way interaction between leader gender and race (combined), indicative status cues, and the perceiver's SDO: indicative status cues influenced leader selection and leadership impression through status favorably for White men. In contrast, they influenced leader selection and leadership impressions through status unfavorably for Black women, but only when the perceiver's SDO was higher. Contributions and future research directions are discussed.

DEI: Employee Feedback Acceptance: Roadblocks at the Intersection of Leader Gender and Relative Age

Author: **Julian Pfrombeck**, *The Chinese U. of Hong Kong*
Author: **Adam Galinsky**, *Columbia U.*








Both female and younger managers face many difficulties in navigating organizational life. The present research investigates how the intersection of gender and relative age (i.e., the age difference between leader and employee) affects feedback reception. Integrating social hierarchy and intersectional perspectives with the leadership and feedback literatures, we propose that feedback provided by relatively younger female leaders will be the least accepted by employees because of their lower status. We further propose that this experience of being in a powerful position but with lower status leads to a vicious cycle that degrades the quality of the feedback managers provide. In two field studies and one experimental study (total N = 784), the age difference between leader and subordinate significantly impacted the receptivity of feedback from female managers, but age did not play a role for male managers. These findings deepen our understanding of the obstacles that younger female managers face in organizations. We discuss actions organizations can take to boost the feedback legitimacy coming from younger female leaders.

DEI: Reviewing Hypotheses in the Gender and Leadership Literature: A Hypothesis Review

Author: **HeyIn Gang**, *Saginaw Valley State U.*
Author: **Marc H. Anderson**, *Iowa State U.*

Academics have long sought to understand the gender gap in upper management, and a sizable literature attempts to explain it, but new approaches to understanding this topic are needed. We conduct a new form of systematic literature review we call a hypothesis review that focuses explicitly on analyzing the body of hypotheses in a research area. This form of literature review has certain advantages over existing narrative literature reviews and meta-analyses of the field. We searched 14 leading management and psychology journals between 2000 to 2022, yielding 226 articles with 863 distinct hypotheses. We grouped hypotheses into six thematic categories, including conditions giving (1) women an advantage or (2) women a disadvantage. We also categorized hypotheses according to their logical form (e.g., direct, moderation, mediation) within each thematic category. This review contributes to the field of gender and leadership in three ways: (1) by providing quantitative and qualitative evidence about the extent to which past studies have focused on women's advantages and disadvantages; (2) by examining the conditions and contexts where women have advantages and disadvantages; and (3) by identifying novel research questions that could help the field progress.

KEY TO SYMBOLS

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

Organizational Norms and Exclusivity

Session Moderator: **Hussain Tariq**, *King Fahd U. of Petroleum and Minerals*

DEI: **Dissimilarity Matters: The Supervisor's Moral Exclusion Perspective of Supervisee-Directed Knowledge**

Author: **Hussain Tariq**, *King Fahd U. of Petroleum and Minerals*

The recent vertical level investigation of knowledge hiding behavior, that is, supervisor knowledge hiding (SKH) from his or her direct reports, focuses only on its destructive ramifications, and ignores the left side of the equation. This article attempts to answer why and when supervisors hide knowledge from their direct reports. To do so, from the perspective of moral exclusion theory, this study explains that supervisor relationship conflict with direct reports (SRC) mediates the effect of supervisor deep-level dissimilarity (SDD) with direct reports and SKH. In addition, the model also develops multiple moderated mediation relationships (i.e., two-way interaction and three-way interaction) to explain that the indirect effect is contingent on supervisor evaluations of direct reports' performance (SEP) and supervisor outcome dependence (SOD) on direct reports. To test the supervisor's moral exclusion perspective of supervisee-directed knowledge hiding behavior, the author designed the time-lagged field study and collected data from a number of private and public sector universities, located in the Punjab province of Pakistan (N = 846). The participants were the graduate-level supervisors, and the author believed that it could be the appropriate work setting to test the supervisor's own perceptions of deep-level dissimilarity, relationship conflicts, performance evaluations, outcome dependence, and supervisee-directed knowledge hiding behavior. As predicted, the findings of the time-lagged field study were consistent with the hypothesized simple mediation, that is, SDD provoked SRC, which in turn triggered SKH (Hypothesis 1). Contrary to the predication (Hypothesis 2), the two-way interaction findings revealed that the mediated relationship is stronger when a supervisor perceives direct reports as high performers. Finally, the three-way interaction findings provide support for the notion (Hypothesis 3) that the mediated relationship significantly weakens at the high values of SEP and SOD. Organizational scholars have put their efforts to explore the negative ramifications of SKH, and ignore the "left side of the equation." Being the first study to investigate the possible antecedents of SKH, this study focuses on the moral exclusion theory to answer "why supervisors hide knowledge from their direct reports."

DEI: **Institutional and Resource-Based Perspectives on Corporate Sexual Equality and Firm Performance**

Author: **Yi-Ting Lin**, *Department of Business Administration, National Chung Hsing U., Taiwan*

Author: **You-Ta Chuang**, *York U.*

While previous research has explored the impact of corporate sexual equality practices (CSEPs) or LGBT+ friendly policies on organizational performance, there has been limited empirical investigation into factors leading to the adoption of CSEPs and the underlying mechanisms and conditions influencing the relationship between CSEPs and performance. Moreover, most research on diversity management for LGBT+ employees has been conducted in Western contexts, leaving uncertainty about whether CSEP strategies are effective in Asian workplaces. To address these gaps, this study has been designed as a multi-wave investigation into corporate sexual equality management to augment the existing body of literature. The data for this multi-wave study consist of responses from questionnaire surveys. Additionally, documentary data such as firm performance metrics are paired with survey data for hypothesis testing. Structural equation modeling (SEM) analysis is employed to examine the hypotheses. Drawing from institutional theory and resource-based view (RBV), the current study indicates that, among three institutional forces, normative institutional forces exert the most significant influence on the CSEP adoption. Additionally, the results uncover that three types of institutional forces have diverse moderating effects on the mediating effects of a firm's intellectual capital and corporate reputation between CSEPs and organizational performance. Ultimately, theoretical and managerial implications are discussed.

DEI: **Exploring Women's Inclusion in STEM Through a Job Crafting Framework**

Author: **Cecelia Corson**, *U. of Pennsylvania*

Author: **M. Gloria Gonzalez-Morales**, *Claremont Graduate U.*

As of 2023, the total number of Nobel Prizes granted in Science, Technology, Engineering, and Math (STEM) fields was roughly 622 and of those, only 26 have been awarded to women. STEM fields have historically excluded women at all levels with increasing impact at the higher levels of the career ladder (NSF, 2010). To address the stark gender gap in many organizational spaces including STEM, organizations have turned to diversity training with undetermined effectiveness (Devine & Ash, 2022). Through this qualitative study, and taking a positive organizational scholarship perspective, we investigate allyship behaviors that lead to women's belonging in STEM spaces using a job crafting and appreciative inquiry framework to guide our questions. Through our analysis and findings, we uncovered the impact that leaders had on women's experiences of belonging, the specific ways that connecting with others led to women's experiences of belonging, and the specific behaviors that led to women's experiences of authentic belonging. Through this study, we answer the call for a more behavior-based, long-term intervention focus of inclusion that can serve to facilitate women's authentic belonging in STEM fields. Keywords: gender, STEM, qualitative, inclusion, belonging, job crafting

DEI: **The Role of Autonomy and Norms in Creating Inclusive Organizations**

Author: **Claire Sandman Malcomb**, *ILR, Cornell U.*

Author: **Emily Zitek**, *Cornell U.*

As ally behavior policies, or policies that aim to create inclusive organizations and elicit engagement from all employees within the organization, become more common in workplaces, there seems to be little consensus on the best way to implement these policies. In this paper, we examine one type of ally behavior policy in an organization—a pronoun policy—to better understand how organizations should implement policies to increase organizational inclusivity. Across a series of studies, we examine how cisgender (cis) and transgender and gender nonconforming (TGNC) people react to pronoun policies that vary in how controlling the organizational environment is. Specifically, we examine the perceived inclusivity of an organization that implements a pronoun policy (i.e., instructions to display one's pronouns) as optional, encouraged, or mandatory. We find that while everyone perceives mandatory policies to be the least inclusive, cis and TGNC people differ in their preferences for optional and encouraged policies. Specifically, cis people view optional policies as the most inclusive, and this is explained by increased perceptions of autonomy over their decision to engage in the policy. While TGNC people also care about autonomy, they also value building norms of engagement, leading TGNC people to view both optional and encouraged policies as inclusive. We contribute to the theory on organizational inclusivity by showing the importance of autonomy and building norms in the conceptualization of inclusion, and we provide practical recommendations for organizations to implement ally behavior policies more effectively.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Rooted Resistance: The Complexities of Hair and Non-Conforming Self-Presentations in the Workplace



Organizer: **Holly Slay Ferraro**, *Villanova U.*
Organizer: **Samantha E. Erskine**, *UMass Boston College of Management*
Organizer: **Naomi Samuel**, *Fuqua School of Business, Duke U.*
Discussant: **Tina R. Opie**, *Babson College*

This presenter symposium brings together five pioneering papers that dissect intersectional dynamics of self-presentation within organizational contexts, particularly as they relate to Black identity in the U.S. and Central America. Each paper presents a novel perspective on the ways in which hair and other aspects of appearance shape and are shaped by racialized, gendered, and classed experiences in the workplace. These works highlight systemic gendered racism (Wingfield, 2008) and establish the need for additional research examining the intrapersonal, interpersonal, and organizational implications of cultural expectations, norms, and values on diversity, equity, inclusion, and belongingness.

A Quadruple Consciousness: Afro-Latinas Navigating Texturism and the Elasticity of Whiteness

Author: **Samantha E. Erskine**, *UMass Boston College of Management*

Penalty, Pass, or Praise: Divergent Outcomes of Non-Conforming Appearance for Black and White Men?

Author: **Naomi Samuel**, *Fuqua School of Business, Duke U.*

CROWning Glory: How Diverse Hairstyles Shape Organizational Perceptions

Author: **Kristi Hatter**, *U. of Houston*
Author: **Larissa R. Garcia**, *U. of Houston*
Author: **Tiffany Lilly Owens**, *Doctoral Student, U. of Houston*
Author: **Horatio Traylor**, *U. of Houston, Bauer College of Business*
Author: **Michelle Hebl**, *Rice U.*

Interviewing While Black and Female: Attitudes Toward Wearing Black Natural Hairstyles to Interviews

Author: **Gail A. Dawson**, *U. of TN at Chattanooga*

A Model Describing How Hair Bias Shapes Black Women's Work Experiences When Wearing Natural Hair

Author: **Lonwabo Makapela**, *U. of Pretoria*
Author: **Maria Del Carmen Triana**, *Owen Graduate School of Management Vanderbilt U.*
Author: **Aneika Simmons**, *Sam Houston State U.*
Author: **Orlando C. Richard**, *UMass Amherst*

KEY TO SYMBOLS

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

Navigating Challenges

Session Moderator: **Diego Matricano**, *U. degli studi della Campania*

ENT: **Est Modus in Rebus**

Author: **Diego Matricano**, *U. degli studi della Campania*
Author: **Eric Liguori**, *Florida State U.*

Scholars interested in the study of entrepreneurship processes can approach this task in two different ways: they can propose a new theory based on previous ones, i.e. theorizing, or they can research a theory based on empirical observations, i.e. theory building. This paper embraces the second approach and takes into account some proxies to operationalize a specific dynamic view of entrepreneurship processes, including the concepts of dynamic capabilities in entrepreneurship, the likeability bias, and the quest for balance. By looking at entrepreneurship as a global phenomenon and by relying on data retrieved from the Global Entrepreneurship Monitor – G.E.M. website, the results emerging from stochastic frontier analyses – SFAs allow focusing on random and technical inefficiencies of specific models. These inefficiencies lead to questioning the dynamic view of entrepreneurship processes and suggest advancing theory building in entrepreneurship carefully. Beyond statistical principles, the reflections concerning the risks associated with the attempt to operationalize the dynamic view of entrepreneurship processes – i.e., theory building – urge scholars to proceed in a careful and balanced way when trying to advance this research.

ENT: **Entrepreneurial Resourcefulness Throughout Crisis: Leveraging vs. Absorbing Temporary Fields**

Author: **Katharina Scheidgen**, *Georg-August-U. Göttingen*
Author: **Franziska Günzel-Jensen**, *Aarhus BSS, Aarhus U.*
Author: **Simon L. Schmidt**, *Georg-August-U. Göttingen*

Resourcefulness might not only help entrepreneurial ventures to sustain resource inflow when crises constrain their resource environments, but also enable them to deploy opportunities for resource mobilization that might emerge around coping with the consequences of the crises. However, as most studies emphasize either how entrepreneurial ventures can resourcefully overcome resource constraint or help society cope with crisis, we lack a profound understanding of how ventures can resourcefully deploy this mutuality. Building on a longitudinal, qualitative multiple case study across 17 entrepreneurial ventures during the COVID-19 pandemic in Germany, we identified that a temporary field emerged around the societal consequences of the crisis. Ventures who leveraged the temporary field resourcefully deployed the mutuality of resource constraint and opportunity by simultaneously engaging with both. In contrast, ventures who absorbed the temporary field foremost deployed opportunities for resource mobilization only within the temporary field and avoided constraint. While the former enabled entrepreneurial ventures to sustain resource inflow throughout the crisis, the latter did not. As our core contribution, we contribute a theoretical model that recognizes both—constraint and opportunity—to advance a more systematic understanding of how entrepreneurial ventures resourcefully navigate crises.

ENT: **Entrepreneurs Wanted: Occupational Stigma and Parental Expectations as Barriers to Entrepreneurship**

Author: **Nathaniel HILL**, *Darla Moore School of Business, U. of South Carolina*
Author: **Christopher B. Yenkey**, *U. of South Carolina- Moore School*

Poverty contexts like sub-Saharan Africa need more innovative, opportunity-driven entrepreneurship which is more likely to lead to job creation and economic growth. Prior work examining the barriers to this type of entrepreneurship in poverty contexts has generally focused on the constraints associated with limited human capital, insufficient financial capital, and poorly enforced institutions and property rights, while overlooking the role of occupational stigma and parental expectations. Entrepreneurship can be stigmatized due to its association with low-status individuals and its association with corruption. These two sources of stigma and the importance of parental approval of career choices, have rarely been studied as independent and significant constraints that inhibit individuals to enter into entrepreneurship. Yet, they represent important factors for occupational choices made by the university-educated, the group with the greatest potential for starting businesses that can grow and create jobs. Using a survey tool and innovative behavioral game experiment, this study examines the effects of these understudied constraints on the career choices of the university-educated in sub-Saharan Africa. A more complete understanding of the barriers to entrepreneurship amongst the university-educated will allow for better intervention tools and training, so that those who might be able to overcome the oft-studied limitations of financial and human capital needs will be more likely to choose to become entrepreneurs.

ENT: **Entrepreneurs' Networking Behavior and Ethical Practice: The Mediating Role of Structural Hole**

Author: **Yifei Wang**, *Tongji U.*
Author: **Feng Wei**, *Tongji U.*
Author: **Yi Li**, *Shanghai U.*

Although some attention has been paid to entrepreneurial ethics, previous studies have mainly focused on the characteristics of entrepreneurs and new ventures when investigating the antecedents of new ventures' ethical practices, ignoring the potential effects of entrepreneurs' networking behaviors and entrepreneurial networks. This study investigated the effects of different types of entrepreneurs' networking behaviors on new ventures' ethical practices via the level of structural holes in entrepreneurial networks, and the moderating role of institutional support. According to survey data from 220 entrepreneurs, we found that network-broadening behavior had a J-shaped curvilinear relationship with the level of structural holes, while network-deepening behavior had a negative relationship with the level of structural holes. The structural hole level mediated the relationships between the two networking behaviors and ethical practices. Institutional support weakened the negative relationship between network-deepening behavior and ethical practice via the level of structural holes. This study enriches the understanding of the antecedents and mechanisms of new ventures' ethical practice from the perspective of entrepreneurial network and provides practical suggestions for preventing unethical practices.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Knowledge

Session Moderator: **Indu Khurana**, *Hampden-Sydney College*

ENT: **Navigating the Knowledge Breadth-Depth Paradox in Entrepreneurship**

Author: **Indu Khurana**, *Hampden-Sydney College*

Author: **Mark D. Packard**, *Florida Atlantic U.*

Author: **Jagannadha Tamvada**, *U. of Southampton*

Author: **David Audretsch**, *Indiana U., Bloomington*

Individuals invariably encounter conflicting demands—paradoxes—that intricately shape their experiences. This struggle becomes particularly pronounced when faced with the crucial decision of selecting between contrasting learning pathways. Traditionally, individuals followed the conventional route of pursuing higher education at universities, shaping their future occupational choices. However, a contemporary trend has emerged, advocating for skill-based vocational education as a government-promoted pathway to entrepreneurship. This paradigm shift has instigated a competition between the established path of traditional general education and the rising trend of skill-based vocational education. Drawing upon paradox theory and utilizing a nationally representative administrative dataset, we introduce and examine manifestations of the knowledge breadth–depth paradox in entrepreneurship. Specifically, we investigate the impact of this breadth–depth paradox on prospective entrepreneurs’ preparatory education and training, on the form the entrepreneurial venture takes, and on their performance. Our study reveals that individuals confronted with the choice between general (breadth) and vocational (depth) education are equally inclined to pursue entrepreneurship. However, the type of education they choose significantly influences the venture form manifested and subsequent performance. Opting for general education directs individuals towards higher-earning employer roles, whereas vocational education leads them towards self-employment with more modest earnings. This highlights the intricate interplay between distinct learning pathways and subsequent activities and outcomes, elucidating the paradoxes individuals confront as they navigate the complexities within the entrepreneurial journey. Navigating these paradoxes involves a critical decision-making process entailing the selection of educational trajectories, ultimately shaping career trajectories and economic outcomes, and serving as a groundwork for understanding educational, organizational, and systemic paradoxes.

ENT: **Knowledge Spillovers and Niche Entrepreneurship**

Author: **Erik Lehmann**, *U. of Augsburg*

Author: **Julian Schenkenhofer**, *U. degli Studi di Bergamo*

Author: **Silvio Vismara**, *U. of Bergamo*

To strive for market and technology leadership, innovation is key for niche entrepreneurs. While research underlines that regions benefit economically from a high concentration of niche entrepreneurs, it is unclear which role the geographical area plays for their innovation performance. Using a sample of 1,372 German niche entrepreneurs, this article investigates (1) whether niche entrepreneurs benefit from agglomeration effects and resulting knowledge spillovers for their innovation performance and (2) whether the agglomeration effects are stronger for more industry-wise heterogeneous clusters. Our results show that locating in a cluster increases the patenting rate by a factor of 1.49. The effect is stronger for more heterogeneous clusters.

ENT: **Know Thy Neighbor: Community Organizing and Knowledge Spillovers**

Author: **Devin Stein**, *U. of Alabama*

Entrepreneurship scholars have been paying increasing attention to the use of self-organizing communities as an organizational form that enables many diverse stakeholders to collectively act to create public value. Self-organizing is a process that unites multiple actors towards a shared objective through collective action, and is both costly and knowledge intensive. Despite evidence that this form of organizing can create considerable value, however, most communities do not self-organize. The purpose of this paper is to conduct an exploratory analysis of why some communities self-organize in response to collective problems and others do not. We argue that existing solutions to collective problems, including self-organizing in neighboring communities, the presence of local civic organizations, and responses from higher levels of governance, generate valuable spillovers of knowledge about how to organize. These sources of knowledge can reduce the costs of self-organizing, and are embedded in a community’s regional environment. We test our theory with an original longitudinal dataset of community-level fire prevention initiatives in California from 2002 – 2018. Results suggest that communities are more likely to self-organize when a problem is more salient, and when they are closer to existing models of organizing. These findings, though only a start to understanding how communities self-organize, have important implications for identifying sustainable local solutions to complex social issues.

ENT: **Know-What or Know-How to Venture? Ill-Definedness of Entrepreneurship and Role of Experiences**

Author: **Baris Istiqliler**, *U. of Mannheim, Business School*

This paper conceptualizes entrepreneurship as a design domain with different degrees of ill definedness and develops hypotheses regarding the merits of industry and venturing experiences. It posits that industry experience of founders is more beneficial to entrepreneurial performance when the ill-definedness is higher due to originality impetus or when ventures’ focus is on standardized products offered to large audiences. On the contrary, it argues that venturing experience of founders is better for the performance when the ill-definedness is lower due to functionality impetus or when ventures focus on customized products offered to smaller audiences. Analyses conducted with a panel dataset capturing 3,703 German firms and 12,384 firm-year observations between 2008-2018 offer support for the hypotheses.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Immigrant Entrepreneurship

Session Moderator: **Banu Goktan**, *U. of North Texas at Dallas*

ENT: **Entrepreneurship Myths and Emancipatory Trajectories in an Incubator for Marginalized Individuals**

Author: **Federica Fusaro**, *EMLYON Business School*
Author: **Nevena Radoynovska**, *EMLYON Business School*
Author: **Benjamin Huybrechts**, *IESEG School of Management*

Narratives of entrepreneurship as a force for good have taken on mythical qualities—relying on assumptions about the ideal entrepreneur, ideal venture, and ideal means of achieving success that are disconnected from much of reality. Among others, these myths are carried and transmitted by entrepreneurship-supporting intermediaries. For intermediaries catering to entrepreneurs who largely conform to mainstream ideals—Western, male, college-educated, and white—the myths pose minimal challenges. However, they present a dilemma for intermediaries relying on entrepreneurship as an emancipatory tool for marginalized groups. In this context, how does the appropriation of mainstream entrepreneurship myths affect the emancipatory trajectories of marginalized entrepreneurs? Relying on a 2-year ethnography of a French incubator supporting entrepreneurs from disadvantaged neighborhoods (banlieues), we find that participants who appropriated mainstream entrepreneurial myths achieved both material and subjective emancipation by leveraging the incubator’s resources. By contrast, although entrepreneurs who rejected the myths forewent material resources, they achieved subjective emancipation on their own terms. Our findings contribute to the literatures on emancipatory entrepreneurship and entrepreneurship for social change. Importantly, we show how an economic interpretation of emancipation, coupled with decontextualized models of entrepreneurship support, may hinder different forms of emancipation among marginalized entrepreneurs.

ENT: **The Impact of High-Skilled Immigration on Regional Entrepreneurship**

Author: **Jorge Guzman**, *Columbia Business School*
Author: **Inara Tareque**, *Columbia Business School*
Author: **Dan Jun Wang**, *Columbia Business School*

Research suggests link between the arrival of immigrants in a region and the region's subsequent economic growth through entrepreneurial activity. Yet, a gap remains in our understanding of whether higher rates of immigration might impact regional entrepreneurship by also boosting the quality of the region's entrepreneurship. We leverage country-wide publicly available administrative data of immigrants migrating to the United States on H-1B and H-2B visas to find that the arrival of high-skilled immigrants through new H-1B visas increases regional entrepreneurship. A doubling of immigrants is associated with an increase of 6% in the three-year quality-adjusted entrepreneurship at the city (CBSA) level and 5.8% at the neighborhood (ZIP Code) level. In contrast, continuing H-1Bs and the arrival of unskilled immigrants (H-2Bs) largely do not increase regional entrepreneurship. The effect of immigrants is concentrated in increasing the quality, rather than the quantity, of startups. Heterogeneity analyses suggest the effect is sensitive to the concentration of immigrant enclaves, but not to the overall income or education of the receiving region.

ENT: **The Ethnic Composition of Immigrant Teams in Start-Ups on Funding and Innovation Capabilities**

Author: **Honghua Li**, *Morgan State U.*
Author: **Chunhu Jeon**, *Morgan State U.*
Author: **Tolulope Bewaji**, *Asbury U.*








Immigrant start-ups may pursue an ethnically homogeneous team as it is easier to identify and attract talents from the same ethnic group. In contrast, they may pursue a heterogeneous team to diversify their social network. This study examines impacts of ethnic diversity in immigrant founding teams on innovation and funding capabilities of high-tech start-ups. Using a manually collected dataset of 132 high-tech ventures in the U.S. between 2009 and 2022, we found that ethnic-heterogeneous immigrant teams outperform ethnic-homogeneous teams in innovation and total funding raised. Our results also show that the positive impact of ethnic-heterogeneous teams on innovation and start-up funding do not increase or decrease as the team size increases. We add evidence to research on immigrant entrepreneurship by showing advantages of ethnic diversity in immigrant entrepreneurship.

ENT: **Scrambling for Talent: U.S. Startups' Reactive Strategy to Cope with Visa Restrictions**

Author: **Ashlee Li**, *Georgia Institute of Technology*

Access to foreign talent is considered a pivotal determinant shaping firm competitive advantage, for its perceived potential to propel growth. U.S. firms heavily rely on skilled immigrant workers to fill critical labor gaps. As the skilled immigration pathways get more restrictive in the U.S., how do U.S. firms respond when those restrictions constrain their ability to obtain the scarce human capital that they need? In this paper, I study an important but overlooked firm response to policy restrictions on skilled immigration - hiring existing visa-holders from other employers, and focus on an import group of firms - startups. My empirical approach uses the exogenous variation in firms' access to skilled foreign workers as a result of the H-1B visa lotteries. I find that U.S. startups responded to constrained labor supply of new skilled immigrant workers by sourcing existing visa holders from other firms to fill the vacant positions resulting from visa rationing. In pursuing this reactive strategy, they had to pay these workers a substantial salary premium above what was commensurate with skills and experience. Small startups were disproportionately disadvantaged in such job market scramble, paying almost twice the average salary premium. Besides adopting the reactive strategy, adversely impacted micro startups proactively adapt their hiring strategy by prioritizing existing visa-holders even prior to visa rationing.

KEY TO SYMBOLS

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

Exploring Opportunities

Session Moderator: **Dev K. Dutta**, *U. of New Hampshire*

ENT: The Trajectory of External Enablers and the Reasoning Behind Perceived Entrepreneurial Potential

Author: **Jiyoung Kim**, *Jonkoping International Business School*

Using “think-aloud” responses to scenario-based experiments, this research explores the reasoning individuals use to evaluate and justify the perceived entrepreneurial potential of environmental changes. Building on the notion of external enablers (EEs)—i.e., external changes to the business environment assumed to enable some entrepreneurial pursuits—and the associated framework, this study examines whether and how gradual vs. radical trajectories of EEs lead individuals to perceive different levels of entrepreneurial potential. The analyses of verbalizations reveal that variance in the trajectory of EE causes substantial differences in reasoning profiles and in the cognitive effort devoted to particular facets of reasoning. The findings are largely consistent across regulatory, natural-environmental, and demographic types of EEs. This research provides theoretical interpretations of systematic relationships between EE characteristics and cognitive responses to EEs’ entrepreneurial potential.

ENT: The Unintended Consequences of Eliminating Mandatory Retirement on Entrepreneurship

Author: **Ahmed Maged Nofal**, *EMLYON Business School*

Author: **Kira Choi**, *EMLYON Business School*

Eliminating mandatory retirement seeks to provide employees equitable opportunities in the labor market, enabling a larger number of people to continue working beyond a certain age. However, it may have unintended consequences for those not immediately affected or targeted. This paper presents novel evidence that highlights the influence of the elimination of mandatory retirement on pre-retirement employees’ career choices. We theorize that the continued employment of retirement deferrers will reduce pre-retirement employees’ opportunity costs of entrepreneurship, ultimately leading them to consider becoming entrepreneurs. We test our predictions by exploiting a phasing-out of the default retirement age in the UK. Consistent with our hypotheses, we find that the elimination of mandatory retirement increases the likelihood of pre-retirement employees’ entrepreneurial entry. We observe this pattern to be stronger when career advancement and income growth are constrained. We also observe that this pattern holds when excluding low quality of entrepreneurship.

ENT: The Value of Pure Experimentation

Author: **Zahra Jamshidi**, *PhD Candidate Haskayne School of Business*

Author: **Mohammad Keyhani**, *U. of Calgary*

Author: **Young Jin Choi**, *Associate Professor • Haskayne-Acad Areas & Faculty*

Experimentation is a vital tool in innovation, entrepreneurship and business in general. We observe that the value of experimentation often lies in the contrast between the anticipated value of the top result among two or more trials and the expected value of a single attempt. This concept aligns with the statistical theory of the maximum of multiple draws from a probability distribution, known as the last order statistic. The implications of this alignment between experimentation and order statistics have not been fully appreciated or elaborated on in the management literature. We demonstrate that when the probability distribution of potential outcomes is known, the properties of the last-order statistic can provide us with a precise imputation of value to experimentation such that values can be calculated for the advantage of conducting multiple experiments over one. This advantage comes in the form of increase in central tendency (mean or median) and change in dispersion (variance or standard deviation), as well as increased likelihood of outliers. We calculate a number of measures of the advantage of pure experimentation for two common types of probability distribution commonly observed in business outcomes: the Normal Distribution and the Pareto (Power Law) Distribution. We find interesting insights including a “golden rule” of variance reduction that applies to any normal distribution regardless of its parameters.

ENT: The Wellbeing Causes and Consequences of Self-Employment Transitions for Employees and Retirees

Author: **Hien Tran**, *Telfer School of Management, U. of Ottawa*

Author: **Mark Freel**, *Telfer School of Management, U. of Ottawa*

Drawing upon data from the Canadian Longitudinal Survey of Adults, we investigate the extent to which satisfaction with finances, with jobs and with life variably motivate transitions into self-employment for workers and retirees. Our data also allows us to calculate the returns to entrepreneurial transitions in similar terms and to estimate their persistence for the different groups. Our findings suggest important considerations for practitioners and policy-makers alike.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Digital Entrepreneurship 1

Session Moderator: **Raysa Geaquinto Rocha**, *U. of Essex*

ENT: **Digital Entrepreneurial Ecosystems in Advanced and Emerging Economies: An NCA & fs/QCA Analysis**

Author: **Roberta Andrade**, *NECE - Research Center in Business Sciences, U. of Beira Interior*

Author: **Raysa Geaquinto Rocha**, *U. of Essex*

Author: **Paulo Gonçalves Pinheiro**, -

Author: **Luísa Carvalho**, *Polytechnic Institute of Setubal*

The pivotal role of Digital Entrepreneurial Ecosystems (DEEs) in nurturing digital unicorns is undeniable. Yet, two questions remain: Are all elements of DEEs equally influential in supporting unicorns? and do they necessitate distinct conditions? The answers are crucial for optimising entrepreneurial ecosystems in the digital era. A dyadic method was employed in this study. Findings from fs/QCA indicate that physical infrastructure is the sole indispensable condition for startups. Conversely, NCA reveals that all elements of DEEs are vital for startups, with the majority also being crucial for unicorns. Across all economies, formal institutions, regulations, and taxation are identified as bottlenecks. However, network support and physical infrastructure do not pose as bottlenecks for any economic outcome. Furthermore, the necessity for other conditions varies between emerging and advanced economies, highlighting their complex interplay. Only a handful of DEE elements are pertinent to digitally enabled unicorns, prompting policymakers to strategically address hindrances specific to each outcome. We emphasise the significance of using NCA in conjunction with fs/QCA for a holistic understanding, thereby aiding professionals in the optimal allocation of political resources. By employing new, high-quality entrepreneurship measures through Complex Adaptive Systems lenses, we introduce an innovative conceptual framework that amalgamates the diverse layers of DEE. It elucidates their interconnections in a multi-level, circular, and non-hierarchical fashion.

ENT: **Digitalization in Asian Family Business: A Systematic Review (WITHDRAWN)**

Author: **Cat My Dang**, *Royal Melbourne Institute of Technology U.*

Author: **Que Tran**, *Royal Melbourne Institute of Technology U.*

Author: **Thanh-Thao Luong**, *The Business School, RMIT U., Ho Chi Minh, Vietnam*

This paper explores how digitalization affects family-owned businesses in Asia. It uses the ADO model to review the literature on digital technology integration in these firms. It finds that digitalization is influenced by the COVID-19 pandemic, governmental initiatives, and business networks, but also poses challenges for management teams. It also notes that the adoption of advanced technologies and the transition of supportive networks are limited and need more research. It also calls for more attention to sustainability and corporate social responsibility issues. The paper provides a comprehensive review of digitalization in Asian family-owned businesses and suggests future directions for digital transformation.

ENT: **Deciphering the Dialect of Hype: A Dual Process Theory Approach to Technological Entrepreneurship**

Author: **Agnieszka Kwapisz**, *Montana State U.*

Author: **Mujtaba Ahsan**, *San Diego State U.*

This study explores the dynamics and implications of hype in technological innovations, focusing on Generative AI and Cryptocurrency. By leveraging the Dual Process Theory (DPT), we propose two hypotheses: The Hype Intensity Hypothesis (HIH) and the Hype Effectiveness Hypothesis (HEH). We postulate that less technical and less risky innovations induce higher hype levels and that hype's effectiveness is pronounced for less understood and riskier innovations. Analyzing 1782 articles from SSRN hubs, our findings validate both hypotheses. The study's insights underscore the nuanced role of hype in influencing engagement with innovations, with significant implications for entrepreneurs navigating hype.

ENT: **Women Immigrant Entrepreneurs and Their Legitimation Strategies: The Role of Digital Technologies**

Author: **Luise Kaufmann**, *TUM School of Management, Technical U. of Munich*

Author: **Miriam Bird**, *TUM School of Management, Technical U. of Munich*

This paper examines the role of digital technologies in the legitimation process of women immigrant entrepreneurs to mobilize resources. To gain legitimacy, women immigrant entrepreneurs must fulfill multiple roles as (1) entrepreneurs, (2) women, and (3) immigrants. Recent research knows little about how different roles women immigrant entrepreneurs take influence the resource mobilization process. In this study, we followed ten immigrant entrepreneurs who participated in an accelerator program in Sweden, their private surroundings, the accelerator program organizers, and non-women immigrant entrepreneurs. We build a model of the resource mobilization process and how digital technologies facilitate the entrepreneurs' role formation. The model proposes that women immigrant entrepreneurs form a legitimate entrepreneurial role, using digital technologies, which helps them build a supportive professional network to mobilize resources. Our findings offer new insights into the literatures on role theory and resource mobilization of women immigrant entrepreneurs.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Entrepreneurship Life-Cycle

Session Moderator: **Andreea Noemi Kiss**, *Lehigh U.*

ENT: **Shifting Ambitions: Unraveling the Dynamics of Growth Intentions in Social Entrepreneurship** 

Author: **Pourya Darnihamedani**, *Nyenrode Business U.*

This study investigates the evolution of growth ambitions in social entrepreneurs across different stages of their entrepreneurial life cycle. It explores how these ambitions, encompassing both social and financial objectives, change over time and are influenced by factors like entrepreneurs' human capital. The research utilizes a quantitative approach, analyzing data from the GEM 2015 APS Global Individual Data with a focus on social entrepreneurship. Key findings reveal a decrease in growth ambitions among social entrepreneurs as they progress through their life cycle. Contrary to expectations, social entrepreneurs exhibit higher growth ambitions than commercial entrepreneurs. Additionally, the study uncovers that social entrepreneurs with a university degree demonstrate greater growth ambitions, although these ambitions still diminish over time. The impact of previous entrepreneurial experience on growth ambitions was found to be insignificant. These insights are crucial for understanding the long-term performance and potential challenges in the growth of social ventures. The study highlights the importance of human capital, particularly educational attainment, in fostering growth ambitions in social entrepreneurs.

ENT: **Entrepreneurial Ambivalence and Venture Idea Revision**   

Author: **Andreea Noemi Kiss**, *Lehigh U.*

Author: **Naomi Beth Rothman**, *Lehigh U.*

Author: **Willy Das**, *Lehigh@Nasdaq Centre*

Author: **Insung Hwang**, *Columbus State U.*

In this study, we investigate the effects of entrepreneurial ambivalence on venture idea revision. Building on the affect as information perspective we propose a model of whether and why entrepreneurial ambivalence increases venture idea revision. The results of a longitudinal repeated-measures field study based on 172 entrepreneurs in a top incubator program show that higher entrepreneurial ambivalence experienced when receiving mentor feedback regarding their new ventures has a positive indirect effect on venture idea revision (compared to lower entrepreneurial ambivalence) through information search behaviors that are not only intense but also broad. We discuss implications of our findings for work on affect in entrepreneurial decision-making, on creative revision, and on ambivalence in organizations, as well as for formal entrepreneurial mentoring programs.

ENT: **Adaptive Framing Strategies: Shifting Dominance of New Ventures' Frames through Organizational Life** 

Author: **Zahra Kashanizadeh**, *Amsterdam Business School, U. of Amsterdam*

Author: **Pourya Darnihamedani**, *Nyenrode Business U.*

In today's dynamic business landscape, the effective communication of a new venture's value proposition and innovation is critical for its survival and growth. In this study, we explore the role of framing strategies as an effective approach for new ventures to communicate and clarify the unique features of their innovations to potential customers. Our research delves into 58 new ventures operating at different stages of the organizational lifecycle (i.e., conception, commercialization, or growth phases). We identified three framing strategies, including innovation clarity and brand positioning, product value communication and trust building, and organizational adaptability and legacy building, which can be utilized throughout all phases of the organizational lifecycle. However, our findings reveal that the dominance and focus of these frames shift as time progresses and can be influenced by the type of innovation, whether radical or incremental. The insights provided by our integrated framing strategies enable new ventures to strategically adjust their framing approaches according to the evolving challenges over time. This adaptability ensures that framing endeavors remain responsive to the changing needs of potential customers and the market dynamics of the venture.

ENT: **Standing the Test of Time: Unveiling the Age-Varying Effects of the Dimensions of EO**

Author: **Martin Röder**, *Philipps-U. Marburg*

Author: **Werner Boente**, *U. of Wuppertal/ Jackstädt Center of Entrepreneurship and Innovation Research*

Author: **Vivien Procher**, *Philipps U. Marburg*

Author: **Christoph Stöckmann**, *Free U. of Bozen-Bolzano*

Prior research provides conflicting evidence on whether entrepreneurial orientation (EO) has a positive or negative effect on firm failure. In this study, we hypothesize that the sign of the effect of EO on firm failure is not constant over the life cycle of a firm, but changes as young firms evolve into mature firms. Moreover, we show that to better understand the age-varying effects of EO on firm failure, it is essential to examine the effects of each EO dimension, i.e., risk-taking, innovativeness, and proactiveness, on firm failure, as they differ in terms of mechanisms and intertemporal patterns. Our empirical analysis is based on a panel data set of 8,518 startups tracked over several years. We find that risk-taking and innovativeness hinder the survival of very young firms, while proactiveness favors survival. However, the sign of the effects of the EO dimensions of risk-taking and innovativeness becomes positive as firms mature.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Board Oversight

Session Moderator: **Athina Skiadopoulou**, *U. of Alabama*

ENT: **Do Boards in New Ventures Monitor Management: The Impact of New Venture Boards on CEO Pay**

Author: **Ruidong Zhu**, *Freie U. Berlin*

Author: **Jakob Arnoldi**, *Aarhus U.*

Author: **Miriam Nicole Flickinger**, *Freie U. Berlin*

Author: **Jacek Piosik**, *Copenhagen Business School*

The existing literature holds that new venture boards greatly influence firm performance through frequent involvement in daily operations. This literature highlights the service function of the new venture board while neglecting its monitoring function. Based on the board monitoring literature and the managerial power theory, we shed light on how new venture boards monitor CEO pay and how the monitoring is affected by the power balance between boards and CEOs. Drawing on 121,031 firm-year observations of Danish new ventures between 2015 and 2020, we observe significant board's monitoring of the CEO pay. We also provide evidence that the CEO duality weakens the new venture board monitoring. Our findings suggest the need to consider new venture boards' monitoring function from the power perspective.

ENT: **Venture Board Formation: The Role of Founder Organizational Identification**

Author: **Ruidong Zhu**, *Freie U. Berlin*

In this study, I examine the factors that influence the formation of venture boards, particularly emphasizing the role of founders' organizational identification (OI). By analyzing a unique dataset of 640 new ventures in Germany, I find that founders with lower OI, especially those with higher educational levels, are more likely to form a venture board. Furthermore, I investigate the impact of founding team diversity on the formation of venture boards. The findings suggest that a diverse founding team, which typically reflects a low overall OI, is positively associated with the formation of venture boards. Therefore, my research suggests that while a founder's OI predicts the formation of venture boards, the influence of OI varies depending on different sources of OI and founding team diversity.

ENT: **Unveiling the Emotional Dynamics: A Novel Perspective on Gender Equality in Boardrooms**

Author: **Carolin Kaufmann**, *U. of St. Gallen*

Author: **Manuel Hess**, *Grenoble Ecole de Management*

Author: **Joakim Wincent**, *U. of St. Gallen*

Author: **Dietmar Gricchnik**, *U. of St. Gallen*

Gender equality has become a social ideal and widely studied especially regarding board of directors. Interestingly, existing academic work has left out the role of emotions in the analyses of boardroom gender diversity issues. We develop an emotional labor perspective to explain if and how individual board members experience discrepancy between genuine felt and outwardly expressed emotions when being confronted with the topic of gender equality in the boardroom. We initiated a natural experiment where we analyzed a combination of facially expressed emotion and verbal emotional responses of venture board stakeholders. Based upon the idea that board members suppress and simulate positive and negative emotions in gender equality encounters, we propose and operationalize four different types of emotional labor strategies professionals may engage in to align their external emotion expression with societal expectations that encompass their professional roles. Our research finds support for men being more inclined to suppress genuine negative emotions towards gender equality in the boardroom and simulate positive emotions when experiencing negative ones compared to women. Our study reveals that emotional labor occurs in the boardroom affecting female inclusion.

ENT: **Board Oversight in Start-Up Fraud: Unveiling the Risks of Shared Ownership**

Author: **Janine Crivelli**, *U. of St. Gallen*

Author: **Manuel Hess**, *Grenoble Ecole de Management*

Author: **Joakim Wincent**, *Luleå U. of Technology*

Author: **April Spivack**, *Hanken School of Economics, Finland*

Research into venture fraud is still scant and there is limited insight for why and how it occurs beyond that the founding entrepreneur usually constitutes the main suspects. In this study, we examine the monitoring behavior of board members in start-up fraud and their potentially compromising relationships with the founding entrepreneur leading the venture. In contrast to emerging recommendations in the literature, our qualitative study of 14 prominent fraud cases exposes the limitations of shared stock ownership between founding entrepreneurs in the executive lead and board members. Whereas guidelines from previous work mostly related to agency theory suggest shared ownership should produce improved alignment with venture goals, we show this alignment mechanism indicates risk of monitoring failures and the perpetuation of insufficient supervision, enabling fraudulent activities among boards and CEOs. Furthermore, our model identifies the founding entrepreneur in the lead as a central issue, alongside a considerable risk of fraud reinforcement mechanisms. This risk is compounded by the tendency of board members to resort to 'freeze' or 'flight' responses as initial coping strategies when detecting fraudulent activities before confronting problems directly.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Entrepreneurial Labor Market: Supply-Side vs. Demand-Side Perspectives

Organizer: **Mehdi Ibn Brahim**, *SKEMA Business School - U. Côte d'Azur*
Organizer: **Vera Rocha**, *Copenhagen Business School*
Discussant: **Olav Sorenson**, *UCLA Anderson School of Management*
Presenter: **J. Daniel Kim**, *The Wharton School, U. of Pennsylvania*
Presenter: **Melody Chang**, *USC Marshall School of Business*
Presenter: **Alicia DeSantola**, *U. of Washington*
Presenter: **Travis Howell**, *Arizona State U.*
Presenter: **Innessa Colaiaacovo**, -

Human capital is a key source of competitive advantage for organizations, and new ventures are not an exception. However, hiring tends to be more challenging for new ventures than for older and larger firms. The emergence and rapid development of online platforms suitable for recruitment alleviated some of those challenges, but many remain to be tackled. The complex dynamics of entrepreneurial labor markets have attracted increasing attention and curiosity among scholars, and recent years witnessed growing research at the crossroads of strategy, human capital, and entrepreneurship. This symposium invites scholars interested in topics related to entrepreneurship and strategic human capital to present and discuss their views on the demand- and supply-sides of the entrepreneurial labor market. By adopting a two-sided approach to the examination of factors related to startups' attraction of joiners, we hope to open conversations and avenues for future research with the objective of shedding light on the multiple mechanisms that contribute to improving the match between founders and high-quality joiners.

Startup Hiring Through Firm-Driven Search: Evidence from Venture for America

Author: **J. Daniel Kim**, *The Wharton School, U. of Pennsylvania*

Founder Status & Labor Market Demand

Author: **Melody Chang**, *USC Marshall School of Business*

Ahead of the Curve? New Venture Scaling and The Influence of Early Joiners with Entrepreneurial Exp

Author: **Alicia DeSantola**, *U. of Washington*








How Founders Attract Joiners: Evidence from Venture for America

Author: **Travis Howell**, *Arizona State U.*

How Do Entrepreneurs Set Wages?

Author: **Innessa Colaiaacovo**, -

KEY TO SYMBOLS

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

Session Type: **Showcase Symposium**

Program Session: **2161** | Submission: **16143** | Sponsor(s): **(ENT, STR)**

Scheduled: **Tuesday, Aug 13 2024 1:15PM - 2:45PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Skyway 272**

New Trends in Entrepreneurial Finance Research

Organizer: **Jeroen Verbouw**, *Ghent U. and Tilburg U.*

Organizer: **Katja Bringmann**, *U. Ghent*

Panelist: **Jorge Guzman**, *Columbia Business School*

Panelist: **Paul Momtaz**, *Technische U. München, TUM School of Management*

Panelist: **Alex Michael Murray**, *U. of Oregon*

Panelist: **Olav Sorenson**, *UCLA Anderson School of Management*

Panelist: **Luisa Alemany**, *London Business School*

Entrepreneurial finance scholars address the questions and themes related to which, how, when, and why ventures attract external funding and how it affects their future development (Bellavitis et al., 2017; Block et al., 2018; Cumming et al., 2019; Cumming et al., 2022a). Most attention has been devoted to equity capital because of its pivotal role in the financing of high-growth entrepreneurship (Drover et al., 2017) and significant firm-level implications (Bonini et al., 2019; Eldridge et al., 2021; Manigart et al., 2002). While the entrepreneurial finance field is well-established, recent trends have attracted substantial scholarly attention. Specifically, an increasing focus on addressing enduring challenges, environmental, social, and governance aspects, and artificial intelligence have created a promising and exciting space to study entrepreneurial finance.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Forms of Work and Their Effects on Employee Experiences, Wellbeing and Performance



Organizer: **Hoa Do**, *U. of Leicester*
Organizer: **Helen Shipton**, *Human Resource Management*
Organizer: **Xiaoshuang Lin**, *U. of South Australia*
Session Chair: **Margarita Nyfoudi**, *U. of Birmingham*
Discussant: **Pawan S. Budhwar**, *Aston U.*
Participant: **Xiaomin Xu**, *The Chinese U. of Hong Kong, Shenzhen*
Participant: **Mariella Miraglia**, *U. of Liverpool*
Presenter: **Jin Cheng**, *Xiamen U.*
Participant: **Rory Donnelly**, *U. of Liverpool*
Participant: **Jiatong Liu**, *Xiamen U., China*
Presenter: **Stephen Wood**, *U. of Leicester*
Presenter: **Helen Shipton**, *Human Resource Management*
Presenter: **Hoa Do**, *U. of Leicester*
Participant: **Xiaoshuang Lin**, *U. of South Australia*

New forms of work such as hybrid working, homeworking, alternative work arrangements have become a norm, and thus a strategic policy decision in organizations because of the advent of new technologies. The need for new forms of work has recently accelerated due to changes in societal attitudes, employee expectations, the need for flexibility and external factors such Covid-19. Despite their growing importance and research attention, research on new forms of work is still limited and imbalanced between these forms, i.e., more on homeworking but less on hybrid working. This lack of research and balance holds back understanding, meaning that scholarly insight as well as guidance to practitioners is limited. This symposium (consisting of 4 papers: two focused on hybrid working, one on alternative working arrangements, and another on homeworking) aims to address this important gap by shedding light on (1) the role of new forms of work and their effects on employee experiences of work, wellbeing and performance, (2) the variations of new forms of work from the perspective of different stakeholders, within different contexts and based on a range of methodologies, and (3) how the 'rhetoric versus reality' of new forms of work is challenged to understand their real effects. Collectively, the papers suggest that each form of work may have a differential effect on employee performance and wellbeing, depending on how and where it is implemented as well as how employees experience and perceive it. This symposium therefore has important implications for both academics and practitioners.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Human Capital Development: Innovative Strategies for Talent Management and Growth



Session Moderator: **Yueying Tao**, *Xinxiang Medical U.*

HR: **How Developmental Human Resource Management Practices Drive Employee Improvisation Behavior**

Author: **Yueying Tao**, *Xinxiang Medical U.*

Author: **Genqiang Li**, *Xinxiang Medical U.*

Author: **Yong Meng**, *Xinxiang Medical U.*

Based on conservation of resource theory and proactive motivation model, this study explores the impact mechanisms of developmental human resource management practices and employee improvisation. It examines the parallel mediating effects of employee resilience, exploratory willingness, and thriving at work through three paths “Can do motivation”, “Reason to motivation”, and “Energized to motivation” and the moderating effect of proactive personality. Through a three-stage longitudinal tracking collection of 773 sets of effective data and analysis using structural equation modeling and bootstrap methods. The research results show that: (1) Developmental human resource management practices positively affect employee improvisation. (2) Employee resilience, exploratory willingness, and thriving at work play a parallel mediation role between developmental human resource management practices and employee improvisation. (3) Proactive personality has positive moderating effects in the relationship mechanism between D-HRMPs and employee improvisation. This study expands and enriches the relevant research on developmental human resource management practices and employee improvisation, providing a theoretical basis and practical guidance for enterprises and managers to effectively drive employee improvisation through developmental human resource management practices.

HR: **The Impact of Green Human Resource Management and Green Internal Integration on Green Innovation**

Author: **Honghong Zhang**, *Xi'an Jiaotong U.*

In an effort to stem down industrial emissions, Chinese manufacturing firms are paying more attention to the concept of Carbon neutrality, the development and application of various types of digital technologies such as industrial internet, and green innovation. To this end, the concept of green innovation is a relevant and contemporary stream of research that scholars need to delve into and offer suggestions to practitioners on various ways of reducing carbon foot print. Despite this state of affairs, scholars have not yet fully explored the empirical relationships between green management practices and green innovations. While the existing literature has confirmed that green Human Resource Management (GHRM) is a key driver of green innovation (GI), the underlying mediation mechanisms have not yet been fully revealed. This paper therefore introduces intrinsic motivation as key mediators comprising of three components namely: Green Organizational Identity (GOI), Green Collective Efficacy (GCE) and Pro-environmental harmonious Passions (PHP). Further, the paper explores Green Internal Integration (GII) as a key antecedent of green innovation. The paper further subjects this empirical relationship to the three mediators. Data were gathered from 262 Chinese manufacturing firms from where we tested our hypothesis through hierarchical regression analysis and bootstrapping methods. Our analysis reveals that both GHRM and GII are key antecedents of green innovation and intrinsic motivation comprising of GOI, GCE, and PHP are key mediators in these relationships. The empirical revelations enrich the existing literature that has failed to identify key mediators between the green management practices of GHRM and GI. Further, the study introduces GII as phenomenal antecedent of GI. Taken together, the findings of this paper are applicable in the industry setting in enhancing green innovation and promoting carbon neutrality within the industrial ecosystems.

HR: **Indicators Beyond Training Cost: The Longitudinal Impact of Training on Organizational Outcomes**

Author: **Sangok Yoo**, *U. of Texas at Tyler*

Author: **Sehoon Kim**, *U. of Minnesota Twin Cities*

Author: **Yunsoo Lee**, *Hanyang U.*

Author: **Kyungae Lim**, *Hanyang U.*

This study explores the longitudinal relationship between training indicators and organizational outcomes, including financial performance and turnover rate. Using generalized estimating equations, we first develop and test models with training indicators, beyond training expenditure, to explain two-year lagged organizational outcomes, using three basic training indicators, training cost per employee, training time per employee, and enrollment rate (i.e., proportion of employees who participated in employer-supported training programs). Next, models with two composite indicators combining training cost with time and enrollment rate are tested. Additionally, we test models with two training-slack indicators, combining training cost with financial and HR slack. We find that all training indicators are related to financial performance, and most training indicators, except training time to cost and training cost to financial slack, are related to turnover rate. The model with the training indicator considering HR slack, training cost to HR slack, is identified as the best model to explain both financial performance and turnover rate. Additional models with basic training indicators and slack resource variables are tested to further explore the main findings. This study provides theoretical and practical implications for effective training indicators for explaining organizational outcomes and the firm-level training-performance relationship.

Author: **Yanglinfeng Zheng**, *School of Economics and Management Tsinghua U.*

Author: **Shuye Lu**, *Tsinghua U.*

Numerous organizations have emphasized the importance of unlocking the strategic value from human capital resources by incorporating Chief Human Resource Officers (CHROs) or Chief People Officers (CPOs) into their top management teams. Despite this, the impact of such roles on firm performance has been insufficiently explored. This paper delves into the role of CHROs in effectively deploying human capital resources to cultivate competitive advantages. Employing the “alignment” perspectives from the literatures on both human capital resources (HCR) and top management teams (TMT), we posit that CHROs amplify organizational efficiency by aligning the strategic oversight typical of top management with the operational insight characteristic of HR department leadership. This alignment is critical in managing the complex, cross-hierarchical activities involved in human capital resources deployment. We hypothesize that the presence of CHROs will moderate the relationship between a firm’s human capital resource stocks and its performance, with this effect intensifying when the CHRO wields greater power within the top management team and possesses substantial personal HR-related expertise and experience. Our empirical analysis of publicly listed Chinese companies from the Shanghai and Shenzhen Stock Exchanges between 2003 and 2020 largely corroborates our hypotheses. The paper concludes by outlining the significant theoretical and practical implications of our findings, highlighting the strategic value of CHROs in contemporary organizational structures and performance.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Insights on Employee Mobility: Internal, External, and In Between

Organizer: **JR Keller**, *ILR School @ Cornell U.*
Organizer: **Joanne Cao**, *Cornell U.*
Discussant: **Gina Dokko**, *U. of California, Davis*
Presenter: **Federica De Stefano**, *HEC Paris*
Presenter: **John Mawdsley**, *HEC Paris*
Presenter: **Eunkwang Seo**, *Oklahoma State U.*
Participant: **Rocio Bonet**, *IE U.*
Participant: **Claudia Gabbioneta**, *U. of York*
Participant: **Daniel Muzio**, *U. of York*
Participant: **Rebecca Rheinhardt Kehoe**, *Cornell U.*
Participant: **Federico Aime**, *Oklahoma State U.*

Employee mobility scholars have demonstrated a longstanding interest in the performance implications of internal and external hiring. Scholars examining direct comparisons have found that internal hires perform better initially, with external hires eventually closing the performance gap over time. Meanwhile, scholars focusing on the integration of external hires have documented factors (e.g., co-mobility, external social capital, hiring firm capabilities) that ease the performance challenges external hires face as they enter new firm. This symposium presents four papers that extend this work in several ways. First, the papers highlight that the outcomes associated with moves across jobs and firms are heavily shaped by a variety of contextual factors, including organizational strategy and structure, the status dynamics within and between work groups, and the availability of mobility options outside a firm. Additionally, the papers examine the implications of internal and external mobility for a range of outcomes, extending the focus from new hires' individual job performance (e.g., performance ratings) to include differences in exploratory innovation and new hires' socialization experiences at the individual level, quality rankings at the law practice level, and workplace accidents at the firm level. The authors of these papers examine their research questions across a variety of empirical contexts (e.g., health care, legal services, multi-business firms) and draw on a variety of data sources, including administrative data, market intelligence data, and company survey data, which collectively provides future scholars with a roadmap of potential options for studying mobility-related questions.

The Dark Side of Multi-business Firms: Evidence from Workers' Accidents in France

Author: **Rocio Bonet**, *IE U.*
Author: **Federica De Stefano**, *HEC Paris*

Group Factors and the Market for Quality: Examining Mobility of High Caliber Professionals

Author: **Claudia Gabbioneta**, *U. of York*
Author: **John Mawdsley**, *HEC Paris*
Author: **Daniel Muzio**, *U. of York*

Two Routes to Get Up to Speed: Comparing Socialization Between Internal and External Hires

Author: **JR Keller**, *ILR School @ Cornell U.*
Author: **Rebecca Rheinhardt Kehoe**, *Cornell U.*
Author: **Joanne Cao**, *Cornell U.*

Unleashing Innovation: The Impact of Inventor Mobility on Exploratory Value Creation in Firms

Author: **Eunkwang Seo**, *Oklahoma State U.*
Author: **Federico Aime**, *Oklahoma State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Management Teams and CEOs Drive International Strategy

Session Moderator: **Markus Pudelko**, *U. of Tuebingen*

IM: **Personality Matters: How Dark Traits Drive SME's Degree of Internationalization**

Author: **Javad Esmaeili Nooshabadi**, *Maynooth U.*
Author: **Audra I. Mockaitis**, *Maynooth U., Ireland*
Author: **Richa Chugh**, *Te Herenga Waka - Victoria U. of Wellington*

This study aims to investigate the relationships between CEO dark triad personality traits, firm internationalization performance, and the mediating role of entrepreneurial orientation. Drawing on upper echelons perspective and the growing literature on dark traits in leadership, we explore how CEOs' narcissism, psychopathy, and Machiavellianism influence the firm's internationalization efforts. Our analysis, conducted on 405 small firms from the United Kingdom and the United States, reveals that only CEO Machiavellianism directly influences firm internationalization performance. However, all three dark traits (CEO narcissism, psychopathy, and Machiavellianism) indirectly affect firm internationalization performance through the mechanism of entrepreneurial orientation.

IM: **It's Also About Me: Narcissistic CEOs and Their Impacts on MNEs' Response to Geopolitical Conflicts**

Author: **Dongdong Huang**, *Business School, Nankai U.*
Author: **Huinan Zhang**, *Nankai U.*

Our era is characterized by increasing prevalence of geopolitical conflicts, which significantly disrupt international business environment and necessitate multinational enterprises (MNEs) to implement prompt and effective responses. Literature on antecedents leading to MNEs' response remain at a nascent stage and largely ignore individual-level antecedents, especially psychological traits. This study aims to address this research gap by focusing on CEO narcissism that has been found to significantly affect a firm's non-market strategies. Based on prior literature about CEO narcissism and the stakeholder alignment perspective, this paper argues that narcissistic CEOs, driven by their desires for attention, self-aggrandizement, and aversion to criticism, are more likely to scale back business operations in a host country perceived as an aggressor in a major geopolitical conflict. Such an activism is facilitated if these CEO perceived anticipated support from proximal stakeholders. Using data from various sources, we tested our hypotheses in the context of the ongoing high-profile Russo-Ukrainian War commencing in 2022. The results supported our predictions and reveals the crucial role of CEO narcissism in shaping MNEs' social-political activism amidst geopolitical conflicts.

IM: **Intergroup Conflicts and Investment Decisions in High-Risk Environments**

Author: **Tony Lizhang He**, *Rutgers Business School*
Author: **Anne Jamison**, *Copenhagen Business School*








We examine how firms enter countries with high conflict risk. We develop new measures of within-country intergroup conflict risk derived from global media articles (2003-2020), and we find that although globally experienced firms avoid unfamiliar conflict environments, they exhibit a preference towards high-risk environments with which they have direct (or adjacent) experiences with the same (or similar) types of conflict actors present. Furthermore, when entering a new high-risk country, firms commit to more capital investment and job creation if they can leverage previous experiences with conflict management. Our results suggest that firms may strategically expand to diversify knowledge about different conflict actors, and that the management of specific conflict actors might be an important dimension of competitive differentiation for firms operating in high-risk environments.

IM: **Collaborative Leadership Dynamics: Joint Evolution of Chair and CEO Roles at the Organizational Apex**

Author: **Faisal AlReshaid**, *American U. of Kuwait*
Author: **Kathleen Park**, *Boston U.*
Author: **Bernd Vogel**, *Henley Business School, U. of Reading*
Author: **Ana Margarida De Faria E Silva C. Graça**, *Henley Business School, U. of Reading, United Kingdom*
Author: **Obinna Ikwuegbu**, *American International U.*

Engaging a former dual CEO-chair solely as a chairperson, with the appointment of a new CEO, not only preserves the expertise of the incumbent but also mitigates the customary disruptions associated with CEO and chair successions. Existing studies on the division of CEO and chair roles in top organizational leadership have explored various aspects, including power dynamics, succession patterns, and leadership during crises. However, there remains a conceptual and empirical gap in understanding how organizations can effectively harness the collaborative potential of two leaders at the helm, while concurrently shaping and refining their distinct roles. Leveraging qualitative data from an emerging markets context after the statutory separation of chair and CEO roles, our study delves into the joint creation of separate yet interconnected roles by the individual previously occupying the dual position and the individual who succeeds into one of the newly separated top two positions. We also examine implications for organizational functioning ensuing from the new collaborative evolution of the top two roles. This research offers a practical roadmap for organizations globally, especially those navigating the increasing trend of separating top executive positions in strategic leadership and governance.

KEY TO SYMBOLS

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

Managing Divergent Stakeholder Expectations Abroad

Session Moderator: **Jonas F. Puck**, *WU Vienna*

IM: The Effect of Internationalization and Partisan Ambidexterity on Firms' Sensitivity to Elections

Author: **Evelyn Reithofer**, *WirtschaftsU. Wien*
Author: **Jonas F. Puck**, *WU Vienna*
Author: **Jakob Müllner**, *WU Vienna U. of Economics and Business*

Rising partisan polarization, protectionist tendencies, and electoral and policy uncertainty not only increased risks of firms' international operations, but also in their national business habitat. In this paper, we study the effect of election-related uncertainty on firms' stock prices. In addition to firm internationalization as a mitigating effect against home-country policy risk, introduce the concept of partisan ambidexterity to describe firms that have expertise, legitimacy and operations in locations with opposing ruling political ideologies. Specifically, we conduct an event study of the US presidential elections in 2008, 2016, and 2020 and their effect on 2,941 listed US firms. We contribute to strategic management research by exploring whether firms' with a bi-partisan national footprint can act as a safeguard against market fluctuations related to political events. Managerial Summary

IM: When Stigma Harms Legitimacy: Managing the Dynamics of Stigmatization and Legitimation

Author: **Christiaan Roell**, *U. of New South Wales*
Author: **Felix Arndt**, *U. of Guelph*
Author: **Wilson Ng**, *IDRAC Business School*

When politico-religious audiences perceive the behavior of a multinational enterprise (MNE) as socially harmful, they stigmatize the MNE and threaten its legitimacy. While the negative economic ramifications of stigmatization have been studied, we know less about the process of managing the growing, damaging influence of 'pockets of opposition' and their labeling of MNEs. We fill this gap by investigating how a stigmatized MNE maintains its legitimacy against increasing opposition from stigmatizing audiences, using the case of a century-old subsidiary company of a Dutch beer-brewer in Indonesia, the largest Muslim-majority country, where alcohol consumption is proscribed. We articulate the dynamics of managing core-stigma in this environment and theorize the process of maintaining the MNE's legitimacy when well-supported stigmatizers gain considerable influence and systematic and proactive intervention is required. An important part of this intervention is the way in which our MNE was able to draw on its longstanding knowledge of its industry to craft strategies addressing a major social issue, in turn supporting its legitimacy.

IM: Taking a Stand While Abroad? Towards a Theory of MNCs' Sociopolitical Activism in Host Countries

Author: **Ishva Minefee**, *U. of Illinois at Urbana-Champaign*
Author: **Lori Qingyuan Yue**, *Columbia Business School*








Increasingly, multinational corporations (MNCs) have taken public stances on sociopolitical issues such as immigration, LGBTQ rights, and racism. Although MNCs may engage in sociopolitical activism (SPA) in their home countries in response to a sociopolitical issue, stakeholders have criticized them for behaving inconsistently in response to the same issue in a host country. In this paper, we develop a theory of MNCs' (in)consistency in SPA across home and host countries. Specifically, we argue that MNCs' SPA in a host country stems from a desire to consistently express organizational values across countries. This baseline argument, however, is conditioned upon institutional complexity at three levels: within a host country, between home and host countries, and among the international community. This paper contributes to the International Business (IB) literature by situating MNCs' SPA as a new, complementary area within international nonmarket strategy research. Furthermore, we extend IB research on institutional complexity by theorizing how heterogeneity not only within but between normative and regulatory institutions in a host country influences MNCs' behaviors. Lastly, we expand the literature on corporate SPA from a focus on domestic firms to MNCs.

IM: Spillovers in Stakeholder Assessments: Country Reputation Perceptions and Acquisition Completion

Author: **Xiaojie Wu**, *Guangdong U. of Technology*
Author: **Wenyu Zhong**, *South China U. of Technology*
Author: **Xi Zhong**, *Guangdong U. of Technology*

Drawing on the legitimacy spillover perspective on institutional theory, we argue that differentiation in home-host country reputation perceptions triggers the cognitive spillover effect, which reduce stakeholder concerns and resistance to acquisitions and thus facilitate acquisition completion. When an acquirer enters a host country where union authority is stronger, higher labour standards can raise the legitimacy threshold of the host country. When the acquirer is in a politically sensitive industry, the risk of security review is higher due to the industry's strategic importance. Furthermore, negative media coverage of the acquirer is more likely to attract more stakeholder attention, blurring their categorization and judgement based on the country reputation perceptions. Our theoretical arguments are supported by a dataset of Chinese firms from 2009 to 2019. We contribute to research on legitimacy spillover and cross-border acquisitions.

KEY TO SYMBOLS

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

Home Country Influences on Global Strategy

Session Moderator: **Jing Li**, *Simon Fraser U.*

IM: Rethinking a Positive-Sum Game: Chinese OFDI and US MNEs' FDI Location Decisions 

Author: **Injae Jeon**, *Korea U. Business School*
Author: **Jon Jungbien Moon**, *Korea U.*

This study explores the dynamic interplay between international politics and US multinational enterprises' (MNEs) foreign direct investment (FDI) strategies. Drawing on hegemonic stability theory, our research examines how the transition from a unipolar to a multipolar world influences investment decisions, which have been based on positive-sum thinking. We analyze firm-level FDI data from 2013 to 2021, uncovering a notable trend: US MNEs increasingly invest in countries that show rising Chinese outbound FDI (OFDI) within stable international institutions supported by the hegemon. However, this trend diminishes amid diverging international institutions due to the evolving geopolitical landscape driven by the US-China rivalry, particularly in host countries participating in the Belt and Road Initiative (BRI), during periods of intensified US-China tensions, and in strategically important sectors for national security. Our findings challenge traditional frameworks that mainly focus on economic rationale for FDI location decisions and evaluate host country institutions solely on economic criteria or deviations from those of the home country. Instead, we highlight the need for a nuanced understanding of institutional divergence at a transnational level, recognizing the implications of a multipolar world order on international business.

IM: Anti-Corruption Campaigns and Foreign Entry Attempts by Chinese Firms

Author: **Zhaowei CHEN**, *National U. of Singapore (NUS)*
Author: **Andrew Delios**, *National U. of Singapore*

What drives outward foreign direct investments (OFDIs) by emerging market firms (EMFs)? In emerging markets, firms can use entertainment expenses to build corporate relationships with governments and other important stakeholders. Developing local embeddedness is critical for foreign entrants to better learn and understand the host country and thus increase the likelihood of successful foreign entry. In 2012, China accelerated its anti-corruption campaigns, which limited the entertainment and travelling expenses for state-owned enterprises (SOEs). Leveraging this quasi-natural experiment, this paper shows that after the acceleration of the anti-corruption campaign, SOEs initiated less new OFDIs compared to non-SOEs. Further, as a reaction to this policy: firms prioritized their limited resources to OFDIs that were to a new country, which were in more need of a substantial resource commitment. However, firm-level anti-corruption CSR measures were not effective as a credible signal to a firm being corruption-free. We thus provide important implications for OFDI strategies for policy makers and firms in emerging economies.

IM: Imitation of Location Choices for Tax-Motivated HQ Relocations: Uncertainty Reduction & Legitimation 

Author: **Aleksi Otto Eerola**, *HEC Montréal*
Author: **Arjen Slangen**, *KU Leuven*








In recent decades an increasing number of firms has engaged in relocations of their HQ abroad to save on income taxes. Most of these tax-motivated HQ relocations have been targeted to the same relatively limited number of countries, raising the question whether this imitation tendency among relocating firms is purely explained by their desire to benefit from some countries' greater tax friendliness or whether other corporate motives are also at play. Drawing on organizational institutionalism, we propose that two important additional motives for firms to imitate their peers' most popular location choices for tax-motivated HQ relocations are to reduce outcome uncertainty and to legitimize the focal relocation to domestic non-market stakeholders. Separating a firm's peers into domestic rivals and non-rival compatriots and controlling for countries' tax friendliness, we find support for the existence of these dual motives in conditional logit analyses of a sample of 127 listed US firms that launched tax-motivated HQ relocations over the period 1995-2017. Our findings contribute to international strategy research on HQ relocations by shedding further light on why HQs that have mainly been relocated abroad for tax purposes are concentrated in a limited number of countries.

IM: Image of MNE's Home Country in South Africa and the MNE's Regulatory Compliance in CSR

Author: **Michelle Amy Montague-Mfuni**, *Assistant Professor of Management, U. of Richmond*
Author: **Yuanyuan Li**, *California State U., Los Angeles*

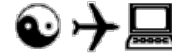
Foreign MNEs in emerging markets vary in complying with local corporate social responsibility regulations. Our study builds on the legitimacy-based view of MNEs and the institutional logic approach to liability of foreignness in understanding how the perceived liability of MNEs varies based on their country of origin and compliance with local regulations. We hypothesize that MNEs from home countries where their ethnic group perceived higher status in the host country are less incentivized to comply with local regulations on corporate social responsibility. Our hypotheses are tested in South Africa, using Black Economic Empowerment as a background. We discuss how this research contributes to the further understanding the legitimacy-based view in an African context, corporate non-market strategy at the micro-level and the implications of public policy effectiveness regarding diversity and inclusion.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **2168** | Submission: **19906** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 13 2024 1:15PM - 2:45PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Horner**








Impact of Regulatory and Policy Uncertainty on the FDI Strategies of MNEs in a Connected World



Organizer: **Soni K. Jha**, *Purdue U. Fort Wayne*
Panelist: **Minyuan Zhao**, *Washington U. in St. Louis, Olin Business School*
Panelist: **Chang Hoon Oh**, *U. of Kansas*
Discussant: **Sjoerd Beugelsdijk**, *Darla Moore School of Business, U. of South Carolina*
Organizer: **Shubham Singh**, *Rutgers Business School*
Panelist: **Luciano Ciravegna**, *INCAE Business School*

This panel symposium aims to bring a multilateral perspective to the studies examining the impact of policy uncertainty on the foreign direct investment (FDI) strategies of multinational enterprises (MNEs). MNEs are 'border-crossing multi-locational enterprises' that use FDI to increase the efficiency of their assets/operations and, thus, performance. But in the most recent decade, the ascension of populist governments, increasing prevalence of protectionist policies, and increasing geopolitical conflicts have significantly increased the policy uncertainty in the global trade environment, adversely impacting the FDI strategies of the MNEs. At the same time, however, increasing multilateralism in global trade systems has significantly increased the geopolitical connectedness of the MNEs. Thus, in this panel, we begin by discussing the traditional explanations proffered by literature examining the FDI strategies of MNEs amidst policy uncertainty. We then discuss important implications that emerge from these explanations when we use a multilateral perspective, such as the strategic implications of an absolute versus a relativistic view of policy uncertainty for research examining MNEs' FDI strategies, how policy uncertainty interacts with the multilateral global economic order to influence the performance outcomes of the MNEs, and how this multilateralism impacts state interventions seeking to protect their MNEs from increasing policy uncertainty.

KEY TO SYMBOLS

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

The Drivers of Exporting

Session Moderator: **Matthew David Griffith**, *U. of Central Florida*

IM: Boosting Learning-by-Exporting: The Influence of Firms' Servitization, Export Depth and Breadth  

Author: **Joan Freixanet**, *Graduate School of Management, Saint Petersburg U.*

Author: **Josep Rialp**, *Autonomous U. of Barcelona*

Author: **Ferran Vendrell-Herrero**, *U. of Edinburgh business school*

Flourishing international economics and management research has provided evidence on the learning-by-exporting (LBE) hypothesis for product-centric firms and, more importantly, have started to search for factors that may foster or deter these learning opportunities. However, there is scant research on LBE on service-centric firms, despite the importance of the service economy in most countries. This study answers recurring calls for research on this topic. Drawing on organizational learning theory, we contend that the influence of servitization on the LBE effect is nuanced and intricate. To explore this, we scrutinize different firm-level boundary conditions. We posit an ambivalent impact of servitization on LBE contingent upon the firm's internationalization strategy. Specifically, our argument suggests that while servitization may enhance LBE among geographically diversified exporters, it might not yield similar effects for those focused on one or a few markets. We also explore variations in LBE based on the servitization strategy. Our contention is that co-created and green servitization can potentially augment exporters' LBE, irrespective of their internationalization strategy, by amplifying their innovation incentives, access to information, and organizational capabilities. We test these arguments by examining a sample of 1,497 firms for the years 2011 and 2015, with results that hold novel implications for researchers, managers and policymakers.

IM: A Longitudinal Study of the Antecedents of Population-Level Exporting Entry Rates from 62 Countries  

Author: **Rakesh B. Sambharya**, *5807*

The literature on exporting has mainly focused on export performance and not on export propensity or export entry rates. Literature reviews indicate that the vast majority of research is on firm-level and ownership-related factors and overlooked industry and largely ignored host-country institutional factors. This study utilizing perspective looks at the export entry rate of the entire population of first-time exporters in sixty-two (62) countries over 17 years from 1997 to 2014 to 248 possible destination countries. Hypotheses were generated using the 'strategy tripod' perspectives that incorporate firm-, industry-, and host-country-level variables. Results indicate that firm size, firm pricing, and industry concentration in the domestic market were positively related to export entry whereas firm product diversification, and industry competition were negatively and significantly related to export entry. The host-country effects on export entry rates were for positive for the regulatory quality but negative for the rule of law.

IM: Stock Market Liberalization and Internationalization of Small and Medium-Sized Enterprises  

Author: **Lerong He**, *State U. of New York at Geneseo*

Author: **Liting Fang**, *Fuzhou U.*

The paper investigates how stock market liberalization influences the internationalization of small and medium-sized enterprises (SMEs). Using the launch of China's ShenZhen-HongKong Stock Connect Program as a quasi-experiment, we apply a difference-in-differences design to examine how the relaxation of foreign investment in listed Chinese SMEs stimulates these firms' exports. We find that SMEs qualified for the Stock Connect program are associated with a larger increase in export propensity and export intensity in the post-liberalization period compared to the control group of SMEs excluded from the program. Our results also confirm the financing and risk-sharing channels underlying this relationship. We document that stock market liberalization relaxes financing constraints of qualified SMEs, boosts investments of foreign institutional investors, and consequently increases their export propensity and intensity. In addition, we show that the influence of stock market liberalization on SMEs' exports is larger in firms competing in industries more dependent on external financing, more export-oriented, and more innovative. The relationship is also greater in firms facing larger financing constraints, investing more in R&D, or being privately controlled, as well as those managed by CEOs with foreign experience. Our results are also robust to alternative models and measures. Overall, our paper confirms the facilitating role of stock market liberalization in boosting SMEs' exporting.

IM: How Does SMEs' Export Strategy React to Government Subsidies? The Mediating Effect of R&D

Author: **Yueling Sima**, *U. College Cork*

Author: **Thomas Lawton**, *U. College Cork*

Author: **Justin Doran**, *U. College Cork*

Author: **Norin Mccarthy**, *U. College Cork*

In a turbulent global environment, small and medium-sized enterprises (SMEs) that drive technological change and contribute significantly to economies are facing mounting challenges. How to efficiently support SMEs has always been a focal point of attention for government and policymakers. Therefore, this paper investigates how SMEs' export strategies react to government support via the mediating role of innovation. Based on a novel and rich longitude dataset of Irish SMEs covering 2006-2018, we firstly examine how government subsidies impact SMEs' innovation performance, particularly investment in research and development (R&D). Secondly, using propensity score matching, we evaluate the indirect contribution of government subsidies to SMEs' export development. We do so by identifying the mediating role of policy-induced R&D in an SMEs' propensity to export, export product diversification, export market diversification, and export value. Empirical results indicate that government subsidies indeed incentivize SMEs to increase their R&D and initiate export activities and positively diversify their export portfolios. Our findings contribute to understanding how institutional factors affect firms' innovation activities and SMEs' export development process. They provide insights for policymakers on how government subsidies can best equip their home-grown businesses to succeed in international markets, especially those in small, open, and advanced economies.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**

Program Session: **2170** | Submission: **14729** | Sponsor(s): **(IM)**

Scheduled: **Tuesday, Aug 13 2024 1:15PM - 2:45PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Water Tower**

Rethinking Globalization: What Has Changed? What's Next? And What Does It Mean for Management?



Session Chair: **Lilac Nachum**, *City U. New York*

Distinguished Speaker: **Steven Altman**, *NYU Stern School of Business*

Panelist: **Geoffrey Jones**, *Harvard Business School*

Panelist: **Minyoung Kim**, *The Ohio State U.*

Panelist: **Ari Van Assche**, *HEC Montreal*

Panelist: **Alain C. Verbeke**, *U. of Calgary*

The possibility of a significant reversal of globalization has emerged recently as a central political issue with potentially fundamental economic consequences, reversing the trends towards greater openness and liberalization that have characterized world business since the Second World War. Such a major break away from past trends could have enormous consequences for all firms and especially for those engaged in international business. Against this backdrop, we propose to convene a symposium panel designed to deepen the understanding of the actual trajectory of globalization from multiple perspectives and draw the implications of these developments for the field of management. We do so with the aid of advanced data and empirical measures, as captured in the DHL Global Connectedness Index, which examines globalization based on the size and geography of international trade, capital, information, and people flows, offering a multi-dimensional representation of globalization worldwide and at the level of individual countries. Reflecting on the DHL Index empirical data, the panel will consider the trajectory of globalization from a variety of perspectives, historical and current, and will draw its implications for management research and practice. The panel will also outline likely future trajectories of globalization/de-globalization and draw their likely implications for strategy, public policy, knowledge-sourcing/innovation, and the rise of emerging/frontier markets.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Wellbeing in Management Education

Session Moderator: **John Edward Fiset**, *Sobey School of Business, Saint Mary's U.*

MED: Walking the Talk: Toward Creating Mentally Healthy Business Schools

Author: **John Edward Fiset**, *Sobey School of Business, Saint Mary's U.*

Author: **Maria Carolina Saffie Robertson**, *St. John Fisher*

Institutions of post-secondary management education are facing increased pressure to address the mental health challenges of their student population. Yet, many institutional members are unsure or unaware of measures they can engage in to improve mental health outcomes for students. In this paper, we build on the work of the Okanagan Charter: An International Charter for Health Promoting University and Colleges as well as Canada's National Standard for Mental Health and Well-Being for Post-Secondary Students to provide concrete actions for business school stakeholders (e.g., administration, faculty, staff, and students), to craft policies, develop programs, and offer individualized services that meet the emerging needs of students. By viewing mental health as a shared responsibility and working together to improve student outcomes and embedding mental health and wellness into core institutional activities, business schools have the opportunity to strengthen their mandate of contributing to business and society.

MED: Geek up or Not to Geek up? University Educators' Digital Competence in Stress Management

Author: **Milton Paredes**, *Tecnologico de Monterrey / Escuela Superior Politecnica del Litoral*

Author: **Olivia Hernandez-Pozas**, *Tecnologico de Monterrey*

Author: **Yarid Ayala**, *EGADE Business School*

Author: **Ronald Campoverde Aguirre**, *Escuela Superior Politecnica del Litoral*

Despite their significant influence, university educators face distinct and demanding challenges, particularly in the context of the ongoing digital transformation. These profession-related stressors impede their ability to achieve psychological detachment, which is crucial for their overall well-being. To address these challenges effectively, educators must acquire a specific set of skills tailored to the evolving demands of the digital era. Based on the Stressor-Detachment model, this study investigates the moderating effect of educators' Digital Competence on the negative relationship between Job Stressors and Psychological Detachment. In a sample of 731 university educators in Ecuador, our findings confirm the established negative associations between Workload and Work-family Conflict with Psychological Detachment and a positive link between Organizational Support and Psychological Detachment. Unexpectedly, Family-work Conflict was positively associated with Psychological Detachment. The moderation analysis shows that the composite construct of Digital Competence does not universally moderate all stressors but mitigates Family-work Conflict. This finding underscores the role of educators' digital proficiency in specific stressful contexts. Additionally, moderation analysis for each individual dimension of Digital Competence indicated that specific dimensions may exert more pronounced effects than others.

MED: Leveraging Hobbies for Positive Student Outcomes: The Role of Higher Education Faculty and Staff

Author: **Jesse E. Olsen**, *U. of Melbourne*

Research suggests that leisure and extracurricular activities not only enhance individual well-being, but they also provide work-relevant skills and experiences that lead to such beneficial work outcomes as greater creativity and improved problem solving. However, research also suggests that students often struggle to understand how their various activities concretely relate to their chosen career paths. In this conceptual paper, I present a model and associated propositions by which faculty and staff at institutions of higher education can help students to engage meaningfully with their hobbies to ultimately promote well-being, employment, and career success. Drawing on theoretical work on social identity and self-efficacy, I propose that faculty and staff should engage in supportive behaviors to aid students in developing personal and social identities, domain-relevant self-efficacy, and work-relevant skills based on their hobbies. I conclude the paper with a discussion of the scholarly and practical implications of this model, as well as future directions for this work.

MED: How Mindfulness-Trained Leaders Drive Compassion in Organizations

Author: **Laura Ilona Urrila**, *U. of Vaasa*

Author: **William Degbey**, *U. of Vaasa*

Author: **Benjamin Laker**, *Henley Business School, U. of Reading*

Author: **Baniyelme D. Zoogah**, *DeGroote School of Business, McMaster U.*

In this paper we explore the role of mindfulness interventions in developing self- and other-oriented compassion among leaders within organizational settings. We draw on a longitudinal study of 62 organizational leaders who participated in an eight-week mindfulness training to examine how mindfulness contributes to the cultivation of a compassionate mindset and leadership practices. The data for analysis, collected at four time-points, comprises pre-intervention assessments and post-intervention interviews (in total 159 interviews), including six- and twelve-month follow-ups. We find mechanisms underpinning co-active compassion, such as interconnectedness, perspective-taking, and mutual support, which manifest at the collective level. Co-active compassion reveals a reciprocal interplay between self-care and the care for others, enhancing both individual and collective compassionate competencies in leadership. This study contributes significantly to both mindfulness and compassion in leadership literatures by showing that mindful self-compassion in leadership is a dynamic, interpersonal phenomenon, crucial for leaders who aim to effectively balance self-care with their responsibility towards others. We also extend current understanding of compassion in leadership by providing empirical evidence of the role of mindfulness in fostering both self- and other-oriented compassion. We discuss theoretical and practical insights for developing compassionate leadership competencies in the face of modern organizational challenges.

Author: **Ming Li**, *U. of Liverpool Management School*

Author: **Michal Wilczewski**, *U. of Economics and Human Sciences in Warsaw*

Author: **Paola Giuri**, *Bologna U.*

Author: **Zhixi Zhuang**, *Ryerson U.*

Drawing on the conservation of resource (COR) theory, this study examines individual psychological resource as a necessary condition for students' mental health and study adjustment during the Covid-19 pandemic. We further examine how international and domestic students differ in their resources, mental health and study adjustment. Employing partial least squares structural equation modeling (PLS-SEM), the study tests the hypothesized effects of psychological resources utilizing online survey data from 2,136 domestic and international students across five countries. The necessary condition analysis demonstrates psychological resources as necessary but not sufficient conditions for mental health and study adjustment. Additionally, one-way analysis of variance reveals that international students surpass domestic students in psychological resources, mental health, and adjustment. This research makes a novel contribution to the COR theory by proposing the "necessary resource principle," which underscores that certain resources constitute necessary conditions in the event of significant losses of other resources. It provides evidence that individual psychological resources are not only desirable but also indispensable for students' mental health and study outcomes during stressful periods. Furthermore, it contributes to adjustment theory by emphasizing the pivotal role of mental health in students' adjustment. The implications for management and higher education are discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

CEO Personality and Strategic Decision-Making in Innovation

Session Moderator: **Yijie Tseng**, *Fu Jen Catholic U.*

MOC: **CEO Neuroticism and Text-Based Communicative Value of Annual Reports**

Author: **Tsung-Kang Chen**, *National Yang Ming Chiao Tung U.*

Author: **Yijie Tseng**, *Fu Jen Catholic U.*

Author: **Yu-Chun Lin**, *National Yang Ming Chiao Tung U.*

Author: **Yun Hao**, *National Yang Ming Chiao Tung U.*

We investigate whether and how CEO neuroticism affects the text-based communicative value of annual reports using S&P 1500 firms. We employ annual report readability as the proxy of the text-based communicative value of annual reports. We find that CEO neuroticism is significantly and positively related to annual report readability due to the increase in the CEOs' incentives to alleviate outside investors' information uncertainty perceptions. Moreover, CEO neuroticism improves annual report readability via the mechanism of less severe management-equity agency problems, enhancing the CEOs' incentives of alleviating outside investors' information uncertainty perceptions. In addition, we also find that the CEO neuroticism effect becomes weaker when the firm has higher internal governance quality, better firm profitability, and greater management resources. Finally, our findings are robust when considering endogeneity issues and controlling for other CEO personality traits.

MOC: **Acting or Abstaining: CEO Neuroticism and AI Innovation**

Author: **Yishu CAI**, *Department of Management, Business School, The Chinese U. of Hong Kong, HK*

Author: **Ya Lin**, *Chinese U. of Hong Kong*

Author: **Qingliang Fan**, *The Chinese U. of Hong Kong*

We examined neurotic CEOs' engagement with a paradigm-shifting technology, artificial intelligence (AI) innovation. While paradigm-shift technologies like AI have been transformative for organizations and society, the psychological antecedents, particularly neuroticism, remain underexplored. Neuroticism, a key dimension of the Big Five (Big-5) personality traits, is characterized by anxiety, self-defense, and emotional instability. Neurotic CEOs' perception on the risk of commission due to ambiguous returns and the risk of omission driven by the burgeoning potential of the technology, drive their engagement in AI innovation. We leveraged the context of the milestone event of AlphaGo's victory in 2016 to showcase the paradoxical effects of neuroticism personality. We hypothesized that neurotic CEOs made less AI innovation due to the perceived risks of commission, but this attitude shifts post-AlphaGo's victory, driven by a fear of missing out on industry trends, leading to increased more AI innovations. We also theorized that this neurotic bias will be enhanced by a self-regarding cognitive style but mitigated by AI-related education. Using a sample from the Standard & Poor's (S&P) 1500 firms (2013-2019), we analyzed CEO personalities through their language in earnings call transcripts and AI patent data. This study contributes to the understanding of corporate engagement in paradigm-shift technologies by highlighting neurotic personality in CEOs. We also discussed the theoretical potential in the research on managerial risk-taking and the theories on subjects and agents of action in the social context.

MOC: **Future- or Past-Focused CEOs: Who Meets the Interests of Long-Term Institutional Investors?**

Author: **Atefeh Maghzi**, *Southampton Business School, U. of Southampton*

Author: **Ali C. Akyol**, *U. of Ottawa*

Misalignment of interests between long-term institutional investors and CEOs lies at the core of the agency problem. We postulate that future-focused CEOs might mitigate this problem as they prioritise long-term goals. Our analysis, drawing on data from 17,983 firm-year observations between 2001 and 2016, did not support our argument. It, contrarily, showed a positive relationship between past-focused CEOs and the fraction of shares held by quasi-indexers and investment advisors, which are long-term investors. Information asymmetry may explain this finding. The uncertainty associated with long-term investment amplifies the extent of information asymmetry between investors and CEOs. However, past-focused CEOs reflect on past experience, which improves reliability and reduces uncertainty. We add insight to the understanding of the agency problem, and contribute to research in temporal focus.

MOC: **Navigating Uncertainty: Examining the Role of CEO Dialectical Thinking on Firm Innovation Decision**

Author: **Liping JIN**, *Peking U.*

Author: **Yang Bai**, *Guanghua School of Management, Peking U.*

Author: **Lan LI**, *Development Research Centre of The State Council*

Author: **Xiaofei Teng**, *Guanghua School of Management, Peking U.*

In today's dynamic commercial landscape characterized by volatility, complexity, and uncertainty, chief executive officers (CEOs) particularly require advanced information processing capabilities for effective navigation. Dialectical thinking, an overarching and sophisticated information processing style that involves seeing the world in a changeable, contradictory, and holistic way (Peng & Nisbett, 1999), stands out such a capability well-suited for navigating uncertainty and has been widely examined in management at both individual and team levels. This article extends the existing research by integrating the dialectical thinking literature into upper echelons theory to explore its influence at the firm level. We argue that CEO dialectical thinking predicts firm R&D intensity and new product performance through the successive mediation of cognitive flexibility and information search. We further draw on information processing theory to elaborate how these sequentially indirect effects are more positive when environmental uncertainty is high versus low. The theorized model was tested across two studies: an online experiment (Study 1) and a field study with a large CEO sample from China (Study 2). Our results consistently supported our model, shedding light on the impact of dialectical thinking on innovation decision. Implications for theory and practice are discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Cognitive Diversity and Team Performance: Contingencies of the Cost and Benefits



Moderator: **Matthias Qian**, *ESMT Berlin*
Presenter: **Mari Sako**, *U. of Oxford*
Presenter: **Chengwei Liu**, *Imperial College London*
Presenter: **Peter Dahlin**, *Mälardalen U.*
Presenter: **Ki-Won Haan**, *Carnegie Mellon U. in Qatar*
Discussant: **Scott Page**, *U. of Michigan*
Presenter: **Sorin Krammer**, *Surrey Business School*

This session explores the nuanced role of cognitive diversity in team and organizational performance, focusing on contrasting perspectives and emerging research. Cognitive diversity, defined as variations in thought processes, perceptions, and information processing, is generally perceived as beneficial for team decision-making and organizational value, as supported by studies from McKinsey and Deloitte, amongst others. However, recent literature suggests that its effectiveness is context-dependent. For example, firms with an innovator strategy or those in less competitive environments may benefit less from cognitive diversity. This complexity is further highlighted in startup contexts, where the role of early joiners and non-founding employees becomes significant. Empirical studies, such as those by Sako, Qian, & Verhagen (2021), and theoretical models from the organizational learning literature, propose a reevaluation of decision-making processes and the importance of leveraging knowledge diversity. The session underscores the importance of recognizing cognitive diversity's nuanced impacts, particularly in startups and innovative environments.

Slow Learning and Diversity: Strategic Designs for Improving Mutual Learning

Author: **Chengwei Liu**, *Imperial College London*
Author: **Jerker C. Denrell**, *U. of Warwick*
Author: **Thorbjørn Knudsen**, *Frankfurt School of Finance & Management gGMBH*
Author: **Michael Christensen**, *U. of Southern Denmark*

Knowledge Similarity Among Founders and Joiners: Impact on Venture Scaleup in Fintech and Lawtech

Author: **Mari Sako**, *U. of Oxford*
Author: **Matthias Qian**, *ESMT Berlin*
Author: **Mark Verhagen**, *U. of Oxford*

Higher-Order Innovation and New Venture Success

Author: **Likun Cao**, *U. Of Chicago*
Author: **James Evans**, *U. Of Chicago*

An Ivory Tower of Babel? The Impact of Size and Diversity of Teams on Research Performance

Author: **Sorin Krammer**, *Surrey Business School*
Author: **Peter Dahlin**, *Mälardalen U.*

Personalities in Sync: Investigating Complementarity in Personality Traits and Transactivity

Author: **Ki-Won Haan**, *Carnegie Mellon U. in Qatar*
Author: **Anita Williams Woolley**, *Carnegie Mellon U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

How Do You Feel Today? Emotion Regulation and Work Outcomes



Organizer: **Xiaoxia Zhu**, *U. of Wisconsin-milwaukee*
Organizer: **Joochan Lee**, *Troy U.*
Organizer: **Huong Le**, *Central Queensland U.*
Discussant: **Neal M. Ashkanasy**, *U. of Queensland*
Participant: **Alannah Rafferty**, *Griffith U.*
Presenter: **Ashlea Troth**, *Griffith U.*
Participant: **Peter J. Jordan**, *Griffith U.*
Participant: **Sandra Merino Verona**, *U. Carlos III de Madrid (UC3M)*
Presenter: **Ramon Rico**, *U. Carlos III de Madrid*
Participant: **Sjir Uitdewilligen**, *Maastricht U.*
Participant: **Manuel Quintana-Diaz**, -
Presenter: **Mahbubul Alam**, *Algoma U.*
Presenter: **Elena Maria Wong**, *U. of Arizona*
Participant: **Michael Donald Caligiuri**, *California Polytechnic State U.*
Participant: **Marla White**, *Virginia Tech*
Presenter: **Joochan Lee**, *Troy U.*
Participant: **Xiaoxia Zhu**, *U. of Wisconsin-milwaukee*
Participant: **Huong Le**, *Central Queensland U.*

A variety of occupational aspects and factors have been much changed since the unexpected global crisis (e.g., Covid-19 pandemic) and the advancement of artificial intelligence. Despite research efforts and interests in those new areas, these happenings paradoxically revealed that emotion regulation which features human beings is still important across diverse workplaces and technological breakthrough cannot substitute for the roles of employees' emotion regulation in workplaces. Given the importance of emotion regulation at work and the Annual Meeting theme of "Innovating for the Future: Policy, Purpose, and Organizations," we are interested in how emotion regulation functions at work. This symposium focuses on emotion regulation, defined as the process by which an individual forms, interprets, and modifies a specific feeling in one's social/work context (Grandey, 2000). Emotion, as one of the key components in occupational and social contexts, orients an individual's attitudes and behaviors in specific directions (Spector & Fox, 2002). It affects the way organizational members manage their feelings according to social norms and expectations. Hence, emotion regulation becomes important to employees, managers, and their organizations because effectively regulating emotions interconnects with and influences individual and collective performance at work. The main purpose of our symposium is to attract scholars to pay more attention on emotion regulation, encompassing its potential effects across work and non-work areas, and delve into the challenges and consequences of this pervasive but understudied phenomenon. This collection of studies investigates various occupational contexts in which emotion regulation plays its unique, significant roles in relation to several work outcomes. By attempting to look into those aspects from multiple theoretical backgrounds, this symposium contributes to enhancing our understanding of emotion regulations for employees, managers, and organizations.

Can you fake it to you make it? The authenticity of employee emotion expression

Author: **Alannah Rafferty**, *Griffith U.*
Author: **Ashlea Troth**, *Griffith U.*
Author: **Peter J. Jordan**, *Griffith U.*

Emotional basis of adaptive leadership

Author: **Sandra Merino Verona**, *U. Carlos III de Madrid (UC3M)*
Author: **Ramon Rico**, *U. Carlos III de Madrid*
Author: **Sjir Uitdewilligen**, *Maastricht U.*
Author: **Manuel Quintana-Diaz**, -

The longest trip of managerial emotion regulation in leading employees: Does it help or hurt?

Author: **Mahbubul Alam**, *Algoma U.*

Do I really have to go? The emotional toll of work events in non-work locations

Author: **Elena Maria Wong**, *U. of Arizona*
Author: **Michael Donald Caligiuri**, *California Polytechnic State U.*
Author: **Marla White**, *Virginia Tech*

Understanding job performance: The internal mechanism of emotional regulation

Author: **Joochan Lee**, *Troy U.*
Author: **Xiaoxia Zhu**, *U. of Wisconsin-milwaukee*
Author: **Huong Le**, *Central Queensland U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented

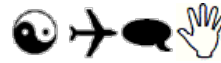


Diversity-oriented



Selected as a Best Paper

Purposeful Innovation: Leading Organizations to Foster Peaceful Co-existence



Organizer: **Satinder Dhiman**, *Woodbury U.*
Organizer: **A.D. Amar**, *Seton Hall U.*
Presenter: **Joan F. Marques**, *Woodbury U.*
Presenter: **Dung Tran**, *Gonzaga U.*
Presenter: **Gursharan Kaur**, *Vrije U. Amsterdam*

Humanity is facing major global challenges and finds itself at divergent cross-roads of precarious consequences. The disruptive change triggered by the global pandemic has called into question much of our settled views about how workplaces and other social institutions are supposed to operate. We are facing crisis in which we no longer feel that we can control the situation. Now even a bigger threat looms large on humanity's horizon sparked by growing geopolitical polarities and incessant wars of narratives, necessitating to choose between self-annihilation and peaceful co-existence. Organizations and leaders can play a key role in helping us choose wisely between peaceful co-existence and no existence. It means, above all, peace for us all and our loved ones, a chance for our children to grow up as happy and useful citizens rather than to end their days in wooden boxes on distant battlefields. During these high-intensity moments, we must build on the lessons we have learned so far and help leaders and organizations to embrace innovative principles and values to not only survive but also to thrive during turbulent times. The symposium draws upon various wisdom and contemplative traditions of the world in leading organizations to harness peaceful co-existence.

Srimad Bhagavad Gita, the Vision of Oneness (A-dvaita), and Peaceful Co-existence

Author: **Satinder Dhiman**, *Woodbury U.*
Author: **Gursharan Kaur**, *Vrije U. Amsterdam*

How to Create an All-pervasive Peaceful Setting in Organizations

Author: **A.D. Amar**, *Seton Hall U.*

Cultivating Inner Peace: Insights from Buddhist Psychology

Author: **Joan F. Marques**, *Woodbury U.*

Pope Francis' Contribution to Peaceful Co-existence: An Ignatian Perspective

Author: **Dung Tran**, *Gonzaga U.*

KEY TO SYMBOLS

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

Bad to the Bone: Unethical Behavior at Work

Session Moderator: **Miaojia Huang**, *U. of Western Australia*

OB: **Perpetrator-Directed Outcomes of Customer Mistreatment Events: The Role of Perpetrator Social Status**     

Author: **Miaojia Huang**, *U. of Western Australia*
Author: **Rajiv Amarnani**, *U. of Western Australia*
Author: **March To**, *Graduate School of Business and Law RMIT U., Melbourne, Australia*
Author: **Gillian Yeo**, *U. of Western Australia*

Customer mistreatment—the poor-quality interpersonal treatment of service workers by customers—is a widespread issue linked to employees' diminished performance to customers in general. However, little is known about how employees treat the customers who actually perpetrate mistreatment toward them. This study explores how perpetrator characteristics, specifically perpetrator status, influence what employees do and feel during mistreatment events. Drawing from social information processing theory, we propose that high-status perpetrators of customer mistreatment receive more perspective-taking and ultimately more perpetrator-directed help from targets of customer mistreatment, while also reinforcing job-related stigma and eliciting perpetrator-instigated shame in the focal employee. We conducted two studies to test the proposed model, with Study 1 using an experiment with high-fidelity audio-recorded vignettes, and Study 2 using the critical incident technique to solicit detailed descriptions and ratings of real-world customer mistreatment events. Our theoretical model was supported and remained robust to adjustments for alternative explanations. Implications for research in customer mistreatment events, the role of the perpetrator, and the influence of perceived perpetrator status are discussed.

OB: **Exploring the Effect of Line Manager Gratitude Expression on Employees' Unethical Behaviors**   

Author: **Zhu YAO**, *Hunan U.*
Author: **Chenqian XU**, *Xiangtan U.*

As a low-cost and effective way to maintain good interpersonal relations, gratitude expression has moved into the public glare of organizational management arena. Nonetheless, leader gratitude expression and its impact on employees' behavior have received scarce attention. Our study aims to elucidate the mechanisms underlying the effect of line manager gratitude expression on employees' unethical behaviors, i.e., unethical pro-supervisor behavior (UPSB) and knowledge hiding. Based on social information processing theory, we conducted experimental study and field study. Experimental study finds that line manager gratitude expression positively correlates with UPSB while negatively correlates with knowledge hiding. Line manager identification plays a mediating role in the above relationships. Field study confirms this finding and further finds that emotional expression authenticity moderates the relationship between line manager gratitude expression and line manager identification, as well as the indirect effect between line manager gratitude expression and employees' unethical behaviors (i.e., UPSB and knowledge hiding). Overall, our findings expand the knowledge of why, how, and when employees exhibit unethical behaviors (i.e., UPSB and knowledge hiding) after they perceive line manager gratitude expression.

OB: **Embedded and Unethical: Why and When Job Embeddedness Facilitates Unethical Behavior**

Author: **Alexander Landry**, *Stanford U.*
Author: **Jocelyn J. Bélanger**, *New York U. Abu Dhabi*
Author: **Daniel Snook**, *Florida Gulf Coast U.*
Author: **Arie Kruglanski**, *U. of Maryland*
Author: **Michele Joy Gelfand**, *U. of Maryland*

Job embeddedness—the organizational and community forces that anchor employees in their jobs—consistently predicts a wide array of positive outcomes for both individuals and organizations. Still, we question whether high job embeddedness always has normatively desirable effects. Drawing on theories of social identity and organizational climate, we develop a model of why and when embeddedness can motivate unethical behavior. Embedded employees strongly identify with their organization, and thus, we reasoned, are highly motivated to comply with their organization's social norms. This can inspire embedded individuals to further their organization's cause through unethical behavior. This is especially likely if they are embedded in a normative climate that privileges organizational interests above all else (i.e., a local egoism climate). We support this model across multiple organizational contexts and empirical methods. We first examined members of terrorist organizations (N = 18,154), finding embeddedness to predict their support for a particularly destructive form of unethical behavior: the use of extreme violence to achieve organizational objectives. We then tested our full theoretical model in a series of preregistered experiments among US employees (N = 5,476). We found that embeddedness causes unethical behavior, and this effect is mediated by norm compliance—but only in a local egoism climate. Encouragingly, more principled climates constrained the deleterious effect of embeddedness by cutting off the relationship between embedded employees' motivation to comply with norms and their unethical behavior. Collectively, this work advances job embeddedness theory and suggests a means to harness its benefits while curtailing its costs.

OB: **A Meta-Analytic Study of Ethical Leadership and Employee Unethical Behaviors**   

Author: **Jie Xiao**, *Renmin U. of China*
Author: **Yan Liu**, *Wuhan U.*
Author: **Rui Han**, *Nanjing U.*

Despite ethical leadership is a crucial moral practice for organizations, prior studies reported the negative, non-significant, positive or even inverted u-shaped relationships between ethical leadership and employee unethical behaviors. Few studies have provided a comprehensive framework for explaining why. In this research, we propose three theoretical perspectives (i.e., moral cognition, social exchange, and social identification) to understand the association of ethical leadership with unethical self-serving behavior and unethical pro-organizational behavior. We further compare the relative weights of five mediators underlying each perspective and propose cultural values as boundary conditions. This conceptual model is tested using meta-analytic structural equation modeling (MASEM) from 248 samples (N = 77,309) and relevant meta-analytic correlations reported in previous study. The results reveal that ethical leadership exhibits a double-edged sword effect on unethical behaviors (both self-serving and pro-organizational) via different paths and that ethical leadership is more negatively related to unethical self-serving behavior in cultures of high uncertainty avoidance. Overall, this study contributes to ethical leadership research by deepening the understanding of whether, why and when ethical leadership influences employee unethical behaviors.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Help, I Need Somebody! Helping Behavior at Work

Session Moderator: **Yingming Li**, *School of Business, Sun Yat-sen U.*

OB: Investigating How and When Follower Helping Behavior Leads to Leader Exploitation

Author: **Yingming Li**, *School of Business, Sun Yat-sen U.*
Author: **Xin Qin**, *Sun Yat-sen Business School, Sun Yat-sen U.*

Although follower helping behavior has been widely studied, knowledge about how such behavior promotes negative leader behavior is still limited. Drawing upon social cognitive theory, we develop and test a theoretical model of how and when follower helping behavior leads to leader exploitation. Through an experiment and a multi-wave field study, we found that follower helping behavior was positively related to leader perceptions of follower's willingness to self-sacrifice, which increased the possibility of leader exploitation. Furthermore, we found that leader bottom-line mentality moderated the indirect effect between follower helping behavior and leader exploitation; leader with high bottom-line mentality was more likely to exploit follower after perceiving follower as willing to self-sacrifice. Taken together, our findings present a novel framework for understanding how follower helping behavior can give rise to negative leader behavior, thereby inspiring the ongoing interest of scholars and practitioners in helping behavior research and leadership research.

OB: The Interactive Effect Between Employee Helping and Voice on Supervisory Performance Evaluation

Author: **Jian Guan**, *Currently a PhD student at Shanghai Jiao Tong U., Shanghai, China*
Author: **QIAN CHEN**, *Shanghai Jiaotong U.*
Author: **Xin-an Zhang**, *Shanghai Jiao Tong U.*

Mainstream studies on the interaction between voice and helping believe that helping behavior with an affiliative characteristic can mitigate the potential threat posed by voice that has a challenging nature, and thus enables voice to perform a positive impact on supervisory performance evaluation. Drawing upon role incongruity theory, however, this research challenges this view by developing and testing a model in which employees who exhibit both voice and helping behaviors are expected to achieve lower levels of affective liking and thus lower performance evaluations from their supervisors than those who exhibit only voice or helping behavior. Results from a multi-source field study and a scenario-based experiment consistently provided supporting evidence that helping behavior (or voice) promoted managerial performance evaluation only when voice (or helping behavior) was low, in which affective liking serves as the mechanism. Implications for both theory and practice were discussed.

OB: Saying "No" to Coworkers at Work: The Consequences of Help Request Rejection 

Author: **Xiaofei Hu**, *Hong Kong Polytechnic U.*
Author: **Katrina Jia Lin**, *Hong Kong Polytechnic U.*








Research on the dark side of being prosocial at work has flourished in the past two decades. Given the personal costs of helping others at work, researchers and executive coaches have encouraged employees to say "no" bravely upon receiving help requests and highlighted the benefits of saying "no". However, empirical testing of the personal implications of rejecting coworkers' help requests (i.e., help request rejection) at work remains rare. Drawing on identity threat theory, this research challenges the view that help request rejection is beneficial to the request receivers by examining whether and when request receivers experience psychological burden after rejecting coworkers' help requests. In a time-lagged field study, we found that rejecting coworkers' help requests could bring about prosocial identity threat, which further led to disparate outcomes (i.e., increased public, but not private, helping and reduced task performance). The above effects were exacerbated among request receivers who held a higher level of helping identity or perceived higher helping pressure in the focal team. Theoretical and practical implications for helping decisions, prosocial identity, and identity threat management are discussed.

 **OB: From Inspiration to Shame: When and How Receiving Coworker Help Impact Relational Behaviors**

Author: **Ziyi Li**, *Changsha U. of Science & Technology*
Author: **Yong Zhang**, *Chongqing U.*
Author: **Beijing Tan**, *Huazhong U. of Science and Technology*
Author: **Yuan-Fang Zhan**, *Central China Normal U.*
Author: **Huan Cheng**, *Huazhong U. of Science and Technology*

Receiving help inherently implies a disparity between the helper and the recipient, potentially triggering upward social comparison. Embracing the autonomous-dependent distinction of received help, we theorize and examine the assimilative and contrastive emotional reactions, as well as the approach and avoidance relational behavior induced by receiving autonomous and dependent help from coworkers. Utilizing a daily diary study involving 114 employees across 10 working days, we find that receiving autonomous help from coworkers is associated with inspiration and subsequent social expansion, and relationship closeness further augmented this relationship. In contrast, receiving dependent help from coworkers is associated to shame and subsequent social withdrawal, and relationship closeness further attenuated this relationship. We discuss the implications of our findings for both theory and practice.

KEY TO SYMBOLS

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

Hey, That Hurts! Responses to Mistreatment at Work

Session Moderator: **Kirsten Marie-Paule Robertson**, *U. of the Fraser Valley*

OB: Playing the Favorite Game: A Contextual Examination of Workplace Favoritism

Author: **Kirsten Marie-Paule Robertson**, *U. of the Fraser Valley*
Author: **Jane O'Reilly**, *Telfer School of Management, U. of Ottawa*

Workplace favoritism, in which a supervisor engages in ongoing preferential treatment of one or a few employees, is a common occurrence in many workgroups. Despite the prevalence of the phenomenon, however, workplace favoritism has not received much devoted scholarly attention in management research. Often the topic is studied either as one of many types of workplace mistreatment behaviors, through the lens of formal discrimination associated with nepotism/cronyism, or as a proxy when employees perceive dissimilarity in the quality of their relationships with their supervisor. Engaging in in-depth interviews with 77 individuals employed in the service industry and applying abductive methods, we uncover a previously unappreciated rich and complex set of interpersonal dynamics surrounding workplace favoritism. In this working model, we make sense of these dynamics by applying a role theory lens: conceptualizing workplace favorites as a special type of informal social role that can emerge in workgroups. How this role is enacted has important implications for non-favorites' ongoing relationships with their supervisor, the favorites, and one another. Our research identifies five distinct favorite profiles that can emerge in workgroups and can range in terms of having a more benign versus antagonistic presence.

OB: Pat a Tiger on the Butt and Walk Away Safely: It Depends on Your Performance

Author: **Shou Gao**, *School of Public Administration, Zhongnan U. of Economics and Law*
Author: **Si Li**, *Zhongnan U. of Economics and Law*
Author: **Huisha Bai**, *GuangdongNo.2HydropowerEngineeringCompany,Ltd*

Integrating the perpetrator predation framework with moral exclusion theory, we develop a theoretical model to understand when and why supervisors are likely to ostracize employees who engage in challenging voice. The results of a multi-wave, multi-source survey study of 289 pairings of leader-subordinate dyads indicate that employee challenging voice can lead to supervisor-subordinate relationship conflict, which in turn leads to supervisor ostracism. We further find that subordinate job performance moderates the relationship between challenging voice and supervisor-subordinate relationship conflict, such that the relationship is stronger when subordinate job performance is low rather than high. Moreover, we suggest subordinate job performance as a moderator to mitigate the deleterious effects of challenging voice on supervisor ostracism through supervisor-subordinate relationship conflict. Implications for theory, practice, and future research are also discussed.

OB: The Weekly Change Trajectory of Workplace Ostracism: Your Monday Reaction Matters  

Author: **Xiaowan Lin**, *U. of Macau*
Author: **Shanshan Gao**, *U. of Macau*








The weekly rhythms of working states greatly influence employees' social experience. Drawing on entrainment theory and anchoring model of social exchange, this study proposed a moderated mediation model, illustrating why employees' experience of workplace ostracism declines naturally over the week and how victims' epistemic motivation interacts with their behavioral reactions (i.e., OCBI and interpersonal deviance) on Monday and dynamically influence the weekly change trajectory of their ostracism experience. By recruiting 223 full-time employees in China, we conducted a longitudinal daily study over five consecutive working days. Our findings supported most of our hypotheses. Compared with victims' decreased prosocial behavior (i.e., OCBI), their increased anti-social behavior (i.e., interpersonal deviance) on Monday more strongly mediated their ostracism experience on Monday and the weekly change trajectory of their ostracism experience, making it hard to decline as usual. We also found that only when victims' epistemic motivation was low rather than high, they were more likely to withdraw their OCBI and engage in interpersonal deviance on Monday. Through this unique temporal perspective, our study highlights the salience of considering temporal effects and the dynamic nature of ostracism. The theoretical and practical implications of the findings are discussed.

OB: It is Not Only How I am Treated, But also How My Team is Treated That Matters (WITHDRAWN) 

Author: **Fan Yang**, *Southeast U.*
Author: **Run Ren**, *Peking U.*

Extant research on workplace justice mainly discussed how fairly an individual employee is treated and how he or she reciprocally responds to this treatment. In this study, we focus on the effects of individual team member's perception on how fairly his or her team is treated (i.e., perception of between-team distributive justice) on their within-team helping behaviors. Drawing upon social identity theory, we propose that employees' perception of between-team distributive justice could influence their identification with the team, which further leads to their within-team helping behavior. In addition, the perception of within-team distributive justice moderates the aforementioned relationship such that when within-team distributive justice perception is high, the effects of between-team distributive justice perception on within-team helping, via team identification, become stronger. Results of a time-lagged survey and an experiment both support our hypotheses. Theoretical contributions and practical implications are discussed.

KEY TO SYMBOLS

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

You Feel Me? Emotion and Proactive Behaviors

Session Moderator: **Yudong Guo**, *Shanghai U. of Finance and Economics*

OB: Team Affective Tone and Team Innovation: The Role of Affect Intensity and Diversity

Author: **Hector Madrid**, *Business School, U. Adolfo Ibanez*
Author: **Ignacio Perez Sepulveda**, *U. of Sheffield Management School*
Author: **Jeremy F. Dawson**, *U. of Sheffield*

In organizations, innovation outcomes are a substantive function of the affective experience of their members. In the context of teamwork, team affective tone namely, the shared experience of either positive or negative feelings among team members, captured by the mean level of their affect, is associated with team innovation. This effect of affective tone intensity relies on the assumption that affect is a homogenous experience within teams. However, this approach neglects the possible degree of heterogeneity of the affective experience among team members, described as team affective tone diversity, which has relevant implications for collective cognitive and behavioral processes. Drawing on affect-as-information theory and the categorization-elaboration model of group diversity; we argue that the effect of team affective tone intensity on team innovation depends on affective tone diversity. Accordingly, a multisource survey study, conducted with 527 teams comprising 2939 team members from a financial corporation, supported an interaction effect in which the positive relationship between team positive affective tone intensity and team innovation is positive only when the diversity of this affective tone is high. Similarly, the negative relationship between team negative affective tone and team innovation occurs only under an increased diversity of team negative affective tone. These results expand knowledge about whether, when, and how the affective experience is conducive to innovation in teams, which has substantive implications for theory development and professional practice in this field of research.

OB: Why Leaders Prefer Promotive Voice over Prohibitive Voice? A Construal Level Perspective 

Author: **Yudong Guo**, *Shanghai U. of Finance and Economics*
Author: **Kan Ouyang**, *Shanghai U. of Finance and Economics*

Voice literature has been flourished for decades, but scant studies have directly examined how leaders respond emotionally to employee voice. Drawing on construal level theory and its descendent, the social distance theory of power, we theorize that promotive voice has a higher construal level than prohibitive voice. Based on the different construal level of the two voice types, we propose that promotive voice, compared with prohibitive voice, has an advantage in fitting the asymmetric social distance that arises from the asymmetric power dependence between subordinates and their leader, which results in leader's positive emotions (i.e., increased gratitude and decreased disgust) and in turn enhances voice endorsement. In addition, as leader's dependence on subordinates increases, such more balanced power dependence would make the social distance between the two parties more symmetric and consequently attenuate leader's distancing tendency and weaken the advantage of promotive voice. Through four experiments (Study 1), we found that promotive voice would generally be construed at a higher level than prohibitive voice. We tested our research model in an additional experiment (Study 2) and found partial support. This research introduces a construal level perspective on employee voice behavior and enriches the literature on voice and construal fit from emotional mechanisms.

OB: How can Employees Become Both Creative and Ethical? The Role of State Authenticity at Work

Author: **Cathy Y. GUO**, *IESEG School of Management*
Author: **Remus Ilies**, *Bocconi U.*
Author: **Haiying Kang**, *RMIT U.*








Prior research has largely regarded authenticity as a static trait not varying within individuals. In contrast, we aim to highlight the dynamic nature of authenticity and unveil its implications for all employees, regardless of their levels of trait authenticity. Drawing upon self-determination theory (SDT), we develop and test a model that specifies whether and how employees' state authenticity—as a dynamic state fluctuating within individuals—affects their own creativity and unethical behavior, which can have far-reaching effects on organizations. Specifically, we predict that state authenticity fuels focal employees' creativity through evoking their harmonious passion, especially for those high in proactive personality. We also predict that state authenticity can inhibit unethical behavior through eliciting the sense of self-integrity in focal employees. Findings from an experiment and an experience-sampling study supported our predictions. We conclude with theoretical and practical implications.

OB: Why Individuals with Power-Status Incongruence Do (Don't) Share Knowledge? 

Author: **Longjun Liu**, *School of Business Nanjing U.*
Author: **Ruhong Liu**, *School of Business Nanjing U.*
Author: **Jing Long**, *Nanjing U.*

Under the background of knowledge economy, knowledge exchange and sharing among team members is extremely important for team development and organizational innovation. However, previous studies have neglected the root dilemma of individual sharing behavior. Based on costly signaling theory and social hierarchy theory, this study discusses the influence of individual power-status inconsistency on knowledge sharing. Study 1 issued 629 questionnaires to team members of high-tech industries. The results shows that power-status inconsistency has a positive impact on knowledge sharing, and the knowledge sharing level of those with high power and low status is higher than that of those with low power and high status. In study 2, the psychological mechanism of two types of individuals with inconsistent power and status was deeply explored through experiments, which affected individual knowledge sharing by positive cognitive self-efficacy and negative emotion. This paper is helpful to broaden the social hierarchy theory and provide suggestions for knowledge management within the team.

KEY TO SYMBOLS

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

Take a Walk on the Dark Side

Session Moderator: **Collins Opoku Antwi**, *Zhejiang Normal U.*

OB: Frontline Employees' Job Insecurity & (Counter) Productive Service Behaviors: A Resource Perspective 

Author: **Collins Opoku Antwi**, *Zhejiang Normal U.*

Author: **Michelle Belle**, *Zhejiang Normal U.*

Author: **Peter Darko**, *Zhejiang Normal U.*

Author: **Eric Adom Asante**, *U. of Nottingham Ningbo China*

Frontline hospitality service employee (FLE) behaviors determine the service-profit link or even business survival. However, FLE roles are often low-paid, low-status, and insecure, particularly in economically uncertain times. We harmonized relevant tenets of conservation of resource theory to develop and test a resource-based theoretical model that specifies that FLEs' job insecurity induces anxiety about their job, which impairs affective delivery while exacerbating service sabotage behaviors. FLEs' habitual cognitive reappraisal tendency is proposed to mitigate the effect of job insecurity on job anxiety and further attenuate the indirect effect of job insecurity on service behaviors via job anxiety. Our empirical findings across a three-wave survey panel (Study 1 [US sample = 401]) and time-lagged employee-customer dyads (Study 2 [Ghana sample = 327]) provide robust, consistent, and confirmatory support for our model. Discussion of the theoretical and managerial implications and the limitations of our results conclude the paper.

OB: I Never Know What Happen: The Impact Of Abusive Supervision Inconsistency on Leader-Directed Deviance 

Author: **Hwayoung Kim**, *U. of Texas at Dallas*

Author: **Riki Takeuchi**, *U. of Texas at Dallas*

The current study tackles the prevailing assumption that a supervisor consistently displays hostile behaviors in order for employees to identify the presence of abusive supervision and suggests, instead, that abusive supervision can be viewed as an unfolding event – one that occurs over the course of time. From this new perspective, frequencies of experienced abusive supervision can vary over time, yielding distinct outcomes. By applying a temporal lens, the current study suggests abusive supervision frequency inconsistency – an employee's experience of different levels of abusive supervision in frequency between a current time period compared to a prior period – as a distinct phenomenon that is potentially more damaging to the employee and organization than the experience of consistent abusive supervision. Drawing on events system theory, the current study suggests that abusive supervision inconsistency increase unpredictability of the supervisor-employee relationship, increasing leader-directed retaliation. In addition, we introduced perceived supervisor power as a boundary condition, which makes employees unconsciously accept mistreatment. The current study employs polynomial regression and response surface analysis to determine the impact of temporal comparison. The results largely support the suggested hypotheses. Theoretical and practical implications are discussed.

OB: Does Work Dirtiness Motivate Pro-Group Behavior? The Role of Stigmatized Occupational Identity

Author: **Dongchul Kim**, *U. of Missouri*

Author: **Chunyan Peng**, *U. of Missouri*

Author: **John Schaubroeck**, *U. of Missouri*

Author: **Wei Zeng**, *School of Business Administration, Hunan U.*

Qualitative research suggests that individuals performing dirty work tend to develop positive work attitudes. Recent quantitative work, however, shows that work dirtiness (i.e., the experience of enacting dirty tasks at work) leads to disengagement from work. We draw from self-categorization theory to develop a model reconciling these seemingly contradictory findings. We argue that when one perceives high occupational stigma, work dirtiness activates social identity as a member of the organization, motivating individuals to engage in pro-group behavior that supports one's organization. Perceiving relatively low occupational stigma is linked to lower pro-group behavior because employees reporting high work dirtiness are mainly concerned about their personal identity. Results from three studies using survey and experimental designs largely support our hypotheses. Perceived occupational stigma moderates the relationship between work dirtiness and pro-group behavior such that the relationship tends to be positive (or negative) when perceived stigma is high (or low). The diverging responses toward work dirtiness are explained by organizational identification.

OB: Your Fire is Burning Me! Examining why Leaders' Work Passion Leads to Exploitation of Employees 

Author: **Manyi Wang**, *School of Business, Renmin U. of China*

Author: **Hui Fu**, *Sun Yat-Sen U.*

Author: **Shaoshuai Zhang**, *Sun Yat-Sen U.*

In contrast to previous extreme and harsh descriptions of exploitation, exploitation persists in today's society in a more subtle form, posing significant risks to the physical and mental well-being of workers. Based on the dualistic model of passion and moral disengagement theory, this manuscript focuses on leaders' exploitative behaviors towards employees and explores the antecedents and triggering mechanisms of such behaviors from the perspective of leaders. We argue that harmonious and obsessive work passion differentially impacted leaders' moral disengagement, thereby influencing their exploitative behaviors towards employees. Specifically, leaders' obsessive work passion triggers the shielding of moral goals to facilitate work goals and deplete their self-control resources, thus activating moral disengagement. Leaders' harmonious work passion facilitates the alignment of moral goals and work goals and supplement self-control resources, thus inhibiting the activation of moral disengagement. Our research results provided preliminary support for these hypotheses. This research expands our understanding of the causes of exploitative behavior in the workplace and holds important implications for employee welfare protection.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Employee Cognition and Behavior

Session Moderator: **Zhenxing Gong**, *Liaocheng U. Business School*

OB: Reverse Mentoring in an Aging Workplace: Research Review and Future Prospects 

Author: **Zhenxing Gong**, *Liaocheng U. Business School*
Author: **Jianlong Wu**, *Liaocheng U. Business School*
Author: **Haotian Sun**, *U. of Science and Technology Beijing*
Author: **Miaomiao Li**, *Beijing Information Science and Technology U.*

As an institutional innovation used to cope with the aging workplace, reverse mentoring is regarded as the best way to advance the research goal of encouraging active aging. To promote the study of the reverse mentoring system, this paper explores and analyzes its realistic background, theoretical origin, progress and direction. First, the realistic demand for the reverse mentoring system in the workplace is clarified, and the driving force underlying the research on the reverse mentoring system is explored in terms of three aspects: the guidance of humanistic management thought, the expansion of the concept of lifelong development and the deepening of systematic integration thinking. Second, the value connotations of the reverse mentoring system are summarized in terms of three dimensions, i.e., professional support, social psychological support and role models, and the value realization mechanism underlying the reverse mentoring system is refined, thereby revealing the influence paths of the reverse mentoring system on teachers, apprentices and organizations. Finally, research prospects are explored in terms of five aspects: the excavation of the value connotations, the clear logic of value realization, the construction of theoretical model, the exploration of action paths and the investigation of long-term mechanisms. This study can thereby shed light on the theoretical development and practical innovation of the reverse mentoring system.

OB: The Effect of Growth Mindset on Work Engagement and Performance via Cognitive Appraisals

Author: **Tatiana Iwai**, *Inspere Institute of Education and Research*
Author: **Rinaldo Artes**, *Inspere Institute of Education and Research*
Author: **Camila Prado**, *Inspere Institute of Education and Research*

The positive influence of mindsets on motivation and academic performance in educational settings is well-established. Recently, there has been increasing recognition of the relevance of applying mindsets to organizational contexts, especially in light of the distinct challenges faced in the workplace. To contribute to this expanding literature, we integrate the job demands-resources (JD-R) model and the transactional model of stress to explore the open question of whether and how mindsets influence engagement and performance at work. We also investigate the mediating role of job demands appraisals in this relationship. Employing a multisource data approach, we gathered self-assessments of mindsets and job demands appraisals from focal employees, work engagement evaluations from supervisors, and performance data from archival records of annual performance ratings. Our results show that employees endorsing more of a growth mindset exhibit high levels of engagement and performance at work. This relationship is mediated by cognitive appraisals of job demands. In essence, the positive effect of a growth mindset on performance at work is driven by a two-part mediating mechanism. Employees with a growth mindset appraise job demands as more challenging. Such appraisals are associated with higher work engagement, positively influencing performance at work.

OB: Increased Help Breeds Ingrates: A Dynamic Perspective on Recipients' Responses Toward Receiving Help 

Author: **Erica Xu**, *Hong Kong Baptist U.*
Author: **Jieying Xu**, *Beijing Normal U.-Hong Kong Baptist U. United International College*
Author: **Xu Huang**, *Hong Kong Baptist U.*

Adopting a dyadic perspective of help-recipients' responses, we track the changing dynamics in recipients' responses toward receiving help over time, delving into why continuous and increasing help over an extended period turns recipients into ingrates. Drawing on the integration of the theory of indebtedness and the principle of diminishing marginal utility, along with literature on individuals' sense of entitlement, we propose that the decreased sense of indebtedness and the increased sense of entitlement serve as the underlying mechanisms in this transition. Results from a longitudinal field study support the predictions. An increase in received help over time elicits a decrease in recipients' sense of indebtedness and a concomitant increase in recipients' sense of entitlement, which ultimately results in a decrease in recipients' engagement in reciprocal individual-targeted organizational citizenship behaviors.

OB: How Does The Adoption of Artificial Intelligence Affect Employees? A Double-Edged Sword Study

Author: **Xin-Qian Ding**, *Beijing U. of Posts and Telecommunications*
Author: **Hui Chen**, *Beijing U. of Posts and Telecommunications*
Author: **Jie Liu**, *School of Economics and Management, Beijing U. of Posts and Telecommunications*

In the era of intelligence, organizations are increasingly introducing artificial intelligence technology into the workplace. However, how employees perceive artificial intelligence and how this cognition affects their motivation and behavior need to be explored in depth. Drawing on transactional stress theory and conservation of resources theory, our research examines the impacts of the adoption of artificial intelligence on employee behaviors. Based on data from 430 employees of private enterprises in China and 55 teams at three time points, we found that the adoption of artificial intelligence positively affects employees' both challenge appraisal and threat appraisal. Challenge appraisal mediates the positive indirect impact of the adoption of artificial intelligence on energy, and threat appraisal mediates the positive indirect impact of the adoption of artificial intelligence on ego depletion. Energy positively affects work performance, and ego depletion positively affects deviant behavior. Through challenge appraisal and energy, the adoption of artificial intelligence has a positive indirect impact on work performance. Through threat appraisal and ego depletion, the adoption of artificial intelligence has a positive indirect impact on deviant behavior. The implications and limitations of this study are discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Does It Make Sense? The Study of Paradoxical Phenomena

Session Moderator: **My Nguyen**, *Singapore Management U.*

OB: **Relinquishing Control: A Paradox Perspective on Downward Deference and Leadership Effectiveness**  

Author: **My Nguyen**, *Singapore Management U.*

Author: **Michael Schaerer**, *Singapore Management U.*

Contemporary leaders are tasked with the tremendous challenge of navigating paradoxes between both structural and interpersonal competing demands, one of which is the paradox between maintaining or letting go of control. While past work assumes that to be effective, it is best for leaders to balance both opposite demands, based on evidence from the leadership and power literatures, we propose that downward deference (i.e.: the practice of relinquishing authority to lower-power others) which is prioritizing flexibility over control can still increase effectiveness. Building on social perception research, we argue that downward deference enhances, rather than deters, leadership effectiveness through increasing perceptions of both leader warmth and leader competence. We first developed and validated a scale to measure downward deference at work (Study 1). Then, via one multi-wave field survey and one preregistered experiment (Study 2 & 3), we tested our hypotheses by exploring the relationship between downward deference and leader outcomes. Our research has several theoretical and practical implications for our knowledge of paradox, leadership, power, and social perception at work.

OB: **Humble Leadership and the Purpose-Profit Paradox: Causal Effects on Creative Problem Solving** 

Author: **Ana Martini**, *Pontificia U. Catolica de Rio de Janeiro*

Author: **Flavia Cavazotte**, *Pontificia U. Catolica de Rio de Janeiro*

Author: **Liliane Furtado**, *COPPEAD Graduate School of Business, UFRJ, Rio de Janeiro*

Considering the challenge of harmonizing economic, social, and environmental dimensions through sustainable development, the present research argues that leader humility is a promising style to assist followers in expanding their cognitions and behaviors, thus enabling them to navigate the paradoxical realm of purpose and profit effectively. We propose and analyze two cognitive mechanisms through which humble leadership can promote sustainability-oriented creative problem-solving: follower paradox mindset and perspective-taking. To test these hypotheses, we conducted a quasi-experiment, manipulating leadership styles using videos and vignettes of a fictitious company CEO and a business case challenge presented to participants. The results confirmed that leader humility drives higher levels of paradox mindset and sustainability-oriented creative problem-solving while perspective-taking did not have the same effect. The findings of this study contribute to the existing literature on humble leadership and employee creativity, especially on the mechanisms between these factors.

OB: **Paradoxical Leadership: An Integrative Review and Future Research Agenda**

Author: **Djordje Zivkovic**, *U. of St. Gallen (HSG)*

Author: **Mirjam Langenbacher**, *U. of Liechtenstein*

Author: **Alexander Zimmermann**, *U. of St. Gallen*

Research on paradoxical leadership (PL), defined as leaders' seemingly contradictory, yet interrelated behaviors that entail a 'both-and' approach to address tensions has gained increasing momentum in recent years. However, to date, there is no literature review that integrates the partly disconnected research streams and cumulates empirical findings. In this article, we distinguish between different types of paradoxical tensions on multiple levels of analysis and discuss individual and organizational management approaches to cope with these tensions. By doing so, we extend the notion of PL to the management of paradoxes on the individual and organizational level. Based on our framework, we discuss shortcomings and gaps with respect to the interplay of drivers, different levels of analysis as well as boundaries and outcomes and present an agenda for future research that contributes to a more holistic understanding of PL.

OB: **Performance Implications of Gig Workers' Reactions to Daily Paradoxical Experiences**

Author: **Jiaxin Xue**, *School of Labor and Human Resources, Renmin U. of China*

Author: **Jinghao Zhang**, *Faculty of Economics and Business, U. of Groningen*

Author: **Yingxin Deng**, *School of Management, Beijing Institute of Technology, Beijing*

Author: **Zongbo Li**, *China U. of Mining and Technology*

As a novel form of contemporary jobs, gig work emerges from a highly dynamic and complex organization environment. Thus, gig work is inherently filled with plurality of stakeholders, change in daily work, and scarcity of resources, which are exactly three typical sources of paradoxes. Nevertheless, little scholarly attention was paid to the paradoxical side of gig work. Drawing on paradox theory, the present paper proposes a model linking gig workers' paradoxical experiences and their service performance. We focus on emotional exhaustion as a key underlying mechanism to explain why gig workers fail to address tensions in some circumstances. Furthermore, we hypothesize that paradox mindset acts as a protective factor in gig workers' coping process on paradoxical experiences. To examine our model, we conducted a 14-day diary study with a sample of food delivery workers. Our results found that gig workers with low paradox mindset were more prone to experience emotional exhaustion under salient paradoxical tensions in their daily work, which further weakened their service performance in dealing with food orders. Our research sheds light on gig work by identifying its paradoxical nature and implying its downstream consequences as well as the preventing approach.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Brave New World: Artificial Intelligence at Work

Session Moderator: **Jia Luo**, *Chengdu U.*

OB: AI-Related Job Crafting to (In) Congruence Between Human-AI Collaboration Job Demands and Resources

Author: **Yuan LIANG**, *Harbin Institute of Technology*
Author: **Tung-Ju WU**, *Harbin Institute of Technology*
Author: **Wen-Yan DUAN**, *Harbin Institute of Technology*
Author: **Shi-Jia Li**, *Harbin Institute of Technology*
Author: **Xuan Xuan Cui**, *Harbin Institute of Technology*

Human-AI collaboration (HAI-C) becomes the new working model and brings a range of novel job demands and job resources. Based on the job demands-resources model (JD-R), this research conceptualizes and develops the concept of HAI-C job demands and job resources and explores how (in)congruence between HAI-C job demands and job resources impacts employee's AI-related job crafting. In Study 1, we establish a reliable, valid scale to measure HAI-C job demands and job resources based on a semi-structured review and literature analysis. Results suggested that the six factors explain the construct of HAI-C job demands and job resources well, with high reliability and quality. In Study 2, we recruited employees from a range of industries who work with AI in daily tasks. After that, 400 valid three-wave lagged questionnaires were collected. Results showed that employees behave more AI-related job crafting when there is a fit between HAI-C job demands and job resources, even when fit at low levels. When HAI-C job demands extends or falls short of an employee's HAI-C job resources, employees should behave less in job crafting. Theoretical and practical contributions are discussed.

OB: Dual Effects of AI Enabled Job Non-Routinization on Proactive and Responsive Creativity

Author: **Zhao Dan**, *Hainan U.*
Author: **Ningyu Tang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Shenyang Hai**, *Hainan U.*

AI enabled job non-routinization (AI-JN) focuses the extent to which tasks involving higher level of problem-solving, higher degree of uncertainty and fewer set procedures when AI automates some repetitive and modularized aspects of tasks. It is unclear, however, whether AI-JN serves as a catalyst or an impediment to employee creativity. Our research aims to address this issue by theorizing that employees' responses to AI-JN are influenced by how AI-JN is appraised, and these appraisals can have different implications for creativity. Drawing from transactional theory of stress, we (a) distinguish the consequences of AI-JN for proactive versus responsive creativity through different appraisals (i.e., challenge and hindrance appraisals) and (b) introduce the moderating role of tacit knowledge awareness (TKA) as a key personal resource in the stress appraisals process. Results from an online study and a field study revealed that AI-JN induced challenge appraisals and further led to proactive creativity, whereas hindrance appraisals of AI-JN resulted in responsive creativity. We further found that employees with higher TKA were likely to regard AI-JN as more challenging and less hindering, which led them to engage in proactive creativity or responsive creativity. We discuss future research directions and provide several practical implications for both organizational leaders and human resource (HR) practitioners.

OB: Artificial Intelligence As a Double-Edged Sword For Employee Empathetic Creativity

Author: **Jia Luo**, *Chengdu U.*
Author: **Xinyan Mu**, *NingboTech U.*

Artificial intelligence (AI) technologies are being integrated into the service workplace for customer interactions. At the same time, service organizations continue to rely on human employees to perform service work in the service encounter. However, whether and when the use of AI helps or hinders employees is underexplored. Drawing on social interdependence theory, this study develops an integrative framework to examine AI-employee interactions under the role of laissez-faire leadership in the service context. Results from a three-wave survey suggest that under the supervision of laissez-faire leaders, employees working with AI experience more workload on repetitive tasks and experience more role ambiguity, which further prevents them from exerting their comparative advantage of empathetic creativity – showing empathy to customers in creative ways. Our research offers a comprehensive view for understanding the impact of AI on service workers, with theoretical and practical implications.

OB: Escaping to a Structured World: Opacity of AI, Work Withdrawal, and Interpersonal Objectification

Author: **Guoyang Zheng**, *Peking U.*
Author: **Guiquan Li**, *Peking U., School of Psychological and Cognitive Sciences*

The current study aims to understand how the workplace new “coworker” AI exerts opacity challenges to human employees and its downstream outcomes, as well as how organizations could help alleviate the detrimental effects. Drawing on compensatory control theory and literature on workplace AI, we argue that, when viewing AI as a new “coworker”, AI exhibits opacity to human employees and propose that opacity of AI affects human employees' perceived lack of control, which in turn impacts task and social structures in a broader organizational context. We also identified the important role of organizational AI socialization practice in mitigating the undesired effects of opacity of AI. We conducted a pre-registered online experiment and two time-lagged survey studies to test our hypothesized model. Results indicated that opacity of AI positively predicted employees' perceived lack of control, which in turn was positively related to work withdrawal and objectification towards coworkers. Moreover, organizational AI socialization practice mitigated the effects of perceived lack of control on work withdrawal and objectification towards coworkers. We conclude the article with discussions of our theoretical and practical contributions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Morality Research in Organizations

Session Moderator: **Junting Lu**, *school of business, shandong U.*

OB: **Inside vs Outside-Based Moral License: An Integrated View on Self-Concepts**

Author: **Junting Lu**, *school of business, shandong U.*

Author: **Yinghao Qi**, *Nanyang Technological U.*

Author: **Zhe Zhang**, *Xi'an Jiaotong U.*

Author: **Xinyang Guo**, *U. of Chinese Academy of Sciences*

Although various studies recognize the moral licensing effect of good soldiers becoming bad apples, they overlook the (in)congruence of self-concept and good deeds, as well as different types of moral license. Integrating the self-concept literature with moral license theory, we employ a dyadic approach to consider self-concept and organizational citizenship behavior (OCB) simultaneously. We investigate whether the (in)congruence of self-concept and OCB affects different types of moral license on subsequent unethical behavior. To test our hypotheses, a multiphase and multisource field study was conducted. Our polynomial regression analyses revealed that inside-based (outside-based) moral license did not exist when the levels of relational (collective) self-concept and OCB-I (OCB-O) were congruent (i.e., low-low or high-high congruent dyads). Asymmetric incongruence effects were also found: employees felt the strongest inside-based (outside-based) moral license when their OCB-I (OCB-O) levels were higher than their relational (collective) self-concept levels. In a laboratory experiment, we further found that inside-based and outside-based moral licenses were positively correlated with unethical behavior respectively. Last, we discussed the contributions and practical implications of our findings.

OB: **Discrete Emotions and Moral Insight**

Author: **Thamer Alanazi**, *Academy of Management*

Author: **Zainab Alsayed**, *Surrey Business School*

Author: **Irina Cojuharenco**, *Surrey Business School*

Author: **Sebastiano Massaro**, *Surrey Business School*

Moral insight, - the identification of solutions to right-right moral dilemmas that satisfy competing moral norms, - is an important antecedent of ethical decision-making, yet it remains poorly understood. We investigate the impact of discrete emotions of joy, awe, love, positive surprise, negative surprise, fear, loneliness, and anger, on moral insight. Predictions are formulated drawing on negotiational self theory (Nir, 2016) and the appraisal tendency framework of emotions (Lerner & Keltner, 2000), and undergo empirical testing in a pre-registered experiment with a recall-based emotional induction (N=1118). Participants are tasked with finding solutions to moral dilemmas that are both generic and situated in the context of COVID-19 pandemic. We find that discrete emotions may operate differently depending on their associated appraisal tendencies. For example, although both positive surprise and joy are positive emotions, positive surprise fosters moral insight more than joy. We discuss the implications of our findings for the theory and practice of ethical decision-making in organizations.

OB: **Sweep My Mistakes Under the Rug: Social Robots as Enablers of Immoral Behavior in Human-Robot Joint**

Author: **Chao Lei**, *School of Management, Huazhong U. of Science and Technology*

Author: **Pengcheng Zhang**, *Huazhong U. of Science and Technology*

Author: **Pan Jingjing**, *School of Management, Huazhong U. of Science and Technology*

Author: **Huan Tao**, *School of Management, Huazhong U. of Science and Technology*

People commonly desire to have a positive self-image and social image, but they may occasionally engage in immoral behaviors (e.g., responsibility-deflection) when facing moral dilemmas involving conflicts of interest. Today, social robots are widely applied in our lives, and they perform peer roles in many businesses. However, knowledge regarding whether and to what extent robot peers enable humans to engage in immoral acts (e.g., deflecting their responsibility) during human-robot joint actions is limited, particularly in situations where human responsibility leads to failures. This research evaluated responsibility-deflection experiments on human-robot joint actions involving adults and children. First, we find robots to be enablers of the immoral behavior of adults, namely, adults are likely to exhibit more immoral intentions with robot peers than with human peers. Furthermore, as people perceive a robot with lower anthropomorphism, immoral intentions tend to increase. Second, in this study involving 9- to 11-year-old children, we show that children resist the enabler effect. We further theorize that interaction with robots (vs. humans) evokes a decreased feeling of guilt as well as pressure, and ultimately increases immoral intentions. Our evaluation of social robots, functioning as peers to adults, demonstrates the development of robots and raises concerns about adults' comparatively increased immoral behaviors; thus, the potential impact of the enabler effect in organizations cannot be ignored.

OB: **The Effects of CEO Political Activism on Employee Perceptions at Work**

Author: **Andrew Soderberg**, *U. of Wisconsin, Oshkosh*

Author: **Teng Zhang**, *Penn State Harrisburg*

Throughout the world, political differences are an inherent part of life. Regardless of the type of government in a given locale, people will have varying opinions about a variety of issues including the effectiveness of certain policies, the best way to approach problems, and the role that government should play in solving these problems. Although these differences are often manifest in political debates, they are not typically thought of as an inherent aspect of people' regular day-to-day work life. However, as a result of the increasing political polarization, more organizations are becoming vocal and active in advocating for or against certain political causes. This often occurs when the CEOs of organizations engage in political activism in which they assert their own political preferences and beliefs on behalf of the organizations they lead. We find that employees generally perceive CEO political activism as an inappropriate endeavor. We also find that these perceptions—regardless of the personal political beliefs of the employees—differ depending on the context of CEO political activism (i.e., whether the CEO engages in political activism related to liberal vs. conservative causes).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Do Leaders Make the Place?

Session Moderator: **Moritz Johannes Volk**, *Innovation and Entrepreneurship Group (WIN) – RWTH Aachen U.*

OB: The Association Between CEO Political Ideology and Corporate Culture

Author: **Moritz Johannes Volk**, *Innovation and Entrepreneurship Group (WIN) – RWTH Aachen U.*

It is the often intangible force of corporate culture (CC) that drives companies to great success or unexpected challenges. As the primary decision-maker, the CEO plays a central role in shaping the firm's culture. Nonetheless, current research falls short of understanding how the values and political views of the CEO influence CC. Drawing on upper echelons theory, we find that CEO political liberalism is positively associated with the firm's culture. However, environmental dynamism and the CEO's firm variety can negatively influence this relationship. In this study, we leverage a novel text-based method to measure CC and analyze a sample of 1,431 firm-year observations from 246 distinct companies from the S&P 500 spanning from 2005 to 2020. We contribute to the understanding of how the CEO influences CC and provide meaningful theoretical and managerial implications to the literature on CC.

OB: Simultaneously and Over Time? A Temporal Investigation of Paradoxical Leader Behavior  

Author: **Nils Fürstenberg**, *U. of St. Gallen*

Paradoxical leader behavior (PLB), or leaders adopting contrasting behaviors to address apparently conflicting demands (Zhang, Waldman, Han, & Li, 2015) has been linked to outcomes such as increased follower performance and creativity: But how does it influence employee health? And—does it make a difference how leaders enact such behaviors? I begin to address these questions by differentiating between two PLB strategies: longitudinal PLB (adopting contrasting behaviors over time) and momentary PLB (adopting contrasting behaviors concurrently at a particular moment). I then interrogate daily experience sampling and biometric data from individuals at a multinational company to find that longitudinal, but not momentary, PLB by managers decreases employees' daily feelings of emotional exhaustion and increases heart-rate variability during sleep. My results also show a cross-level interaction effect between longitudinal- and momentary PLB on employees' emotional exhaustion, but in contrast to what current “both-and” theorizing predicts: paradoxical behavior in the moment weakens the apparently protective effects on employee emotional exhaustion of PLB over time. These findings shed light on the homology of PLB theory and emphasize the importance of understanding not only if but also how leaders engage in PLB.

OB: The impact of CEO Narcissism on Organizational Flexibility: A Moderated Mediation Model 

Author: **Xiaoxuan Chen**, *Guanghua School of Management, Peking U.*

Author: **Wenzhou Wang**, *Beijing Normal U.*

Organizational flexibility is very important for firms to better cope with the turbulent external environment, adapt to technological changes and innovate better. Following the literature on the bright and dark sides of narcissism, we develop a moderated mediation model to examine the impact of Chief Executive Officer (CEO) narcissism on organizational flexibility. Using a sample of 116 firms in mainland China, we found support for the moderated mediating process. When narcissistic CEOs strongly identify with their organization, the mediating effect is positive on organizational flexibility through the TMT collaborative conflict culture. When narcissistic CEOs weakly identify with their organization, the mediating effect is negative. Our research identified both a mediating mechanism (i.e., the TMT collaborative conflict culture) and a boundary condition (i.e., CEO organizational identification) for the relationship between CEO narcissism and organizational flexibility. We corroborate earlier research on the crucial role of CEO organizational identification in suppressing the detrimental effects of CEO narcissism and enlarging its beneficial influence. We also focus on the collaborative conflict culture as a more practice-oriented TMT process.








OB: Hide the Spark, Dig Deep in the Dark: How and When Uncertainty Avoidance Employees Get Promoted

Author: **Jinzhao Qu**, *Xi'an Jiaotong Liverpool U.*

Author: **Zhijie Xing**, *Zhongnan U. of Economics and Law*

Uncertainty avoidance, which refers to individuals' attempts to avoid uncertainty, is increasingly recognized as an important personal characteristic in today's increasingly dynamic and uncertain work environment. Research has mainly focused on its influence on rehearsing job components and skills for efficient performance. Little is known about whether and when supervisors will evaluate those with high uncertainty avoidance as more or less promotable. Drawing on trait activation theory, we propose that, relative to low-humility supervisors, high-humility supervisors interact with those with uncertainty avoidance employees who engage in bootlegging as underground creative endeavors and subsequently evaluate these employees as more promotable. Using a four-wave survey of 214 supervisor-subordinate dyads in a company specializing in artificial intelligence, we find that under high leader humility, uncertainty avoidance is positively related to bootlegging, which in turn increases promotability. These findings provide new insights into understanding the impact of uncertainty avoidance and the importance of leader humility in activating this trait.

KEY TO SYMBOLS

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

Perception and Attribution Processes in Work Organizations

Session Moderator: **Andrew A. Hanna**, *U. of Nebraska, Lincoln*

OB: Beyond Short-Term Impressions: Construed Temporal Distance, Trustworthiness, and Leader Emergence 

Author: **Andrew A. Hanna**, *U. of Nebraska, Lincoln*

Author: **Brett Neely**, *U. of Nebraska, Lincoln*

Researchers have continued to explore the impact that impression management (IM) behaviors have on emerging as an informal leader based on the perceptions of one's peers (Hanna, 2021a, 2021b). Such studies have proposed that individuals use these behaviors as signals of characteristics befitting of an emergent leader, such as being seen as trustworthy. But are all such personal characteristics equally relevant to predicting leader emergence across team contexts? Construal-level theory (CLT; Trope & Liberman, 2010) suggests that the length of the team's outcome time horizon may determine when peers see certain qualities as characteristic of emergent leadership and when they do not. In this paper, we apply CLT to the relationships between IM behaviors, trustworthiness, and leader emergence, arguing that peers will evaluate leadership qualities differently based on the temporal context (i.e., short-term and long-term) of their current team collaboration. We test hypotheses using two different samples, one working in short-term collaboration (90 minutes; 189 individuals, 52 teams) and one in long-term collaboration (12 weeks; 191 individuals, 53 teams). Results suggest that behaviors and perceptions relating to one's ability to achieve the task at hand are always relevant to leader emergence across contexts, while those related to one's benevolence are only relevant to emergent leadership in longer-term collaboration contexts. Based on CLT and these initial findings, we suggest that individuals may prioritize task-related abilities and behaviors in shorter-term team contexts, while considering a broader range of interpersonal qualities, like benevolence, in longer-term team contexts.

OB: Exploring Overqualified Talent in the Workplace: A Comprehensive Review

Author: **Muskaan Virdi**, *Doctoral Student at Indian Institute of Management Lucknow*

Author: **Nishtha Arora**, *Indian Institute of Management, Lucknow*

Author: **Nishant Uppal**, *Indian Institute of Management, Lucknow*

Employee overqualification denotes underemployment, where employees possess more education, skills and abilities than the job requires. Despite being a widely observed phenomenon, the field lacks comprehensive reviews synthesizing all its dimensions with major existing review studies focusing on a few chosen dimensions, primarily perceived overqualification. Aiming to address this gap and to review the field scientifically, this paper conducts a bibliometric analysis of the research on employee overqualification. For the study, 610 overqualification articles were analyzed using citation and co-citation analyses, followed by content analysis to form thematic clusters. By uncovering the topic's core intellectual structure, recognizing patterns and providing directions for further research after a comprehensive synthesis of past literature, this paper adds value to the field of employee overqualification. We contribute to practice by establishing clarity regarding overqualification, aiding in improving recruitment processes.

OB: Recipients' Reactions to Workplace Gossip: The Critical Role of Attributed Motives

Author: **Chen Ding**, *Nanjing U.*

Author: **Mengting Su**, *Mahidol U.*

Author: **Jialiang Pei**, *South China U. of Technology*

Despite the pervasiveness of gossip in the workplace, there is a lack of comprehensive research on how recipients respond to it. It is crucial to consider how recipients interpret the senders' intentions and their subsequent internal and external outcomes. We develop a process model combining attribution theory, social value orientation theory, and the social functional view of emotions. Specifically, we propose that gossip receivers will interpret and evaluate the intentions, needs, and goals behind the gossip event, attributing them to prosocial or proself motives. These attribution tendencies interact with gossip of different valences, activating receivers' internal emotions targeting either the gossip or the gossiped-about, which, in turn, influence the recipients' own positive or negative behaviors. This attributional process, along with the transformation of intrinsic emotions into extrinsic behaviors, is bounded by the exchange relationships between the parties involved. The proposed model suggests that gossip valence does not always determine its impact, as negative gossip can have beneficial repercussions while positive gossip can have detrimental consequences, depending on the attributed motives of the gossip receiver.

OB: Unveiling Coworker Capitalization: Motive Attribution and its Workplace Implications 

Author: **Chenduo Du**, *Purdue U. Northwest*

Coworker capitalization refers to employees sharing work-related positive events with their coworkers (Watkins, 2021). Existing research suggests that individuals can benefit from sharing positive events with those in close relationships. However, this phenomenon may not hold true when it comes to sharing such events in coworker relationships. Unlike close relationships, coworker relationships involve more unknowns, leading recipients to form diverse interpretations regarding why their coworkers share work-related positive events with them. To shed light on this, we introduce attribution theory (Heider, 1958) as a novel perspective to understand the effects of coworker capitalization. We propose that coworker capitalization may prompt recipients to attribute three distinct motives to disclosers: a self-promotion motive, an other performance promotion motive, and an expressing positive affect motive. These attributed motives serve to explain why coworker capitalization may or may not result in benefits for disclosers, because the motives would impact social undermining behaviors, interpersonal citizenship behaviors, and supportive responsiveness from recipients toward the discloser, respectively. Drawing from attribution theory, we also propose that recipients' preexisting impression about the discloser's narcissism may moderate how they attribute motives to their coworkers' capitalizing behaviors. We found partial support for this hypothesized model through a quasi-experimental experience sampling study.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Situational Triggers of Emotions at Work

Session Moderator: **Fang Li**, *U. of Hong Kong*

OB: Work Stressors and Job Performance: A Meta-Analysis of the Affective Mechanisms

Author: **Fang Li**, *U. of Hong Kong*
Author: **Yiwen Zhang**, *U. of Hong Kong*
Author: **Ying Zhang**, *U. of Arkansas Sam M. Walton College of Business*

This study employed a meta-analytic approach to investigate the affective mechanisms underlying the relationship between work stressors and job performance (i.e., task performance, organizational citizenship behaviors, and counterproductive behaviors). Specifically, the results confirmed our hypotheses that hindrance stressors and interpersonal stressors are negatively related to positive affect and positively related to negative affect, whereas challenge stressors are positively related to both positive affect and negative affect. Path analyses also supported the mediating role of positive and negative affect in the stressor-job performance relationship. Specifically, both hindrance and interpersonal stressors have a negative indirect effect on task performance and OCBs and a positive indirect effect on CWBs through positive affect, whereas challenge stressors have a positive indirect effect on task performance and OCBs and a negative indirect effect on CWBs through positive affect. All three types of stressors have a negative indirect effect on task performance and a positive indirect effect on CWBs through negative affect. That being said, challenge stressors did not correlate with emotional ambivalence (i.e., the simultaneous experience of positive and negative emotional orientations toward a person, object, task, goal, or idea). Instead, hindrance stressors and interpersonal stressors were found to be positively associated with emotional ambivalence.

OB: The Interpersonal Emotion Regulation Roots of Leader Affective Presence in Teams

Author: **Hector Madrid**, *Business School, U. Adolfo Ibanez*
Author: **Cristian Vasquez**, *Sheffield U. Management School*
Author: **Stephen Woods**, *U. of Liverpool Management School*

Leader affective presence is the tendency of leaders to elicit the same shared feelings among their team members and is supported as a substantive influence on teamwork outcomes. Nevertheless, there is a dearth of knowledge about the etiological factors leading to the construction of leader affective presence. Based on emotion regulation theory, we propose that leaders' strategies to generate positive affect among team members, namely, leader affect-improving emotion regulation, is a source of their positive affective presence. In contrast, leader affect-worsening interpersonal emotion regulation could drive leader negative affective presence. We tested these proposals in a two-wave longitudinal survey study based on 479 members and 61 leaders of their teams, using cross-lagged structural equation modeling. Thus, this study contributes to the nascent literature on leader affective presence by showing its behavioral roots.

OB: Am I the Only One Angry? How Collective Anger Shapes the Effect of Abusive Supervision on Voice

Author: **Yujun Sha**, *City U. of Hong Kong*
Author: **Junhyok Yim**, *City U. of Hong Kong*
Author: **You Jin Kim**, *City U. of Hong Kong*
Author: **Jo K. Oh**, *U. of Connecticut*
Author: **Jiajin Sophie Tong**, *School of Psychological and Cognitive Sciences*

Prior studies suggest that anger towards an unfavorable work situation may serve as a catalyst for employees to speak up to improve the workplace. However, other studies have shown that individuals who experience anger in the workplace may reduce voice behavior, deliberately withholding valuable input that could benefit the organization. That is, the relationship between anger and voice behavior remains inconclusive in the current literature. To reconcile these mixed findings, we draw from the literature on collection emotions and voice and present collective anger as a key moderator in the relationship between anger arising from abusive supervision and employee voice behavior. Utilizing multi-level and multi-wave data collected from 165 employees and 47 supervisors in a large department store, we theorize and find support that collective anger plays an important role in shaping the effects of abusive supervision on employee voice behavior. Results show that collective anger strengthens the positive relationship between abusive supervision and anger, while mitigating the relationship between anger and voice behavior at the same time. Specifically, we find that anger towards abusive supervisor is positively (negatively) associated with voice behavior only when collective anger is lower (higher). Collectively, our findings provide insights into the role of collective anger on the relationship between abusive supervision and employee voice behavior.

OB: Threat Demands and the Challenge Hindrance Stressor Framework (CHSF): Development of a Measure

Author: **Marcie LePine**, *Arizona State U.*
Author: **Soohyun Yoon**, *Arizona State U.*
Author: **Miriam Schilbach**, *Maastricht U.*
Author: **Jennica R. Webster**, *Marquette U.*

Interpersonal mistreatment in the workplace has gained significant attention over the past few years. Although interpersonal mistreatment is stress-inducing, little work has been done to examine whether interpersonal mistreatment is a hindrance demand (an obstacle to overcome) or a threat demand (resulting in personal harm or loss), whether differences in categorization exist by gender or race/ethnicity, and if differences in categorization exist, the impact of those differences on individual and organizational outcomes. To examine these questions, we use the Hinkin and Tracey (1999) content validation approach to determine the definitional correspondence and definitional distinctiveness (Colquitt et al. 2019, p. 1243) of our proposed threat demand items that we generated from existing mistreatment measures. We utilize common challenge and hindrance demands as the orbiting constructs. Our results reveal that hindrance demands and threat demands are separate constructs, with interpersonal mistreatment representing threat demands. Our results also reveal that women are significantly more likely to rate interpersonal mistreatment as a threat (vs. a hindrance) as compared to men. Implications of these findings are discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2188** | Submission: **20439** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 13 2024 1:15PM - 2:45PM CT (UTC-5)** at **Swissotel Chicago** in **Vevey 4**








How to Review a Manuscript? A Developmental Panel Sponsored by Journal of Managerial Psychology



Organizer: **Jeremy D. Meuser**, *Purdue U. Northwest*
Organizer: **Carrie A. Bulger**, *Quinnipiac U.*
Panelist: **Bella Galperin**, *U. of Tampa*
Panelist: **Jorge A. Gonzalez**, *U. of Texas Rio Grande Valley*
Presenter: **Frankie Jason Weinberg**, *Loyola U. New Orleans*
Presenter: **Jeremy D. Meuser**, *Purdue U. Northwest*

Reviewing a manuscript and providing solid recommendations to action editors is a critical part of the scientific process. Yet, as critical as it is, there seems to be little opportunity to develop this skill, called a “professional obligation” (Treviño, 2008). This panel, targeted at students and junior scholars, gathers JMP action editors to discuss reviewing experiences with current and potential reviewers in a round-table format. At the round tables, participants will discuss their reviewing experiences. Participants will receive resources for use later when executing their own reviews.

KEY TO SYMBOLS

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

Dangerous Liaisons: When Leadership Intersects with Bad Behaviors

Session Moderator: **Yifan Li**, *School of Management, Xi'an Jiaotong U.*

OB: **Grandiose Narcissism Can be Good for Leadership Effectiveness: Political Skill as Game Changer (WITHDRAWN)** 

Author: **Franziska Böhm**, *U. of Bonn*

Author: **Gerhard Blickle**, *U. of Bonn*

In this study, we tested the productively tempering role of political skill, which is a developed level of social skill at work and an acquired interpersonal competence, on the relation between leader grandiose narcissism and leadership effectiveness. In a sample of 640 supervisors and 1259 employees, we found that at high levels of leader political skill, both low and high leader grandiose narcissism have beneficial consequences for leadership effectiveness, yielding a U-shaped relation between grandiose narcissism and leadership effectiveness. Individuals high on political skill and grandiose narcissism have the self-control capacity to temper aggressive impulses and simultaneously productively package and present their desire for admiration and adulation in a manner that allows them to gain subordinates' acceptance. Individuals low on grandiose narcissism display high honesty-humility. Supervisors high in political skill and low in grandiose narcissism effectively direct their motive to get along (honesty-humility) to be well-received by subordinates. If leader political skill is low, we found the inverse U-shaped relation between grandiose narcissism and leadership effectiveness previously established in meta-analytic research. We discuss how individuals can develop higher levels of political skill at work and limitations.

OB: **Restraint or Indulgence? The Effect of Leader Mindfulness on Subordinate Unethical Responses**

Author: **Yifan Li**, *School of Management, Xi'an Jiaotong U.*

Author: **Li Chengcheng**, *Xing Zhi College of Xi'an U. Of Finance and Economics*

Author: **Jie Li**, *Xi'an Jiaotong U. School of Management*

Author: **Zhuojing Li**, *the school of management of Xi'an JiaoTong U.*

While existing research has consistently confirmed that leader mindfulness is beneficial for employees, teams, and organizations, we challenge this consensus by revealing its hidden dark side effects. Drawing on social cognitive theory, we propose that leader mindfulness can inadvertently promote subordinate moral disengagement, which in turn induces unethical pro-organizational behavior (UPB). Specifically, we argue that subordinate bottom-line mentality (BLM) could serve as a reversal factor, such that leader mindfulness increases (vs. decreases) moral disengagement for subordinates with high (vs. low) BLM. Furthermore, we theorize that the indirect effect of leader mindfulness on UPB through moral disengagement is positive when subordinate BLM is high and negative when subordinate BLM is low. Data from a time-lagged field study with a sample of 262 leader-subordinate dyads supports our moderation and moderated mediation hypotheses. We thus highlight the potential hazards of leader mindfulness by combining the "good intentions" of leaders and the "bad traits" of subordinates to show the ethical decision-making process of UPB.

OB: **Too Varying of a Good Thing: The Effect of Inconsistent Empowering Leadership on Follower Outcomes** 

Author: **Sunghyuck Mah**, *Seoul National U.*

Author: **Minyoung Cheong**, *Kyung Hee U.*

Author: **Haeseen Park**, *Bowling Green State U.*

An ample body of research has enlightened us on the impact of desirable leadership by assessing it at a specific moment in time and tracking beneficial outcomes. Nonetheless, one significant aspect has been overlooked. Leadership may not be consistent. The onerous burden and incessant demands placed on leaders impede their ability to sustain a steady course of action. Empowering leadership (EPL), which requires great care in delegating responsibility and authority, is particularly susceptible to such variations. To capture this more realistic picture than the current literature, this study investigates how inconsistent EPL affects followers. Drawing on sensemaking theory, we predict that the degree of inconsistency between prior and current EPL may deplete followers' resources as they adapt to change, and this may subsequently hinder their creative performance. Extending the theory, we anticipate that the time followers have spent with their leaders (i.e., dyadic tenure) will help them more readily make sense of variations and mitigate these negative impacts. To test our hypotheses, three-wave surveys of leader-follower dyads from two major sources (an MBA and a private company) were analyzed using polynomial regression. These findings demonstrate that even positive behaviors, such as EPL, can have negative consequences when they vary considerably ('Too-Varying-of-a-Good-Thing'). This provides theoretical and practical implications for leadership literature.

 OB: **Where (and Why) do Narcissists Emerge as Leaders: A Cultural Perspective**  

Author: **Yuqi Liu**, *U. Ramon Llull, ESADE Business School*

Author: **Laura Guillén**, *U. Ramon Llull, ESADE Business School*

Author: **Francois Herve Collet**, *U. Ramon Llull, ESADE Business School*

Although narcissists often emerge as leaders, how and why the relationship may vary across cultures is unexplored. Drawing on implicit leadership theory, four experiments (N = 2911) explained why the effect of narcissism on leadership emergence is more positive in China compared with the US. While perceived agency (e.g., dominance, confidence) facilitated narcissists' way to the top in both countries, in China, narcissists were less perceived as lacking communion (e.g., warmth, forgiveness), so that such deficiency was less strongly punished. Study 4 further showed that paradoxical thinking and typical leadership prototype explained why Chinese were more likely than Americans to associate narcissism with communion. We discuss theoretical and practical implications.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Third-Party Perceptions of Victims in the Workplace: New Complexities and Opportunities



Organizer: **Samantha Dodson**, *Haskayne School of Business, U. of Calgary*
Organizer: **Rachael Goodwin**, *Syracuse U. Whitman School of Management*
Presenter: **Sarah Jensen**, *U. of Utah, David Eccles School of Business*
Presenter: **Ho Kwan Cheung**, *U. of Calgary*
Discussant: **Lynn Bowes-Sperry**, *California State U., East Bay*

Third parties, or people who learn about or observe others' mistreatment at work without being directly involved (Skarlicki & Kulik, 2005; Treviño, 1992), play a crucial role in victims' future workplace outcomes following the initial mistreatment (Dodson et al., 2023). However, the intricacies of the relationship between victims and third parties are under-addressed in the current literature, and we believe scholars have merely scratched the surface of understanding how third-party responses affect victims of workplace misconduct or mistreatment. In this symposium, we present four papers that share novel findings related to how third parties respond in the aftermath of workplace mistreatment and highlight opportunities to continue to expand our understanding of complex interpersonal processes that occur in organizations between third parties, victims, perpetrators, and other organizational stakeholders following mistreatment.

Third Parties' Moral and Social Responses to Workplace Sexual Harassment Victims

Author: **Rachael Goodwin**, *Syracuse U. Whitman School of Management*
Author: **Samantha Dodson**, *Haskayne School of Business, U. of Calgary*
Author: **Jesse Graham**, *U. of Utah, David Eccles School of Business*
Author: **Morteza Dehghani**, *U. of Southern California*
Author: **Kristina Diekmann**, *U. of Utah*

The Dark Side of Forgiveness: Unintended Consequences of Third-Party Forgiveness on Victims

Author: **Sarah Jensen**, *U. of Utah, David Eccles School of Business*
Author: **Xiaoyu Yin**, *OB*
Author: **Kylie Rochford**, *U. of Utah, David Eccles School of Business*
Author: **Kristina Diekmann**, *U. of Utah*

Taking on EDI: The Ethics of Managers as Modern-day Robin Hoods

Author: **Samantha Dodson**, *Haskayne School of Business, U. of Calgary*
Author: **Daniel Skarlicki**, *U. of British Columbia*

Moral Disengagement as an Explanation for Failure to Hold Harassers Accountable

Author: **Ho Kwan Cheung**, *U. of Calgary*
Author: **Caren Goldberg**, *U. de Sevilla*
Author: **Lynn Bowes-Sperry**, *California State U., East Bay*

KEY TO SYMBOLS



Teaching-oriented



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Selected as a Best Paper

Embracing Structure in Organizations: The Interplay Between Perceptions and Benefits of Structure



Organizer: **Kelly Harrington**, *Kellogg School of Management, Northwestern U.*
Presenter: **Nicole Abi-Esber**, *Harvard Business School*
Presenter: **Charles Adam Dorison**, -
Presenter: **Sophia Pink**, *The Wharton School, U. of Pennsylvania*
Participant: **Alison Wood Brooks**, *Harvard U.*
Participant: **Ariella Kristal**, *Harvard Business School*
Participant: **Loran F. Nordgren**, *Northwestern U.*

The idea that structure—explicit and predetermined rules that are imposed to guide behavior in situations and tasks—can elevate and improve performance is well established in the field of management. However, what is largely absent from the literature is an investigation of individuals' perceptions and attitudes towards the structures that are often embedded in tasks and situations necessary for our work. As perceptions are consequential antecedents of behavior, how individuals perceive these structured devices may have important implications for the tasks and experiences they choose to engage in and support. The papers in this symposium build on prior work on the topic of structure by making three important contributions: 1) they begin to investigate how people perceive the impact of adding structure on enjoyment and effectiveness; 2) they demonstrate how structure can provide interpersonal benefits—topic preparation improves conversations and precommitment strategies facilitate the development of interpersonal trust; and 3) they show how structural attributions shape perceptions of others, the self, and support for policy. Ultimately, the work presented in this symposium highlights the power of perceptions and how they might hinder our ability to capitalize on the benefits that structure can confer in organizations and society.

Structure—The Unwanted Ally: Perceptions and Preferences for Structured vs. Unstructured Tasks

Author: **Kelly Harrington**, *Kellogg School of Management, Northwestern U.*
Author: **Loran F. Nordgren**, *Northwestern U.*

The Power of Forethought: Brainstorming Flexible Topics Improves Conversations

Author: **Nicole Abi-Esber**, *Harvard Business School*
Author: **Alison Wood Brooks**, *Harvard U.*

Precommitment Allows Leaders to Maintain Trust When De-Escalating Commitment

Author: **Ariella Kristal**, *Harvard Business School*
Author: **Charles Adam Dorison**, -

Who's responsible? How structural attributions affect how we see ourselves and others

Author: **Sophia Pink**, *The Wharton School, U. of Pennsylvania*

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Teaching-oriented



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Selected as a Best Paper

Highlighting the Hidden: Putting a Spotlight on Vulnerability Within Organizations



Discussant: **Nicole Gillespie**, *U. of Queensland*
Organizer: **Sam Strizver**, *U. of South Carolina*
Organizer: **Jeewon Gwak**, *PhD Student*
Organizer: **C. Ashley Fulmer**, *Georgia State U.*
Organizer: **M. Audrey Korsgaard**, *U. of South Carolina*
Presenter: **C. Ashley Fulmer**, *Georgia State U.*
Presenter: **Sam Strizver**, *U. of South Carolina*
Presenter: **Gary A. Ballinger**, *U. of Virginia*
Presenter: **Sophia Soyoung Jeong**, *New York U. Abu Dhabi*
Presenter: **Samantha A. Conroy**, *Colorado State U.*
Participant: **Leigh Anne Liu**, *Georgia State U.*
Participant: **Nicole Gillespie**, *U. of Queensland*
Participant: **Jeewon Gwak**, *PhD Student*
Participant: **Simon Daniel Schafheitle**, *U. of Twente*
Participant: **SungHyoung Hong**, *Georgia State U., J. Mack Robinson College of Business*
Participant: **Robert E Ployhart**, *U. of South Carolina*
Participant: **David Schoorman**, *Purdue U.*
Participant: **Kinshuk Sharma**, *U. of North Texas*
Participant: **Kangsan Lee**, *New York U. Abu Dhabi*
Participant: **Stephen Roll**, *Washington U. in St. Louis*

The five presentations tackle different questions about the vulnerability associated with organizational life. The session begins with defining the construct space and exploring what we currently know about vulnerability—what it is and what it is not. The symposium then focuses on trust—an area of management research that includes vulnerability in its major theories (e.g., Mayer et al., 1995). Vulnerability and trust are discussed through the perspective of stress, in which the vulnerability experienced by trustors is explained using principles of cognitive appraisal. Additionally, vulnerability is conceptualized temporally, in which the duration of vulnerability after information sharing helps to explain the relationship between transparency and trust. Finally, the symposium presentations end with empirical studies of underprivileged workers and their experiences with AI-mediated HRM, as well as low-wage workers and how volatile pay influences their well-being. Following the formal presentations, the discussant will then lead a conversation with the audience and presenters that integrates each respective set of insights.

Deciphering Vulnerability: Establishing a Working Definition in Management

Author: **C. Ashley Fulmer**, *Georgia State U.*
Author: **Nicole Gillespie**, *U. of Queensland*
Author: **Jeewon Gwak**, *PhD Student*
Author: **Leigh Anne Liu**, *Georgia State U.*
Author: **Simon Daniel Schafheitle**, *U. of Twente*
Author: **SungHyoung Hong**, *Georgia State U., J. Mack Robinson College of Business*

“I’ve made myself vulnerable to you, now what?”: Conceptualizing the Personal Stakes of Trusting

Author: **Sam Strizver**, *U. of South Carolina*
Author: **M. Audrey Korsgaard**, *U. of South Carolina*
Author: **Robert E Ployhart**, *U. of South Carolina*

Exploring the Transparency-Trust Relationship Through the Lens of Vulnerability and Risk

Author: **Gary A. Ballinger**, *U. of Virginia*
Author: **David Schoorman**, *Purdue U.*
Author: **Kinshuk Sharma**, *U. of North Texas*

The Uncanny Valley of AI-mediated HRM: How Socioeconomic Status Determines Mechanisms to Trusting AI

Author: **Sophia Soyoung Jeong**, *New York U. Abu Dhabi*
Author: **Kangsan Lee**, *New York U. Abu Dhabi*

Conditions of Pay Volatility’s Negative Health Effects for Vulnerable Workers

Author: **Samantha A. Conroy**, *Colorado State U.*
Author: **Stephen Roll**, *Washington U. in St. Louis*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2193** | Submission: **16949** | Sponsor(s): **(OB, MOC)**
Scheduled: **Tuesday, Aug 13 2024 1:15PM - 2:45PM CT (UTC-5)** at **Swissotel Chicago** in **Vevey 2**

Coordinating Creative Collectives: A Discussion on the Unique Challenges and Opportunities

Organizer: **Kaleigh May**, *Case Western Reserve U.*

Panelist: **John Paul Stephens**, *Case Western Reserve U.*

Panelist: **Justin M. Berg**, *U. of Michigan, Ross School of Business*

Panelist: **Giada Baldessarelli**, *Stockholm School of Economics*

There is much research on creative work groups and collectives' behaviors that enable creativity. The work of collectives coordinating for creativity offers a unique opportunity to find, redefine, and solve problems that could not happen without the collective (Hargadon & Bechky, 2006), but it also presents unique challenges when implementing ideas to create the final product. By incorporating insights from research on collective dynamics, such as coordination and routines, we can potentially address these challenges as well as open up new areas of inquiry. This session will convene scholars who are experts in one or both of the two constructs we will discuss: John Paul Stephens, Justin Berg, and Giada Baldessarelli. In this interactive and structured panel discussion, they will touch on the opportunities and tensions when incorporating insights from collective dynamics, coordination and routines, to creative work. Additionally, the discussion will explore the role of the organization and coordinating mechanisms in creative work and output over time and in relation to the consistency of that output for long-term success in creative work and fields.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Dark Causes and Effects of Psychological Safety

Session Chair: **June Shin**, *Rutgers U., School of Management and Labor Relations*
Session Chair: **Jessica R. Methot**, *Rutgers U., School of Management and Labor Relations*
Discussant: **Zhike Lei**, *IMD Business School*
Presenter: **Bård Fyhn**, *NHH Norwegian School of Economics*
Presenter: **Takaki Ohya**, *Auburn U.*
Presenter: **XIN MENG**, *U. of Nebraska - Lincoln*

This symposium is aimed at building and expanding this stream of research by bringing together four papers that coalesce around the main theme of unintended antecedents and consequences of psychological safety. Specifically, the papers in this symposium examine the utilization of psychological safety in high-performing teams, the curvilinear effects of team psychological safety on creative performance, leader's gaslighting as an antecedent of psychological safety, and associations between psychological safety and receipt of incivility from coworkers. Following the presentations, Dr. Zhike Lei, a renowned scholar in the field of psychological safety, will provide a synthesis and discussion of the papers themselves and broader research trends in the literature.

Safe Enough to Face Fear: A Case Study of a High-Performing Soccer Team

Author: **Bård Fyhn**, *NHH Norwegian School of Economics*
Author: **Marius Jones**, *NHH Norwegian School of Economics*

Too Safe to Perform: Curvilinear Consequences of Psychological Safety Climate on Team

Author: **Weipeng Lin**, *Shandong U.*
Author: **Yingxin Deng**, *School of Management, Beijing Institute of Technology, Beijing*
Author: **Takaki Ohya**, *Auburn U.*
Author: **Jaclyn Koopmann**, *Auburn U.*








Dark Side of Feeling Safe: The Effect of Psychological Safety on Receipt of Incivility

Author: **June Shin**, *Rutgers U., School of Management and Labor Relations*

Feeling Safe Amidst Abuse: Exploring the Paradox of Gaslighting in Leader-Follower Dynamics

Author: **XIN MENG**, *U. of Nebraska - Lincoln*
Author: **Troy Smith**, *U. of Nebraska, Lincoln*
Author: **Brett Neely**, *U. of Nebraska, Lincoln*
Author: **Jonathan Hendricks**, *U. of Nebraska, Lincoln*

KEY TO SYMBOLS

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

The Creative Journey: From Ideation to Evaluation

Organizer: **Eun Soo Son**, *Georgia Institute of Technology*
Organizer: **Egan Lua**, *Georgia Institute of Technology*
Organizer: **Qing Gong**, *Boise State U.*
Discussant: **Jing Zhou**, *Rice U.*
Presenter: **Poornika Anantha Ramakrishnan**, *School of Management, U. of Bath*
Participant: **Colin Muneo Fisher**, *UCL School of Management*
Participant: **Yonjeong Paik**, *Ajou U.*
Participant: **Myeong-gu Seo**, *U. of Maryland*
Presenter: **Oguz Gencay**, *U. of Maryland R.H. Smith School of Business*
Participant: **Rellie Derfler-Rozin**, *U. of Maryland R.H. Smith School of Business*
Participant: **Nicolais Chighizola**, *U.S. Air Force*
Presenter: **Qing Gong**, *Boise State U.*
Presenter: **Wayne Johnson**, *U. of Utah Eccles*
Participant: **Devon Proudfoot**, *Cornell U.*
Presenter: **Yasha Spriha**, *U. of Maryland R.H. Smith School of Business*
Participant: **Vijaya Venkataramani**, *U. of Maryland*

Recognizing how employees embark on a multifaceted "idea journey," encompassing intricate social processes following the inception of their creative ideas (Amabile & Pratt, 2016; Perry-Smith & Mannucci, 2017; Rouse, 2020), has become increasingly pivotal. Now in its fourth year since the 81st Academy of Management Annual Meeting in 2021, this symposium aims to continue the productive conversation among scholars and practitioners in examining creativity in its entirety. We seek to discuss recent advancements in creativity literature connected to other important research areas such as team dynamics, diversity, and human-AI interactions using a variety of methods and thus, delve deeper into the creative journey from ideation to evaluation.

Understanding The Episodic Development and Release of Ideas for Ambitious Creative Projects

Author: **Poornika Anantha Ramakrishnan**, *School of Management, U. of Bath*
Author: **Colin Muneo Fisher**, *UCL School of Management*

Overcoming the Barriers of Disciplinary Status and Hierarchy in Interdisciplinary Teams

Author: **Yonjeong Paik**, *Ajou U.*
Author: **Myeong-gu Seo**, *U. of Maryland*
Author: **Oguz Gencay**, *U. of Maryland R.H. Smith School of Business*
Author: **Rellie Derfler-Rozin**, *U. of Maryland R.H. Smith School of Business*
Author: **Nicolais Chighizola**, *U.S. Air Force*

AI-Generated Sparks: The Impact of AI Assistance on Ideation

Author: **Qing Gong**, *Boise State U.*








Evaluation Variability Hinders Support For High Value Ideas But Not Low Value Ideas

Author: **Wayne Johnson**, *U. of Utah Eccles*
Author: **Devon Proudfoot**, *Cornell U.*

The Penalty of Experiences in Diverse Domains in Endorsement of Novel Ideas

Author: **Yasha Spriha**, *U. of Maryland R.H. Smith School of Business*
Author: **Vijaya Venkataramani**, *U. of Maryland*

KEY TO SYMBOLS

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

Exploring the Intersection of Creativity and Identities

Organizer: **Akshita Joshi**, *Harvard Business School*
Organizer: **Spencer Harrison**, *INSEAD*
Presenter: **Pier Vittorio Mannucci**, *Bocconi U.*
Presenter: **Hyejun Kim**, *HEC Paris*
Presenter: **Kim Jaussi**, *Binghamton U.-State U. of New York*
Presenter: **Ying Li**, *Hong Kong U. of Science and Technology*
Presenter: **Spencer Harrison**, *INSEAD*
Participant: **Chaerin Yun**, *Salem State U.*
Participant: **Laura Maria Giurge**, *The London School of Economics and Political Science (LSE)*
Participant: **Amy Randel**, *San Diego State U.*

The intersection of identity and creativity offers a set of nested puzzles: identity seemingly provides stability for creators but also seems to require creators to destabilize their identities to sustain creativity. The papers in this symposium explore managing identity boundaries in creative work, the influence of creator occupational identity on autonomy, how the degree of creative and personal identity integration affects creative recognition, the influence of leader creative catalyst identity on the ability to act as a creative catalyst, and identity conflicts in entrenched organizational creative identity.

Breakup Albums: The collapse & reconstruction of identity boundaries in musicians

Author: **Spencer Harrison**, *INSEAD*

When do Bloggers Pay to Be Bloggers? Quasi field Experiment on Online Comics Creators

Author: **Hyejun Kim**, *HEC Paris*

Crazily Creative or Creatively Crazy?

Author: **Pier Vittorio Mannucci**, *Bocconi U.*








I'll Stoke Your Fire for Creativity: It's Who I Am

Author: **Kim Jaussi**, *Binghamton U.-State U. of New York*

From Deliberate Technology Resistance to Purposeful Technology Acceptance

Author: **Ying Li**, *Hong Kong U. of Science and Technology*

KEY TO SYMBOLS

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

Understanding the Emotional Landscape of Change: Insights and Implications

Session Moderator: **Maona Mu**, *North China U. of Technology*

ODC: Compassion Makes Change Happen: Unpacking the Effect of Compassionate Leader Behavior

Author: **Maona Mu**, *North China U. of Technology*
Author: **Wenhao Luo**, *North China U. of Technology*

How to obtain employees' support for organizational change is more important than ever for leaders in this era. Compassionate leader behavior, which refers to a set of behaviors that leaders adopt to assuage employees' suffering, has the potential to encourage employees' proactivity in change. Drawing on the model of proactive motivation, we develop a moderated mediation model outlining how and for whom compassionate leader behavior influences employee pro-change behavior. We conducted a three-wave field survey (N = 275) in 6 companies in China. Our findings revealed that compassionate leader behavior has a positive effect on employee pro-change behavior by increasing employees' change self-efficacy and decreasing their cynicism about organizational change. Moreover, employees' workplace anxiety weakens the relationship between employees' cynicism about organizational change and their pro-change behavior. By doing so, we highlight the constructive role of compassion in change management and offer meaningful insights for practice.

ODC: Rationalizing Vulnerability in Leadership: A Systematic Review and Future Prospects

Author: **Sai Naveen R**, *Sri Sathya Sai Institute of Higher Learning*
Author: **Suma Uppalury**, *Sri Sathya Sai Institute of Higher Learning*
Author: **Surya Prakash Pati**, *Indian Institute of Management, Kozhikode*

Vulnerability, defined as being physically or emotionally wounded is typically perceived as an undesirable human condition associated with defenselessness, criticism, and failure and often construed with behaviours best repressed. In contrast to this widely acknowledged understanding and the increasing redundancy of the heroic models of leadership, the current perspective reframes vulnerability as positive: manifest in the willingness to be honest and open, accepting one's fallibility, and abandon the pursuit for unattainable perfection. This systematic review sought to unravel the core themes associated with vulnerability in leadership from well-established sources of literature and also, propose future directions to draw the contours and possibilities of this nascent area. Strictly toying the PRISMA 2020 framework for systematic reviews, this study involved a constant dialectic process, sourcing literature published over the last two decades, across six reputed databases with a specific focus on reports involving the leader/leadership context only. A rigorous content analysis aided the delineation of five distinct themes associated with vulnerability in leadership along with a configuration of antecedents, deterrents and outcomes of such expressions of vulnerability by leaders. Also, future directions drafted in an interrogative format along with directive implications towards leadership development were identified in line with the clearly formulated research questions that drove the review.

ODC: The Impacts of Entrepreneurial Leadership on Employee's Emotional Exhaustion and Proactive Behavior

Author: **Giang Truong Hoang**, *RMIT U. Vietnam*
Author: **Tuan Trong Luu**, *Swinburne Business School, Swinburne U. of Technology*
Author: **Mingjun Yang**, *La Trobe U.*

Drawing on the principles of the conservation of resources theory and the socially embedded model of thriving, our research aims to investigate the relationships between entrepreneurial leadership and both employee proactive behavior and emotional exhaustion. Additionally, we investigate the mediating effect of thriving at work and the moderating effect of entrepreneurial role identity on these relationships. Two distinct studies were undertaken to examine these associations. In the first study, a field survey conducted with time-lagged and multi-source data from hospitality firms in Vietnam establishes a positive correlation between entrepreneurial leadership and proactive behavior, alongside a negative association with emotional exhaustion. The mediation of thriving at work in these relationships is evident. In Study 2, where time-lagged and multisource data from Vietnamese new ventures are utilized, we discover that entrepreneurial role identity intensifies the negative link between thriving at work and emotional exhaustion. Furthermore, it strengthens the indirect effect of entrepreneurial leadership on emotional exhaustion through thriving at work. Intriguingly, Study 2 reveals unexpected results, positioning entrepreneurial role identity as a negative moderator, diminishing the positive impact of thriving on proactive behavior and the indirect effect of entrepreneurial leadership on proactive behavior via thriving. Our research not only enriches the landscape of entrepreneurial leadership literature but also provides implications for practice.

ODC: When Participation Leads to Change Fatigue: The Moderating Effect of Laissez-Faire Leadership

Author: **Patrick Michel Groulx**, *École des sciences de la gestion (ESG UQAM)*
Author: **Francis Maisonneuve**, *HEC Montreal*
Author: **Kevin J. Johnson**, *HEC Montreal*

Effectively engaging employees in the change process while preventing change fatigue is a significant organizational challenge. Communication and participation strategies are pivotal in change management, yet little research has explored their varying effectiveness under different conditions. Building on the Job Demand-Resource theory (JD-R), we present a moderated mediation model, proposing that communication and participation strategies enhance affective commitment to change by reducing change fatigue, with the moderation effect of laissez-faire leadership. Our empirical study, conducted within a Canadian governmental organization undergoing cultural and digital transformations, involved 340 employees. Path analysis results, while controlling for baseline affective commitment, demonstrate that communication and participation strategies mitigate change fatigue, directly and indirectly fostering affective commitment, particularly in contexts of low laissez-faire leadership. However, under high laissez-faire leadership, communication and participation may increase change fatigue in a subset of cases (11.47%). Our contributions to change management literature include identifying conditions where employee consultation is least effective, particularly under laissez-faire leadership. Additionally, we introduce laissez-faire leadership to the JD-R framework, exploring the impact of passive leadership on job demands and resources. Finally, we highlight change fatigue as an understudied phenomenon with significant consequences for employee well-being and organizational success.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Many Faces of Organizational Change: Insights and Perspectives

Session Moderator: **Laura Reeves**, *U. of Suffolk*

ODC: **Collective Leadership - A Sociomaterial Perspective**

Author: **Laura Reeves**, *U. of Suffolk*

Author: **Clare Rigg**, *Lancaster U. Management School*

Author: **David Thuku**, *Leadership Presence*

How is collective leadership accomplished through the entangled intra-relations between human and non-human entities? Collective leadership (CL) is understood to be constructed in interaction, yet our understanding of these interactions has been dominated by a focus on the ways humans interact with each other. Less is explored on the ways material relations influence these interactions. This paper argues that CL emerges from the interactions between social, discursive, and material relations. We show how CL always has to emerge in situations that acknowledge the ways humans interact with each other and physical artefacts through discourse. Inspired by a more critical and sociomaterial perspective, we acknowledge the importance of social, discursive, and material relations in developing understandings of CL. We examine the relationship between CL and social, discursive, and physical artefacts by drawing on a year-long action research project implemented within a Kenyan bank. In so doing, we argue that CL involves the acknowledgement of interactions between social, discursive, and material relations. This involves the emergence of CL producing physical artefacts, as well as these physical artefacts influencing the nature of interactions which enables the continuing emergence of CL. We show that socio-materiality facilitates CL through conveying meaning, action-guiding anticipatory understanding, legitimisation of action and communication channels. Hence, neither discourse (human agency) nor materiality (non-human agency) exist prior to each other, nor is one superior or possessing of more agency than the other. Instead, they become 'something' when entangled in intra-actions.

ODC: **Just a Race Hire?: The Effects of Competency Microaggressions on Black Workers**

Author: **Malissa Alinor**, *U. of North Carolina at Chapel Hill*

Black professionals are often subjected to competency microaggressions in the workplace due to stereotypes of intellectual inferiority or assumptions of receiving undue merit from affirmative action policies. Competency microaggressions may undermine the credibility of Black professionals, which may influence their workplace behaviors. This study investigates the workplace behavior of deference, an important behavior in teams that has implications for employee evaluation and status. Through an experimental study with a sample of 295 Black online workers, this study examines the causal effect of competency microaggressions on deference. Those exposed to the competency microaggression exhibited conflict-avoidant responses, concealing self-reported negative emotions. Contrary to external expressions, participants reported increased negative emotions and demonstrated reduced deference than those in the control condition. Partner perception emerged as a causal pathway to explain why experiencing the microaggression affected deference. The findings contribute to microaggressions literature, emphasizing their causal impact and underscoring the role of enactor perception. The findings also suggest that interventions should be aimed at repairing interpersonal relationships, providing valuable insights for organizations addressing workplace microaggressions and mitigating harm to marginalized groups.

ODC: **Organizational Change Quality (OCQ) Scale – Development of a New Instrument**

Author: **Saskia Hasreiter**, *LMU Munich School of Management*

This study addresses the need for a concise and psychometrically sound instrument for assessing the effectiveness of organizational change projects. Drawing on a process as well as a human perspective of change management, we developed a measurement scale aimed at capturing the essential facets of organizational change quality (OCQ). The measurement scale encompasses key aspects of organizational change quality such as process quality (e.g., communication, participation), reactions to change, and outcomes. Using a rigorous step-by-step procedure, including expert consultation and a field study, we refined the OCQ scale to ensure reliability and validity. The resulting 30-item OCQ scale provides an efficient tool for assessing organizational change quality comprehensively. Our study contributes to the field of organizational change by offering a practical and theoretically grounded instrument that can benefit researchers and practitioners alike in diagnosing, understanding, and facilitating effective organizational change. The scale's brevity and robust psychometric properties make it a valuable addition to the toolkit for managing organizational change.

ODC: **A Practice-Based Taxonomy of Corporate Entrepreneurial Agents**

Author: **Aracely Soto-Simeone**, *Aalto U., Department of Industrial Engineering and Management*

Corporate entrepreneurship entails a conjoint effort of employees and their employing firm to create internal ventures, innovate, or instigate renewal. Such activities contribute to create, maintain, and develop further the dynamic capabilities of organizations. In the organizational context, employees who engage in corporate entrepreneurial activities or exhibit entrepreneurial agency are typically known as 'corporate entrepreneurs.' Surprisingly, while the literature on corporate entrepreneurship at the firm-level has advanced considerably, how employees 'do' corporate entrepreneurship has remained underexplored. Based on a qualitative analysis of 48 entrepreneurial employees from Finnish companies, we fill this void by bringing forward different forms of entrepreneurial agency that employees may exhibit. We elucidate the origins of such agency heterogeneity and the consequences of employees' entrepreneurial agency on both themselves and the organization. Drawing on a practice lens to corporate entrepreneurship, we introduce the first empirically-grounded taxonomy of corporate entrepreneurial agents, thus advancing the microfoundations of strategic capabilities literature by uncovering the link between types of employee entrepreneurial agency and capability-building within organizations.

Author: **Mohini Yadav**, Ph.D. Scholar, Faculty of Management Studies, U. of Delhi

Author: **Mahima Thakur**, Faculty of Management Studies, U. of Delhi

PMI has been studied for many decades due to its strong relation with the success rates of mergers and acquisitions (M&As), however, there is no study synthesizing the role played by PMI in one frame. This study aims to explore, analyze, and synthesize existing literature on PMI that facilitates organizational changes during M&As. The paper presents a systematic literature review (SLR) of 193 articles from four databases (Scopus, Web of Science, EBSCO, and JSTOR) on PMI. The Biblioshiny app (R package) is used to discover the most cited papers, leading authors, top journals, countries, institutions, and most used keywords. SLR results are condensed thematically, and the prominent antecedents of PMI and work outcomes are identified. Leadership (especially Rizz leaders) was a crucial factor between the employees with high PMI and M&A success. The impact of organizational culture and national culture are studied in isolation, leading to an incomplete assessment of the impact of cultural issues on PMI to ensure cross-border M&A success. This is the first SLR on PMI to explore the vast extant human resource management (HRM) and CM literature in the execution of successful M&As which is beneficial for academicians.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Perspectives on the Interplay of Networks and Culture

Organizer: **Pietro Bonaccorsi**, *U. of Toronto, Rotman School of Management*
Organizer: **Bill McEvily**, *U. of Toronto*
Presenter: **Mitali Banerjee**, *McGill U. - Desautels Faculty of Management*
Presenter: **Pietro Bonaccorsi**, *U. of Toronto, Rotman School of Management*
Presenter: **Gino Cattani**, *New York U.*
Presenter: **Julien Clement**, *Stanford U.*
Discussant: **Frederic Clement Godart**, *INSEAD*

Networks and Culture represent two foundational theoretical lenses through which scholarship in organizational theory has historically understood and analyzed organizational phenomena. The former focuses on the patterns and formal properties of social relationships in which organizations – or actors within them – are embedded; the latter on the sets of meanings, local practices, repertoires, narratives, beliefs and norms that organizational actors create, adopt and use. While most contributions within organizational theory that consider networks and culture as their explanatory lenses tend to privilege one or the other in isolation, several recent studies situate themselves at their nexus, considering how they mutually constitute each other in organizational contexts, or how their interaction can illuminate our understanding of a host of organizational phenomena. This symposium proposes the presentation of four scholarly papers, each of which examines a facet of the interplay between networks and culture, and brings together scholars of organizational theory, sociology, and strategy whose work reflects a theoretical interest within this space. It aims at advancing scholarly conversation and promote theoretical synthesis in organizational research in this area, exploring, in particular, the agentic mechanisms that individuals and organizations devise in navigating the opportunities or the constraints configured by the cultural and social structural relational spaces in which they are embedded.

Valuation of Distinctiveness of Visual Culture: The Case of Modern South Asian Art

Author: **Mitali Banerjee**, *McGill U. - Desautels Faculty of Management*
Author: **Shreeansh Agrawal**, *The Brattle Group*

Who Can Afford to Be Different? Social Structural Contingencies of Unconventionality Premia

Author: **Pietro Bonaccorsi**, *U. of Toronto, Rotman School of Management*








Novelty Evaluation and Framing Strategies: The Outsider Challenge

Author: **Gino Cattani**, *New York U.*
Author: **Denise Falchetti**, *George Washington U.*
Author: **Simone Ferriani**, *U. of Bologna*

When are Managers Needed? How Culture and Coordinative Complexity Predict the Evolution of Reporting Relationships in Organizations

Author: **Danyang Li**, *U. of California, Berkeley*
Author: **Julien Clement**, *Stanford U.*
Author: **Sameer B. Srivastava**, *U. of California, Berkeley*

KEY TO SYMBOLS

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

Theorizing Values and Worth

Session Moderator: **Rachel Gifford**, *Maastricht U.*

OMT: **The Heroes Descent: How Value Statements Threaten the Wellbeing of Essential Workers**   

Author: **Rachel Gifford**, *Maastricht U.*

Author: **Daan Westra**, *Maastricht U.*

Author: **Bram Fleuren**, *Maastricht U.*

Terminology around the heroism of essential workers quickly surfaces during crises. Early in the COVID-19 pandemic, particularly nurses were lauded as heroes. In our fieldwork, we quickly discovered these essential workers resisted such labeling, but how it really affects them over time remains insufficiently understood. The present paper offers in-depth longitudinal mixed-methods research on how value statements may threaten essential workers' wellbeing. First, it presents qualitative findings combining 40 interviews with archival data to understand how nurses and relevant stakeholders in hospitals perceived the valuing of nurses and nursing work. Second, it presents quantitative findings based on four-wave longitudinal data from 548 nurses on how experienced appreciation by the organization, job control, and support developed over a year and how this relates to work engagement and burnout. Importantly, we find that the labeling of essential workers as heroes and the promises around this label might represent a purely symbolic form of support that never materializes and results in what we label the patronization of work which may threaten the dignity and wellbeing of workers. For example, we find that workers experiences of appreciation, job control, and support begin to decline, resulting in risks of burnout increase and reduced work engagement.

OMT: **Organizational Value Statements: A Symbolic Action Used by New CEOs to Align Employee's Attitudes** 

Author: **Ying Shi**, *Penn State Smeal College of Business*

Author: **Vilmos F. Misangyi**, *Pennsylvania State U.*

Author: **Tessa Recendes**, *Penn State Smeal College of Business*

We seek to advance the literature on symbolic actions and executive symbolism by examining whether and how changes to organizational value statements made by new CEOs affect employees' attitudes toward the organization. First, we suggest that changes in organizational value statements serve as symbolic actions that new CEOs can use to influence employees' attitudes toward the organizational shared values and strategic themes the new CEOs want to put forward. We also examine the moderating effect that the values of employees have on this relationship: we suggest that the effect that changes in organizational value statements have on employee attitudes will be weaker in organizations in which the employee values are unaligned with the changes in values. Second, we suggest that changes in organizational value statements following CEO successions reflect the CEOs' personal values, and we posit that such changes will more strongly reflect new CEOs' personal values in organizations with employees whose values are not aligned with the new CEOs' values—i.e., in situations where symbolic action has more of a potential for aligning values. We tested our hypotheses on a sample of S&P 1500 firms that had CEO successions between 2011 and 2015. Our results are highly supportive. We conclude with a discussion of the theoretical and future research implications of our study and its findings.

OMT: **Remaking Worth: Theorizing the Transformation of Institutional Values**   

Author: **Bandita Deka Kalita**, *U. of Alberta School of Management*

How can industries transition towards newer conceptions of good, and consequently, more sustainability outcomes? From a historical, inductive case study of Alberta's oil and gas industry between 1938 and 2019, I examine how values constituted the incumbent extractive institution's transformation. Using process theoretic methods and topic modeling, I theorize how this transformation transpired via an axiological motor consisting of two sets of opposing processes that remake "worth" across two dimensions. I conceptualize worth as a register, or measure, infusing "the good" in values. My theory of remaking worth primarily contributes by furthering "a constitutive approach" to institutional analysis, advancing institutional scholarship beyond overly cognitive explanations of change and maintenance. Second, it also explains how the remaking of worth, in driving values transformation, anchors the construction of grand challenges.

OMT: **Values as Metaphor: A Meta-Theoretical Framework of Values in, as, and Through Organizing (WITHDRAWN)** 

Author: **Meaghan Jean Girard**, *HEC Montreal*

Values have had a difficult relationship with organizational and management scholarship—one characterized at times by a skewed substance ontology, at other times by a mix of confusion, derision and hype. And yet, values continue to fascinate us. To address these challenges and propose a new foundation for values research, this conceptual paper problematizes the "values" construct and literature in order to introduce four metaphors, based on the literature, that explore archetypical relationships between values and organizing—values-as-biology, values-as-mechanism, values-as-structure, and values-as-interactions—through which to organize the extant literature, circumscribe persistent problems of ontological drift and concept creep, and identify new research avenues. Finally, noting the persistent influence of the dominant social psychology construct proposed following calls to develop an objective "science of values", I propose a fifth metaphor, values-as-dialectics, which grounds itself in the intersubjectivity and radical temporality of George Herbert Mead in order to propose an alternative, profoundly dynamic way to study values in a spirit of greater plurality.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Selected as a Best Paper

Stigma, Conspiracy and Deviance ... Oh My!

Session Moderator: **Varkey Titus**, *U. of Nebraska, Lincoln*

OMT: **Organizational Blame: A Theoretical Model of How Stakeholders Blame Organizations**

Author: **Varkey Titus**, *U. of Nebraska, Lincoln*

Author: **Robert James Campbell**, *U. of Nebraska, Lincoln*

Author: **Izuchukwu Evans Mbaraonye**, *U. of Missouri, Kansas City*

When organizations engage in misconduct, they are subject to a variety of evaluations and actions from stakeholders. Yet research on organizational misconduct overlooks the concept of blame, and this is unfortunate because blame is an evaluation that animates important stakeholder reactions such as boycotts, stock market slumps, and others. We synthesize insights from philosophy, psychology, and corporate law to introduce the concept of organizational blame, which is a stakeholder evaluation resulting from a firm engaging in an act that violates a moral norm and is socially undesirable. We then develop a theoretical model for how stakeholders make blame assessments of organizations.

OMT: **The Dynamic Costs of Deviance: Status, Track Records, and Social Sanctions**

Author: **Lisha Liu**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Pavel Ivanov Zhelyazkov**, *Hong Kong U. of Science and Technology*

Organizational theorists have extensively documented the effects of status on deviance and social sanctions. Their approaches, however, hold a static view of the audiences' expectations of and attention towards high-status actors. We theorize that when high-status actors enter a new domain they face higher expectations and more attention combined with lack of established priors, leading to intensive social sanctions on any early deviance; but once high-status actors have established a track record of expected behavior they become more shielded from the consequences of later deviance. Using a longitudinal dataset of loan guarantees among publicly listed Chinese firms, we find that higher-status firms receive more severe sanctions if they fail to meet the expectation to reciprocate their partners in the earlier involvement than in the later involvement of loan guarantees. We also show that this pattern of incentives translates into a positive linkage between status and norm compliance in the early stages but this linkage disappears in the later stages of involvement. This study adds a dynamic perspective of the relationship between status and potential social sanctions as well as the corresponding pattern of deviance following actors' initial entry into a new field.

OMT: **Organizational Stigma Formation**

Author: **Itziar Castelló**, *Bayes Business School (formerly Cass), City, U. of London*

Author: **Laura Illia**, *U. de Fribourg*

Author: **Alessandra Zamparini**, *U. della Svizzera Italiana*

Author: **Nicole Giorgi**, *U. of Fribourg*








Despite the increasing research into stigma management, little work has been done on how stigma emerges and reaches the necessary critical mass. We study the online stigmatization of Monte Paschi di Siena (MPS), one of Italy's biggest banks, over 5 years. We coin the term stigma formation and present a model of stigma formation integrated by three discursive mechanisms: borrowing, ascribing, and normalizing. We show how these mechanisms vilify the organization through the strategic use of cultural resources, moral statements, and emotions. We discuss the role played by different emotions in stigma formation. We contribute to stigma studies by identifying the micro-mechanisms of stigma formation and how these relate to the macro processes of stigma, the role of emotions in stigma formation, and the dynamics of stigma formation online.

OMT: **Organizations amid Conspiracy Theories**

Author: **Murad A. Mithani**, *Rutgers U., Camden*

While research has identified several forms of stigma, organizational conduct has been central to stigmatization. In this study, we argue that conspiracy theories give rise to a new form of stigma, illusory conduct stigma. It occurs when one or more stakeholder groups penalize organizations for imaginary actions. This study builds a theoretical foundation of illusory conduct stigma, how it affects organizations, and how organizations participate in its perpetuation. We identify three characteristics that are central to conspiracy theories: interlacing of relevant and irrelevant evidence, identification of actors, and the centrality of emotions. They affect organizations through claims of inexplicable actions, expansive expectations, and disparate beliefs. In turn, organizations, at times, perpetuate illusory conduct stigma through the production, facilitation, and forbearance of conspiracy theories. Contextualizing organizations and their place amid conspiracy theories, the study explains how illusory conduct stigma manifests and survives in the society.

KEY TO SYMBOLS

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

Theories of Governance

Session Moderator: **Romain Boulongne, IESE**

OMT: **Demanding but Committed: The Organizational Consequences of Broadening Stakeholder Governance**   

Author: **Romain Boulongne, IESE**

Author: **Trevor Daniel Young-Hyman, U. of Pittsburgh**

Author: **Pascual Berrone, IESE Business School**

There has been substantial recent interest in bringing stakeholders into firm decision making, but current scholarship does not theorize both the costs and benefits of broadening stakeholder governance. We argue that expansion of governance rights to a larger and more heterogeneous set of stakeholders generates coordination costs and increased demands on organizational surplus, but also increases stakeholder willingness to compromise during moments of scarcity and invest in collaborative problem solving. As a consequence, we hypothesize that the broadening of stakeholder governance will be associated with declines in productivity and increases in organizational survival. To test these arguments, we examine the varied governance structures in the French context (conventional firms, worker cooperatives, and multi-stakeholder cooperatives) using longitudinal tax data (2001-2018). Our findings suggest that, as more stakeholders gain governance rights, productivity is diminished but survival likelihood is increased. Furthermore, stakeholders with governance rights both demand a greater share of firm resources during profitable times, and make greater sacrifices in their resource demands during economic downturns. Additionally, we observe evidence of both increased coordination costs and increased investments in innovation and adaptive ability in firms with broader stakeholder governance.

OMT: **Co-Owners as a Governance Mechanism for Principal-Principal Agency Problems: An SOE Case** 

Author: **Himanshu Shekhar, Doctoral Student at Indian Institute of Management Bangalore**

The Principal-Principal agency problem is often associated with the presence of one dominant owner and other distributed shareholders who may not be able to challenge them. However, with the growing influence of securities markets as a capital pool, institutional investors have become significant owners of firm equity in many markets worldwide. Institutional owners are seen to have the incentive and ability to monitor the firm's functioning, but their influence has mainly been studied on the firm's management. We bring in institutional investors as a governance mechanism for other block owners in most world economies. We use the sample of large Indian firms as the regulations mandate clear identification of promoter/ dominant owners, providing a better proxy for owner influence beyond individual shareholding / blockholding. We look at listed state-owned enterprises (SOEs) with the Government as the primary owner and analyze their impact on voluntary environmental disclosures with the moderating effect of institutional holdings. We further see the relationship between the Government and the domestic and foreign institutional investors as an essential factor to explain the interaction between the owners.

OMT: **Mixing It Up: A Role-Theoretic Perspective on the Effects of Selection Methods on Governance** 

Author: **Adrien Billiet, KU Leuven, Faculty of Economics and Business**

Author: **Simon Pek, U. of Victoria**

Author: **Frédéric Dufays, U. of Liège**

While decision-making styles are key to achieving good governance, the impact of how representatives are selected is a largely neglected area of research. Drawing on an in-depth case study of Smart, a Belgian-French cooperative that created a novel decision-making committee with members selected through three selection methods—random selection, expert appointment, and appointed self-selection—we adopt the lens of role theory to investigate how the use of different selection methods to select representatives in decision-making bodies affects decision-making styles. We find that these different selection methods, through their effects on different configurations of role behaviors, contribute to either political or procedural decision-making styles. Based on our analysis, we make three important contributions to management research. First, we develop theory about how different selection methods, which are ubiquitous in most organizations, contribute to different decision-making styles. Second, we contribute to theoretical work on representation by countering and confirming some of the purported benefits of random selection in organizational democracy by theorizing several behavioral mechanisms. Last, we offer a role theoretic perspective on the theory of representation by showing how conflicting expectations of representatives can be beneficial for organizational governance.

OMT: **Consensus Building within a Multistakeholder Governance Domain- A Qualitative Study**  

Author: **Shikha Khurana, Doctoral Scholar, Indian Institute of Management Ahmedabad**

The paper examines multi-stakeholder governance in a loss sharing environment. Drawing on consensus and governance literature, I undertake a qualitative study to bring out the difficulty in achieving consensus in a multi-stakeholder domain especially when the stakeholders differ in their perspectives on the valuation of a firm. Identifying the positions occupied by various stakeholders in the negotiation towards consensus building, I identify which of the actors in the multi-stakeholder governance process will have the greatest incentives to break down the barriers and the process adopted to bring about the resolution. The context is the Insolvency and Bankruptcy Code (IBC) in India that shifts the management control in financially distressed firms to its financial creditors for a defined period with a mandate to revive, restructure, and sell the firm as a "going concern". If the sale does not occur, the firm is sent for liquidation leading to losses for all stakeholders. Despite the criticality of time, the consensus remains elusive in many cases as stakeholders try to optimize their respective organization positions to reduce the loss. The paper offers a nuanced perspective on the consensus formation process and the role of governance in the multistakeholder environment.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Legacies and Lock-Ins: Understanding Path-Dependence

Session Moderator: **Prithwiraj Choudhury**, *Harvard U.*

OMT: **Crucibles, Multiple Sensitive Periods, and Career Progression**   

Author: **Prithwiraj Choudhury**, *Harvard U.*

Author: **Sunasir Dutta**, *U. of Minnesota*

Author: **Hise O. Gibson**, *Harvard Business School*

Author: **Eric Lin**, *United States Military Academy*

We study the effects of crucible experiences along multiple sensitive periods on career progression. While prior literature has hinted that individuals can be imprinted during multiple sensitive periods, not just during the early career, there has been scant attention to it theoretically and empirically. We use unique administrative data of 8662 U.S. Army officers who graduated from the United States Military Academy (USMA) at West Point from 1995 to 2004 and exploit a natural experiment to estimate robust treatment effects. In our setting, workers were quasi-randomly assigned to crucible locations such as war zones in Iraq and Afghanistan and, importantly for our study, the quasi-random assignment to crucibles could be during the early career of the individual (i.e., during the first five years of the career), mid-career (between the fifth and ninth year of the career), or both during the early- and mid-career. We exploit this allocation protocol to estimate robust treatment effects of crucible exposure on an objective measure of career advancement—promotion to the rank of major. We additionally exploit variation in whether the repeated crucible assignments are in the same or different geographic/cultural contexts to study whether crucible assignment triggers one of two possible human capital development and learning mechanisms: building absorptive capacity in a relatively narrow context or exaptation and developing dynamic capabilities. Our evidence suggests that based on task characteristics, the former mechanism is in play in our empirical context. Our results contribute to literatures on imprinting, development of managerial cognitive capabilities, learning and career experiences, and how the geographic/cultural context can shape human capital.

OMT: **Unpacking the Effects of Founding State Regulations and Violent Crimes on Bank Geographic Expansion**    

Author: **Kunyuan Qiao**, *Georgetown U.*

Author: **Christopher Marquis**, *Cambridge Judge Business School*

We argue that more stringent state-level branching regulations during a bank's founding period keep financial resources local and imprint it with a routine that focuses on local expansion. However, such processes may be reshaped by violent crimes—an important extra-institutional force—that shift resources away from small local banks toward larger ones and make the former more vulnerable. So, when the crime rate is high, stringent branching regulations make small local banks less likely to find potential buyers and more likely to fail, suggesting to newly founded banks the importance of exploring resources beyond the founding location. The two forces combined tend to imprint new banks with a routine for nonlocal expansion. Taken together, such an imprinting process leads to banks that are either jacks of all locations (i.e., expanding beyond the headquarter city) or masters of one (i.e., expanding within the headquarter city). Using a longitudinal bank-level sample that covers 9,686 U.S. banks founded between 1966 and 2021 in 3,342 zip-code-defined locations, we find supportive evidence for our hypotheses. Our research contributes to imprinting theory by unpacking the resource allocation mechanism behind the institutional production of imprints and unveiling that some imprints may reflect the opposite of institutional requirements. Relatedly, we contribute to institutional theory by showing how imprinting theory helps better understand what are commonly thought of as unintended consequences of institutions.

OMT: **Unlocking Lock-In: Exploring Path Dissolution Through a Dissipative and Inertial Systems Lens** 

Author: **Dermot Breslin**, *Rennes School of Business*

Path dependency describes the process through which action patterns become locked in over time under the driving force of self-reinforcing mechanisms. Whilst past research has explored the process through which paths are created and sustained, it is unclear how paths dissolve and break free the shackles of lock-in. This paper theorizes the process of path dissolution through the lens of both a dissipative and inertial systems viewpoint. Drawing on these different lenses, a number of propositions are developed in relation to the dissolution of paths. It is argued that in dissipative systems, patterns are created and sustained through the injection of energy through self-reinforcing mechanisms. When that energy source is removed or altered, then patterns change, and with this, the interconnectedness of actors. In inertial systems on the other hand, patterns persist as a result of the accumulation of self-reinforcing mechanisms over time, and as such, cannot be undone without the application of decreasing returns over a sustained period of time. This cumulative balance of 'forces' can however be facilitated by changing the interconnectedness of actors. History matters in path dependence. But how history matters changes depending on the lens one uses to conceptualize the phenomenon.

OMT: **The Shadow of the Predecessor: Predecessor Legacy and Successor Distance in U.S. Symphony Orchestras** 

Author: **Keun Woo Jeong**, *London Business School*

In this study, we examine whether the legacy of the predecessor casts a shadow over the successor's decision-making. Drawing on the concept of positional imprint, we argue that the legacy of the predecessor is introduced as a new imprint during succession, and the subsequent expectations attached to the position constrain the ability of the successors to distance themselves from the predecessor's past decisions. Using the dataset on the yearly repertoire selection of major U.S. symphony orchestras between 1900 and 1969 and exploiting World War II as an exogenous variation in the strength of the legacy of the predecessor, we show that successors with Axis nationality (Allied nationality) predecessors increasingly (decreasingly) distance their decisions vis-à-vis their predecessors following the outbreak of the war, an effect more pronounced in high-status orchestras. Additional analyses show that this effect remains robust even when other related measures such as peer-driven differentiation or general exploration are considered. Finally, in exploring the incentives for the successor's adherence to their predecessor's decision, we document a critical career concern, that distancing reduces the chances of commercial success and the longevity of the tenure.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Inequality and Entrepreneurship: Institutional Barriers Faced by Underrepresented Entrepreneurs

Organizer: **Kylie Jiwon Hwang**, *Northwestern Kellogg School of Management*

Organizer: **Grady Wallace Raines**, *Cornell SC Johnson College of Business*

Presenter: **Solene Delecourt**, *UC Berkeley*

Presenter: **Kunyuan Qiao**, *Georgetown U.*

Discussant: **Howard Aldrich**, *U. of North Carolina*

Participant: **John Dencker**, *Northeastern U.*

Participant: **Peter Polhill**, *ILR at Cornell*

Participant: **Ryan Scott Coles**, *U. of Connecticut*

Participant: **Keith Finlay**, *U.S. Census Bureau*

Participant: **Sahiba Chopra**, *Haas School of Business, UC Berkeley*

Participant: **Michael Mueller-Smith**, *U. of Michigan*

Participant: **Brittany Street**, *U. of Missouri*

Presenter: **Kylie Jiwon Hwang**, *Northwestern Kellogg School of Management*

Presenter: **Grady Wallace Raines**, *Cornell SC Johnson College of Business*

Entrepreneurs from under-represented groups, inherently face inequalities in starting and succeeding in their entrepreneurial endeavors. In recent years, significant progress has been made in understanding the entrepreneurial challenges faced by diverse under-represented groups, including racial minorities, women, immigrants, and justice-impacted individuals. While such previous work has been influential in identifying barriers such as restricted access to human, social, or financial resources (Kim, Aldrich, and Keister 2006) and biased evaluators (Fairlie and Robb 2008) faced by under-represented entrepreneurs, we have limited knowledge on how institutional barriers – ranging from formal regulations to informal societal and cultural norms – shape and aggravate entrepreneurial inequalities. Thus, our symposium aims to address the underexplored role and impact of diverse and novel institutional contexts in shaping entrepreneurial inequality for under-represented groups. This symposium addresses this question by focusing on different under-represented populations including individuals with criminal records, women, and racial minorities, leveraging a diverse set of experimental and archival methods. Each paper in our symposium explores distinct and novel institutional contexts encountered by under-represented groups such as formal regulations on financial access for individuals with criminal records, informal legacies from historical slavery, social and cultural norms around women entrepreneurs in Mexico, and gender bias in the start-up employee market. Our presenters further showcase novel consequences of such institutional contexts, by documenting that institutional barriers to entrepreneurship not only leads to stunted entry and success by under-represented entrepreneurs, but also perpetuate inequalities in unforeseen areas by exacerbating gender-bias in innovation and increasing crime among the most vulnerable populations. These presentations collectively broaden our understanding of the impact of institutional barriers on under-represented entrepreneurs, examining novel mechanisms across a variety of institutional contexts as well as unique consequences. Through our symposium, we hope to underscore the importance of creating inclusive formal and informal institutional ecosystems, which are crucial for leveling the playing field in entrepreneurship.

The Effect of Barriers to Credit on Justice-Involved Entrepreneurs

Author: **Keith Finlay**, *U.S. Census Bureau*

Author: **Kylie Jiwon Hwang**, *Northwestern Kellogg School of Management*

Author: **Michael Mueller-Smith**, *U. of Michigan*

Author: **Brittany Street**, *U. of Missouri*

Policy and Patriarchy: Changes in Startup Costs and the Entrepreneurial Gender Gap in Mexico

Author: **Grady Wallace Raines**, *Cornell SC Johnson College of Business*

Author: **Peter Polhill**, *ILR at Cornell*

Author: **Ryan Scott Coles**, *U. of Connecticut*

Long-term Effects of Institutional Slavery on Black Representation in Entrepreneurship

Author: **Kunyuan Qiao**, *Georgetown U.*

Author: **John Dencker**, *Northeastern U.*

Does the gender of an idea matter? Evidence from the market for startup talent

Author: **Solene Delecourt**, *UC Berkeley*

Author: **Sahiba Chopra**, *Haas School of Business, UC Berkeley*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Motivation, Affect, and Personality in Network Building and Utilization: Agentive Perspectives

Organizer: **Shihan Li**, *Heinz College - Carnegie Mellon U.*
Organizer: **Pol Solanelles**, *Le Moyne College*
Discussant: **Miguel Lobo**, -
Panelist: **Jung Won Lee**, *Gustavson School of Business, U. of Victoria*
Presenter: **Seong Won Yang**, *U. of Mississippi*
Panelist: **Giuseppe Labianca**, *U. of Massachusetts, Amherst*
Panelist: **Sophia Quick**, *U. of Mississippi*
Presenter: **Jung Won Lee**, *ESSEC Business School*
Panelist: **Gianluca Carnabuci**, *ESMT Berlin*
Panelist: **Eric Quintane**, *ESMT Berlin*
Panelist: **Yimin He**, *U. of Georgia*
Panelist: **Kristin Cullen-Lester**, *U. of Mississippi*
Panelist: **Susan Zhu**, *U. of Kentucky*
Panelist: **Yaxuan Zhou**, *U. of Georgia*
Presenter: **Shihan Li**, *Heinz College - Carnegie Mellon U.*
Presenter: **Pol Solanelles**, *Le Moyne College*

While decades of research have demonstrated that networks, through their structural configurations, powerfully influence people's behaviors, attitudes, and outcomes, recent work has sought to better understand the role of individuals in shaping network processes. There are increasing appeals to devote greater attention to the differences individuals exhibit in establishing, managing, and navigating social relations. Accumulated evidence underlines that 1) individuals may be able to actively position themselves in the network and that 2) agency and purposive action may look different for certain individuals despite occupying similar network positions. In response to these emerging discussions, our symposium aims to contribute to a better understanding of individual agency in network theory. Questions include: What role do individuals play in shaping the process of network evolution? And, how do these dynamics impact the distribution of social capital (positive or negative) among actors within networks? This line of work provides a promising starting point for network agency research. Our presenters' research highlights that a productive conceptualization of individual agency within organizational networks should be multifaceted. People might strategically leverage social relations and network relations for their own sake without meaningfully changing the structure of their networks. They can also take actions that meaningfully shape the architecture of their networks, intentionally or otherwise. During the processes of individuals exerting agency in shaping their social relations and exploiting network-related advantages, numerous potential mechanisms exist and should be systematically elaborated.

From Initial Encounter to Follow-Up: A Theory of Planned Behavior-Based Model of Tie Development

Author: **Jung Won Lee**, *Gustavson School of Business, U. of Victoria*
Author: **Seong Won Yang**, *U. of Mississippi*
Author: **Giuseppe Labianca**, *U. of Massachusetts, Amherst*
Author: **Sophia Quick**, *U. of Mississippi*

Future Time Perspective and New Tie Formation

Author: **Jung Won Lee**, *ESSEC Business School*
Author: **Eric Quintane**, *ESMT Berlin*
Author: **Gianluca Carnabuci**, *ESMT Berlin*

Intra-incubator Networks and Angel Funding Outcomes

Author: **Shihan Li**, *Heinz College - Carnegie Mellon U.*

Workplace Venting and Informal Leadership: A Network Analysis

Author: **Pol Solanelles**, *Le Moyne College*
Author: **Yimin He**, *U. of Georgia*
Author: **Kristin Cullen-Lester**, *U. of Mississippi*
Author: **Susan Zhu**, *U. of Kentucky*
Author: **Yaxuan Zhou**, *U. of Georgia*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2206** | Submission: **17298** | Sponsor(s): **(OMT, STR)**
Scheduled: **Tuesday, Aug 13 2024 1:15PM - 2:45PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Cuvee Room**

Organizational Errors and Failures








Organizer: **Brian Park**, *Georgia State U.*
Presenter: **Brian Park**, *Georgia State U.*
Presenter: **Sunkee Lee**, *Carnegie Mellon U. - Tepper School of Business*
Presenter: **David Lehman**, *U. of Virginia*
Presenter: **Zhike Lei**, *IMD Business School*
Presenter: **Jisoo Park**, *Clark U.*
Presenter: **Rangaraj Ramanujam**, *vanderbilt*
Presenter: **Thomas J. Roulet**, *U. of Cambridge*
Presenter: **Kaili Zhang**, *East China U. of Science & Technology*
Discussant: **Kristina Dahlin**, *Copenhagen Business School*

This symposium aims to explore the dynamics of organizational errors and failures in an integrated manner, departing from the traditional approach of studying these concepts separately. It will feature four papers employing diverse theoretical frameworks, methodologies, and levels of analysis across various empirical contexts. Together, these papers will address a compelling set of questions, significantly advancing our understanding of organizational errors and failures, as well as how organizations respond to and learn from these challenges. Based on the dynamic model of organizational error and failure, each author will delve into each component of this dynamic with an individual focus on error sharing, learning from failure, resilience, and organizational confidence.

ORGANIZATIONAL ERRORS AND FAILURES

Author: **Brian Park**, *Georgia State U.*

KEY TO SYMBOLS

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

Novel Technologies and the Disruption of Markets, Organizations, and Fields



Organizer: **Magdalena Winkler**, *WU Vienna U. of Economics and Business*
Organizer: **Mia Raynard**, *U. of British Columbia*
Discussant: **Mia Raynard**, *U. of British Columbia*
Presenter: **Timothy Hannigan**, *Telfer School of Management, U. of Ottawa*
Presenter: **Michael Lounsbury**, *U. of Alberta*
Presenter: **Rodrigo Valadao**, *NEOMA Business School*
Presenter: **Magdalena Winkler**, *WU Vienna U. of Economics and Business*
Presenter: **Elona Marku**, *U. of Cagliari*
Presenter: **Giuseppe Delmestri**, *WU Vienna U. of Economics and Business*
Presenter: **Maria Chiara Di Guardo**, *U. of Cagliari*
Presenter: **Kevin Woojin Lee**, *U. of British Columbia*
Presenter: **Siddhant Ritwick**, *Doctoral Researcher*
Presenter: **Johanna K. Moisander**, *Aalto U.*
Presenter: **Kushagra Bhatnagar**, *Aalto U.*

This symposium showcases four papers that draw on a diverse array of theoretical perspectives to examine the rise of disruptive technologies such as cell-cultivated meat, non-fungible tokens (NFTs), artificial intelligence, and digital platforms. Collectively, the presentations in this symposium shed light on a variety of phenomena—including questions of how technologies that disrupt existing markets become legitimated over time; how technological advancements redefine the relationships between individuals, organizations, and the idea of what constitutes expertise; and how striving for 'better futures' drives the emergence of novel technological ideas and practices. The symposium integrates both macro- and micro-level perspectives to better understand the implications of novel technologies for organizations, markets, and fields. Taken together, the symposium aims to bring together scholars from various backgrounds to engage in an interdisciplinary dialogue on the pervasive implications of technological disruption for organizing.

From NFT Hype to Legitimation: An Institutional Perspective

Author: **Timothy Hannigan**, *Telfer School of Management, U. of Ottawa*
Author: **Michael Lounsbury**, *U. of Alberta*
Author: **Rodrigo Valadao**, *NEOMA Business School*

Morality and Technological Evolution in the Emergent Field for Cell-Cultivated Meat

Author: **Magdalena Winkler**, *WU Vienna U. of Economics and Business*
Author: **Elona Marku**, *U. of Cagliari*
Author: **Giuseppe Delmestri**, *WU Vienna U. of Economics and Business*
Author: **Maria Chiara Di Guardo**, *U. of Cagliari*

Monsters of Our Own Creation: AI, Occupational Cannibalization, and the Future of Work

Author: **Kevin Woojin Lee**, *U. of British Columbia*

The Public Evaluation of Physicians by Laypersons and Consequences for Professional Autonomy

Author: **Siddhant Ritwick**, *Doctoral Researcher*
Author: **Johanna K. Moisander**, *Aalto U.*
Author: **Kushagra Bhatnagar**, *Aalto U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Cultural Contexts and Sustainability: Navigating Local Identities and Global Challenges



Session Moderator: **Jacobo Ramirez**, *Copenhagen Business School*

ONE: Place Attachment and Emotions in Decision-Making: Wind Energy in La Guajira, Colombia   

Author: **Jacobo Ramirez**, *Copenhagen Business School*
Author: **Claudia Vélez-Zapata**, *U. Pontificia Bolivariana*
Author: **Steffen Boehm**, *U. of Exeter Business School*

How do emotions and place attachment influence sustainable development? We address this question through a longitudinal study of wind energy projects within Indigenous territories in La Guajira, Colombia (2019–2023). Our theoretical framework integrates the concept of place attachment, particularly its emotional dimensions, with decision-making processes concerning sustainable development. Our key contribution lies in developing a model to discuss the ontological and emotional roots of place attachment of actors from Indigenous communities, governments, and businesses. We posit that Indigenous communities have an experiential perspective of place, with deep and evolving connections to their ancestral territories that mold their aspirations for their territory's future. In contrast, businesses and governments have a functional perspective of place, viewing it primarily as a geographical location for implementing technological solutions for climate change mitigation. These diverging perspectives on place and space result in colliding emotions. The multifaceted emotional bonds that individuals or communities form with specific places instill a profound sense of belonging and identity, whereas firms' operations in such settings often involve superficial engagement through corporate social responsibility activities. Our findings provide insight into the intricate interplay between emotional attachment, space and place, and sustainable development. We argue that technological solutions are insufficient without societal acceptance, highlighting the importance of emotional bonds in the context of sustainable development.

ONE: Is it all Sunshine and Roses? The Surprising Dark Side of CSR Influencing Employees' Work Behavior

Author: **Miriam Kurth**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*
Author: **Denise Fischer-Kreer**, *U. of Bonn*

Corporate Social Responsibility (CSR) is on everyone's lips. No other organizational behavior influences the subsequent behavior of employees as much as their perception of CSR. In general, employees' perceptions of CSR promote positive and minimize negative behaviors and attitudes. However, the controversial, dark sides of CSR are rarely considered. We investigate whether mere CSR perceptions not only prevent but also promote counterproductive work behavior (CWB) by employees. The analysis of survey data from 1,090 employees in over 400 companies in Germany initially supports the established view that CSR reduces CWB, partly mediated by organizational identification. However, by applying moral licensing theory, we introduce the underlying construct of moral credits as an opposing mediator and show that employee perceptions of CSR can actually promote CWB. Furthermore, we examine three moderated mediations. Task significance, substantive CSR attributions, and symbolic CSR attributions as moderators enhance the mediation effect of moral credit and, thus, further reinforce negative employee behavior. By conducting one of the first studies to take an integrative approach to show a good and a dark side of CSR perceptions side by side, we make three important theoretical contributions to the micro-CSR literature. In doing so, we emphasize the multifaceted nature of CSR.

ONE: The Role of Institutional Complexity in Business Response to Climate Change: An Experiment 

Author: **Arijit Paul**, *U. of Graz*
Author: **Giuseppe Danese**, *Department of Economics and Management "Marco Fanno", U. of Padova*
Author: **Rupert J. Baumgartner**, *U. of Graz*

Company managers face institutional complexity in dealing with competing institutional logics when making business decisions on climate change. We conducted an experimental vignette study to understand how managers would respond when encountering two competing logics: an "environmental logic" that promotes climate action and a "market logic" that prevents climate action. For each logic, we study the effect of its normative and mimetic forces, mediated through shareholders and competitors, respectively. In our study design, we predict how a hypothetical CEO of a fictitious oil and gas company would respond to these conflicting logics. We find evidence for the market logic's status as the default logic. However, we also find that the normative forces of the environmental logic are perceived as highly effective in increasing investments in decarbonization. In comparison, mimetic forces are perceived as less effective in achieving the same aim. Surprisingly, the threat of sanctions by divestment from the shareholder appears to have no effect. Implying shareholders are more likely to succeed in pushing companies towards decarbonization by engaging with the management than through divestment campaigns.

ONE: Indigenous Entrepreneurship in the Amazon Rainforest: Custodianship of Traditions and the Forest

Author: **Lucas Conde Stocco**, *U. of Sao Paulo (FEA-RP/USP)*
Author: **Lara Liboni**, *Ivey Business School*
Author: **Luciana Oranges Cezarino**, *U. Ca' Foscari of Venice - Dept. of Management*

Indigenous entrepreneurship is a vital phenomenon for the native communities of the Amazon. It is how these communities sustain themselves, bringing economic and social development. The relationship with the market becomes the channel for commercialising indigenous culture and the Amazon biodiversity. However, this interaction is frequently entrenched in tensions that represent a paradox: while, as entrepreneurs, they seek the development of the community, they also want to preserve the forest and maintain indigenous traditions and traditional knowledge. How do indigenous entrepreneurs deal with this duality? How do they balance this paradox, strengthening the protection of the forest, their traditions, and culture while dealing with the colonial legacy that emerges in their relationship with the market? This study delves into the Brazilian Amazon to investigate how indigenous entrepreneurship is critical in providing local social and economic development through entrepreneurship while maintaining and preserving traditions and nature despite the paradoxical duality that emerges from the relationship with the market. We theorise Custodian Entrepreneurship, connecting concepts of Intergenerational Traditional Knowledge, Place-based Worldview and Collective Governance as a triad that leads Indigenous entrepreneurship to play the role of Custodianship of Tradition and Forest.

Author: **Melanie Valencia**, *KU Leuven, Faculty of Economics and Business, Campus Brussels*

Author: **María Fernanda Soliz**, *U. Andina Simón Bolívar*

Author: **Milena Alía Yopez**, *U. Andina Simón Bolívar*

Author: **Marc Craps**, *KU Leuven, Faculty of Economics and Business*

We aim to identify the potential and gaps of the sociomaterial network for the circular economy in a mid-size city in the Global South. A qualitative assessment of the local informal recycling sector and the nascent circular economy stakeholders (human and non-human) is used to assess the current network. The sociomaterial network in transformation has strengths that need to be reinforced but also significant gaps in how materials and relationships are valued in the transition to a CE. From a performative perspective there are several role gaps, such as reducing regulatory barriers to operate in a CE, actioning an extended producer responsibility and a value-based education. Circular transitions have mostly focused on the Global North. This study takes an entanglement approach to assess the potential of the informal sector in the Global South and the gaps in their networks that should be addressed for a just transition to a circular economy from a primarily linear and recycling economy.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Ecosystem Dynamics and Value Co-Creation in Circular Economies

Session Moderator: **Ida Eyi Heathcote-Fumador**, *Chalmers U. of Technology*

ONE: Circular Ecosystem Emergence and Orchestration by Sustainable Entrepreneurs

Author: **Ida Eyi Heathcote-Fumador**, *Chalmers U. of Technology*

Author: **Katharina Cepa**, *Vrije U. Amsterdam*

Author: **Robin Teigland**, *Chalmers U. of Technology*

In this study, we aim to explore the emergence and orchestration of circular ecosystems, which are considered crucial for addressing society's major challenges. However, there is a limited understanding of the factors influencing their development. Therefore, we focus on the following research questions: What factors contribute to the emergence and orchestration of a circular ecosystem? How do sustainable entrepreneurs play a role in these processes? To answer these questions, we conducted a process case study of a circular ecosystem upcycling ocean plastics in Europe. Our investigation highlights that sustainable entrepreneurs drive the emergence of circular ecosystems through decentralized strategies and collaborations with like-minded partners, responding to three fundamental ontological differences between the linear and circular economies: conflicting value systems, work ideals, and organizing principles. This research contributes to the strategic management literature by presenting a process model for the emergence of circular ecosystems, grounded in empirical evidence. Additionally, we introduce the concept of "distributed orchestration" as an alternative to traditional focal firm orchestration in the established business ecosystem literature.

ONE: Transforming Resource Flows: Exploring the Co-Creation of Value Propositions in Circular Ecosystems

Author: **Fabian Grimm**, *RWTH Aachen U.*

Author: **Torsten-Oliver Salge**, *Institute for Technology and Innovation Management at RWTH Aachen*

This study investigates the co-creation of value propositions in circular economy ecosystems, addressing a critical gap in understanding how these can be developed in a multilateral context and, at the same time, embody economic, ecological, and social values. Recognizing the unsustainable exploitation of natural resources and the need for systemic transformation, this research explores the transformation of resource flows to build a circular economy. Conducting a multi-case study across eleven emerging ecosystems in Germany, spanning various industries, we utilized structured interviews and secondary data analysis, guided by the ReSOLVE framework. Our findings reveal four distinct approaches to developing value propositions, contingent on resource type (finite or renewable) and flow maturity. Key insights include the critical role of resource type in the development process, with optimization and looping crucial for finite resources, and optimization and exchange for renewables. Notably, the study uncovers a neglect of looping in renewable resource ecosystems, potentially hindering their full integration into a circular economy. Our research contributes significantly to the field by offering a nuanced understanding of material flow ecosystems, emphasizing the importance of multilateral collaboration and the integration of social, ecological, and economic goals. This holistic perspective enriches the literature and provides a strategic framework for practitioners.

ONE: Circular Strategies as Practice: Connecting Circular Business Models to Circular Ecosystems

Author: **Amba Maria Van Erkelens**, *Vrije U. Amsterdam, School of Business and Economics*

Author: **Neil Aaron Thompson**, *Vrije U. Amsterdam*

Author: **Katinka J.P. Quintelier**, *Vrije U. Amsterdam, School of Business and Economics*

Author: **Koen Van Bommel**, *Vrije U. Amsterdam*

The transition towards the circular economy (CE) requires firms to operate in the current linear economy while at the same time changing it into a circular one. Transcending a firm-centric focus on circular business models (CBMs) or a system-level focus on circular ecosystems, this study addresses the connection between firms and the ecosystem in which they are embedded. We study how circular strategies connect CBMs to circular ecosystems, and help CBMs to operate in a linear ecosystem while changing it towards a circular ecosystem. We use a practice theory approach as a useful lens to study interactions between a focal firm's CBM and the ecosystem in which it is embedded. We report the results based on a three year longitudinal ethnographic study of the practices at a circular startup with a Product-as-a-Service (PaaS) model. The findings show four dynamic and iterating practice bundles that contribute to the integration of CBMs and ecosystems: practices of 1) imagining how to connect a CBM to an ecosystem, 2) experimenting with mutual value creation options, 3) building partnerships, and 4) influencing ecosystem actors. We contribute to the CE literature by providing a more lived and fine-grained understanding of circular strategies in an ecosystem, a more dynamic understanding of barriers and enablers, and a better understanding of how the firm level and ecosystem level in the CE are connected through practices.

Author: **Roberta Souza Piao**, *U. of Sao Paulo (Polytechnic School)*

Author: **Ticiana Braga De Vincenzi**, *U. of Sao Paulo (Polytechnic School)*

Author: **Diego Alfonso Vazquez**, *Portsmouth Faculty of Business and Law*

Author: **Giovanna Fusco**, *U. of Sao Paulo (Polytechnic School)*

Author: **Julia Luchesi**, *U. of Sao Paulo (Polytechnic School)*

Author: **Marly Monteiro De Carvalho**, *USP (Polytechnic School)*

In response to recent calls for a deeper understanding of how the circular economy can foster social inclusion, this paper employs a resource orchestration perspective to examine the internal and external resources necessary for implementing circular practices with social inclusion. It also explores how these resources and practices are coordinated within an urban ecosystem context. Employing exploratory qualitative research, the study focuses on the reverse logistics of packaging within a Brazilian urban ecosystem. We conducted twenty-seven interviews with twenty-four individuals from nineteen organizations spanning four categories: business companies, recycling cooperatives, sector associations, and non-governmental organizations (NGOs). The study identifies four models of resource and stakeholder orchestration for the circular economy within an urban ecosystem, each exhibiting varying levels of social inclusion. The two models with higher levels of social inclusion necessitate the engagement of multiple stakeholders and government levels, including municipalities. Interestingly, despite their complexity, these models reduce resource intensiveness. Conversely, the other two models highlight the pivotal role of digital resources. These findings contribute to the evolving literature on socially inclusive circular economies by considering an ecosystem context, delineating distinct levels of social inclusion, and incorporating various stakeholder groups, including vulnerable populations.

Acknowledgments: The authors extend their gratitude for the financial support received from the São Paulo Research Foundation - FAPESP, Thematic Project No. 2020/16011-5, and the CNPq scholarships 309643/2020-1.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Integrating Environmental Challenges into Business and Management Practices



Session Moderator: **Kerrigan Marie Machado Unter**, *U. of St. Gallen*

ONE: Business and Biodiversity: Measurement of an Ambiguous Goal  

Author: **Kerrigan Marie Machado Unter**, *U. of St. Gallen*

Author: **Leo Vogel**, *HSG U. of St. Gallen*

Author: **Judith Louise Walls**, *HSG U. of St. Gallen*

Biodiversity serves as a silent partner to businesses by nurturing critical resources, providing natural infrastructure, and fostering an environment in which industries and businesses thrive. Increasingly, biodiversity loss threatens the natural foundations of businesses and the overall well-being of societies. However, while critical, the relationship between biodiversity and business is neither fully understood nor easily measured as it requires knowledge of biophysical and geospatial data. In this paper, we present a comprehensive framework for measuring biodiversity impacts and dependencies of businesses across ecosystems and species. We develop this framework through the lens of the natural resource dependence theory (NRDT), extending the boundary conditions of NRDT to include biodiversity as a source of uncertainty that affects organizational strategies and performance. Based on our framework, we offer six main categories of importance when measuring biodiversity: 1) organizational impacts on ecosystem, 2) organizational impacts on species, 3) ecosystem dependence, and 4) species dependence, 5) ecosystem impacts on organizations, and 6) species impacts on organizations. We delve into each category, describe measurement implications, highlight the main data sources, and examine the geographical scale of data sources. We make a methodological contribution by using geographic information system (GIS) data to connect biodiversity data to locations of organization facilities. Finally, we derive practically relevant measurement goals from our framework.

ONE: Incorporating Environmental Disruptions in Management Theories    

Author: **Murad A. Mithani**, *Rutgers U., Camden*

Management theories are built on Walrasian assumption of the continued availability of general equilibrium. Deviations from equilibrium are deemed temporary, and most firms are expected to promptly return to equilibrium. But what happens when general equilibrium is inaccessible due to climate change, war, or pandemic induced disruptions? Studying how equilibrium manifests as a destination, a constraint, or a comprise in management theories, we advance an understanding of how environmental disruptions push firms farther from equilibrium. They undermine market's capacity for self-regulation, limit information dissemination, and misdirect tâtonnement. These challenges are addressed by post-Walrasian remedies that include multiple equilibria, non-price mechanisms of coordination, and complex adaptive systems. We explain that post-Walrasian models of destination, constraint, and compromise theories not only offer a means to repurpose management theories to address escalating disruptions but also embed them with social motives that are equivalent to economic goals. They make public good integral to firms and markets.

ONE: Talks Much, Errs Much: Social Media Coverage on ESG Disclosure Quality in Emerging Markets

Author: **Jun Jin**, *Zhejiang U.*

Author: **Tailun Chen**, *School of management, Zhejiang U.*

Author: **Yuanting Zhao**, *ONE*

Social media platforms are bringing disruptive changes in various aspects of corporate business activities, while mechanism and characteristics of these impacts on specific ESG activities are still debatable. One major issue is the influence of social media on the quality of CSR disclosure, especially under the context of emerging market. Drawing upon institutional theory perspective, this study demonstrates the impact of social media coverage on corporate ESG disclosure quality under emerging market context with empirical methods. It indicates that companies within emerging markets tend to lower their ESG disclosure quality when facing a higher level of social media coverage under the logic of "talks much, errs much" in order to prevent the potential backlash effect. This mindset is partly mitigated by a higher level of industrial market competition and regional social trust. It fills current research gaps by clarifying influence of social media coverage on ESG disclosure quality, and pointing out the importance of incorporating the contextual characteristics of emerging market that may alter companies' logic and behavior when conducting ESG activities.

ONE: Addressing Tensions Through Practical Paradox Perspectives in Sustainability  

Author: **Julija Belec Gergek**, *ETH Zürich*

Companies increasingly face pressures to act sustainably and to tackle tensions when making sustainability decisions. While corporate sustainability literature highlights two main perspectives on tensions, the business case and paradox perspectives, much debate remains regarding which perspective companies should adopt when addressing tensions in sustainability. Further, sustainability scholars call for more empirical work to better understand how companies address tensions when making sustainability decisions. Scholars call for more insights on how managers learn to address tensions in sustainability. To address these shortcomings, we ask, how do future managers learn to address tensions when making sustainability decisions. We examine the reflection journals of 125 students throughout a 14-week Corporate Sustainability course and highlight important practical paradox approaches that combine business case and paradox perspectives. We hope to contribute to corporate sustainability scholars' understanding of perspectives on tensions. Additionally, we highlight role-play as a valuable teaching tool for developing future managers' understanding of tensions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Selected as a Best Paper

Organizational Considerations in Operations & Supply Chain Management - II



Session Moderator: **Mehadi Mamun**, *U. of Wollongong, Australia*

OSCM: **SCM, Ambidexterity, and Organisational Performance: Empirical Insights from SMEs in Australia**

Author: **Mehadi Mamun**, *U. of Wollongong, Australia*

Small and medium-sized enterprises (SMEs) are critical drivers of economic activities in world economies. However, despite the importance of SMEs to the world economy, the roles of organisational ambidexterity and the successful implementation of supply chain management (SCM) have been largely studied for larger firms, and SMEs have not received similar attention. This study, therefore, aims at contributing to the body of literature by investigating the relationships amongst SCM implementation, organisational ambidexterity, and SMEs performance in the Australian business context, which have not been addressed previously. To achieve the purpose of this study, a quantitative model was employed, and a multi-item survey questionnaire was developed to collect primary data. Cross-sectional surveys of a sample of 207 SMEs were undertaken to collect data, and factor analysis and structural equation modelling (SEM) were used to analyse data and test hypotheses. The empirical results inform that the successful implementation of SCM and organisational ambidexterity enhance SMEs' performance in Australia. In addition, organisational ambidexterity is found to mediate the relationship between SCM implementation and Australian SMEs' performance. This study is also expected to have a practical contribution to support SMEs in their strategic planning, performance enhancement, and survival.

OSCM: **Impact of Lean Six Sigma on Environmental Performance in Manufacturing Organizations**

Author: **Arsalan Fayyaz**, *School of Management, Northwestern Polytechnical U., Xi'an, Shaanxi, Chi*

Author: **ChenGuang Liu**, *Management School of Northwestern Polytechnic U.*

Author: **Yan Xu**, *School of Management, Northwestern Polytechnical U., Xi'an, Shaanxi, Chi*

Author: **Selim Ahmed**, *World U. of Bangladesh*

Author: **Md Moynul Hasan**, *School of Management, Northwestern Polytechnical U., Xi'an, Shaanxi, Chi*

Author: **Sidra Ramdan**, *Comsat U. Islamabad- Lahore Campus*

The continual growth of organizations depends on adopting continuous improvement programs such as lean six sigma (LSS) to eliminate wastage and reduce defects in manufacturing operations by fulfilling the customers' needs. Nevertheless, studies show that LSS programs are less studied and are ineffective, primarily when focusing on environmental performance (EP). This study explores the relationship between LSS, Organizational Cultural Practices (OCP), Green Supply Chain Management (GSCM), and EP within Pakistan's small and medium-sized manufacturing organizations. With an effective response rate of 39.48% from 383 respondents out of 970 invitations, this study adopts structural equation modeling in Smart PLS 4.0 and artificial neural network modeling in SPSS and Python to bolster its results. This study shows that OCP and GSCM partially mediate the relationship between LSS and EP. Extending the resource-based view and stakeholders theory, this study provides nuanced insights into the relationship between LSS, OCP, GSCM, and EP. By providing empirical evidence, this study adds depth to the understanding of these relationships in the unique context and its results represent a comprehensive conceptual framework that holds implications for managers and policymakers, highlighting the significant role of organizational dynamics in designing strategies for on-time manufacturing of a quality, cost-effective and eco-friendly product by enhancing EP. Drawing on the resource-based view and stakeholders theory, this study defines effective information sharing of LSS, OCP, and GSCM practices, which often opt for optimum resource consumption and minimize stakeholder complications to manufacturing eco-friendly products, consequently enhancing their overall EP. This concept underscores the significance of promoting the contributions of LSS, OCP, and GSCM within the organization, aligning with the principles of transparency to improve EP.

OSCM: **Feeling Exploited but Wanting to Stay? Playful Service Climate as a Double-Edged Sword**

Author: **Jan Eric Walsken**, *Doctoral Candidate - WHU Otto Beisheim School of Management*

Author: **Fabiola Heike Gerpott**, *WHU Otto Beisheim School of Management*

Author: **Carl Marcus Wallenburg**, *WHU Otto Beisheim School of Management*

Author: **Kimberley Breevaart**, *Erasmus school of Social and Behavioural Sciences*

Through three empirical studies, we examine the potential paradoxical effects of a Playful Service Climate (PSC) in service organizations. On the one hand, drawing from the service climate literature and social exchange theory, we propose a positive relation between PSC and employees' affective display during customer interactions, customer satisfaction, and their emotional ties to the organization (i.e., employees' affective commitment). On the other hand, we argue that employees' increased affective commitment may decrease employees' intentions to leave the organization when they are exploited by the organization. In Study I, we demonstrate that PSC relates to an enhanced emotional bond to the organization and increased display of positive affect (in text and video) in customer interactions. Study II shows that customers are more satisfied with PSC services compared to regular SC services. Study III reveals that a strong emotional bond to the organization nonlinearly moderates the relation between perceived exploitation and turnover intentions. Our research contributes to the service climate literature by considering PSC and its implications for employee and organizational outcomes as a double-edged sword.

OSCM: **Learning Organization and Product Quality Performance: A Moderated Mediation Model**

Author: **Jose Benedicto Duhaylongsod**, *IESEG School of Management*

Author: **Sheldon Carvalho**, *Middlesex U. Dubai*

Author: **Irene E. De Pater**, *School of Business and Law, Edith Cowan U.*

This paper examines how a learning organization affects product quality performance from a behavioral operations perspective. Drawing on social information processing theory and social capital theory, we develop a theoretical model proposing (1) how a learning organization positively affects product quality performance through internal integration and (2) how employees' supply chain management competencies amplify this relationship. We test our model using a longitudinal survey with three waves of data collection from employees in leadership positions in operations, manufacturing, and production functions located in the United Kingdom. Our findings support the proposed relationships. These results highlight the importance of aligning organizational processes and employees' competency development in driving cooperative work across functions and enhancing product quality performance.

Author: **Christian Wagner**, *ETH Zürich*

Author: **Christoph Schmidt**, *ETH Zürich*

Author: **Maximilian Klöckner**, *ETH Zürich*

Author: **Stephan M. Wagner**, *ETH Zürich*

Unsafe and unhealthy factory working conditions are still present in developed countries at large brand-name firms and do not solely occur at upstream suppliers in third-world countries. Based on 299 factory worker incidents, we conduct an international event study to estimate the performance implications of factory worker incidents. We find that firms experience significant mean abnormal returns of -0.15% on the incident day. We further analyze the impact of firm characteristics related to both manufacturing and organizational levels. Specifically, we find the negative abnormal returns to be strengthened when physical harm is caused to employees and the incident possibly affects supply chain partners. We further demonstrate that higher lean orientation and crisis preparedness reinforce the negative impact on shareholder value. Our results suggest that capacity slack mitigates the negative performance implications. Further posthoc analyses indicate negative spillover effects on customers and suppliers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Managing Operations & Supply Chains for Circular Economy

Session Moderator: **Michelle Beck**, *Chair of Innovation Management / TIE Institute, TU Dortmund U.*

OSCM: **Going Circular to Become More Flexible – How Circular Economy Practices Enhance Volume Flexibility**

Author: **Michelle Beck**, *Chair of Innovation Management / TIE Institute, TU Dortmund U.*
Author: **Corinna Vera Hedwig Schmidt**, *Chair for Technology & Management, TU Dortmund U.*

Manufacturing firms deal with increasing demand uncertainty. Research shows that volume flexibility is a key operational capability that enables manufacturing firms to operate profitably at different product output levels and hence effectively navigate these uncertainties. However, while activities along the supply chain likely affect volume flexibility, little is known about the strategic actions that manufacturing firms can take to transform their supply chain to actively enhance volume flexibility. Drawing on the practice-based view (PBV), we argue that circular economy (CE) practices – a manufacturing firm's transition towards a more sustainable supply chain – enhance volume flexibility, as they alter the amount of supply sources, internal management processes, and production technology use. We analyze an extensive, longitudinal dataset, consisting of 2,377 firm-year observations from US manufacturing firms to examine the relationship between CE practices and volume flexibility. We find that CE practices foster the level of volume flexibility. Moreover, we explain that a manufacturing firm's R&D investment has a negative impact on this relationship. Our study advances the operations management literature and the PBV by introducing CE practices as an increasingly common set of management practices and a source of volume flexibility that can be applied to improve a firm's competitive performance.

OSCM: **Buyer-Supplier Relationships in Circular Supply Chains: A Power and Dependence Perspective**

Author: **Caterina Trevisan**, *U. of Trento*
Author: **Davide Bortoluzzi**, *U. of Trento*
Author: **Marco Formentini**, *OSCM*
Author: **Lisa Ellram**, *Miami U.*

The implementation of the circular economy (CE) implies disruptive changes to traditional supply chain management, due to the creation of reverse flow of value, materials and information. Through a longitudinal and embedded case study methodology, this research investigates the deployment of two circular economy initiatives pursued by a manufacturing firm at the supply chain level. In particular, resource dependence theory is adopted to investigate the evolving power and dependence dynamics occurring in buyer-supplier relationships. We begin with an in-depth analysis of the two subunits of case: the buyer-supplier relationships in the material flow of steel and plastics. Data collection is performed through semi-structured interviews conducted with both the buyer and the suppliers of steel and plastics. We develop a set of propositions highlighting how CE implementation strengthens actors' interdependence and emphasises a shared interest in a cooperative, long-term partnership marked by trust and mutual benefits. Moreover, a power imbalance shifts in favour of suppliers, but the strong mutual dependence deters opportunistic behaviour in favour of long-term relationship commitment. These findings challenge the traditional view suggesting that dependencies have to be reduced at all costs, thus calling for the adaptation and extension of traditional operations and supply chain management tools and theories to effectively address the complexities of the CE transition.

OSCM: **AI, the Firm and the Circular Economy: Towards a Maturity Model**

Author: **Donghao Huang**, *Birmingham Business School, U. of Birmingham, UK*
Author: **Yuanzhu Zhan**, *Birmingham Business School, U. of Birmingham, UK*
Author: **Christopher Lonsdale**, *Birmingham Business School, U. of Birmingham, UK*

Despite the climate imperative of a transition to a circular economy, current literature finds that companies globally are being slow to engage with such a transition. In this context, our paper that conducts a thematic review explores how artificial intelligence (AI) might accelerate companies' circular economy transition. In a departure from the dominant approach within the literature that adopts the product life cycle as its unit of analysis, the authors frame the potential of AI here in terms of how it might accelerate companies' journeys toward greater CE maturity. A maturity model is advanced, identifying four stages of company CE maturity, and then different AI techniques are applied to each of the stages, providing for managers and executives a guide to adopting the correct AI technique for the maturity stage they are at. As well as contributing to the literature by interpreting the potential use of AI in the CE context in this manner, the paper also makes a contribution via a novel method of undertaking a literature review. In the paper, the authors themselves utilise AI, via a machine learning algorithm that optimises manual classification outcomes. This method provides greater objectivity to a review based upon 601 papers and its use here points towards its future research potential.

OSCM: **Understanding Supply Chain Orchestration Mechanisms to Achieve Sustainability-Oriented Innovation**

Author: **Claudia Ermini**, *Rifò*
Author: **Filippo Visintin**, *U. degli Studi di Firenze*
Author: **Albachiara Boffelli**, *U. of Bergamo*

To establish a Circular Supply Chain (CSC), companies must instigate transformative changes at the supply chain level, engaging various stakeholders both within and beyond their organizational boundaries through collaborative and open innovation efforts. However, existing literature lacks both successful examples of companies implementing circular economy principles and practical guidance on the strategies firms should employ to effectively coordinate resources and capabilities for Sustainability-Oriented Innovation (SOI) within CSC. To address these gaps, this study conducts a longitudinal field study with embedded cases, focusing on the sustainable fashion company, that for confidentiality reasons will be referred to as Alpha, as the main unit of analysis. The investigation delves into the Resource Orchestration (RO) mechanisms employed to successfully develop various SOI initiatives (sub-units of analysis). The study provides valuable insights into strategies and practices conducive to achieving triple bottom line outcomes and introduces a RO Perspective framework for SOI within a CSC. Ultimately, the findings underscore the significance of tailoring Resource Orchestration mechanisms to different SOI initiatives. This research contributes to the accumulation of knowledge at the intersection of Circular Economy, SOI, and RO Perspective and offers practical implications for companies seeking to orchestrate their networks to achieve a CSC.

Author: **Lisa Ellram**, *Miami U.*

Author: **Sarah Schiffing**, *Professor, Hanken School of Economics, Finland*

Author: **Helleke Heikkinen**, *Hanken School of Economics, Finland*

Author: **Stina Lundin**, *Chalmers U. of Technology*

Author: **John Munyoro**, *Hanken School of Economics, Finland*

Author: **Anna Zhuravleva**, *Hanken School of Economics, Finland*

The purpose of this paper is to better understand the state of circular economy (CE) practices in place, and gain insight into some of the challenges (tensions) related to understanding and implementing CE, applying the lens of paradox theory to understand the tensions that are present in the circular economy at different levels of analysis and implementation. This research uses a combination of primary empirical data and secondary data to explore enablers, barriers, and tensions to CE in practice using the 10-R circular practices. Empirical sampling was used to try to identify a variety of industries, geographies, and organizational sizes. The paper presents five propositions based on the analysis. CE practices appear to be very much embedded in the traditional business model where profit maximization—or something that resembles profit maximization—drives decision making. The archetypal tension of financial performance/ cost reduction, part of doing business as private sector organization, especially one with shareholders, is an overarching factor shaping CE practice.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Corporate Social Responsibility

Session Moderator: **Mehrdokht Pournader**, *Faculty of Business and Economics, U. of Melbourne*

OSCM: **The Role of Gender Differences and Nudges in Supplier Retainment with Sustainability Risks**

Author: **Mehrdokht Pournader**, *Faculty of Business and Economics, U. of Melbourne*

Author: **Andrew Philip Kach**, *Willamette U.*

Author: **Arunachalam Narayanan**, *U. of North Texas*

Supplier sustainability risks (SSRs), such as human rights violations, continue to prevail at supplier locations globally. When considering how buying firm managers respond to these complex issues, moral disengagement is potentially a major underlying behavioral mechanism behind inaction toward SSRs. Moral disengagement has been shown to facilitate unethical decisions; and likewise, that men are more prone to moral disengagement compared to women. However, less is known regarding how to mitigate the negative effects of moral disengagement, particularly regarding SSRs. In addition to testing the role of moral disengagement in buyers' decisions toward SSRs, our goal in this study is to employ mechanisms known as nudges, which are behavioral change interventions aimed at producing socially desirable outcomes, in attempts to mitigate the unethical behavior associated with moral disengagement. We adopt two types of nudges, a text-based nudge outlining moral disengagement and a visual nudge showing affected workers in our proposed scenario. Using controlled behavioral experiments across two separate studies with a total sample of 314 participants, we find evidence for moral disengagement explaining supplier retainment tendencies and that men are more prone to retain suppliers in the presence of SSRs compared to women. We also find that while text-based nudges are a more effective tool for reducing the effects of moral disengagement on supplier retainment decisions, visual nudges are particularly more effective on men.

OSCM: **Organizing Supply Chain Modern Slavery Risks: A Regulatory Focus Perspective**

Author: **Andrew Philip Kach**, *Willamette U.*

Author: **Mehrdokht Pournader**, *Faculty of Business and Economics, U. of Melbourne*

Author: **Vikram Bhakoo**, *U. of Melbourne*

Human rights issues, specifically concerning labor conditions in the supply chain, have come under increased scrutiny due to legislation, media, and campaigns by NGO's. Despite recent attention from government, businesses, and scholars, modern slavery across supply chains continues to grow at an alarming rate globally. Thereby, to address this wicked problem, our research is aimed at understanding how managers organize these challenging risks contingent upon perceived organizational goals within a high-risk sector; namely, the construction industry in Australia. Through the lens of regulatory focus theory, we conducted and analyzed 32 in-depth interviews across five major construction firms and fourteen respective suppliers. This research offers insights into supply chain transparency problems and the associated risks of harm to people, providing recommendations for how to analyze and prioritize solutions for mitigating modern slavery challenges and risks.

OSCM: **Firm Ethical Culture and Competitiveness Under Environmental Uncertainty: The Role of SCSS Practices**

Author: **Chi Zhang**, *Kedge Business School*

Author: **Issam Laguir**, *Montpellier Business School*

Author: **Dr. Mani Venkatesh**, *Montpellier Business School*

Drawing on resource orchestration theory (ROT), this paper investigates the mediating role of supply chain social sustainability (SCSS) practices for organizational ethical culture (OEC) and competitiveness under conditions of environmental uncertainty. Using empirical data collected from 220 French manufacturing firms, the hypotheses were tested by using multiple mediation regression models. The results indicate OEC cannot generate organizational competitiveness itself, but through the mediating effect of certain SCSS practices such as health and safety practices, and human right practices. Furthermore, it finds that environmental uncertainty enhances the indirect effect of ethical culture on competitiveness through health and safety practices when the uncertainty is medium or high and through human rights practices when the uncertainty is low. This study extends the application of ROT to the domain of socially sustainable supply chain management. In addition, it pioneers the exploration of various SCSS practices as a coordinating mechanism that leverages the competitive advantages engendered by an OEC in the face of environmental uncertainty at different levels.

OSCM: **Social Washing in Project-Based Organizations**

Author: **Giorgio Locatelli**, *Politecnico di Milano School of Management*

Author: **Ilaria Zagaria**, *Politecnico di Milano School of Management*

Author: **Giacomo Dei**, *Politecnico di Milano School of Management*

Author: **Tristano Sainati**, *BI Norwegian Business School*

Author: **Elisa Rebosio**, *Politecnico di Milano School of Management*

The growing importance of social sustainability is pressing organizations to disclose their social impact, e.g., through ESG reporting. Unfortunately, organizations' practices are often not consistent with what they communicate. When action and communication on social sustainability are incongruent, social washing emerges. Despite the relevance of social washing, this topic is still relatively under-investigated, particularly in project studies literature and PBOs. This paper aims to provide an exploratory analysis of the dimensions and practices of social washing, explaining how and why PBOs engage in social washing. We also provide a novel and robust definition of social washing and propose a framework for operationalizing the analysis of social washing practices in PBOs. To explore social washing practices, we adopt the multiple case studies method. The results reveal that the main social washing practices are misleading assessment of impacts, cherry-picking, inadequate or absent involvement of the local community, and concealment of modern slavery practices. This study provides an overview of the dimensions and practices of social washing, laying the groundwork for future studies on the topic.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Ownership & Opportunity: Navigating Power & Equity in State-Owned Enterprises

Session Moderator: **Leonardo Henrique Lima De Pilla**, *Fundação Getúlio Vargas/EBAPE*

This presentation will share research on the complexities of state-owned enterprises, examining their political evolution, sale strategies, gender pay disparities, and their financial sustainability.

PNP: State-Owned Enterprises' Financial Sustainability and Government's Political Ideology

Author: **Leonardo Henrique Lima De Pilla**, *Fundação Getúlio Vargas/EBAPE*

Author: **Alketa Peci**, *EBAPE/FGV*

Author: **Rodrigo De Oliveira Leite**, *COPPEAD Graduate School of Business, UFRJ, Rio de Janeiro*

State-Owned Enterprises (SOEs) are corporations created by governments that may combine different levels of state and private ownership and control. A burgeoning strand of public administration (PA) research suggests a growing corporatization trend in the public sector, driven by the political ideology of governments and the pursuit of financial sustainability in the provision of public goods and services. The resulting SOEs have multiple purposes, mixing a diverse set of financial objectives and public interest goals. Nevertheless, scant attention has been devoted to understanding whether governments' political ideology shapes SOEs' financial sustainability. We contend that the incumbent government's political ideology is not only relevant to understand growing corporatization but is also associated with the SOEs' tradeoffs between financial objectives and public interest goals, ultimately impacting their financial sustainability. The more right leaning the government, the greater the pressures guiding SOEs towards financial performance. Conversely, the more left leaning the government, the greater the pressures guiding SOEs to achieve public interest goals. We examine a 2018-2021 panel of 313 SOEs controlled by 27 different subnational governments in Brazil, a country with significant political ideology heterogeneity and that traditionally relies on PA corporatization through SOEs. The empirical results confirm the hypothesized association between political ideology of governments and financial sustainability. The findings hold in different econometric specifications, such as static and dynamic panel data regressions, with industry, state, or unit fixed effects, and with Coarsened Exact Matching.

PNP: State Intervention and Political Organization Work: The Evolution of the Canadian Wheat Board

Author: **Wei Hua**, *Texas Tech U.*

Author: **Wendy Chen**, *Texas Tech U.*

Author: **Ronald K. Mitchell**, *Texas Tech U.*

Author: **Rob Mitchell**, *Colorado State U.*

State-owned enterprises (SOEs) have received growing attention in the public management literature. This paper uses historical institutionalism and political theory to study the evolution of SOEs as the outcome of state intervention. Using the case of the Canadian Wheat Board from 1935 to 2011—focusing specifically on the final years of its existence as an SOE—we develop a political process model that explains how state intervention affects SOEs through political organization work. This research contributes to several research conversations in the SOE literature, to the research on public organization work and institutional work and their combination, and to the resurgent conversation of historical institutionalism in management research by providing an empirically-based grounded theory.

PNP: To Whom Are State-Owned Enterprises Sold? Strategic vs Financial Buyers

Author: **Francesco Baldi**, *Alma Mater Studiorum U. di Bologna*

Author: **Neophytos Lambertides**, *Cyprus U. of Technology*

Following the recent upward trend in privatizations, there has been a surge in the academic literature on M&A deal-making where State-owned enterprises (SOEs) are targeted by private firms (privatizations). However, the determinants of the privatization process design remain under-researched as little is still known about whether strategic or financial buyers are more interested in acquiring SOEs. Our study fills this gap making two contributions to the literature. First, it investigates the determinants of the sales method's choice made by a country's government when selling a SOE. Second, it enlightens the factors driving a strategic or a financial buyer to acquire a SOE. Our work is the first to address the above two issues, namely the sales method adopted by the government and the typology of the acquirer, in the context of M&A transactions involving SOEs. Based on 401 private-public deals completed globally in the 2013-2021 period (within or outside of privatization programs) in which the acquisition involves a company or a stake in a company from a Government seller by a non-Government acquirer, we find that private acquirers are more likely to bid in public auctions; cash is the preferred method of payment of the purchase price in auctions of SOEs; privatizations of SOEs are most likely arranged via auctions rather than direct negotiations; strategic buyers are more likely to participate in auctions of SOEs within privatization programs, while outside such programs financial buyers are more likely to bid. Implications for selling governments, policy-makers and researchers are drawn.

PNP: The Gender Pay Gap in Municipally Owned Corporations: Do Women in the Boardroom Make a Difference?

Author: **Rhys Andrews**, *Cardiff U.*

To evaluate whether active representation of women's interests can occur within municipally owned corporations (MOCs), this article presents an analysis of the relationship between women in the boardroom and the gender pay gap in more than 100 large MOCs in England for a six-year period (2017-2022). The findings suggest that MOCs led by female chief executive officers (CEOs) are likely to have a lower pay gap between male and female employees. The presence of more women directors on MOC boards is also negatively related to the pay gap, especially in MOCs led by male CEOs. The findings highlight the importance of executive discretion and board gender representation to address pay inequalities in corporatized public services.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Digital Transformation in and of Local Governments – Variations on a Global Theme



Coordinator: **Tobias Polzer**, *WU Vienna*
Session Chair: **Tobias Polzer**, *WU Vienna*
Discussant: **Reto Steiner**, *ZHAW School of Management and Law*
Presenter: **Tobias Polzer**, *WU Vienna*
Presenter: **Nancy Jiaxin Wu**, *The Hong Kong U. of Science and Technology*
Presenter: **Mila Gasco Hernandez**, *U. At Albany-SUNY*
Presenter: **Battulga Buyannemekh**, *U. at Albany, State U. of New York*

Digital transformation is expected to reshape local service delivery, organizations, and governance fundamentally across the globe. In many countries, local government is the most significant tier of public service delivery, ensuring proximity to citizens and a key player of digital transformation. While there is ample research on the theme of digital transformation of and in local governments, it is a matter of concern and criticism that in current comparative research concerning the digital transformation of the public sector, local levels of government have been insufficiently investigated. Addressing this shortcoming, the aim of this paper symposium is three-fold. First, it aims to make a first step towards taking stock of recent developments in the area of digital transformation in local governments. This is achieved by presenting the current literature on the topic based on a structured review. Second, it aims to showcase the breadth of the research topic, with respect to different branches of local government, geographical breadth (Europe, Asia and Africa) and the different organizational and governance settings in which digital transformation takes place. Third, it aims to discuss further avenues for research against the backdrop of particular characteristics of the branches of local governments, as well as developments in the wider institutional and social context in which they operate.

Digital Transformation of Local Government Services in Europe. A Structured Literature Review

Author: **Tobias Polzer**, *WU Vienna*
Author: **Claire Kaiser**, *Zurich U. of Applied Sciences*
Author: **Jakob Kuehler**, *U. of Potsdam*
Author: **Jana Machljankin**, -
Author: **Justine Marienfeldt**, *U. of Potsdam*
Author: **Jakob Marquardt**, *ZHAW School of Management and Law*
Author: **Sabine Kuhlmann**, *U. of Potsdam*
Author: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Author: **Isabella Proeller**, *U. of Potsdam*
Author: **Reto Steiner**, *ZHAW School of Management and Law*

Technology Adoption and Street-level Bureaucracy: A Causal Exploration of China's Judicial System

Author: **Nancy Jiaxin Wu**, *The Hong Kong U. of Science and Technology*
Author: **Corey Kewei Xu**, *Hong Kong U. of Science & Technology (Guangzhou)*

Advancing Digital Transformation Through Public Libraries' Contributions to Developing Smart Cities

Author: **Battulga Buyannemekh**, *U. at Albany, State U. of New York*
Author: **Mila Gasco Hernandez**, *U. At Albany-SUNY*

KEY TO SYMBOLS

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

Enhancing Analytical Precision: Advanced Modeling and Statistical Techniques

Session Moderator: **Yongheng Yao**, *Wilfrid Laurier U.*

RM: Moderation in Response Surface Analysis: Current Shortcomings, Recommendations, and Software

Author: **Leander De Schutter**, *Vrije U. of Amsterdam*

Author: **Marius Van Dijke**, *Erasmus U. Rotterdam*

Author: **Jeffrey R. Edwards**, *U. of North Carolina*

Management scholars are often interested in congruence effects, which they analyze using polynomial regressions and response surface analyses. They also more and more frequently conduct moderation analyses of these polynomial regressions to understand how response surfaces change as a function of a third variable. Our review of the literature in management and applied psychology that tested moderation of response surface models reveals three shortcomings of the current practices: (1) hypotheses regarding moderation are more specific than what a general incremental variance test can assess, (2) probing and interpreting simple effects relies on a p-value heuristic – where a difference between conditional effects is assumed when an effect is significant at one level but not at another, and (3) there is no methodological guidance on how to assess moderation by congruence (i.e., cases where the effect of a variable is contingent on the degree of congruence between two other variables). To address these shortcomings, we (a) introduce indices of response surface moderation to directly test in what way a response surface shape changes as a function of a moderator, (b) we further detail how to analyze moderation by congruence, and (c) we wrote a user-friendly statistical program that facilitates conducting and interpreting moderation of congruence effects, and moderation by congruence effects.

RM: On One Small Change to the Classical Five-Parameter Testing Strategy

Author: **Yongheng Yao**, *Wilfrid Laurier U.*

The five-parameter strategy developed by Edwards (1994) and Edwards and Cable (2009) has been widely used in congruence research for testing the perfect fit effect. This classical testing strategy, however, has a vulnerability: it includes the curvature of the surface along the misfit line (a_4) and the intercept of the first principal axis (p_{10}) but excludes the slope of the surface along the misfit line (a_3). We argue that other things being equal, the combination of a_4 and p_{10} is less reliable for testing the variation of the outcome along the misfit line, compared to the combination of a_4 and a_3 . Due to this limitation, this popular five-parameter strategy, when used to close the empirical loop for congruence research, may lead to misleading conclusions, rather than accurate inferences and precise practical implications. To improve this situation, we propose to refine this classical testing strategy. Specifically, the new testing strategy we propose replaces p_{10} with a_3 , while retaining the other four parameters suggested by Edwards and Cable (2009). This one small change to the classical testing strategy allows a giant leap for congruence research, promising more robust theory development and scientific rigor.

RM: Being Smarter with Dummies: Using Bayes Factors for Hypothesis Tests Involving Dichotomous Variables

Author: **S. Trevis Certo**, *Arizona State U.*

Author: **Chi Hon Li**, *Tilburg U.*

Author: **Matthew Semadeni**, *W. P. Carey School of Business, Arizona State U.*

Author: **Kristen Raney**, *U. of Virginia - McIntire School of Commerce*

Researchers in strategic management often use independent variables operationalized as dummy variables to test hypotheses. A unique property of a dummy variable is that its standard deviation is directly determined by its mean. We use simulations to show how this unique property influences the results of OLS regression models that include dummy variables as predictors. Using a baseline of dummy variables with an equal number of 0s and 1s, our simulations show that while holding all else equal, increasing the imbalance of 0s vs. 1s increases standard errors, decreases statistical power, and decreases R-squared values. We also include Bayes factors in our simulations as a supplementary technique that scholars can employ in hypothesis testing. Bayes factors are particularly useful in helping to understand nonsignificant findings.

RM: Modeling Networks with Changeable Nodes

Author: **Viviana Amati**, *U. of Milan-Bicocca*

Author: **Alessandro Lomi**, *U. of Italian Switzerland*

Author: **Francesca Pallotti**, *U. of Exeter Business School*

Author: **Stefano Tasselli**, *U. of Exeter Business School*

Our current understanding of interorganizational networks rests on a substantial body of empirical evidence predicated upon the implicit assumption that organizations may be adequately represented as unitary network nodes. Yet, the existence of differentiated and partially changeable internal structures is one of the defining features of organizations as collective social actors. Network representations of interorganizational relations that preclude the possibility of nodes with changeable internal structure are analytically convenient. They are also theoretically incomplete and empirically implausible. This paper goes beyond our current understanding by proposing a novel class of network models that explicitly recognizes this constitutive aspect of organizations as collective actors. The model posits that processes of (internal) organizational and (external) network change shape one another, coevolving over time. We demonstrate that a model where organizational and network structure coevolve can reproduce with considerable accuracy the structure of interorganizational networks, the internal structure of the network nodes, and the distribution of organizational activities at the field level. Additionally, we illustrate how the model may assist in identifying and apportioning the mechanisms behind the tendency of interdependent organizations to have similar internal structures that is frequently observed in studies of interorganizational networks. An analysis of data that we have collected on networks of collaborative relations within a community of health care organizations exemplifies the compelling theoretical and empirical possibilities afforded by abandoning the analytically convenient assumption of organizations as unitary network nodes.

Author: **Corinne A. Coen**, *Case Western Reserve U.*

Author: **TC Eley**, *Weatherhead School of Management, Case Western Reserve U.*

Author: **Lili Bao**, *Eastern Washington U.*

While a number of valuable resources identify basic design options for building agent-based models (ABMs) (e.g., Gilbert, 2019; Rand and Rust, 2011), they do not offer clear guidance on the overarching concepts required for generating emerging outcomes. To encourage more researchers to engage in formally studying dynamics using ABM, we need to offer thorough design directions. We address this need by illuminating core design concepts. In this paper we offer four core conceptual distinctions in the design of ABMs that drive nonlinear relationships: (1) choosing a structure of relationships among the agents that create local impacts; (2) including opposing forces that constrain each other's effects; (3) defining the sequencing of agents' interactions and agents' decision rules that alter dynamics; and (4) identifying boundaries to create asymmetry in agents' interactions. Through a review of ABMs, we identified these concepts and developed criteria for making choices within them. We bring the concepts to life by illustrating them with examples from classic ABMs from several disciplines and from more recent management studies. Finally, we offer suggestions for moving from theories or phenomena to common design choices and provide key questions that researchers can use to guide the design of their ABMs to produce emerging outcomes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **2217** | Submission: **18270** | Sponsor(s): **(RM, HR)**

Scheduled: **Tuesday, Aug 13 2024 1:15PM - 2:45PM CT (UTC-5)** at **Swissotel Chicago** in **Alpine I**

Research Methods Advancements for Studying Workplace Mistreatment



Organizer: **Tine Koehler**, *U. of Melbourne*
Discussant: **Lilia Cortina**, *U. of Michigan*
Presenter: **Victor Sojo Monzon**, *The U. of Melbourne*
Presenter: **Mladen Adamovic**, *King's College London*
Presenter: **Christina L. Stamper**, *Western Michigan U.*
Presenter: **Isabel Metz**, *Melbourne Business School, U. of Melbourne*
Presenter: **Chen Wang**, *Western Michigan U.*
Presenter: **Lynn Shore**, *Colorado State U.*
Presenter: **Alyssa Birnbaum**, *Claremont Graduate U.*
Presenter: **M. Gloria Gonzalez-Morales**, *Claremont Graduate U.*
Presenter: **Tine Koehler**, *U. of Melbourne*
Presenter: **Angela Pei Ju Chen**, *U. of Melbourne*

Workplace mistreatment research has seen a surge of interest in recent years, and much progress has been made in construct definition, conceptualization, and theoretical development. However, arguably, relevant research methods to study these constructs have not developed at the same rate. Workplace mistreatment constructs are multifaceted, including such issues as bullying, harassment, discrimination, incivility, mobbing, and many others. They come with different requirements for studying them effectively. In the current presenter symposium, a group of four presentations advances methodological issues in workplace mistreatment research.

Measuring Workplace Gender Harassment Across Gender and Sexuality Groups

Author: **Victor Sojo Monzon**, *The U. of Melbourne*
Author: **Mladen Adamovic**, *King's College London*

A Theory-Based Typology and Measure of Perceived Workplace Exclusion

Author: **Christina L. Stamper**, *Western Michigan U.*
Author: **Isabel Metz**, *Melbourne Business School, U. of Melbourne*
Author: **Chen Wang**, *Western Michigan U.*
Author: **Lynn Shore**, *Colorado State U.*

Advancing Workplace Incivility Research: Interaction Quality through the Day Reconstruction Method

Author: **Alyssa Birnbaum**, *Claremont Graduate U.*
Author: **M. Gloria Gonzalez-Morales**, *Claremont Graduate U.*

Studying team incivility dynamics using activity logs

Author: **Tine Koehler**, *U. of Melbourne*
Author: **M. Gloria Gonzalez-Morales**, *Claremont Graduate U.*
Author: **Angela Pei Ju Chen**, *U. of Melbourne*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



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Research-oriented



Diversity-oriented



Selected as a Best Paper

Institutional and Social-Symbolic Work

Session Moderator: **Steve Maguire**, *U. of Sydney Business School*

SAP: **The Evolution of Complex Resources: How Social-Symbolic Work Shapes Google Chrome**

Author: **Tyson Rallens**, *Oxford U., Saïd Business School*

Organizational resources are dynamic: successful organizations carefully manage the evolution of their resources over time to create value and sustain competitive advantage. Modern organizations must develop increasingly complex, often digital, resources, to carve out distinctive niches and harness the benefits of scale and specialization. However, most strategy scholarship takes a static view of resources—asking which characteristics of a resource in situ can confer a competitive advantage—while very few studies explore how organizations manage the evolution of complex resources in practice. I investigate the evolution of complex resources by conceptualizing an important digital resource, Google Chrome, as a social-symbolic object and analyzing how organizational actors engage in social-symbolic work to develop and maintain the source code behind the popular web browser. My analysis is based on digital records of the Chrome team's day-to-day work from Git and other open source tools. Based on my findings, I develop a process model of how social-symbolic work shapes the evolution of a complex digital resource. My model and findings contribute to the literatures on complex resources, digital technologies, and social-symbolic work.

SAP: **Exploring Performativity in Institutional Work: Towards a Strong Process Framework**

Author: **Paul C. Van Fenema**, *Netherlands Defence Academy*

Author: **Harry Sminia**, *U. of Strathclyde Business School*

Performative takes on institutional work have emphasized constant recreation efforts (Bjerregaard & Jonasson, 2014), sensemaking in a pluralistic manner (Boxenbaum & Strandgaard Pedersen, 2009), and translation (Latour, 1986). These socio-cognitive, inter-individual approaches tend to represent the social richness of institutional work processes (Czarniawska, 2009). To push a performative understanding of institutional work, a non-representationalist view is desirable in the spirit of strong process theorizing (Langley & Tsoukas, 2010). Early attempts have introduced problem solving (Sminia, 2011) and politics (Beunza & Ferraro, 2019) but remain virtually silent on how these approaches interplay along the process of institutionalization. The objective of this conceptual paper is therefore to further interpret institutional performative work as a process of problem-solving-cum-politics. We distinguish four processes pertaining to the ordering of action: decision making, developing meaning, dealing with practicality, and institutionalization. Institutional work concerns the dynamic relationship between these processes as modes of problematizing/ solutioning. We then explore the politics of the four processes and their relationships and arrive at a strong process model for conducting research on institutionalization.

SAP: **When Period Gone Public? Nexus of Practices in Stigma Dilution**

Author: **Vinayak Ram Tripathi**, *XLRI Xavier School of Management*

Author: **Swati Ghulyani**, *IMT Ghaziabad*

Author: **Shobha Shah**, *SEWA Rural, India*

We examine how organizational projects can dilute stigma against a widely prevalent yet invisible form of stigmatization in societies. To do so, we draw on an in-depth field study of menstrual health and hygiene project in rural-marginal community in two districts of western India. We explore how a non-profit organization worked alongside government and international agencies to change the deeply institutionalized social stigma through three intertwined strategies: enabling supporting actors from diverse local institutions to normalize an alternative meaning; creating local open spaces to become safe spaces for projecting the alternative meaning and question the status quo; and creating a local material infrastructure which symbolizes change through local production of tabooed material. We contribute to the literature by showing that supporting actors, beyond the stigmatized audience themselves, can be critical in diluting social stigma and organizational interventions can create a structure that sustains the social change.

SAP: **Open Strategy, Institutional Change, and Refashioning Research Culture in UK Universities**

Author: **Elie Chahda**, *Newcastle U. Business School*

Author: **Charles Edward Harvey**, *Newcastle U.*

Author: **Tom McGovern**, *Newcastle U.*

Despite the growing knowledge on open strategy, we are still lacking any empirical evidence of why and how it might be adopted as a mean for conducting institutional work. As such, we engage in a case study that delves into the context-driven work that aims to change research culture across the UK higher education field. Through informing our analysis with interview data, secondary data, and theory, we uncover three instances of institutional work: the discourse of field ideology change, disruption through embracing openness, and enactment by mobilizing the community. By unravelling detailed accounts of the reasoning behind the need for change, the premises for choosing openness, and the practices that institutions employed, we reconstruct the process of institutional change while attending to both, the context, and, causal mechanisms.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2219** | Submission: **13520** | Sponsor(s): **(SAP, CMS)**
Scheduled: **Tuesday, Aug 13 2024 1:15PM - 2:45PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Regent Room**








Navigating the Path to Diversity, Equity, and Inclusion in Strategy Making



Organizer: **Anna Plotnikova**, *Vrije U. Amsterdam, School of Business and Economics*
Organizer: **Theresa Langenmayr**, *U. of Zurich*
Panelist: **David Knights**, *Oxford Brookes U.*
Panelist: **Pikka-Maaria Laine**, *U. of Lapland*
Panelist: **Eddy S. Ng**, *Queen's U.*
Panelist: **Julia Hautz**, *U. of Innsbruck*
Panelist: **Janet Johansson**, *Department of Management and Engineering, Linköping U., Sweden*

Creating strategies has traditionally been a reserved and secretive endeavor, limited to a select few who possess the authority to make decisions. Unfortunately, these traditional strategists often lack diversity. In response to pressing societal issues and growing environmental complexities, organizations are now embracing collaboration and diversifying the actors involved in strategic management. Despite these positive shifts, the expectations for representation and equal rights for marginalized social groups in strategic management are not fully realized, maintaining persistent pressure for change. Current research on diversity in strategy making, whether concerning the diversity of top management teams or adopting open strategy approaches, primarily takes a utilitarian perspective on diversity and inclusion. This symposium aims to stimulate a critical dialogue on diversity, equity, and inclusion in strategy-making. By exploring various perspectives and research streams within the domain of diversity, equity, and inclusion, the symposium seeks to shed light on different methods to enhance diversity, equity, and inclusion in strategy making. The discussions will delve into understanding the inherent challenges and identifying effective strategies to overcome them within the context of strategy-making.

KEY TO SYMBOLS

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

Unveiling Shadows: Insights on Startup Misconduct

Organizer: **Salem Alsanousi**, *London Business School*
Participant: **Natasha Overmeyer**, *Stanford Graduate School of Business*
Participant: **SHREEKANTH MAHENDIRAN**, *HEC Lausanne - UNIL*
Discussant: **Christopher B. Yenkey**, *U. of South Carolina- Moore School*

Recent public discourse and media coverage have highlighted misconduct in and by startups, revealing a complex landscape where innovation and rapid scaling sometimes transgress ethical and legal standards. High-profile cases have brought to light issues such as misrepresentation of product capabilities, financial fraud, and employee mistreatment. These instances are not isolated cases but rather indicators of a systemic problem within the startup ecosystem. Startups, often under pressure to achieve rapid growth and satisfy investors, may neglect essential ethical guidelines and regulatory frameworks. This behavior not only threatens their long-term viability but also poses significant risks to stakeholders and the broader industry. This symposium includes diverse research focused on misconduct in the context of startups. It illuminates widespread issues propelled by investor expectations, operational pressures, and the unique dynamics in startups. The collective research offers insights into the external perceptions and structural pressures faced by startups, leading to ethical dilemmas. These studies provide a thorough understanding of the risks and consequences of misconduct in startups, considering both internal and broader industry contexts. The findings underscore the need for a holistic approach in evaluating and mitigating risks in the startup sector, taking into account not just the actions of individual startups but also the wider effects of industry practices and perceptions.

Shooting for the Stars in the Venture Funding Ecosystem: An Opportunity for Startup Misconduct?

Author: **Natasha Overmeyer**, *Stanford Graduate School of Business*








Silence of the Lambs: The Effects of Misconduct on Entrepreneurial Venture Outcomes

Author: **SHREEKANTH MAHENDIRAN**, *HEC Lausanne - UNIL*

Startups and Misconduct: An Exploratory Study

Author: **Salem Alsanousi**, *London Business School*

KEY TO SYMBOLS

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

Toward Sustainability: Corporate Environmentalism, Circular Economy, Ecosystems, and Biodiversity

Session Moderator: **Laura Albareda**, *LUT Business School*

SIM: Socio Critical Corporate Environmentalism - A Systematic Literature Review

Author: **Elíne Rianne Roomer**, *Trinity Business School, Trinity College Dublin*

Author: **Sheila Cannon**, *Trinity Business School, Trinity College Dublin*

Author: **David Coffey**, *Trinity Business School, Trinity College Dublin*

Corporate environmentalism has evolved in management literature and practice over the past three decades in response to increased political and public climate debate and action. This systematic literature review analyzes a more recent trend towards socio-critical perspectives in corporate environmentalism, that includes social change activities not traditionally explored in management literature departing from the more familiar business case for eco-efficiency. To make sense of this, and the concurrent trend from climate mitigation to adaptation, the authors propose a definition and model of socio-critical corporate environmentalism that distinguishes between concerns that support the continuation of business-as-usual, such as firm performance and reporting, from issues that demand societal change, such as climate justice and regulation. The model conceptualizes socio-critical corporate environmentalism as a spectrum with levels of social change at the micro-level (e.g., ethics and morality), meso-level (e.g., organizational form), and macro-level (e.g., system change), and degree of integration between social and environmental dimensions. This spectrum model can serve as a tool for organizing knowledge and facilitating the development of research that addresses climate change challenges in the corporate sphere, and provide guidance for future research endeavors in the area.

SIM: Unpacking Inter-Organizational Collaboration Capabilities in the Circular Economy

Author: **Virginie Litaudon**, *De Montfort U.*

Author: **Diego Alfonso Vazquez**, *Portsmouth Faculty of Business and Law*

In Circular Economy (CE) research, while the importance of inter-organisational collaboration is recognised, there is a significant gap in understanding the specific challenges and capabilities needed for successful multi-actor collaboration. This study addresses this gap by exploring the impact of internal and external challenges on inter-organisational collaboration in complex CE projects and identifying key capabilities to overcome these barriers. This paper uses an inductive action research approach to examine a European project focused on developing circular solutions for commercial plastic waste. The research, conducted over three years and involving participatory observation and interviews, highlights critical collaborative barriers such as inadequate facilitation, communication gaps, and role confusion. It also identifies four essential collaboration capabilities: collaborative integration, adaptive resource management, empathic relationship-building, and inclusive mutual support, contributing to CE and inter-organisational relationships literature. These findings indicate that while crucial in complex CE projects, effective collaboration capabilities have broader relevance across various project types, challenging the notion of unique collaboration capabilities for CE. Instead we suggest the need for new CE collaboration practices supported by the sequential orchestration of key capabilities.

SIM: Think Like a Ship: Ecosystems and Human Well-Being

Author: **Lee A. Swanson**, *U. of Saskatchewan*

Author: **Chelsea Willness**, *U. of Calgary*

The ecosystem concept borrowed from the natural sciences has provided social scientists with useful ways to study societal constructs like organizations and economic regions. Academics and practitioners have applied this lens to the business world to describe complex relationships between organizations and people, but such discussions typically neglect the normative issues, perspectives, and values that are inherent in social systems. Meanwhile, natural sciences scholars have developed the ecosystem services concept to assess how ecological ecosystems contribute to human well-being, which has enhanced their perceived, experienced, and economic value to society. Our paper uniquely integrates theory and research in the natural and organizational sciences to consider the limitations of the current ecosystems metaphor and to examine normative issues and the parallels and divergences between ecological and human-constructed ecosystems. Compelled by worldwide urgency surrounding sustainability and the role of organizations therein, we develop the case for expanding business ecosystems studies to emphasize the human well-being impacts, in particular with a new construct and research discipline focused on “business ecosystems services,” for which we will offer an analysis of well-being benefits and research questions to propel the field forward.

SIM: On Justification: Justifying Biodiversity in Sustainability Reporting

Author: **Annika Blomberg**, *Tampere U.*

Author: **Neha Neha**, *Tampere U.*

Author: **Riikka Tapaninaho**, *Tampere U.*

Author: **Johanna Kujala**, *Tampere U.*

While the importance of biodiversity is starting to become clear for managers and organizations, our understanding of what biodiversity means for business and how best to disclose it remains limited. The purpose of this study is to examine how biodiversity is justified and argued for in companies' sustainability reports. More specifically, the study focuses on what kinds of justifications are used and what is considered worthy and valuable in biodiversity reporting. We apply the conventionalist analysis to examine how biodiversity is justified in the sustainability reports of the mining sector and to reveal the socially accepted rationales the companies draw from in their biodiversity communication. The study contributes to the literature on biodiversity communication by showing how the common worlds of justification are used in sustainability reporting and how they bring forth certain assumptions and values while hindering others.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Taking Responsibility Seriously: Organizational Leadership and Ethical Implications

Session Moderator: **Meena Andiappan**, *DeGroot School of Business, McMaster U.*

SIM: Taking Stock of Responsible Leadership Research: A Systematic Literature Review and Research Agenda

Author: **Giang Ngo Tinh Nguyen**, *The U. of Newcastle*
Author: **Heidi Wechtler**, *U. of Newcastle Australia*
Author: **Po-Hsin Lai**, *The U. of Newcastle*

Recently, the burgeoning interest in responsible leadership (RL) has produced a research field rich in empirical evidence, with diverse research foci on determinants, boundary conditions, and outcomes across micro-, meso-, and macro-levels of analysis. While this research has produced a rich set of findings, the fragmented and ambiguous nature of this research complicates the derivation of general implications and the identification of key areas for future investigation. Thus, we systematically review and consolidate the latest empirical evidence to offer an interdisciplinary and comprehensive synthesis of mechanism linking RL vis-à-vis determinants, boundary conditions, and outcomes. We delineate five important research gap areas — the complex layering of RL, the boundary condition of RL, reconnecting RL with time, reconnecting RL with space and RL in the digital world — and multiple potential research directions that we believe will guide scholars in further advancing this crucial and growing domain of research.

SIM: The Influence of Artificial Intelligence-Driven Capabilities on Responsible Leadership

Author: **Sahadat Hossain**, *U. of Wollongong*
Author: **Mario Fernando**, *U. of Wollongong*
Author: **Shahriar Akter**, *U. of Wollongong*

The traditional leadership capabilities, such as goal analysis, constraint analysis, planning, forecasting, and idea evaluation, are found wanting in an Artificial Intelligence (AI)-driven environment. To complement traditional capabilities, a new form of human-machine collaborative capabilities has been called for to ensure higher but more responsible performance in AI-driven organizational environments. We conducted a systematic literature review to explore the extant literature on leadership in the AI context with two specific aims. First, this review aims to identify the essential AI-driven capabilities in responsible leadership. The second is to synthesize the systematic review findings into an integrated conceptual framework to highlight how leaders in AI-driven organizations could perform more responsibly. Describing the developments and trends in leadership in AI-driven organizations, the paper includes propositions and future research opportunities on how leaders in AI-driven organizations could perform better and more responsibly.

SIM: The Impact of Inclusive Leadership on Project Leaders' Stress

Author: **Khansa Zaman**, *Shaheed Zulfiqar Ali Bhutto Institute of Science and Technology, Islamabad*
Author: **Ahmad Nabeel Siddiquei**, *Bond Business School, Bond U., Australia*
Author: **Kamal Badar**, *Nottingham U. Business School (Malaysia)*
Author: **Amer Riaz Qureshi**, *SZABIST-Islamabad-Pakistan*

Drawing from the conservation of resource theory, our study explores the negative impact of inclusive leadership on project leaders' stress via role overload. We further proposed leader resilience as a moderating factor that reduces the indirect effect of inclusive leadership on leader's stress. We find a direct and positive relationship between inclusive leadership and leader stress via role overload using a multi-wave sample of 436 leader-member dyad from diverse project-based sectors, including IT, construction, non-governmental organizations, and petroleum. Importantly, we identify a buffering effect wherein higher levels of leader resilience reduce this stress. Our research highlights significant implications for leaders' stress in project management and points to future research directions.

SIM: Autocratic Leadership in Masculinity Contest Workplaces: Resistance and Counterproductivity

Author: **Khang Hoàng Lê**, *RMIT U. Vietnam*
Author: **Tuan Trong Luu**, *Swinburne Business School, Swinburne U. of Technology*
Author: **Giang Trung Hoang**, *RMIT U. Vietnam*

Autocratic leadership is sometimes viewed as a neutral or even positive style in certain situations, but its negative aspects, particularly at the employee-level, have not been fully understood. Drawing from the Conservation of Resources theory, we propose that autocratic leadership interacts with masculinity contest culture in predicting constructive resistance, which in turn influences counterproductive work behavior. We find support for these ideas in a study of 86 firms (315 employees and 117 managers) in the hospitality industry. The findings suggest that autocratic leaders may lead followers to protect their resources by discouraging positive reactions, such as constructive resistance. Moreover, when employees perceive a threat of resource depletion, they may prioritize self-interest, resorting to negative behaviors like counterproductive work behavior. Additionally, masculinity contest culture was found to positively moderate the impact of autocratic leadership on constructive resistance. This study contributes to the autocratic leadership literature by revealing the dark and unintended aspects of this leadership style. Furthermore, this study advances the Conservation of Resources theory by exploring how interactions between different sources of resource depletion, from leaders and colleagues, can trigger defensive reactions among employees seeking to safeguard their limited resources under multiple stressors.

Author: **Maria Bracamonte**, *Mississippi State U.*

Author: **Marcos Caiado**, *FGV-EAESP*

Author: **Miguel Caldas**, *U. of Texas at Tyler*

Author: **Michele Medina Craven**, *Mississippi State U.*

Leader's virtues have a rippling effect on their subordinates. In the present study, we investigate the influence of leader's virtues on perceptions of identification-based trust, LMX, and on engagement in organizational citizenship behaviors (OCBs). Using data collected from 341 employees across eleven family enterprises in Brazil, our findings demonstrate the employee's perception of their leader's virtues influence LMX, with this relationship being mediated by identification-based trust. Moreover, the serial mediation indicates that leader's virtues, identification-based trust, and LMX directly impact the employee's engagement in OCBs. We present and discuss these results and their implications for future studies and practice.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

I. Executive, Board & Leadership Impacts on Corporate Social Responsibility (CSR) & Sustainability

Session Moderator: **Jiangtao Xie**, *Cork U. Business School*

SIM: The Social and Environmental Impact of CEOs, TMTs, and BODs: A Literature Review 

Author: **Andres Felipe Cortes**, *Sacred Heart U.*

Author: **Sebastian Cortes-Mejia**, *Pontificia U. Javeriana Bogotá*

Author: **Mehdi Samimi**, *City College - City U. of New York*

Author: **Minjoo Joo**, *Duke Kunshan U.*

Society is placing an increasing demand on organizations to surpass their legal obligations and exhibit more robust commitments to addressing social and environmental issues. As a result, business leaders are left with the important challenge to address these calls while ensuring their primary assignment of maximizing profits. Accordingly, scholars have been devoting attention to studying how chief executive officers (CEOs), top management teams (TMTs), and boards of directors (BODs) shape their organizations' social and environmental impact. What do we know about the influence of strategic leaders on social and environmental efforts and how can we move this research forward? Our study aims to address this question, provide an organizing framework, and highlight opportunities for future research by systematically reviewing 167 studies published between 2000 and 2022 across 34 journals. Taking a broad conceptualization of social and environmental impact, our review uncovers that theories on the impact of CEOs, TMTs, and BODs on social and environmental impact have coalesced around six major themes: moral duty, prior experiences, external forces and signals, diverse perspectives, financial motives, and power distribution. We synthesize research on each theme, advance integrative suggestions, and propose research opportunities within each strategic leadership level

SIM: The Complexity of CEO Dark Traits: CEO Greed and Corporate Social Responsibility 

Author: **Yuanyuan Hu**, *Tongji U.*

Author: **Jiasi Fan**, *U. of International Business and Economics*

Author: **Shouming Chen**, *Tongji U.*

This study investigates the impact of CEO greed on corporate social responsibility (CSR) practices. Drawing insights from the existing literature on greed and CSR, we develop the argument that CEO greed exerts a heterogeneous impact on different CSR activities, namely technical CSR and institutional CSR, based on their engagement with different stakeholder groups. To further enhance our understanding of the variation in the focal relationship between CEO greed and technical (institutional) CSR, we investigate how state ownership moderates the relationships. Using a sample of 1,588 CEOs from Chinese-listed firms, we find support for the argument.

SIM: Returnee CEO and Firm's Anti-Environmental Behaviors      

Author: **Muhammad Jameel Hussain**, *Doctoral Student at Xi'an Jiaotong U., Xi'an, Shaanxi, China*

Author: **Gaoliang Tian**, *Professor, vice president of management school, Xi'an Jiaotong U., China*

This study examines the impact of CEO foreign experience on anti-environmental behaviors such as corporate environment violations in Chinese listed firms. Using a hand-collected data of CEO foreign experience, we find a negative association between CEO foreign experience and corporate environment violations. Our results indicate that firms with CEOs who have foreign experience are less likely to violate environmental regulations. Furthermore, our findings suggest that the negative relationship is more pronounced in less financially constrained firms, state-owned enterprises, and less competitive industries. We contend that CEOs with foreign experience are more effective in managing resources and navigating complex business environments, and are therefore better equipped to reduce corporate environment violations in these contexts. Our findings are robust to different econometric techniques and alternative measure of CEO foreign experience and environmental violations.

SIM: Entrepreneurs and Corporate Social Irresponsibility     

Author: **Travis Howell**, *Arizona State U.*

Author: **David Welsh**, *Arizona State U.*

Author: **Bradley Hendricks**, *U. of North Carolina, Chapel Hill*

Prior literature suggests many benefits stemming from founders' strong identification with their firms. We suggest, however, that there is also a potential dark side. We argue that founders can become overidentified with their organizations, making them more likely to engage in irresponsible behavior that protects the firm but harms others, as moral and societal norms are viewed as obstacles to fulfilling an organization's goals. However, we also argue that the presence of a "second-in-command" can act as a key safeguard against founder CEOs' overidentification by reigning in some of the founders' worst impulses. We find support for our predictions using panel data with over 4,000 firm-years. Collectively, our findings offer fresh contributions to the literatures on organizational identification, founder leadership, and corporate social irresponsibility.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Diversity-oriented



Selected as a Best Paper

Micro Dynamics in Corporate Social Responsibility (CSR)

Session Moderator: **Sana (Shih-chi) Chiu**, *U. of Houston*

SIM: **Why and How Identification Matters for CSR Implementation: A Comparative Case Study of Four MNEs** → 📄

Author: **Marloes Korendijk**, *Macquarie Business School, Macquarie U.*

Author: **Jaco Lok**, *Macquarie Business School, Macquarie U.*

Author: **Alan Muller**, *U. of Groningen*

Understanding corporate social responsibility (CSR) practice implementation within multinational enterprises (MNEs) is of utmost importance for creating a more sustainable business world. While existing research acknowledges the individual-level discretion related to CSR implementation, it is still unclear how and why this discretion can influence variability in CSR implementation within MNEs. Through a comparative case study of 4 MNEs based on 73 semi-structured interviews across subsidiaries and headquarters, this study investigates how subsidiary managers' professional and organizational identifications influence their CSR implementation approach. Our findings show that the relative salience of different identification targets in a subsidiary managers' identity salience hierarchy, i.e. the strength of identification with the CSR profession, the subsidiary, and/or the MNE as a whole, influences whether subsidiaries comply with the global CSR strategy, translate it to their own needs, or go it alone and ignore the global strategy. We also find that the salience of subsidiary managers' identifications are impacted by their perception of the global CSR strategy and the relationship with their headquarters. This suggests that a personal relationship and clarity of a strategy can shape identification. With these findings, we showcase the importance of professional- and organization identification, headquarters-subsidiary relationships and a clear global strategy for strategy implementation within MNEs. Our research contributes to international management, CSR, and strategy scholarship by offering a deeper understanding of individual-level drivers of subsidiary CSR implementation.

SIM: **Inside the Black Box: Unpacking Employee Voice to Advance Employee-Centred CSR Research in Nigeria** 🌐 🗨️ 📄

Author: **Oluseyi Aju**, *Leeds Beckett U.*

Author: **Eshani Samantha Beddewela**, *U. of Huddersfield*

Author: **Hakeem Owolabi**, *U. of Bolton*

Author: **Babajide Oyewo**, *U. of Essex*

While there is extensive literature on the impact of corporate social responsibility (CSR) on employees, limited research takes an "inside-out" approach to explore employees' internal perspectives that shape their expectations of CSR. Based on psychological contract theory, this study examines employee expectations of employee-centred corporate social responsibility practices within the Nigerian oil industry. Twenty-five employees were interviewed across four public and private oil companies employees using semi-structured interviews within an interpretive paradigm. Thematic analysis revealed seven key categories of expectations: training, career progression, healthcare, infrastructure, employee involvement, employment security, and work-life balance. Unique context-specific expectations emerged, such as preferences for informal training driven by the African Ubuntu tradition. Public sector employees expressed greater infrastructure deprivations, while private sector counterparts sought ergonomic improvements. Despite assumptions about high power distance cultures, all employees articulated an interest in involvement in decision-making. Disparities were evident regarding employment security and gender-specific work-life balance expectations. Diverse factors shaped expectations, including peer benchmarking and individual exigencies like employability and healthcare. The study provides managers with critical insights into employees' localised expectations to enhance commitment and retention. It contributes novel empirical and theoretical insights into EC-CSR practices from an underrepresented African context.

SIM: **From Win-Win to Win-Some-Lose-Some** → 📄

Author: **Giovanni Radaelli**, *Warwick Business School*

Author: **Toloue Miandar Esfahani**, *Alma Mater Studiorum U. di Bologna*

Author: **Marco Guerci**, *U. degli Studi di Milano*

Our study investigates how CSR specialists and functional managers organised their collaboration when implementing a new CSR strategy. Our ethnography is set in a large-scale utility company, where the executive board expected CSR specialists and functional managers to evolve their coordination and cooperation in peripheral CSR towards full collaboration in an embedded CSR programme. We investigated how CSR managers and functional managers interpreted and responded to this demand for collaboration. Our results reveal that both CSR managers and functional managers had altruistic and boldness motives that supported the implementation of embedded CSR. However, they faced fears of exploitation and competition that prevented them from collaborating. Fearing marginalisation, the CSR specialists employed defensive voices and controlled pitches to gain control of the CSR implementation. Fearing exploitation, the functional managers employed defensive voice and defensive silence to gain autonomy from CSR implementation. Theoretically, we argue that CSR specialists and functional managers do not perceive collaborative CSR implementation as a win-win solution, but as a win-some-lose-some. As politically astute actors, they employ their voice and silence to preserve their managerial aspirations and protect their occupation.

SIM: **Temporal Dynamics: Internal CSR, Organizational Identification, and Job Performance** → 📄

Author: **Ying Chen**, *U. of Rhode Island*

Author: **Guozhen Zhao**, *Delta State U.*

Author: **Meng Yu Cheng**, *Feng Chia U.*

This study explores the longitudinal association between perceived internal Corporate Social Responsibility (CSR) change rate, organizational identification change rate, and job performance change rate. Utilizing a longitudinal, multilevel sample comprising 365 employees across 72 teams, findings from three waves of data over eight months indicate a positive correlation between an individual's perceived internal CSR change rate, organizational identification change rate, and subsequent effects on job performance change rate. Moreover, Time 1 team moral leadership emerges as a critical moderating factor, revealing a weaker correlation between an individual's perceived internal CSR change rate and organizational identification change rate when Time 1 team moral leadership is high. These results underscore the significance of adopting a change perspective when examining the effects of internal CSR on organizational identification and job performance in contemporary workplaces.

Author: **Agnieszka Paruzel**, *Bielefeld U.*

Author: **Günter Maier**, *Bielefeld U.*

As the world is facing severe challenges such as climate change, organizations strive to contribute to social justice and mitigate their negative impact on the environment. The United Nations has agreed on 17 goals of sustainable development to be achieved by 2030 and organizations can contribute to these goals, for example with policies such as corporate social responsibility (CSR). Up to now, CSR is regarded as a very positive strategy and research construct, among others due to its benefit for employees. Taking a resource perspective, we investigate under which conditions CSR may be perceived as stressful, gaining insights into the dark side of CSR. Based on the conservation of resources theory, we hypothesize that an imbalance of internal and external CSR is associated with stress. In this pre-registered study, we examined the interaction of employees' (N = 353) perceptions of internal and external CSR, autonomy, and meaningfulness and their relation to stress and work engagement. Results of regression analyses showed that internal and external CSR was positively associated with work engagement and internal CSR was negatively related to stress, whereas external CSR was positively related to stress. Moreover, we found a three-way interaction of meaningfulness, internal and external CSR when predicting stress ($B = -.18, p = .02$). When external CSR is high, and internal CSR is low (unfavorable distribution of resources for employees), stress is higher for those who derive meaning from their job. Our findings indicate that CSR is not always associated with positive outcomes for employees.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Workplace Sorting by Political Partisanship: Extent, Origins, and Implications



Organizer: **William Reuben Hurst**, *U. of Maryland R.H. Smith School of Business*

Discussant: **Haram Seo**, *Texas A&M U., Mays Business School*

Organizer: **Max Kagan**, *Columbia Business School*

Presenter: **Fabrizio Dell'Acqua**, *Harvard Business School*

Presenter: **Ray Fang**, *U. of Washington, Tacoma*

Presenter: **Jan Stuckatz**, *Copenhagen Business School*

Recent work suggests that the political partisanship of workers influences how firms engage with pressing social issues, and even how they fare financially. Little is known, however, regarding the extent to which workers are sorted by partisanship across workplaces or the underlying processes driving this sorting. The purpose of this symposium is to draw attention to ongoing scholarly efforts to address these questions. Scholars will present cutting edge research on this topic, often demonstrating how they leverage ideas from political science to address questions core to management and strategy research. An expert-led discussion and audience Q+A will follow. This symposium will be of particular interest to those interested in human capital strategy, corporate sociopolitical activism, and labor market segregation.

Office Parties: Partisan Sorting in the United States Labor Market

Author: **Max Kagan**, *Columbia Business School*

Money in Politics at Work

Author: **Jan Stuckatz**, *Copenhagen Business School*

Peril, Politics, and Profession: Occupational Hazard and Political Segregation in the Labor Market

Author: **Ray Fang**, *U. of Washington, Tacoma*

When to Talk Politics in Business: Theory and Experimental Evidence

Author: **Fabrizio Dell'Acqua**, *Harvard Business School*

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Selected as a Best Paper

Corporate Strategy and Human Capital

Session Moderator: **Heejung Byun**, *Purdue U.*

STR: **Corporate Ownership and Employee Compensation**

Author: **Claudine Madras Gartenberg**, *The Wharton School, U. of Pennsylvania*
Author: **Elaine Seoyoung Pak**, *Management Department - The Wharton School, U. of Pennsylvania*

This study documents that firms with active corporate owners compensate their employees less than their peers. We analyze over 20 million employee records from 897 US firms and calculate pay differentials for comparable jobs across firms. The analysis yields three main insights. First, firms with external active owners (i.e., hedge funds and private equity firms) pay 3 to 5% less than other firms for comparable work. Second, these pay differentials correspond to differences in pay policies across these firms: firms with external active owners provide flatter incentives (i.e., lower bonus to base pay) and are less likely to grant equity to employees. Lastly, lower pay for comparable work does not correspond to higher profits for firms, even within industries that depend relatively more on cost management than on innovation. All together, these results are consistent with corporate owners having different orientations toward human capital, which in turn may reflect differing strategic approaches toward value creation and appropriation.

STR: **Unlocking Synergies Through Hiring: Post-M&A Complementarity Hiring and Its Performance Implications**

Author: **Koungjin Lim**, *Purdue U.*
Author: **Heejung Byun**, *Purdue U.*

When can firms create synergies by hiring human capital following acquisitions? A growing body of research emphasizes human capital as a key lever for creating synergies following mergers and acquisitions. While previous research has given primacy to post-merger retention, deletion, or reallocation of human capital for generating synergies, there has been less exploration of the post-merger addition of human capital. Using a dataset of job postings and information on 2,530 M&A transactions between publicly listed U.S. firms from 2011 to 2019, we examine this underexplored mechanism for creating synergies. We find that acquirers attempt to hire human capital that complements the combined entity's pre-existing talent pool, thereby improving acquisition performance.

STR: **Post-Acquisition Investment in Acquired Human Capital: Is it Good to be Targeted?**

Author: **Jeroen Neckebrouck**, *IESE Business School*
Author: **Philipp Meyer-Doyle**, *INSEAD*
Author: **Russell Coff**, *Wisconsin School of Business*

Much of the M&A literature has focused on the negative consequences of acquisitions for target employees. They may anticipate layoffs or cuts in pay, benefits, and training. Research has also highlighted how valuable human capital resources may often decide to leave post-acquisition to avoid the disruption that the acquisition and post-merger integration bring to their career. Consequently, one might expect post-acquisition investments in human capital to be rare or unwise. We draw on a unique sample of acquisitions in Belgium which includes detailed data on human capital investments (formal and informal training and compensation) before and after the acquisition. Our findings indicate that post-acquisition investment increases, both for compensation and training, when the deal rationale involves revenue growth or buyers are in unrelated industries. Notably, in our sample, the vast majority of buyers pursue growth-oriented objectives so human capital investment occurred most of the time. We also offer a more nuanced discussion breaking out different kinds of revenue growth strategies. Overall, our study advances research on acquisitions and strategic human capital.

STR: **Are WeTtoo (Dis) Similar? Acquirer-Target CEO Similarity and Post-Acquisition Target CEO Turnover**

Author: **Yunke WU**, *Leeds U. Business School*
Author: **Xiwei Yi**, *Peking U.*

This study introduces the similarity attraction theory into acquisition research, and examines how the relationship between the acquirer CEO and the target CEO can affect the target CEO's retention following acquisition completion. We propose that extraversion similarity can generate mutual like and facilitate better communication between the acquirer CEO and the target CEO during their interactions and negotiations, which can enhance the target CEO's likelihood of staying in the combined firm. We further suggest that the effect of extraversion similarity hinges on more observable surface-level demographic characteristics. Specifically, We propose the positive influence of extraversion similarity on target CEO retention will be stronger when the acquirer CEO and the target CEO lack similarity in ethnicity, education level, and alumni identity, which suggests that deep-level personality traits can serve as alternative bases to build common grounds in interpersonal interactions when the surface-level similarity is missing. Based on samples consisting of acquisitions undertaken between U.S. public firms, We find support for the above arguments.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



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Selected as a Best Paper

Shareholders and Stakeholders

Session Moderator: **Carmen Weigelt**, *Tulane U.*

STR: **What Do Shareholder Want? A Systematic Literature Review on Investment Motives**

Author: **Jannik Werner**, *LMU Munich*
Author: **Simone Maria Eulitz**, *LMU Munich*
Author: **Anne Ixmeier**, *LMU Munich*

Shareholders invest to gain financial returns. While this is an undisputed fact, we aim to show that investment decisions are impacted by a variety of investments motives. Therefore, we systematically review the literature on investment motives. Based on management and finance literature, we investigate why shareholders invest in certain firms. We find that the shareholder's worldview is the premise for understanding investment motives and that shareholders assess their investment on the basis of personal principles as well as on tangible and intangible outcomes. We further analyze how principal- and outcome-based assessments of investments relate to each other and to what extent shareholders are willing to make trade-offs between them. Our review shows that shareholder motives are complex and multifaceted, leading to a plethora of research opportunities that will provide firms with vital insights into their shareholder base.

STR: **Corporate Purpose Breadth - An Institutional Perspective on Accountability for Stakeholders**

Author: **Jana Oehmichen**, *Johannes Gutenberg U. Mainz*
Author: **Jan Christoph Hennig**, *U. of Groningen*
Author: **Sarosh Asad**, *U. of Groningen*

Our study introduces the new concept of corporate purpose breadth – firms' equally distributed attention to all stakeholders. Intuitively, it might feel right that firms around the world address the needs of all stakeholders in their strategy communication since this indicates the willingness to create value for all stakeholders, which, in consequence, would lead to higher overall corporate sustainability. However, we challenge this reasoning and argue that corporate purpose breadth instead represents a lack of focus in the stakeholder strategy and consequently harms corporate sustainability. At the same time, we argue that corporate purpose breadth fulfills the shareholders' legitimacy need that all stakeholders are accounted for and hence increases firms' capital market performance. To understand the origins of corporate purpose breadth, we investigate its institutional antecedents and theorize that it increases with country-level stakeholder salience and shareholder rights. Our empirical study is based on 835 U.S. and European firms and supports our hypotheses that corporate purpose breadth is related to lower corporate sustainability but higher capital market performance. Interestingly, our institutional hypotheses are only partly supported. While high stakeholder salience is indeed associated with a broader corporate purpose, countries' strong shareholder rights seem to reduce corporate purpose breadth.

STR: **The Role of Customer Stakeholders and Income Disparities in Firm Sustainability Investments**

Author: **Carmen Weigelt**, *Tulane U.*
Author: **Ekundayo Shittu**, *George Washington U.*

This study explores how heterogeneity within the consumer stakeholder group relates to firm sustainability investments. Specifically, how consumer income disparities and prosumer presence interact to impact firm sustainability investments in the empirical context of community solar. We find that firms are less likely to make sustainability investments, the more their customer base is tilted toward lower and middle income (LMI) consumers, a finding supporting the notion that firms often underserve disadvantaged communities. However, powerful prosumer stakeholders positively impact firm sustainability investments directly, and when in closer proximity to LMI consumers. Powerful prosumer stakeholders may thus have positive externality effects for less powerful consumer stakeholders. We distinguish these effects for smaller, regional firms and larger firms by taking a more fine-grained view at the county-level.

STR: **Customer-Targeted Environmental Activism: Evidence from U.S. Upstream Oil and Gas Firms**

Author: **Yun Dong Yeo**, *Hongik U.*
Author: **Tae-Ung Choi**, *HKUST Business School*
Author: **Seung-Hyun Lee**, *U. of Texas at Dallas*
Author: **Pil-Seng Lee**, *Baylor U.*

This paper explores the impact of customer-targeted environmental activism on the investment strategies of supplier firms. By leveraging the context of oil and gas (O&G) industry, we contend that environmental activism targeting customer firms (e.g., midstream, downstream firms) compel them to adopt conservative measures, such as distancing themselves from fossil fuels. This shift in behavior may consequently lead to a demand shock for supplier firms (i.e., upstream firms), thereby affecting their investment strategies. Specifically, our findings indicate that when customers face environmental scrutiny, suppliers tend to decrease their investment in drilling activities while concurrently increasing the ratio of exploratory drilling, demonstrating a propensity to take on more risks. The paper contributes to the literature by illustrating that, instead of passively receiving negative shocks propagated through transactional relationships, firms proactively adjust their strategies in response.

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Selected as a Best Paper

Top Management Team Dynamics

Session Moderator: **Laura D'Oria**, *Iowa State U.*

STR: **Collaboration or Divergence? Investigating TMT Responses to Economic Policy Uncertainty**  

Author: **Yanni Chen**, *Huaqiao U.*

Author: **James C. Hayton**, *Warwick Business School*

We integrate firm growth theory and the behavioural theory of the firm to examine TMTs' responses to excess cash, identified as financial slack, within the context of Economic Policy Uncertainty (EPU) and its influence on firm performance. Utilizing a sample of companies listed on the Growth Enterprise Market in China spanning from 2012 to 2019, our findings indicate that financial slack is susceptible to appropriation, particularly by TMTs with longer or more diverse tenures, leading to compromised firm performance. EPU functions as a boundary condition, revealing that TMTs with longer tenures exhibit enhanced collaboration in securing cash during uncertain circumstances. However, our study also highlights that EPU does not mitigate the impact of TMT tenure heterogeneity on financial slack.

STR: **The Social Glue: The Effects of CEO Media Coverage on CEO-CFO Social Interaction in Earning Calls**

Author: **Yuting Yang**, *Iowa State U.*

Author: **Laura D'Oria**, *Iowa State U.*

Author: **Scott G. Johnson**, *Iowa State U.*

Author: **Cheng Nie**, -

Research has shown that CEO media coverage has important implications for organizational outcomes. Such influence is theorized to unfold mainly via two mechanisms—i.e., the effects that CEO media coverage has on i) CEOs' and ii) stakeholders' cognition and behavior. While research in the area has focused on investigating the effects of CEO media coverage on CEO cognition (e.g., overconfidence) and behavior (e.g., risk-taking and overcommitment), relatively less attention has been given to how media coverage of a CEO affects other members of the top management team (TMT). We address this issue and examine how the media coverage of a CEO affects the social interaction between the CEO and the CFO in a firm. Specifically, we focus on CFO mimicry of CEO—i.e., CFOs' nonconscious adoption of their CEOs' behavior during social interactions—and theorize that the valence of CEO media coverage affects CFO mimicry of CEO via the CFO's motivation to affiliate with and willingness to model the CEO. Specifically, we hypothesize that the positive valence of CEO media coverage increases CFO mimicry of CEO whereas the negative valence suppresses it. Drawing on theories of positive-negative asymmetry in evaluations, we theorize that the negative effect is greater than the positive effect. In addition, as more coverage elicits more attention, we expect that the volume of CEO media coverage strengthens both effects. We test our theory in the context of S&P 500 firms' earnings calls with a sample of 3734 CEO-quarter observations. This study contributes to media coverage literature by explicating how CEO media coverage affects stakeholders' cognition and behavior and to upper echelons theory by investigating an external source of TMT homogeneity.

STR: **TMT Gender Composition and Teamwork Culture**  

Author: **Jiayi Sun**, *City university of Hongkong*

Author: **Yishu Cai**, *Department of Management, Business School, The Chinese U. of Hong Kong, HK*

Multiple gender composition in top management teams is increasingly recognized as a crucial indicator of organizational inclusiveness, fostering group teamwork and contributing to corporate development. However, our observations regarding the impact of gender composition in leadership teams present a paradox. On one side, this diversity can lead to a more balanced and inclusive decision-making process, reflecting a wider range of perspectives and experiences. Contrastingly, multiple gender composition can create gender faultlines, leading to divisions and conflicts within the team. This study resolves this puzzle by positing that the impact of multiple gender composition in teams is a structural issue. We study the concept of gender composition from two angles: the macro-outcomes at the structural level, the diversity perspective, and the micro features of these structures, the faultline perspective. We posit that multiple gender composition in executive teams has a double-edged sword effect. While gender diversity promotes the formation of a cooperative team culture, gender faultline within these teams can hinder it. The study further finds that in a liberal-leaning social ideology, feminine traits in executive teams are more valued and effective, and men are more inclined to break gender behavior stereotypes. This can enhance the positive traits associated with feminine leadership, amplifying the beneficial impact of gender diversity on the cooperative climate. Utilizing a machine-learning-based topic modeling technique on manually collected texts from corporate surplus conference calls of S&P 1500 firms in the US, we found support for our theory.

KEY TO SYMBOLS



Teaching-oriented



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Selected as a Best Paper

Computational Models of Learning and Decision-Making

Session Moderator: **Daniel Albert**, *Drexel*

STR: **Seeing the Forest for the Trees: Why Complex Interdependencies Need Not Inhibit Effective Search**

Author: **Jon Atwell**, *Stanford Graduate School of Business*

The literature on exploration and learning in principle seeks to understand the behavior of actors in light of both their cognitive faculties and the environments they search. However, surprisingly little is known about the structure of the environment in the workhorse model, the NK fitness landscape. This model has been used to study the behavioral implications of ruggedness---the existences of many local fitness optima---, but we show that the parameter that tunes ruggedness, the eponymous K, also alters several features of the landscape that have relevance for behavior. This calls into question whether ruggedness is indeed the cause of the comparatively poor performance outcomes documented in the literature. We propose the Dirichlet Dot Product landscape to isolate the role of ruggedness. We document a complex relationship between ruggedness and the other characteristics and, in a pre-registered human-subject experiment, show that search on highly rugged Dirichlet Dot Product landscapes is as effective as search on single-peaked NK landscapes. Successful search behavior is compatible with rugged landscapes, suggesting human actors are not hopelessly myopic and in fact do well at apprehending the broader structure of the problem space. This finding suggests a need for more research on the macroscopic structure of decision-making environments and for revisiting the putative cognitive implications of the NK model.

STR: **The Interplay of Biases: How Initial Beliefs and Asymmetric Learning Jointly Shape Decision-Making**

Author: **Daniel Albert**, *Drexel*

This paper investigates the interplay and decision-making consequences of biases in a manager's initial beliefs and belief-updating behavior, with a focus on asymmetric biases in both domains. A manager's bias in initial beliefs manifests as either overestimation or underestimation of future outcomes. A manager's belief-updating can be biased by predominantly learning from feedback that is better than expected while discounting feedback that is lower or by learning from feedback that is worse than expected and discounting such that exceeds expectations. Using a multi-arm bandit model, we examine the spectrum of biases as types of pessimism and optimism, which can exist in any initial belief and belief-updating combination. The distinction and interaction between biases in beliefs and belief-updating demonstrate that neither is inherently detrimental and can indeed lead to high-performing decision-making in appropriate circumstances. Performance in optimistic belief-updating depends on the manager's commitment to exploration, while the efficacy of pessimistic belief-updating is enhanced by initially optimistic beliefs.

STR: **Hierarchy and Organizational Learning: Boundary Conditions for Flat Structure Primacy**

Author: **Sungho Kim**, *Southern Illinois U.*

Author: **Ji-hyun Kim**, *Yonsei U.*

Author: **Melissa Schilling**, *New York U.*

Author: **Min-Woo Ahn**, *Samsung Electro-Mechanics*

We explore the effects of hierarchical structures on organizational learning by critically examining the traditional belief that flat hierarchies are superior for learning and innovation. We challenge this notion by introducing varying hierarchical influences across hierarchical layers. By employing computational modeling, we demonstrate that the impact of hierarchy on organizational learning is more complex than previously understood. Our findings reveal that without taking into account hierarchical influences, contrary to conventional wisdom, tall structures consistently outperform flat structures. Flat organizations outperform tall ones when a significant hierarchical influence is present. We also show that lateral and random ties among individuals can significantly enhance learning performances of flat organizations. Our study establishes boundary conditions for the effectiveness of flat versus tall organizations, providing new insights into the interplay of hierarchy, organizational structure, and learning dynamics.

STR: **To Chase a Moving Target? Positive Versus Negative Shocks and the Role of Experience**

Author: **Juha Uotila**, *U. of Warwick*

Literature offers conflicting views on whether increased environmental dynamism warrants increased exploration. In this simulation study, we analytically unpack environmental dynamism and examine the impact of positive and negative shocks of different durations on experienced and inexperienced firms. We find that two contrasting incumbency effects, cognitive inertia and cognitive repertoire, make experienced firms worse at responding to positive shocks but better at responding to negative shocks. Consequently, highly experienced firms only benefit from high levels of exploration in the face of permanent positive shocks, whereas inexperienced firms also benefit from chasing after short-term environmental changes. These findings reconcile theoretical arguments in the search literature by demonstrating that the multidimensional nature of environmental dynamism can place different demands on different types of firms.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Post-Merger Integration

Session Moderator: **Jae Young Cho**, *Post-Doctoral Researcher*

STR: **Digital Strategy Cognition and Transformation of Manufacturing Firms: Mediating Effect of Digital M&A**

Author: **Fuxin Lin**, *Zhejiang U.*

Author: **Xiaobo Wu**, *Zhejiang U.*

Digital technology is fundamentally revolutionizing established economic paradigms and hastening market evolution. For manufacturing enterprises, the integration of digital technology through M&A has emerged as a potent strategy for transformation and competitive enhancement. Despite its prevalence, there remains a dearth of theoretically coherent and systematic explanations for this trend. This study examines listed manufacturing companies in China to investigate the interplay between digital strategy cognition, M&A and transformation. Our research reveals that a robust digital strategy cognition correlates with a heightened propensity to adopt digital technology via M&A. Digital M&A acts as a direct catalyst for digital metamorphosis in manufacturing entities, serving as a pivotal avenue for organizational advancement. Additionally, prior M&A experiences are found to positively modulate the efficacy of digital M&A in facilitating digital transformation. However, these relationships do not hold the same significance within state-owned enterprises. The pursuit of digital technology through M&A by manufacturing enterprises represents a strategic process of capability enhancement and transformation. This approach enables rapid assimilation of digital technologies, bridging the chasm in digital transformation and upgrading. Our findings contribute to bridging the theoretical lacuna in domains such as strategic M&A and digital transformation, while also offering managerial insights for corporate practice.

STR: **United We Stand: An Ecosystem Approach to Integration-Autonomy Dilemma in Post-merger Integration**

Author: **Zhengyao Kang**, *U. of Bristol*

Author: **Xianwei Shi**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Ke Rong**, *Tsinghua U.*

Firms engaging in post-merger integration (PMI) confront a long-standing dilemma: integrating the target firm may render detrimental impacts due to loss of autonomy. To address such an integration-autonomy dilemma, we conducted an in-depth qualitative study on a home appliance ecosystem leader's merger and acquisitions. We develop a three-stage model of facilitating the PMI process with ecosystems that unfolds through a series of inter-connected mechanisms, i.e., harmonizing ecosystem identity, building ecosystem complementarities and nurturing ecosystem generativity. We introduce an ecosystem approach that features the multilateral interactions between the target firms with other constituents in the acquirer's broader ecosystem over time to balance the integration and autonomy. Our findings contribute by reconciling the integration-autonomy dichotomy in the traditional PMI literature and extending the scope of PMI from target-acquirer dyads to ecosystem triads amid integration with the acquirer's ecosystem.

STR: **Equity Shares in The Acquisition of State-Owned Enterprises**

Author: **Thorben Ipers**, *TUM School of Management, Technical U. of Munich*

Author: **Chengguang Li**, *TUM School of Management, Technical U. of Munich*

This study builds on real options theory (ROT) to examine the influence of the target firm's state ownership on equity stake decisions in cross-border acquisitions (CBAs). We hypothesize that acquirer firms prefer lower equity stakes in state-owned targets than in non-state-owned ones, given increased uncertainty due to lower transparency about the assets and capabilities of state-owned enterprises (SOEs) and less foreseeable post-acquisition integration outcome. We further postulate that objective and perceived uncertainties moderate state ownership's influence. Analyzing a sample of over 27 thousand CBAs, we find support for the target firm's public status and the moderating effect of perceived uncertainty in the form of the acquirer country's uncertainty avoidance, yet we do not find evidence for the moderating effect of objective uncertainty in the form of disclosure standards in the target country.

STR: **Generality of Artificial Intelligence Technology and Post-Acquisition Knowledge Integration**

Author: **Jae Young Cho**, *Post-Doctoral Researcher*

Author: **Jeffrey J. Reuer**, *Purdue U.*

Post-acquisition knowledge integration is an important indicator of knowledge transfer from acquirers to startups. As the emergence of AI technology increases coordination concern, it is important to explore how acquires integrate AI technology from the technological acquisitions. In this study, we argue that the generality of AI startup's technology increases post-acquisition integration, by providing various possibilities and alternatives for acquirers to utilize the general-purpose technology. We also argue that the positive relationship is strengthened by acquirer's investment in AI-application capabilities. From the panel-data analysis with 186 AI acquisitions conducted by incumbent firms, we find support for the above argument. Overall, through the additional analysis, we conclude that the generality of technology can facilitate knowledge integration in various directions, while it does not stimulate deep engagements between acquirers and startups.

STR: **Speaking About Mergers and Deal Outcomes: Analyst Report Tone Surrounding Merger Announcements**

Author: **Nicolaus Wallner**, *WU Vienna U. of Economics and Business*

Financial analysts play an important intermediary role in mergers due to information asymmetries among market participants. While most announced deals are completed, a considerable amount is terminated. I examine how announcements impact analysts' qualitative assessments (i.e., report tone), and if these assessments provide valuable insights to market participants early into the deal. Through construct validation tests, I find report tone decreasing in optimism following an announcement, likely reflecting analysts' caution for mergers bad long-term performance. This change in optimism is stronger for targets than for acquirers. Further, I show that the merger topic itself and usage of uncertainty-words shape analysts' assessments. Finally, I find evidence for analysts' assessments within 20-days of the announcement, particularly on the acquirer, strongly associate with the deal completion probability. These findings highlight that analysts' qualitative assessments offer early, valuable indicators to market participants regarding the potential success of mergers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

AI and Digital Transformation Effects

Session Moderator: **Patrick Lang**, *U. Wuerzburg*

STR: Virtual Metamorphosing: Digital Transformation and Organizational Responses to Performance Feedback (WITHDRAWN) 

Author: **Lingli Luo**, *Zhejiang U. International Business School*
Author: **George A. Shinkle**, *UNSW Sydney*

In the ever-evolving landscape of contemporary business, the onset of digital transformation (DT) has ushered in profound changes. Our research delves into organizational adaptation in the digital age, specifically investigating how DT strategies shape organizations' behavioral responses to performance feedback. We identified four distinct DT strategies: mission-compelled, technology-driven, organization-enabled, and ecosystem-supported, providing a nuanced understanding of how these DT strategies distinctly affect organizational learning and information processing, leading to varied behavioral responses to performance feedback. Drawing on a sample of Chinese publicly listed firms from 2011 to 2021, we find an "S"-shaped relationship between performance aspiration discrepancy and R&D search intensity. Importantly, this "S"-shaped pattern is distinctly modified by different DT strategies depending on their transformation locus and scope. Overall, our research spans the domains of behavioral theory, digital transformation, information processing, and organizational learning, promising to advance our comprehension of organizational adaptation in the digital age.

STR: Sustainability Committees and Digital Sustainability: An Attention-Based View 

Author: **Patrick Lang**, *U. Wuerzburg*
Author: **Sascha G. Walter**, *U. Wuerzburg*

The trends of sustainable development and digitalization led to the emergence of the concept of digital sustainability, i.e., tackling grand environmental challenges using digital technologies. Drawing on the attention-based view, we investigate how one organizational player—sustainability committees—affects digital sustainable innovation by firms, per se and in interaction with attention structures. Data from 258 firms from the US and Europe (2010-2017) suggest that sustainability committees nurture digital sustainability. The relationship is negatively moderated by sustainability knowledge and climate change commitment and positively moderated by sustainability incredibility.

STR: Government Digital Transformation and Corporate ESG: Insights from the Big Data Bureau in China

Author: **Jiexin Wang**, *Institute of Economics, Tsinghua U.*
Author: **Pengrui Ou**, *Department of Sociology, Tsinghua U.*

As a crucial stakeholder for enterprises, governments play a significant role in shaping corporate social responsibility behaviors. In this study, we investigate the impact of government digital transformation on corporate ESG performance based on stakeholder power theory. By exploiting the establishment of big data bureaus in China as a quasi-experiment and employing a difference-in-differences design with panel data of listed firms, we show that government digital transformation significantly improves corporate ESG performance. This effect exhibits persistence and gradual reinforcement following the establishment of big data bureaus. Mechanism analysis indicates that government digital transformation achieves heightened ESG performance by enhancing the government's regulation awareness and capacity over enterprises, improving the competitive environment among enterprises, and strengthening normative pressures from the public. Additionally, we observe that the effects of government digital transformation are more pronounced in state-owned enterprises, politically connected firms, highly competitive industries, and regions with higher digitalization levels. Overall, our study contributes to a deeper understanding of the role of stakeholder dynamics and digitalization in promoting corporate social responsibility.

STR: Collaboration Between Humans and AI: Complementarities Within and Across Skill

Author: **Kateryna Fomina**, *GSEM - U. of Geneva*
Author: **Sebastian Raisch**, *GSEM - U. of Geneva*

Management research explores the collaboration between humans and artificial intelligence (AI) algorithms on decision-making tasks, emphasizing the complementarity of human and AI's heterogeneous cognitive skills. Employing a resource-based view, we challenge the notion that such within-skills complementarity explains performance improvements through human-AI collaboration on structured decision-making tasks. Instead, we propose that performance improvements arise primarily from across-skills complementarity, where AI largely substitutes humans' cognitive skills, allowing them to leverage other skill domains, such as their unique social skills. Examining the adoption of an AI-based sales system in a leading wholesale company, we find that customer managers using AI's cognitive skills for structured decision-making tasks refocus on applying their unique social skills for relational tasks, which is associated with a higher sales performance. Our findings challenge the prevailing emphasis on cognitive complementarity, suggesting that, in structured decision-making contexts, human contributions to human-AI collaboration arise primarily from social skills complementing AI's cognitive functions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

What Drives Environmental Innovation?

Session Moderator: **Bryan W. Husted**, *Tecnologico de Monterrey*

STR: Legitimacy and Green Innovation: The Mediating Role of Green Alliance Partners

Author: **Jingyu Bi**, *School of Public Policy and Administration, Xi'an Jiaotong U.*

Author: **Shibin Sheng**, *U. of Alabama, Birmingham*

Author: **Ruijia Liu**, *School of Public Policy and Administration Xi'an Jiaotong U.*

Despite the growing interest in the drives of corporate green innovation, consensus has not been reached as to whether legitimacy plays a key role. Drawing on institutional theory, we investigate the differential effects of corporate legitimacy and industry legitimacy on firms' green innovation. Additionally, we integrate institutional theory with social network theory to explore the mediating role of green alliance partners in the relationship between legitimacy and green innovation. Using a dataset comprising 452 Chinese high-tech firms spanning a 20-year period (2000–2019), we reveal that corporate legitimacy positively relates to while industry legitimacy negatively relates to a firm's green innovation. These relationships are mediated by the number of green partners.

STR: Market-Oriented Institutional Reforms and Green Innovation in China 

Author: **Qadeer Abdul**, *Xi'an Jiaotong U. School of Management*

Do market-oriented institutional reforms stimulate firms to conduct green innovation? We seek to answer this question that previous studies have not addressed. Leveraging a dynamic institutional perspective, we reveal how market-oriented institutional reforms affect firms' green innovation subsidies and the subsequent conversion of such subsidies into green innovation. Results obtained with a sample of Chinese publicly listed firms from 2009 through 2018 indicate that market-oriented institutional reforms enable firms to obtain more green innovation subsidies. The conversion of these subsidies into green innovation is positively moderated by market-oriented institutional reforms, such that more extensive market-oriented institutional reforms enable firms to achieve higher green innovation. These findings provide implications for the dynamic institutional perspective by explaining how market-oriented institutional reforms facilitate green innovation.

STR: Environmental Innovation in Response to Institutional Pressure from Officials 

Author: **Qadeer Abdul**, *Xi'an Jiaotong U. School of Management*

Author: **Xu Jiang**, *Xi'an Jiaotong U.*

Most of the previous studies using institutional theory usually examined firms' response to general institutional pressure (comes from the state), however, less attention has been paid to the important role of singular institutional agents that link institutions and firms. This study investigates how and when firms respond to pressure from officials to comply with government policy. The predictions were tested with data describing 2,800 Chinese listed firms spanning 2009 to 2018. Firms operating in provinces led by officials with central government working experience (termed airborne officials) were found to have responded more actively to China's New Development Philosophy in terms of patenting more environment-oriented innovations. They also responded more actively if such officials had a technical background and/or overseas experience. However, firms responded less actively to the philosophy when airborne officials had a shorter or longer tenure, such that firms achieved the highest environmental innovation performance when airborne officials had an average tenure. These findings contribute to the literature on corporate environmentalism by uncovering the effect of political institutions within a major, albeit unusual, world economy.

STR: Does Board Political Diversity Stimulate Environmental Innovation?   








Author: **Bryan W. Husted**, *Tecnologico de Monterrey*

Author: **Huafang Liu**, *Zicklin School of Business, Baruch College, City U. of New York*

Author: **Shoeb Mohammad**, *Ontario Tech U.*

In this study, we investigate both why and in what contexts board political diversity is associated with environmental innovation. Drawing from upper echelons theory, political psychology, and stakeholder engagement theory, we explore the mediating role of stakeholder orientation, and moderating roles of diversity and inclusion culture, ESG controversies, and liberal state locations to explain the relationship between board political diversity and environmental innovation. We propose that a more politically diverse board is associated with increased environmental innovation because boards with political diversity prioritize stakeholder engagement and environmental issues. We test the hypotheses using a large panel data set with the S&P 1500 firms over the period of 2002–2018 and find evidence supporting the hypotheses. The results suggest that stakeholder orientation is a key mechanism through which a politically diverse board is positively associated with environmental innovation. There is also a synergistic interaction effect between a politically diverse board, diversity and inclusion culture, ESG controversies, and state political liberalism which facilitates environmental innovation.

KEY TO SYMBOLS

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

Immigration and Firm Strategy in a New Era

Organizer: **Qingqing Chen**, *U. of Texas, Dallas*
Presenter: **Britta Glennon**, *The Wharton School, U. of Pennsylvania*
Discussant: **Exequiel Hernandez**, *Wharton*
Participant: **Elena Kulchina**, *North Carolina State U.*
Participant: **Astrid Marinoni**, *Georgia Tech Scheller College of Business*

This symposium aims to bring together pioneering studies that delve into the intricate relationship between immigration and firm strategy, taking into account the evolving socio-political dynamics and delivering valuable insights to inform firm strategic decisions. In recent years, the intersection of immigration and firm strategy has been a subject of growing interest and extensive research. Existing literature has contributed significantly to our understanding of the profound impacts of immigration on knowledge transfer (e.g., Wang, 2015; Yang, Mudambi & Meyer, 2008), entrepreneurship (e.g., Kulchina, 2016, 2017; Lee & Eesley, 2018), and firm strategy and performance (e.g., Hernandez, 2014; Kulchina & Hernandez, 2016; Glennon et al., 2022; Li, Hernandez & Gwon, 2019). However, the current global landscape is witnessing dramatic changes in the socio-political environment for migration and mobility of talents across borders. Shifting demographics in the labor market, resurgence of protectionism (e.g., Yue, et al., 2022), and changing immigration policies, among other factors, have introduced new challenges for firms seeking to harness the potential of talents from around the world. Given these transformative developments, there is an urgent need for further investigation into how businesses can craft effective strategies in this new era.

Bridging Ideas: the Role of Migrants in Shaping Entrepreneurial Ventures

Author: **Astrid Marinoni**, *Georgia Tech Scheller College of Business*








The Effect of Immigration Policy on Founding Location Choice: Evidence from Canada's Start-up Visa P

Author: **Britta Glennon**, *The Wharton School, U. of Pennsylvania*

Immigrants and the Assignment of Expatriate Managers: Evidence from South Korean Multinational Compa

Author: **Elena Kulchina**, *North Carolina State U.*

KEY TO SYMBOLS

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

Strategic Management of Resources: Navigating Uncertainty and Leveraging Capabilities

Session Moderator: **Thomas P. Moliterno**, *Vrije U. Amsterdam*

STR: **Dynamic Capabilities: A New Review to Advance Research on a Dynamic New Competitive Context**  

Author: **Mathias A. Huber**, *Vrije U. Amsterdam*
Author: **Thomas P. Moliterno**, *Vrije U. Amsterdam*
Author: **Valentina Fani**, *Vrije U. Amsterdam*

This new literature review of dynamic capabilities scholarship is motivated by the need to explore how dynamic capabilities scholarship has laid the foundation for future research on dynamic new competitive contexts. Our review finds that extant scholarship has underemphasized the exploration of externally focused mechanisms associated with dynamic capabilities, creating a significant opportunity for research on dynamic competition. We propose “dynamic boundary capabilities” as a theoretical extension to the dynamic capabilities research and domain for future scholarship in this area.

STR: **A Re-Examination of Detroit’s Emergence - The Role of Production Capabilities**

Author: **Sandeep Pillai**, *Department of Management and Technology, Bocconi U.*
Author: **Aneesh Datar**, *NEOMA Business School*

The emergence of Detroit as the capital of the American automobile industry has been attributed to the process of spinoff formation in Detroit. We suggest that this assertion suffers from an omitted variable bias: it does not account for automobile production capabilities that were so vital early on in the industry. In contrast, we suggest that Detroit became the hub of the automobile industry because firms in Detroit figured out the complex process of automobile manufacturing. We also suggest that spinoffs were not the firms that successfully manufactured cars and that it was firms that engaged in economic experimentation that successfully manufactured vehicles. We propose manufacturing capabilities as a novel mechanism for industry agglomeration.

STR: **Strategic Resource Decay: Production in Texas Oil Fields** 

Author: **Reha Karadag**, *U. of Minnesota Duluth*
Author: **Laura Poppo**, *U. of Nebraska, Lincoln*








In the resource-based view (RBV), external dynamism poses the most significant threat to competitive advantage. Discontinuous and hard to predict, external changes can render strategic resources obsolete or common. Dynamic capabilities address how firms reconfigure their organizational capabilities in accordance with these changes. On the other hand, most strategic resources are not perpetual or infinite (Karadag & Poppo, 2023), an assertion that challenges one of the main tenets of the RBV regarding sustainable competitive advantage. In this study, we build upon the strategic resource decay (SRD) framework to answer whether firms are immune to the endogenous decay of their strategic resources, an implicit assumption held in the existing literature, and how firms can potentially deal with this threat. Further, we extend this framework by analyzing scarcity as another dynamic construct that moderates the decay-firm performance relationship. Using panel data of 631,515 firm-month observations from 2,696 upstream oil and gas operators, we found that, regardless of its predictable nature, the decay of their reserves in the largest oil basin in the US negatively affects the productivity of these firms and that this relationship is intensified by the ever-increasing scarcity of these reserves. All else constant, firms’ capability reconfiguration activity mostly does not suffice to retain productivity levels in the long run. The results from the first empirical examination of SRD validate it as a potential threat to firm performance, calling for further empirical investigation and the integration of the concept of SRD in the RBV and dynamic capability research.

STR: **Hitting a Curveball: Strategic Factor Markets, Uncertainty, and Performance**

Author: **Jason Sigler**, *The Ohio State U. Fisher College of Business*
Author: **ZEYNEP YAVIC**, *The Ohio State U. Fisher College of Business*
Author: **Jaideep Anand**, *Ohio State U.*
Author: **Tiberiu Sergiu Ungureanu**, *Appalachian State U.*

Strategic factor markets allow firms to obtain competitive advantages through having superior information and more accurate expectations about the value of resources compared to rivals. Interestingly, this theoretical statement has not found consistent empirical support. Using a comprehensive proprietary dataset, we analyze strategic factor markets under different forms of uncertainty, specifically market and resource uncertainty. Our findings parallel previous empirical work in showing that superior information does not always lead to competitive advantage; however, this relationship is contingent on both types of uncertainty. Furthermore, we uncover that firm-specific strategic factor market capabilities exist. We demonstrate that uncertainty and firm-specific capabilities are necessary, but not sufficient, for obtaining competitive advantages through strategic factor market exchanges. Our findings help explain prior mixed empirical results while demonstrating the importance of uncertainty and firm-specific capabilities to strategic factor market decision-making.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **2235** | Submission: **10101** | Sponsor(s): **(STR, TIM, ENT)**
Scheduled: **Tuesday, Aug 13 2024 1:15PM - 2:45PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom**

Serendipity in Strategy, Entrepreneurship, and Innovation

Session Chair: **Christian Busch**, *USC Marshall School of Business*
Session Chair: **Madeleine Stefanie Rauch**, *Cambridge Judge Business School*
Panelist: **Henry Mintzberg**, *McGill U. - Desautels Faculty of Management*
Panelist: **Walter Powell**, *Stanford U.*
Panelist: **Wendy K. Smith**, *U. of Delaware*
Panelist: **Matthew Grimes**, *Cambridge Judge Business School*
Panelist: **Christina Fang**, *New York U.*
Panelist: **Scott Duncan Anthony**, *Tuck School of Business at Dartmouth*
Panelist: **Saras Sarasvathy**, *U. of Virginia*

This symposium will focus on the role of serendipity in the organizational context. Leading scholars will discuss how and why serendipity matters in strategy, entrepreneurship, and innovation—and how companies can use it to their advantage. The focus of the short “panel sparks” is to highlight current state-of-the-art research, as well as relevant future research opportunities. We will conclude the symposium with reflections by an eminent management scholar (Henry Mintzberg), who will (serendipitously) “connect the dots” between the emerging themes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

AI and Decision-making

Session Moderator: **Jelena Cerar**, *WU Vienna*

TIM: When Do Decision-Makers Rely on AI? Cognitive Exhaustion in AI-Augmented Multi-Decision Settings

Author: **Jelena Cerar**, *WU Vienna*

Author: **Chiara Fabrizi**, *WU Vienna*

Author: **Phillip C. Nell**, *WU Vienna U. of Economics and Business*

Artificial intelligence (AI) is transforming decision-making in various organizational settings by supporting human decision-makers. However, although several AI-augmented decision-making applications occur in multi-decision settings, current literature treats AI reliance in those settings as purely influenced by single-decision level variables, fully neglecting factors specific to the multi-decision setting. Yet, understanding such factors is crucial, as reliance in single decisions might be contingent upon the overall cognitive experience with the task and the AI tool. In particular, the AI-augmented decision-making literature has overlooked two cognitive factors specific to multi-decision settings – i.e., cognitive load stemming from the task-level workload and cognitive dissonance from a task-level disagreement with AI in the multi-decision session. We theorize that a higher task-level workload increases AI reliance, whereas experiencing higher task-level disagreement with AI during the multi-decision session leads to reduced AI reliance in single decisions. We test our theoretical framework in two multi-decision innovation selection contexts by conducting a lab experiment with 53 young business professionals and a field experiment with 88 managers in one firm and further contextualize our results with 20 interviews. We explore the implications of these findings for theories of AI reliance in augmented decision-making and organizational practice.

TIM: Applicants' Fairness Perception of Human and AI Collaboration in Resume Screening

Author: **Bin Ling**, *Hohai U.*

Author: **Bowen Dong**, *City U. of Macau*

Author: **Fei Cai**, *Hohai U.*

Along with the acknowledgment that the AI-driven processes enhance consistency and efficiency, perceived unfairness with regard to AI-based decision-making has been noted and raised some concerns. Therefore, recent studies discuss human intervention and the collaborative roles of human and AI in the selection decision-making. In the context of resume screening, we conduct two online experiments (Study 1: N = 286; Study 2: N = 283) and examine if applicants perceive the human-AI collaborative decision-making as fairer than AI decision-making from a lens of responsibility attribution and if so, how about applicants' fairness perceptions and responsibility attributions with regard to three types of partnerships (human-led, balance, AI-led). Results in Study 1 show that applicants report higher fairness perceptions with regard to human-AI collaborative resume screening procedure than with regard to AI-only resume screening procedure. But if the outcome is unfavorable, there is no significant difference of fairness perception with regard to two types of resume screening procedures and applicants attribute more responsibility to employers in the human-AI collaborative resume screening procedure. Further insights from Study 2 illustrate that in the context of human-AI collaborative resume screening, applicants have higher fairness perceptions with regard to human-led procedure and balanced procedure than with regard to AI-led procedure. If the outcome is unfavorable, applicants report highest fairness towards balanced procedure and attribute less responsibility to employers in balanced procedure than to other procedures. These findings provide some theoretical and practical implications to recruitment literature about human-AI partnership.

TIM: Synergy Between Artificial Intelligence and Managerial Decision-Making: A Qualitative Inquiry

Author: **Rajagopal Rajagopal**, *EGADE Business School, Tecnologico de Monterrey*

Author: **Ananya Rajagopal**, *U. Anahuac Mexico*

Artificial intelligence and Machine learning can be perceived as strategic enablers of managerial and organizational cognition. The synergy between these two helps in developing repositories of metaknowledge diffused through management networks in new generation organizations. This study analyzes the role of artificial intelligence in improving managerial decision-making and enriching organizational cognition by building real-time knowledge repositories. The study also measures the decision-making process in which the managers use artificial-intelligence agent to derive various solutions and recommendations. Theories of meta-learning and metatheory of technological innovation have been used as the foundation for this study. This research has been conducted by collecting qualitative data from 15 middle management managers to measure the impact of metaknowledge and meta-learning on managerial decision-making in automobile manufacturing plants located in three cities within the geographic limits of Mexico. The results of the study show that metaknowledge and meta-learning help managers to create effective, consistent, and applied knowledge on crucial decision edges.

TIM: Artificial Intelligence and Corporate Investment Decisions

Author: **Dimitrios Gounopoulos**, *U. of Bath*

Author: **Chen Huang**, *Queen Mary U.*

Author: **Geoffrey T. Wood**, *U. of Western Ontario*

Author: **Aoran Zhang**, *Toronto Metropolitan U.*

Using mergers and acquisitions (M&As) as a proxy, and looking at the case of the US, we find that managers from firms that are more able to substitute human workers with artificial intelligence (AI) are likely to adopt aggressive corporate investment policies, and thereby are more prone to engage in M&As. We reveal that internal and external corporate governance moderates the relationship between AI automation susceptibility and M&A investments. The results hold after the consideration of selection bias and endogeneity issues. At a theoretical level, our study builds on earlier work that suggests a linkage between AI and market concentration. The structural intersectional theoretical literature focuses on the impact of AI-using firms on other actors, but intentionally casts a wide net; it is held that the AI has complex and polyvalent effects, and its usage of data and decision making is one that seeks to afford clear advantage to those deploying it. There is also an association between firm usage of AI and the concentration of markets. This study seeks to deepen this understanding by exploring the approach of AI deploying firms towards others in their sphere; they are more prone to acquiring those firms who supply them or who they supply, which in turn, is likely to contribute to the further foreclosure of competition. We draw out the implications for policy and practice.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Early-Stage New Ventures: Individual Entrepreneurs, Founding Teams, and Founder-Investor Relations



Organizer: **Moran Lazar**, *Tel Aviv U.*
Organizer: **DEVIKA RAJ**, *Bocconi U.*
Discussant: **Martin Ganco**, *Wisconsin School of Business*
Presenter: **Naja Pape**, *INSEAD*
Participant: **Balagopal Vissa**, *INSEAD*
Presenter: **Ariel De Fauconberg**, *Cambridge Judge Business School*
Participant: **Matthew Grimes**, *Cambridge Judge Business School*
Presenter: **DEVIKA RAJ**, *Bocconi U.*
Participant: **Luca Berchicci**, *Erasmus U. Rotterdam*
Participant: **Laura Rosendahl Huber**, *Erasmus U. Rotterdam*
Presenter: **Kevin Peter Clark**, *UMD*
Participant: **Moran Lazar**, *Tel Aviv U.*
Participant: **Gilad Chen**, *U. of Maryland*
Participant: **Brent Goldfarb**, *U. of Maryland*
Presenter: **Dana Kanze**, *London Business School*

Entrepreneurship is a central economic driver that leads to technological advancements and new business opportunities. However, entrepreneurship is an arena fraught with uncertainty, and entrepreneurs have to make various decisions under these uncertain conditions. In building a new venture, important characteristics that require investigation include the factors affecting entry, the team, the capital, and the idea itself, among other factors. Taken under uncertain conditions, these factors fundamentally impact the outcomes of the new venture and could dictate the potential direction the new ventures may take. Perhaps the highest uncertainty could be attributed to the very early stages of the new venture creation process, where even the idea and the team are still prone to changes. Despite some studies documenting the various stages of the new venture creation process, a dearth of studies zoom into the very early stages of the new venture creation process to shed light on how the decisions made during the pre-entry and early stages affect the new venture outcomes. Studying the very early stages of the venture creation process could provide critical insights that can potentially inform the strategic decisions that shape entrepreneurial journeys. Through the presentations and discussion of the proposed symposium, which involves both qualitative and quantitative studies, we aim to shed light on the factors affecting critical decisions made at the pre-entry and early-stage process of new venture creation as well as the potential outcomes of these decisions for new venture outcomes and success.

Presentation 1

Author: **Naja Pape**, *INSEAD*
Author: **Balagopal Vissa**, *INSEAD*

Presentation 2

Author: **Ariel De Fauconberg**, *Cambridge Judge Business School*
Author: **Matthew Grimes**, *Cambridge Judge Business School*

Presentation 3

Author: **DEVIKA RAJ**, *Bocconi U.*
Author: **Luca Berchicci**, *Erasmus U. Rotterdam*
Author: **Laura Rosendahl Huber**, *Erasmus U. Rotterdam*

Presentation 4

Author: **Kevin Peter Clark**, *UMD*
Author: **Moran Lazar**, *Tel Aviv U.*
Author: **Gilad Chen**, *U. of Maryland*
Author: **Brent Goldfarb**, *U. of Maryland*

Presentation 5

Author: **Dana Kanze**, *London Business School*

Discussant Remarks

Author: **Martin Ganco**, *Wisconsin School of Business*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Digital Servitization as Innovation Strategy

Session Moderator: **Keyi Fang**, *Hangzhou Dianzi U.*

TIM: Pathways for the Implementation of Digital Servitization: Effects on Firm Performance (WITHDRAWN) 

Author: **Ferran Vendrell-Herrero**, *U. of Edinburgh business school*

Author: **Lorena Para-González**, *U. of Murcia*

Author: **Carlos Mascaraque-Ramírez**, *Technical U. of Cartagena*

Author: **Joan Freixanet**, *Graduate School of Management, Saint Petersburg U.*

This article draws on existing debates on standardization versus adaptation to propose two possible pathways for digital servitization. On the one hand, the standardization pathway posits that digital transformation enables servitized firms to make their service-based business model more standardized, and as a result, scalable. On the other hand, the adaptation pathway advocates that servitization enables highly digitalized firms to make their digital offerings more adaptable to heterogeneous customer needs, and as a result, customizable. We investigate which of these two paths integrates more effectively, and which one is thus likely to prevail in the long run. We use a purpose-built survey of 127 Spanish product firms to test these relationships using partial least squares structural equation modelling (PLS-SEM), and test single- and multi-mediation models. The results corroborate the existence of both pathways, but also suggest that the standardization pathway contributes more to performance than the adaptation pathway. This is consistent with historical transitions in adoption (services existed before digital transformation) and services being dependent on digital technologies delivered remotely. These findings suggest the benefits of customization in digital servitization are lower than previous studies seem to imply, and provide important managerial implications.

TIM: How to Leverage the Innovation Effect of Servitization?-- A Moderated Mediation Model  

Author: **Keyi Fang**, *Hangzhou Dianzi U.*

Author: **Tanfei Liu**, *School of management, Zhejiang U.*

With the integration of corporate boundaries, manufacturing servitization in the digital landscape encompasses more intricate operational systems. Supply chain partners are transitioning from transaction-based relationships to value co-creation. Consequently, the management and coordination of relationships become particularly critical. However, the concrete performance outcomes brought about by manufacturing servitization, especially how enterprises engaged in manufacturing servitization can better manage supply chain relationships to achieve innovation, remain unknown to academia. Therefore, this study revolves around the central questions: "What are the specific impacts of manufacturing servitization on innovation in the digital context? How can the 'integration-governance' mechanism of the supply chain be effectively leveraged?" Through large-sample empirical analysis, this research seeks to address the quantitative analysis gaps in the current field of manufacturing servitization and supplement deficiencies in research on manufacturing innovation performance.

TIM: Unpacking Digital Servitization, Digital Service Offerings, and Firm Performance 

Author: **Kiho Kwak**, *Hanbat National U.*

Author: **Namil Kim**, *Konkuk U.*

Author: **Haneul Lee**, *Thoth Business and Advisory Co., Inc*

Digital servitization (DS) is the radical process of shifting a business model (BM) from a product- to a service-centered, using digital technologies. This is seen as a competitive advantage for manufacturing firms, but previous research has identified paradoxes in which these firms do not achieve the expected financial performance from the investment in DS. These paradoxes lead us uncertain about whether DS provides a positive return on investment. In addition, there is limited research on the various types of digital service offerings (DSOs) and their impact on firm performance. To address these gaps, we developed a measurement of DS and identified typologies of DSOs based on the level of digitalization and service orientation, using textual analysis of firm documents. We found that there is an inverted U-shaped relationship between DS and firm profitability. We also observe the heterogeneity in profitability across six different DSOs. In doing so, we contribute to DS literatures by disentangling the complex DS-performance relationship, indicating the necessity of further studies on DS to better understand the digital servitization paradoxes and the variability in profitability of DSOs.

TIM: Servitization as a Strategy for Diffusing Radical Technologies: An Analysis of US Top R&D Investors  

Author: **Shukhrat Nasirov**, *U. of Manchester*

Author: **Carolina Castaldi**, *Utrecht U., Department of Human Geography and Planning*

The diffusion of radical technologies poses a significant challenge for firms, particularly large ones, as they need to cut across existing organizational structures and overcome various barriers, including a preference for lower risk and immediate rewards. While extant studies have mainly concentrated on organizing for radical innovation, less attention has been given to strategies that enable firms to bring these technologies to the product market. In this paper, we maintain that servitization – the addition of product-related services to tangible product offerings – can serve as a potential solution, largely owing to its ability to reduce customer uncertainty about the nature and utilization of radical technologies. Yet, there are limits to deploying this strategy: developing and implementing service-generating capabilities, together with maintaining and advancing the capability to generate radical technologies, can be costly and risky. Our empirical analysis of 503 top corporate R&D investors from the US manufacturing sector confirms a significant association between technological radicalness and servitization. At the same time, this association is nuanced and depends on the level of financial resources available to firms, known as financial resource slack. More specifically, firms with higher slack tend to engage in more servitization when their technologies are more radical. In turn, firms with lower slack tend to engage in more servitization when their technologies fall within the middle range of the radicalness spectrum. Based on these findings, we draw implications for practice and policy.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovation Funding

Session Moderator: **Julia Demmer-Nolden**, *U. of Duesseldorf*

TIM: When Do Corporate Venture Capital Investments Drive Product and Business Model Innovations?

Author: **Julia Demmer-Nolden**, *U. of Duesseldorf*
Author: **Andreas Engelen**, *Heinrich-Heine U. of Dusseldorf*

Corporations pursue Corporate Venture Capital (CVC) investments to get access to knowledge sets that reside in new ventures to boost their innovation. Indeed, while some existing studies find such positive innovation effects of CVC investments, others do not. Therefore, the present study takes a more nuanced perspective by differentiating between new and follow-on CVC investments and by taking both product and business model innovations into account. Further, following an upper-echelon perspective, we argue that the presence of a Chief Strategy Officer (CSO), i.e., a TMT member with a job description that unites investments in external organizations, including new ventures, and new business generation, facilitates the transformation of CVC investments into innovation. The theoretically derived research is empirically tested with a multi-source dataset on 722 corporate firms that pursued 501 new CVC investments and 363 follow-on CVC investments in the period of 2005-2019. The findings indicate that product innovations are driven by new CVC investments, while business model innovations are especially fostered by follow-on CVC investments, emphasizing the need to take a temporal, round-specific perspective on CVC investment's effect on innovation. Further, the presence of a CSO facilitates the transformation of CVC investments into business model innovation.

TIM: Funding Black High-Growth Startups

Author: **Lisa Cook**, *Michigan State U.*
Author: **Matt Marx**, *Cornell U.*
Author: **Emmanuel Yimfor**, *Columbia U.*

We characterize the gap in venture-capital funding for Black entrepreneurs. Combining face-detection algorithms with extensive manual review, we classify the race of more than 150,000 U.S.-based founders and investors since 2000. Only 3.5% of founders seeking VC funding are Black, and those who raise VC funding obtain substantially less than others. We attribute some of this gap to Black founders having fewer traditionally observable markers, such as past startup experience, patents, or networks. However, Black founders with these markers are just as likely to be receive funding. Interestingly, while Black partners at VC firms rely less on these traditional markers, they are more likely than their fellow partners to invest in Black founders, and these startups tend to have more successful outcomes when backed by Black partners compared to other VCs, even within the same firm. Our results suggest that Black partners are better able to select Black entrepreneurs who will succeed, due in part to lower information asymmetries given their overlapping prior professional experience.

TIM: Market Value vs. Private Value: How Firms Navigate the Dilemma in Pledging Patents for Loans

Author: **Yuandi Wang**, *U. of Science and Technology of China*
Author: **Zi Li**, *Anhui U.*
Author: **Qianbin Dou**, *Anhui U. of Finance and Economics*
Author: **Jiashun Huang**, *School of Public Affairs, USTC*
Author: **Zhao Zhou**, *Shanghai U. of Finance and Economics*








According to the incomplete contract literature, the creditors in the debt financing market should emphasize the collaterals' liquidity and market value since it helps compensate the creditors' loss in the case of loan default. However, these propositions cannot well explain the fact that the creditor tends to take the debtors' core technologies, which are closely associated with asset specificity and are difficult to redeploy. In this study, we show that the decisions of pledging patents as collaterals are jointly influenced by both lenders and borrowers. This is because the lenders face a tradeoff to balance the collateral's market value (i.e., salvage value in the market) and private firm value (i.e., value to the borrowing firm). The borrowers also face a dilemma between fulfilling their liquidity needs and the risk of losing a critical asset in their pledging decision. By examining how creditors and debtors manage the dual tradeoffs, this study suggests that pledging technologies of high market value and high private value may be unrealistic. Instead, we suggest a scenario in which technologies belonging to the borrowers' core technology domain but not with high asset specificity are more likely to be pledged as collaterals.

TIM: Relational Social Ties, Resource Bootstrapping and Micro-Entrepreneurs' Innovative Behavior

Author: **Jing A. Zhang**, *U. of Otago*
Author: **Conor O'Kane**, *U. of Otago*
Author: **Denis John Griffin**, *U. of Otago*

Drawing on the perspective of entrepreneurial resourcefulness, this study examines the mechanisms shaping the value-oriented innovative behavior of micro-entrepreneurs in the developing world. Specifically, we investigate how relational social ties in microfinance facilitate self-reliant financial bootstrapping. This, in turn, enhances value-oriented innovative behavior. Furthermore, we explore the interaction between joint bootstrapping and self-reliant financial bootstrapping in influencing value-oriented innovative behavior. We apply both symmetrical (PLS-SEM) and asymmetrical (fsQCA) approaches to a sample of 292 micro-entrepreneurs in microfinance in Mexico. The PLS-SEM results demonstrate that self-reliant financial bootstrapping is an effective mechanism through which relational social ties positively impact value-oriented innovative behavior. Additionally, the positive role of self-reliant financial bootstrapping in value-oriented innovative behavior is more significant when micro-entrepreneurs have a low level of joint bootstrapping. These findings are reinforced by the fsQCA results, which show that value-oriented innovative behavior arises from various combinations of relational social ties, self-reliant financial bootstrapping, joint bootstrapping, and other factors. Our findings offer both theoretical and practical implications.

KEY TO SYMBOLS

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

Inventor Resources and Rewards

Session Moderator: **Tom Ngo**, *Pennsylvania State U.*

TIM: Who Collaborates with Whom and So What? The Role of Expertise Complementarity/ Similarity

Author: **Tom Ngo**, *Pennsylvania State U.*

This study contributes to the knowledge recombination literature by presenting a conceptualization of recombination as a two-stage process—pre-formation stage and post-formation stage—wherein knowledge inputs become available and are recombined through interpersonal collaborations. Taking a dyadic-level perspective and considering both resource and behavioral drivers of co-authoring relationships, this study investigates potential differences regarding the impacts of expertise complementarity and expertise similarity on collaboration formation (pre-formation stage) and collaboration performance (post-formation stage). To empirically test the hypotheses, a unique dataset comprising collaborations among management researchers at Academy of Management (AoM) conferences over a 14-year period (2001-2014) is employed. The findings reveal that individuals with high expertise similarity are more likely to collaborate, and similarity-based collaborations are more likely to successfully generate new knowledge. There is however no empirical evidence supporting the impact of expertise complementarity on both collaboration formation and performance, suggesting that the potential/actual challenges may outweigh the potential/actual benefits when it comes to complementarity-based collaborations. In addition, the findings provide some empirical evidence for possible biases in studying knowledge recombination as a one-stage process.

TIM: Age, Death, and the Nucleus of Invention

Author: **Christopher Esposito**, *UCLA Anderson School of Management*

This paper identifies the relationship between the age of inventors and knowledge spillovers that they generate. Linking age and death information from 13,305 patent inventors that died prematurely to 56,700 co-inventors, I show that inventors who lose early-career collaborators to premature deaths subsequently produce 8.5% fewer patents and 17% fewer highly cited patents than do inventors who lose mid-career collaborators, with spillovers peaking between ages 35 and 44. I explore two potential mechanisms for these results: younger collaborators may be more productive, and younger collaborators may hold newer and more useful knowledge. I find stronger support for the latter mechanism.

TIM: Inventors' Expected Rewards for Ownership Transfer of Their Ideas and Gender Effects on Creativity

Author: **Wei Wei**, *Imperial College Business School*
Author: **Paola Criscuolo**, *Imperial College London*
Author: **Bárbara Larrañeta**, *Pablo de Olavide U.*








This study investigates the impact of institutional reward systems related to ownership of inventions on employees' creativity. We argue that due to differences in legal regulations across countries, inventors from different nationalities may hold distinct expectations regarding whether their innovative ideas should be owned by them or their organization, and how they should be compensated for transferring the ownership to their employer. Misalignments in expected and actual rewards can impact inventors' creative output by influencing perceptions of psychological ownership and fairness. Using a unique dataset from a multinational corporation, our findings indicate that inventors who anticipate being rewarded for transferring ownership of their creative ideas but receive no reward—those perceiving removed ownership rights—are less likely to generate creative ideas. In contrast, inventors who do not expect such a reward but receive it—those perceiving an attribution of ownership rights—are more likely to generate creative ideas. We also find that the negative impact associated with the removal of ownership rights is more pronounced for female inventors compared to their male counterparts while the positive impact associated with the attribution of ownership rights is higher for male inventors. Our study contributes to psychological ownership, fairness, and gender literatures, and underscores the importance of organizations designing their institutional reward systems thoughtfully to foster creativity.

TIM: Co-Authorship as the Means to Build Social Capital and its Effects on Scientific Productivity

Author: **Zakaria Babutsidze**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*
Author: **Ecem Bilge DELICIK**, *CRG Ecole Polytechnique*
Author: **Ludovic Dibiaggio**, *SKEMA Business School*

We formalise the idea that co-authorship allows scientists to build their social capital by receiving an access to resources embedded in their co-authors. Higher social capital, in turn, results in increased productivity. We emphasize the trade-off between co-authoring with many other scientists to get direct access to their resources, and co-authoring with a few (but well connected) scientists who could provide indirect access to resources of their co-authors. The latter option implies degrading the quality of resource access compared to the former, but can result in cost reduction by minimizing the number of links focal scientist needs to maintain. The trade-off comes from the fact that maintaining a collaboration link is costly - it requires attention from a scientist, which is a limited resource. Based on a formal model, we quantify the value of social capital for a scientist embedded in an arbitrary collaborative network. We show that the relationship between the direct resource access share (i.e., the resources that the scientist can access through direct relations as a fraction of all available resources in their network) and the value of the focal scientist's social capital has a U shape. We also derive secondary implications of the model concerning the effects of the collaboration patterns among other scientists on the productivity of the focal scientist. The analysis of patenting data of French inventors supports hypotheses derived from the formal model. Implications for the optimal co-author selection, as well as the optimal research team design are discussed.

KEY TO SYMBOLS

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

Tensions in Opening up Innovation

Session Moderator: **Mathias Beck**, *ETH Zürich*

TIM: Digitalization as a Driver of Open Innovation Performance: The Role of Appropriability Concerns  

Author: **Mathias Beck**, *ETH Zürich*

Author: **Stefan Naef**, *ETH Zürich*

Author: **Martin Wörter**, *ETH Zürich*

Openness in innovation is constrained by a firm's limited absorptive capacity and appropriability concerns. We clarify whether by investing in information technologies (IT), firms can overcome some of these constraints and increase openness and innovation performance. We test our hypotheses in a dynamic panel model of manufacturing firms based on a representative sample of Swiss enterprises. Our results show that the combination of IT investment and openness in terms of external knowledge search depth can increase innovation performance. This effect is contingent on a firm's ability to appropriate value from its innovations. High imitation concerns and ineffective means of innovation protection may threaten the benefits a firm can draw from IT investment in the context of open innovation.

TIM: Openness, Tensions and Organisational Configurations for Innovation Performance 

Author: **Despoina Filiou**, *The Open U. Business School*

Author: **Areti Gkypali**, -

Author: **Charalampos Saridakis**, *Athens U. of Economics and Business*

Firms engaging in Open Innovation (OI) face organisational challenges arising from organisational tensions linked to the need to create and capture value. Fundamental to these tensions is the need to increase protectiveness when sharing knowledge in OI due to the knowledge disclosure paradox. In addition, firms engaging in OI need to manage increasing organisational tendencies to undervalue external knowledge which can inhibit external knowledge absorption. Investments in absorptive capacity can ameliorate the implications of a biased evaluation of external knowledge on innovation performance. Using fsQCA analysis, we explore alternative pathways to innovation performance and reveal how firms configure internal innovation practices with OI practices, absorptive capacity and inertial tendencies, to temporarily manage the complexity of openness and the ensuing tensions to achieve high innovation performance. Our findings are based on publicly available survey data of UK firms provided by the Data Service.

TIM: Resolving the Paradox of Openness for Community-Based Digital Ventures 

Author: **Tian Wei**, *Fudan U.*

Author: **Yuanshen Chen**, *Fudan U. School of Management*

Openness is a double-edged sword for new ventures to create and capture value, particularly in the digital era. However, it remains unclear how digital ventures dynamically manage the paradox of openness in open-source communities with high fluidity. Through a longitudinal case study, we develop an integrated framework of the openness dynamics of community-based digital ventures based on resource dependence theory. First, we adopt a process perspective to deepen the understanding of the paradox of openness. Second, we find that managing resource dependence is the underlying mechanism to resolve the paradox of openness in open-source collaboration. Third, we enrich the understanding of managing fluid resource providers by explicating the four strategies, including technology sharing, visibility enhancing, fast resource absorption, and dynamical boundary changes. Our study contributes to the paradox of openness, resource dependence theory, and fluid community management.

TIM: If I Need Help, I Can't Be Quiet: Secrecy, Openness, And Knowledge In Online Innovation Communities

Author: **Lukas Vogelgsang**, *LMU Munich School of Management*

Author: **Birke Dorothea Otto**, *Copenhagen Business School, Department of Business Humanities and Law*

Author: **Ghita Dragsdahl Lauritzen**, *U. of Copenhagen*

Online communities can serve as vibrant hubs for collaborative innovation beyond formal organizational boundaries. Particularly through open and fluid participation, they enable knowledge exchange in previously unparalleled scale. However, this participatory fluidity also exposes vulnerabilities within knowledge work in online communities, creating a challenge of organizing for openness while protecting against abuse and malevolent exploitation. Focusing on the open-source project HackerToy—a tool enabling access to and manipulation of wireless devices—we investigate how the associated online community navigates the conflicting objectives of both open collaboration to advance the device's features and closure to shield against misuse and illegal transgressions. Through a qualitative analysis of netnographic and interview data, we uncover 'public secrecy' as an organizing principle to manage the limits of open participation in online innovation communities characterized by a lack of formal organizational structures. The shared understanding "not to acknowledge what everybody knows" constitutive of public secrecy acts as a defining element of membership evaluation, guiding the community's knowledge processes, and thus protecting against both internal and external threats. These findings advance theory on social processes that organize online innovation communities by illustrating how practices of secrecy both establish group membership and foster exploration within open innovation processes. Thereby, this study offers novel insights on the social aspect of secrecy in online innovation communities by highlighting how it not only protects but also advances knowledge.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Disrupting Tech Giants

Session Moderator: **Ignas Caryn**, *ETHZ*

TIM: Understanding Incumbents' Reactions to Supply-Side Disruption of the Business Ecosystem

Author: **Ignas Caryn**, *ETHZ*
Author: **Bart Clarysse**, *ETH Zürich*
Author: **Laurens Vandeweghe**, *ETH Zürich*

In the realm of contemporary research on disruption, the focus often centers on the competitive dynamics between incumbent firms and innovative new entrants wielding potentially disruptive technologies. While existing disruption theory emphasizes strategies to address the potential impact of new technologies on individual incumbents, a notable gap exists in understanding how incumbents navigate responses when faced with technologies threatening their entire business ecosystem. Addressing this gap, our study delves into the distinctive dynamics of senior management responses within incumbent firms. Through extensive case studies spanning the airline industry from 2014 to 2023, we scrutinize senior management reactions to a disruptive technology capable of rendering distribution intermediaries obsolete, pivotal components of their business ecosystem. Drawing on a comprehensive dataset comprising first-hand field data, insights from senior management, and publicly available information, we closely examine four airlines. The analysis reveals substantial variations in response profiles influenced by senior management's attitudes toward technology adoption. Our findings highlight the pivotal role of senior management in determining whether a new technology disrupts the business ecosystem. Varied attitudes towards adoption lead to markedly different response profiles among airlines. This insight underscores the decisive impact of senior management within incumbent firms on the broader business ecosystem, contributing to the intersection of disruptive innovation, business ecosystems, and response profiles. Our study offers valuable insights into the intricate relationships shaping the response of incumbents to evolving technological landscapes.

TIM: Tech Giants and New Entry Threats

Author: **Yang Pan**, *Tulane U.*
Author: **Wei-Ling Song**, *Louisiana State U., Baton Rouge*

Tech giants like Amazon, Apple, Facebook, Google, and Microsoft have drawn antitrust concerns due to their perceived power, potentially stifling new startups, especially through the so-called kill zone within their product domains. This study demonstrates that tech-giant entrants face a significantly lower likelihood of obtaining follow-on financing and achieving long-term survival in recent years. However, such phenomena are transitory and concentrated among tech-giant entrants lacking patents and operating within segments characterized by high network effects. There is no evidence that the M&As conducted by tech giants deter entries. Furthermore, tech giants experience more entries compared to the average tech incumbent.

TIM: Complementors and Competition in Discontinuous Technological Generations  

Author: **Grace Liu**, *ETH Zurich*

While prior research suggests that product complementarity may provide an essential mechanism in firms' market entry behaviors, it remains unclear whether this relationship may hold in industries characterized by discontinuous technological generations. In this study, we suggest that changes in technological generations are a critical source of misalignment among complementary firms by focusing on the entry decisions of complementary firms. Using a unique dataset drawn from the computer printer industry, we conduct empirical tests on our hypotheses on market entry within various technological generations throughout its entire life cycle and found that firms in a specific product complementary market, vis-à-vis a generic market, have a higher likelihood of market entry into the focal industry characterized by multiple discontinuous technological generations.

TIM: The Hidden Costs of the Platform Economy: Tax Dishonesty by Airbnb Hosts  

Author: **Johannes Ross**, *Copenhagen Business School - Department of Strategy and Innovation*
Author: **Vera Rocha**, *Copenhagen Business School*
Author: **Tom Grad**, *Copenhagen Business School*
Author: **Jörg Claussen**, *LMU Munich & Copenhagen Business School*

The rise of the platform economy has made the use of resources more efficient by enabling peer-to-peer transactions, which can generate meaningful income streams for those sharing their resources on digital platforms. In this paper, we study one of the potential dark sides of this phenomenon: the potential taxes evaded in those transactions. Leveraging both the strict housing regulations and recent regulatory changes in Denmark, we integrate detailed data on Airbnb rental activities with individual-level administrative data to address two research questions: First, which hosts are more likely to under-report the income earned on short-term rentals, and how substantial is income under-reporting associated with Airbnb activity? Second, how did income under-reporting and other hosts' behavior change on the platform when the information-sharing agreement between Airbnb and the Danish tax authorities was introduced? We use unique data on 26,663 listings and about 22,000 hosts active in Copenhagen and its surroundings in 2017-2019 to answer those questions. We shed light on non-negligible amounts of unreported income from short-rental activities. We find that nearly 339 million DKK (45.5 million Euro) may have been unreported within our sample of hosts in 2017-2019. Importantly, not all Airbnb hosts seem equally likely to evade their taxes. We find modest declines in income under-reporting following recent regulatory efforts and uncover some of the mechanisms underlying those trends. Our findings are informative for both scholars and policymakers on the effects of platform regulation on individual behavior.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

AI and Organizational Change: Navigating the New Frontier of Work and Innovation



Presenter: **Manav Raj**, *The Wharton School, U. of Pennsylvania*
Presenter: **Matthias Qian**, *ESMT Berlin*
Presenter: **Miaomiao Zhang**, *Harvard Business School*
Presenter: **Hyunjin Kim**, *INSEAD*
Presenter: **Manuel Hoffmann**, *Harvard Business School*

Despite the growing literature on AI, there are still important questions to answer about its impact on companies. For AI to change our work lives, it can depend on complementary organizational change to translate technological change into a change of daily work routines. Failure to scrutinize the organizational adjustments companies make in response to these technological advances will lead to an incomplete comprehension of the evolution of work dynamics. We lack an understanding of the barriers that prevent companies from integrating AI into their current work processes, the areas where reorganization contributes to overcoming these barriers, and identify the mechanisms whereby organizational change complements AI adoption. We need to better understand how AI is redefining the boundaries of a company, specifically how they are changing the organization of work both inside and outside the firm. This symposium contains new research aimed at filling this research gap on the new frontiers of organizing work within firms. Each project offers fresh perspectives for the successful integration of AI within the existing information processing routines of the firm.

The Role of External and Internal Human Capital in Shaping AI Human Capital Contagion Effects

Author: **Manav Raj**, *The Wharton School, U. of Pennsylvania*
Author: **Robert Channing Seamans**, *NYU Stern*

Artificial Intelligence and Organizational Change

Author: **Matthias Qian**, *ESMT Berlin*
Author: **Manuel Hoffmann**, *Harvard Business School*

The Crowdless Future? How Generative AI is Shaping the Future of Human Crowdsourcing

Author: **Miaomiao Zhang**, *Harvard Business School*
Author: **Léonard Boussioux**, *U. of Washington, Michael G. Foster School of Business*
Author: **Karim R. Lakhani**, *Harvard U.*

Machine Predictions and Causal Explanations: Evidence from a Field Experiment

Author: **Hyunjin Kim**, *INSEAD*
Author: **Xi Kang**, *Vanderbilt U.*

The Labor Implications of Generative AI: Evidence from GitHub Copilot

Author: **Manuel Hoffmann**, *Harvard Business School*
Author: **Frank Nagle**, *Harvard Business School*
Author: **Sam Boysel**, *Harvard Business School*

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Teaching-oriented



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Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2244** | Submission: **18572** | Sponsor(s): **(TIM, STR)**
Scheduled: **Tuesday, Aug 13 2024 1:15PM - 2:45PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Huron**








Management as Artifact-Centered Design: Connecting Entrepreneurship, Strategy and Innovation



Organizer: **Henrik Berglund**, *Chalmers U. of Technology*
Organizer: **Sam C. MacAulay**, *U. of Queensland*
Organizer: **Dmitry Sharapov**, *Imperial College Business School*
Panelist: **Dimo P. Dimov**, *U. of Bath*
Panelist: **Aija Elina Leiponen**, *Cornell U.*
Panelist: **Michael J. Leiblein**, *Ohio State U.*

Management researchers, whether in Entrepreneurship (ENT), Strategy (STR), and Technology and Innovation Management (TIM), have developed many valuable theories, models, and tools. Nevertheless, a recurring complaint is that our fields produce work that is of limited value to managerial practice. In part, this limitation is inherent in the trade-offs scholars must make between different theoretical virtues. As noted by (Weick, 1979) theories that seek conceptual simplicity and general applicability—such as the resource-based view in strategy or the individual-opportunity nexus in entrepreneurship—achieve this by compromising the descriptive accuracy needed to ground prescriptions in specific real-world situations. In contrast, theories that stay close to the particulars of phenomena often do so at the cost of reduced simplicity and generalizability. In this symposium, we will discuss whether viewing management in general, and strategy, entrepreneurship, and technology and innovation management in particular, as a form of design can cut the gordian knot by providing a meta-theoretical framework that can relate general and descriptive theory with more detailed prescriptions. Through this discussion, we hope to encourage more actionable research and to spur a new series of conversations across the ENT, STR, and TIM divisions.

KEY TO SYMBOLS

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








Session Type: **Social Event**
Program Session: **2245** | Submission: **21643** | Sponsor(s): **(HR)**
Scheduled: **Tuesday, Aug 13 2024 1:30PM - 2:30PM CT (UTC-5)** at **Swissotel Chicago in Élevé**

HR Division Ice Cream Social

Program Chair: **Joel Koopman**, *Texas A&M U.*
Past Director: **David Collings**, *Trinity College Dublin*
Past Director: **Jill Ellingson**, *U. of Kansas*
Division Chair: **Rebecca Rheinhardt Kehoe**, *Cornell U.*
Division Chair-Elect: **Kaifeng Jiang**, *Peking U.*
Professional Development Workshop Chair: **Corine Boon**, *U. of Amsterdam*

Get ready for a delightful treat as we invite you to the HR Division's traditional Ice Cream Social. It's a chance to build relationships, share experiences, and recap the highlights of the conference in a relaxed and friendly atmosphere.

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 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2246** | Submission: **13757** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 13 2024 1:30PM - 2:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Ohio**

TIM Best Student Paper Presentations

Organizer: **Denisa Mindruta**, *HEC Paris*

This session features presentations by the PhD student finalists for the 2024 TIM Best Conference Paper and Best Student Paper Awards. Please join us to engage with these scholars and celebrate their wonderful work!

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Teaching-oriented



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Selected as a Best Paper

Careers at the Interplay Between Individuals and Organizations



Session Moderator: **Samantha D. Hansen**, *U. of Toronto*

CAR: **Navigating the Maze of Psychological Contract Breach with Swift Informational Intervention**

Author: **Samantha D. Hansen**, *U. of Toronto*
Author: **Yannick Griep**, *Radboud U., Netherlands*
Author: **Johannes Marcelus Kraak**, *Kedge Business School*
Author: **Tinne Vander Elst**, *Tilburg U.*
Author: **Elizabeth Beekman**, *Radboud U., Netherlands*

Although scholars and practitioners argue that organizations should provide justice information in the aftermath of a psychological contract breach (PC breach) to prevent or reduce violation feelings, it remains unclear whether that information should be provided within a few hours, days, or weeks following a PC breach. We estimated a 2-level time-lagged regression model on experience sampling data from 76 (226 observations), 70 (213 observations), and 70 (344 observations) employees with different intervals to test the durability of the moderating role of informational justice on the PC breach-violation feelings relationship. We found that justice information should be provided in close temporal proximity (i.e., within the same day; Study 1) of PC breach to reduce violation feelings. In contrast, neither justice information provided the day (Study 2) or week (Study 3) after a PC breach successfully moderated the PC breach-violation feelings relationship. The current paper underscores the importance of being informationally just in close temporal proximity to a PC breach in line with resolution velocity as an indicator of the effectiveness of the recovery process. We discuss theoretical and practical implications of these findings.

CAR: **Measuring First-Order Legitimacy Judgments: Development of the Corporate Profession Legitimacy Scale**

Author: **Cynthia Loos**, *RPTU Kaiserslautern-Landau*
Author: **Katharina Stefanie Spraul**, *RPTU Kaiserslautern-Landau*

Legitimacy is a widely studied concept in institutional research and is seen as crucial for access to resources and the survival of various social entities. In the context of occupations, legitimacy is often associated with professionalization. However, this changes with the emergence of new occupational categories relying on other sources of legitimacy, such as corporate professions. Despite the extensive research on legitimacy, the development of measurement instruments poses researchers with various challenges, such as the level and the type of judgment. Therefore, we aim to develop a scale to measure corporate profession legitimacy at the micro level that considers the multidimensionality of legitimacy. We conceptualize corporate profession legitimacy as a second-order formative construct comprising three unique legitimacy dimensions: instrumental, social, and technical. The results of the scale development process largely support the validity of the corporate profession legitimacy construct, providing a robust instrument for assessing the legitimization process of a corporate profession, facilitating evaluations of legitimacy strategies, and revealing nuanced insights on legitimacy-seeking corporate professions such as sustainability managers.

CAR: **Implementing I-Deals: Coworkers' Reactions To I-Deals**

Author: **Sona Gachayeva**, *U. of Stirling*
Author: **Susan E. Murphy**, *U. of Edinburgh*

Drawing upon conceptual foundations laid by previous studies on multi-staged i-deal implementation, we theorize that different stages of i-deal implementation, specifically allocation, communication, and consequences stages, individually and collectively affect coworkers' perceptions of justice, leading to subsequent employee outcomes. Our findings reveal that (a) the performance level of the i-dealer and the burdens imposed on others by the i-deals predict coworkers' distributive justice perceptions, (b) the way i-deals are communicated significantly affects coworkers' informational justice perceptions, (c) these three factors, influencing distinctive justice perceptions at various i-deal implementation stages, collectively shape coworkers' perceived overall justice perceptions (POJ) within the organization, (d) POJ fully mediates the link between work engagement and turnover intentions, suggesting the significant impact of perceived overall justice on employee retention even among highly engaged individuals. We also demonstrate that without managerial communication, i-deals imposing burdens on coworkers granted even to high performers can lead to decreased perceptions of justice among coworkers. Conversely, managerial communication can mitigate this negative impact, maintaining positive justice perceptions even in the presence of burdens.

CAR: **The "Double-Edged Sword" Effects of Leader Support on Employability: How and When it Helps or Hurts**

Author: **Lin Jiang**, *Vrije U. Amsterdam*
Author: **Wenjing Cai**, *Vrije U. Amsterdam*

Leader support, as the most direct, timely and effective external factor, is essential for the development of employability among employees in public institutions. However, the link between leader support and employee employability is divided, and some research on the "dark side" of leader support has gradually emerged. Therefore, based on the conservation of resources theory and social exchange theory, this study builds a dual mediation model with career exploration as the promotion mechanism and job embeddedness as the inhibition mechanism. We introduce the personal factor of public service motivation of public institution employees as a moderator to examine the boundary conditions of the mechanism. Through conducting three independent studies, the results display that the dual parallel mediation effect between leader support and employee employability is significant, which is composed of career exploration and job embeddedness. On one hand, leader support brings about career exploration behavior of employees, which helps to improve employability. On the other hand, it may also improve the sense of job embeddedness and reduce the ability of flexible employment of employees. Public service motivation positively moderates the connection between leader support and career exploration, and the correlation between leader support and job embeddedness.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Career Outcomes and Diversity: New Scholarship and Directions



Organizer: **Maike Andresen**, *U. of Bamberg*
Organizer: **Janine Bosak**, *Dublin City U.*
Organizer: **Douglas T. Hall**, *Boston U.*
Facilitator: **Beatrice Van Der Heijden**, *Radboud U. Nijmegen*
Presenter: **Bernadeta Gostautaitė**, *ISM U. of Management and Economics*
Presenter: **Najung Kim**, *Kookmin U.*
Presenter: **Janice Yue-Yan Lam**, *Schulich School of Business, York U.*
Presenter: **Marijke Verbruggen**, *KU Leuven*
Participant: **Fida Afiouni**, *American U. of Beirut*
Participant: **Eleni Apospori**, *Athens U. of Economics and Business*
Participant: **Silvia Bagdadli**, *Bocconi U.*
Participant: **Bijana Bogicevic-Milikic**, *U. of Belgrade*
Participant: **Jon P. Briscoe**, *Northern Illinois U.*
Participant: **Siriwut Buranapin**, *Chiang Mai U.*
Participant: **K. Ovgu Cakmak-Otluoglu**, *Istanbul U.*
Participant: **Tania Casado**, *U. of São Paulo*
Participant: **Jean-Luc Cerdin**, *ESSEC Business School*
Participant: **Jong-Seok Cha**, *Hansung U.*
Participant: **Katharina Chudzikowski**, *U. of Bath*
Participant: **Richard Cotton**, *U. of Victoria*
Participant: **Michael Dickmann**, *Cranfield U.*
Participant: **Nicky Dries**, *KU Leuven*
Participant: **Henrique Duarte**, -
Participant: **Anders Dysvik**, *BI Norwegian Business School*
Participant: **Petra Eggenhofer-Rehart**, *U. of Graz, Austria*
Participant: **Sonia Ferencikova**, *School of Management Bratislava*
Participant: **Leire Gartzia**, *Deusto Business School*
Participant: **Martina Gianecchini**, *U. of Padova*
Participant: **Martin Gubler**, *Schwyz U. of Teacher Education*
Participant: **Hugh P. Gunz**, *U. of Toronto*
Participant: **Madeline E. Heilman**, *New York U.*
Participant: **Ivona Hideg**, *Saïd Business School U. of Oxford*
Participant: **Robert Kase**, *U. of Ljubljana, SEB*
Participant: **Svetlana Khapova**, *Vrije U. Amsterdam*
Participant: **David Krajcik**, *U. of Economics in Belgrade*
Participant: **Émilie Lapointe**, *BI Norwegian Business School*
Participant: **Mila Borislavova Lazarova**, *Simon Fraser U.*
Participant: **Sergio Madero**, *Tecnológico de Monterrey*
Participant: **Wolfgang Mayrhofer**, *WU Vienna*
Participant: **Eric J. Michel**, *Northern Illinois U.*
Participant: **Sharad Kumar Mishra**, -
Participant: **Leda Panayotopoulou**, *Athens U. of Economics & Business*
Participant: **Emma Parry**, *Cranfield U.*
Participant: **Astrid Reichel**, *U. of Salzburg*
Participant: **Lea Katharina Reiss**, *WU Vienna*
Participant: **Silvia Dello Russo**, *Luiss U.*
Participant: **Richa Saxena**, *Institute of Management Technology Ghaziabad, India*
Participant: **Florian Schramm**, *U. of Hamburg*
Participant: **Yan Shen**, *U. of Victoria*
Participant: **Adam Smale**, *U. of Vaasa*
Participant: **Pamela Suzanne**, *U. de San Andrés*
Participant: **Bryndis Steindorsdottir**, *BI Norwegian Business School*
Participant: **Ingo Stephan Stolz**, *U. of Minnesota*
Participant: **Mami Taniguchi**, *Waseda U.*

Academic publications on careers date back to the early 20th century. One of the earliest publications, for example, is Parson's trait and factor theory, which was developed in the early 1900s but not published until after his death in 1909. The continued interest in career studies since then is not surprising, as the "evolving sequence of a person's work experiences over time" (Arthur et al., 1989, p. 4) has also developed along with spatial, ontic and temporal changes in the context of organizations (Gunz & Mayrhofer, 2017). However, taking a critical look at the publications in career research, a majority of the studies refer to the careers of middle-class, middle-aged, Caucasian, Catholic, male career actors, preferably MBA graduates. Indeed, this focus is WEIRD (Heinrich et al., 2010) – it reflects the generalization of the Western, Educated, Industrialized, Rich and Democratic population to the rest of the world. This is even though Parsons already in 1909 differentiated between traits and factors in his career theory. The 'factors' refer to possible jobs and occupations, while the 'traits' refer to the qualities of people who aspire to a career. Especially when it comes to 'traits', much research is still needed. A growing discourse in the field of diversity assumes that the samples do not fully represent the occupations and traits of today's highly heterogeneous workforce. For example, employability – a term that continues to characterize career research (Fugate et al., 2021) – arguably looks different depending on one's position in social space. In the careers literature measures and analyses of career outcomes typically focus on objective dimensions including income, job level, promotion history, and occupational status; and subjective aspects such as career satisfaction, perceived career success, or commitment (Spurk et al., 2019). However, too little is known about the extent to which the diversity characteristics of career actors influence their career outcomes. Are the seeds for career success already sown in one's childhood (and is career success therefore a function of psychological or social inheritance)? Do career outcomes depend on one's decisions (as in the case in path dependency) and are they the result of individual action? What role do structural factors play (e.g., support from superiors, mentoring) and to what extent do they have a positive or negative effect on career outcomes? After all, career outcomes will look different in certain parts of the world (see e.g., Briscoe et al., 2021). Which contextual factors at country level (e.g., educational expenditure) moderate the observed correlations between diversity and career outcomes and have the potential to bring about change? Against this backdrop, the symposium presents papers which address five diversity-related issues connected to social origin, age, gender, parental status, and culture. All papers combine a strong theoretical background and empirical focus and use a range of methodologies, ranging from large-scale surveys to experiments to establish causation. Four papers employ multi-national datasets, with the 'social origin' paper (Paper 1) using survey data from an impressive 19,452 individuals in 30 countries, the 'age' paper (Paper 2) using survey data from 6,968 individuals in 29 countries, the 'gender and parental status' paper (Paper 4) using survey data from 6,727 professionals and managers in 27 countries, and the 'culture' paper (Paper 5) using survey data from 6,134 individuals nested in 12 countries. Each of these studies is based on a multi-level analysis and examination of macro-level variables – relational social capital (Paper 1), education expenditure and unemployment rate (Paper 2), gender inequality index (Paper 4), individualism/collectivism (Paper 5) – as cross-level moderators. The further study (Paper 3) uses 396 undergraduate business students from a Canadian University and 329 American employees to experimentally test the effect of allyship (vs no allyship) on career consequences for women and men. These diverse studies are aligned in their effort to provide in-depth insights and a better understanding of careers and career-related outcomes through a diversity perspective – that is, do career outcomes differ for women and minority group members – with the career outcomes under examination in these papers including subjective financial career success (Paper 1), career resilience and career optimism (Paper 2), career consequences in form of perceived promotability, leadership effectiveness, and recommendations for work-related rewards and penalties (Paper 3), proactive career behaviors (Paper 4), and work engagement as a result of perceived career self-congruence (Paper 5).

A 30-country study of the career success of individuals from different social origins

Author: **Maïke Andresen**, *U. of Bamberg*

Age and career resilience across countries: The role of education expenditure and unemployment rate

Author: **Bernadeta Gostautaitė**, *ISM U. of Management and Economics*

Male allyship: How appearing communal affects men's careers

Author: **Janice Yue-Yan Lam**, *Schulich School of Business, York U.*

A multi-country study examining the role of gender, parental status, and supervisor support for PCB

Author: **Marijke Verbruggen**, *KU Leuven*

Career self-congruence effects on work engagement in 12 countries

Author: **Najung Kim**, *Kookmin U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Noninstitutionalized Work-Role Transitions: Antecedents, Processes, and Outcomes



Organizer: **Mari Kira**, *U. of Michigan, Ann Arbor*
 Organizer: **Katja Wehrle**, *Justus-Liebig U. Giessen*
 Discussant: **Susan J. Ashford**, *U. of Michigan*
 Presenter: **Viktoriya Voloshyna**, *Thompson Rivers U.*
 Presenter: **Katja Wehrle**, *Justus-Liebig U. Giessen*
 Presenter: **Christine Deborah Bataille**, *Ithaca College*
 Presenter: **Jessica Francavilla**, *Washington U. in St. Louis, Olin Business School*
 Presenter: **Eva Selenko**, *Loughborough U.*
 Participant: **Jelena Zikic**, *York U.*
 Participant: **Mari Kira**, *U. of Michigan, Ann Arbor*
 Participant: **Ute-Christine Klehe**, *Justus-Liebig U. Giessen*
 Participant: **Heather Ciara Vough**, *George Mason U.*
 Participant: **Matthew A. Cronin**, *George Mason U.*
 Participant: **Sarah Brooks**, *Sheffield U. Management School*
 Participant: **Adrian John Wilkinson**, *Griffith U.*
 Participant: **Paula Mowbray**, *Griffith U.*

In contemporary professional landscapes, people frequently undergo diverse work-role transitions, encompassing shifts between jobs, careers, or professions (macro-role transitions), traversing the boundaries of concurrently held roles (micro-role transitions), or redefining their perception of a current role (intra-role transitions). These transitions occur within specific social and historical contexts that prescribe normative scripts dictating the initiation, progression, and expected outcomes of role changes. However, people increasingly engage in noninstitutionalized role transitions, deviating from established norms and diverging from mainstream career trajectories. While holding, to date, only limited scholarly attention, preliminary empirical findings suggest noninstitutionalized transitions to offer enriching experiences and pose challenges for individuals. This symposium explores noninstitutionalized work-role transitions across various magnitudes (i.e., macro, micro, and intra-role transitions). We inquire into the nature of noninstitutionalized work-role transitions (i.e., their types and defining characteristics), their antecedents (i.e., the motivations behind people opting for them), their unfolding processes (i.e., the mechanisms in their progression), and their psychological and career-related outcomes (i.e., their impact on people's identities, social connections, careers, and well-being). By delving into these aspects, our symposium contributes to the advancement of research in this field, shedding light on how people, workplaces, and society can effectively navigate and manage noninstitutionalized work-role transitions.

Coping with Status Loss in Organizations: A Qualitative Study of Migrants' Status-Related Identity

Author: **Viktoriya Voloshyna**, *Thompson Rivers U.*
 Author: **Jelena Zikic**, *York U.*

Dynamics Between Established and Emerging Professional Identity in an Intra-Institutional Transition

Author: **Katja Wehrle**, *Justus-Liebig U. Giessen*
 Author: **Mari Kira**, *U. of Michigan, Ann Arbor*
 Author: **Ute-Christine Klehe**, *Justus-Liebig U. Giessen*

A Professional and Parent: Making Work-Life and Career Changes When Transitioning to Parenthood

Author: **Christine Deborah Bataille**, *Ithaca College*

The Mental Health and Well-Being Implications of Leading Two Lives in the Music Industry

Author: **Jessica Francavilla**, *Washington U. in St. Louis, Olin Business School*
 Author: **Heather Ciara Vough**, *George Mason U.*
 Author: **Matthew A. Cronin**, *George Mason U.*

Challenges of Developing Voice and Identity in Non-standard Work

Author: **Paula Mowbray**, *Griffith U.*
 Author: **Eva Selenko**, *Loughborough U.*
 Author: **Sarah Brooks**, *Sheffield U. Management School*
 Author: **Adrian John Wilkinson**, *Griffith U.*

KEY TO SYMBOLS

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

Ethics, Negotiations, and Behavioral Responses to Questions of Hiring, Training, and Pay



Session Moderator: **Sunita Sah**, *Sunita Sah*

CM: **Just Don't Ask: Different Perceptions Between Recruiters and Candidates for Asking Illegal Questions**

Author: **Sunita Sah**, *Sunita Sah*

Job candidates often encounter illegal questions about their personal life during interviews. Through five multi-method studies, we delve into the reasons behind interviewers asking such questions and the motivations driving candidates to answer them. Our findings illuminate a stark contrast in perceived motivations between interviewers and interviewees for why illegal questions are asked: while interviewers deem their queries as well-intentioned, job candidates, especially women, interpret them as veiled attempts at discrimination. We also identify two factors—insinuation anxiety and mistrust—that arise when candidates face such questions. Insinuation anxiety pressures candidates to comply with interviewers' requests to disclose personal information that they would rather not reveal to avoid insinuating that the interviewer may be biased for asking such questions. Mistrust reduces the job candidates' desire for the job. Our studies highlight how the presence of illegal demographic questions can alienate women and marginalized groups from the workforce.

CM: **Does Size Matter? The Effect of Pay Range Transparency on Gender Disparity**

Author: **Alice J. Lee**, *Cornell U.*

Author: **Tae-Youn Park**, *SKK Business School*

The recent introduction of pay transparency laws marks a significant shift in the labor market, yet a notable gap in research remains in examining its effects. The current research seeks to address this gap and examine the gendered implications of pay range transparency policies. Drawing on research on gender sorting in the labor market, we propose that women show a greater preference for jobs with narrower (vs. wider) pay ranges compared to men, and that this preference is driven by women's greater risk aversion tendencies. In addition, we propose the gender-based application sorting subsequently affects negotiation behavior, such that applicants to jobs with narrower (vs. wider) pay ranges (which are favored by women), exhibit less assertive negotiation behavior (e.g., asking for lower pay), thereby contributing to the perpetuation of gender pay disparities. We test these predictions in six studies, involving two online worker samples (N=2,077), a survey New York State residents (N=2,664), MBA students (N=276), undergraduate seniors (N=150), and a field experiment involving a real job posting (N=1,699).

CM: **Understand Remainers' Responses to Fire-and-Rehire After Layoffs**

Author: **Wen Wang**, *U. of Leicester*

Author: **Roger Seifert**, *Keele Business School, Keele U., Newcastle ST55BG, UK*

Author: **Constantin Orasan**, *Centre of Translation Studies, U. of Surrey, Stag Hill, Guildford GU2XH*

Author: **Hadeel Saadany**, *Centre of Translation Studies, U. of Surrey, Stag Hill, Guildford GU2XH*

The controversial fire-and-rehire employment practice has surged in the last a few years to cushion business uncertainty caused by external market shocks. Layoffs simultaneously distress those still in work (kept due to their relevant skills—the remainers) and present them with opportunities to grow. Extant studies have revealed the downsizing survivors' syndrome mainly derived from moral stance towards co-workers who were, often perceived being unfairly laid off, however, the impact of fire-and-rehire, some of former colleagues were rehired on different employment terms and condition, on remainers has been under studied. Theorising from organisational justice and motivated reasoning, this article examines the association between the presence of a high proportion of skilled workers on flexible employment contracts (many are fired-and-rehired former workers), remainers' job satisfaction, and their job search behaviour. Setting in the British engineering manufacturing sector that was 'shocked' by the 'Brexit'-Britain exit the European Union between 2016 and 2020, we use a novel triangulated dataset of 3,007 anonymous online employees' reviews of firms that made staff redundant, annual corporate responsible reports, and publicised financial performance reports. The analysis reveals the paradoxical sentiments (empathy and tension out of self-interest) of remainers towards rehired co-workers, this has worsened their sense of organisational justice, led to a low level of job satisfaction and a high level of on-the-job search activities. The findings offer a nuanced understanding of remainers' responses and the unintended damage to employment relations with regard to fire-and-rehire practices after layoffs, adding valuable theoretical and practical implications to the debate.

CM: **Assessment Of Team Training Effectiveness In The MDHT Environment**

Author: **RAMI ALZHRANI**, *U. of Newcastle, Australia*

Abstract: In the MDHT environment, the current research landscape on the quality of MDHT collaboration and teamwork has asserted the influential role of training. However, the dynamic, complex, intertwined and interdependent nature of MDHT collaboration and teamwork necessitates further comprehensive assessment of team training effectiveness in enhancing the quality of MDHT collaboration and teamwork. As such, this paper revealed the importance of training access, perceived value, functionality, and effectiveness. Through a qualitative approach, these dimensions were examined using the perceptions of fifty health providers from various Saudi hospitals to assess team training effectiveness within the clinical environment of MDHT. Practical strategies were proposed to enhance the effectiveness of team training in hospitals to foster the quality of MDHT collaboration and teamwork. The improvement of the intrinsic motivation of members toward training by raising their awareness about training benefits under the self-determination theory is required. This approach also requires stimulating the willingness of members to accept training and avoid conflicts based on personal and social identities by increasing team loyalty.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**

Program Session: **2251** | Submission: **17521** | Sponsor(s): **(CM, OB, HR)**

Scheduled: **Tuesday, Aug 13 2024 3:00PM - 4:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **McCormick**

Frontiers of Hierarchy Research: Status, Power, and Inequality

Organizer: **ZEREN LI**, *U. of Washington*

Organizer: **Huisi Jessica Li**, *U. of Washington*

Speaker: **Joseph Magee**, *New York U.*

Speaker: **Zixu Zhang**, *U. of Arizona*

Speaker: **Siyu Yu**, *U. of Michigan*

Speaker: **Niro Sivanathan**, *London Business School*

Participant: **Garrett L. Brady**, *Bocconi U.*

Participant: **Hemant Kakkar**, *Indian School of Business*

Participant: **Shibo Zhou**, *Copenhagen Business School*

Participant: **Xiao-Ping Chen**, *U. of Washington*

Participant: **Yufei Zhong**, *U. of Arizona*

Participant: **Sarah Doyle**, *U. of Arizona*

Participant: **Tamar Kugler**, *U. of Arizona*

Participant: **Poonam Arora**, *Quinnipiac U. School of Business*

Participant: **Aurora Turek**, *Harvard Business School*

Participant: **Adam Galinsky**, *Columbia U.*

Participant: **Grusha Agarwal**, *U. of Toronto, Rotman School of Management*

Participant: **Eric Anicich**, *U. of Southern California*

Participant: **Derek Rucker**, *Northwestern Kellogg School of Management*

Participant: **Nira Liberman**, *Tel Aviv U.*

Participant: **Chloe Levin**, *Columbia U.*

Participant: **Hannah Riley Bowles**, *Harvard U.*

Hierarchy is an essential component of social life, which emerges spontaneously and organizes the social dynamics (Durkheim, 1960; Magee & Galinsky, 2008). Two of the most widely studied and fundamental hierarchical dimensions are status and power (Blader & Chen, 2012; Fiske, 2010; Kemper, 2006; Weber, 1964). Status is defined as the prestige, respect, and esteem that an individual or a group has in the eyes of others (Anderson & Kilduff, 2009; Magee & Galinsky, 2008) and power is defined as individuals' asymmetric control over valuable resources (Blau, 1964; Greer et al., 2017; Magee & Galinsky, 2008). Previous studies on status and power have shown their impacts on a variety of important outcomes, such as social resources (Lin, 1999), emotions (Kemper, 2006), learning (Bunderson & Reagans, 2011), and goal seeking (Guinote, 2017). This symposium aims to contribute to continuing the discussion of social hierarchy in impacting social life with novel perspectives on both traditional concepts such as gender differences and competition/cooperation, and understudied yet important phenomena such as individual exploration and discrimination recognition. We believe that our symposium will help generate new perspectives and important questions regarding social hierarchy and its relationships with various constructs. We hope that it will facilitate sophisticated theorizing and rigorous empirical research in this line of research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Work, Virtuality, and Work-Life Balance

Session Moderator: **Sumera Saleem**, *School of Management, U. of Science and Technology of China, Hefei*

CTO: **Coworker Influences on Employee Responsiveness After Work, Vigor, and Creativity**

Author: **Thomas Ng**, *U. of Hong Kong*
Author: **Yu Wei Hsu**, *National Chengchi U.*
Author: **Hong Kit Yim**, *Hong Kong Baptist U.*
Author: **Soojin Oh**, *U. of Hong Kong*

While prior research has identified the harmful effects of off-the-job responsiveness on employees, coworkers' roles in this process have been largely unknown. Guided by social learning theory and conservation of resource theory, we contend that coworkers' daily off-the-job responsiveness can spread to affect employees' daily off-the-job responsiveness, thereby impacting employees' daily on-the-job vigor and hence daily creativity. We collected data from 235 employee-coworker dyads over 10 workdays and showed that (a) coworkers' daily off-the-job responsiveness (and on-the-job vigor) were indeed positively related to employees' daily off-the-job responsiveness (and on-the-job vigor), and (b) employees' daily off-the-job responsiveness negatively predicted their own daily on-the-job vigor, lowering their daily creativity. Moreover, extraverts (vs. introverts) were even more likely to experience these effects. This study contributes to the employee communication and work-life balance literatures by revealing why coworkers' daily off-the-job responsiveness and on-the-job vigor can be contagious, shaping employee daily creativity, especially for extraverts.

CTO: **The Dual Effects of Team Virtuality on Employees' Work and Life**

Author: **Shi Zheng**, *school of management, Jinan U.*
Author: **Ming Nick Yan**, *Jinan U.*
Author: **Yuanyi, Amy Chen**, *Hong Kong Baptist U.*
Author: **Qi Wei**, *school of management, Jinan U.*
Author: **Ting Huang**, *school of management, Jinan U.*
Author: **Shankuo Xiong**, *school of management, Jinan U.*
Author: **Wei Fan**, *school of management, Jinan U.*

Team virtuality not only breaks boundaries within the work domain, but also lead to the fusion of boundaries between the work and life. Previous researches on the effect of team virtuality on employees from the resource perspective mainly focused on the former situation, limiting the applicability of research in the life domain. We further explore the dual effects of team virtuality on employees' work and life based on conservation of resources theory. Through a multilevel analysis on the matching data of 212 questionnaires collected in multistage, we find that team virtuality not only enhances employees' sense of work control by breaking boundaries in the work domain and thus reduces work stress but also decreases psychological detachment by the fusion of boundaries between work and life and thus increases life stress. Additionally, AR use not only enhances the positive effect of sense of work control on work stress by facilitating the integration of similar resources in the work domain but also alleviates the negative effect of psychological detachment on life stress by diminishing the disparities in resources between work and life domains. The implications for the team virtuality literature and virtual work managerial practices are discussed.

CTO: **How Does Team Virtuality Influence Work-Life Balance: A Moderated Mediation Model**

Author: **Qi Wei**, *school of management, Jinan U.*
Author: **Ming Nick Yan**, *Jinan U.*
Author: **Yuanyi, Amy Chen**, *Hong Kong Baptist U.*
Author: **Shi Zheng**, *school of management, Jinan U.*
Author: **Ting Huang**, *school of management, Jinan U.*
Author: **Shankuo Xiong**, *school of management, Jinan U.*
Author: **Wei Fan**, *school of management, Jinan U.*

The prevalence of virtual teamwork arrangement endows organizations with managerial flexibility and efficiency but also gives rise to problems involving work-life balance of employees. Previous studies based on boundary-separation perspective to hold that high reliance on ICT leads employees in virtual teamwork arrangement to work in life space or life time and thus undermine their work-life balance. However, there is no clear boundaries to separate work from life in terms of space and time in virtual teamwork arrangement. This study pointed out the boundary-crossing perspective and argued that team virtuality undermines work-life balance by diminishing the social cues that help employees cross their role boundary. Using multilevel path analysis and data from 260 employees in 65 teams, this study verified that team virtuality is negatively related to work-life balance via psychological detachment, and that AR use and VR use moderate the relationship between team virtuality and psychological detachment by their influence on individuals' sensitivity to social cues. Theoretical and practical implications for work-life balance in virtual teamwork arrangement are discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Knowledge Search, Sharing, and Innovation From Networks To Organizations, To Teams

Session Moderator: **Spyros Angelopoulos**, *Durham U. Business School*

CTO: **Cross-Boundary AI Innovation as Recombinant Search in Heterogeneous Landscapes**    

Author: **Kaige Gao**, *Weatherhead School of Management, Case Western Reserve U.*
Author: **Dongyeob Kim**, *Weatherhead School of Management, Case Western Reserve U.*
Author: **Zhewei Zhang**, *Warwick Business School*
Author: **Youngjin Yoo**, *Case Western Reserve U.*

AI has rapidly penetrated various industries, hailed as a universal problem-solving tool. Scholars have studied AI innovation across the contexts of their development and implementation. As general-purpose technology, however, AI innovations need to first jump across its disciplinary boundaries before they can subsequently become useful as applications. To unpack how such jumps are made, we conceptualize cross-boundary AI innovation as an outcome of recombinant search in heterogeneous innovation landscapes that are, in turn, comprised of a set of interconnected epistemic objects. We take a dynamic network view as an analytical perspective and identify two structural attributes: structural embeddedness and junctional embeddedness, which represent its popularity and role as a bridge, respectively. To assess their impact on the likelihood of a jump by an epistemic object, we test our theory using a data set of AI-related journal and conference articles from both Computer Science and Autonomous Vehicle fields in the period between 2009 and 2020. Our results show that junctional embeddedness has a positive impact on an epistemic object's jump particularly in the early periods of time, while the effect of structural embeddedness varies over the periods.

CTO: **A Multilevel Network Perspective of Self-organizing Group Product Innovation in an Online Community**  

Author: **Jialing Liu**, *Dalian U. of Technology, School of Economics and Management*
Author: **Yang Liu**, *Zhejiang U.*

In online communities, members with similar objectives congregate to undertake innovation tasks within self-organizing groups. These groups are nested virtually in group- and community-level networks in the fluid and boundary ambiguous online communities. We examine the impact of a salient feature of online community innovation networks: membership overlap and its effects on online group product innovation performance. Drawing from a multilevel network perspective of online communities, and integrating resource competition theory with the concept of latent network capital inherent in online organizations, we propose that member overlap density negatively affects group product innovation performance, whereas latent bonding positively affects group product innovation performance. Additionally, we investigate how community-level network structures, specifically internal bonding and latent bridging, moderate the impact of both member overlap density and latent bonding on group product innovation performance. Results of a pooled panel data comprising 37,072 self-organizing groups in 463 game product creative workshop communities from Steam support our theory. Our findings contribute to the literature on innovation in the online community by incorporating the multilevel network perspective, resources competition view, and latent network capital.

CTO: **Retrieval-Augmented Generation: A Cutting-Edge AI Technology for Knowledge Sharing in Organizations?** 

Author: **Indra Ponnuswamy**, *Graduate Student - U. of New Haven*
Author: **Maurice Cayer**, *U. of New Haven*

Our conceptual paper explores the potential of retrieval-augmented generative AI (RAG), an advanced AI tool, to enhance knowledge sharing within organizations. The proposed framework illustrates how RAG implementation influences knowledge sharing behaviors through increased knowledge quality and user trust, particularly in the context of cultural openness and leadership support. The hypothesized relationships integrate perspectives from knowledge management, organizational behavior, information systems, and technology adoption research. The paper discusses multiple theoretical contributions, addressing debates on technology's role in enabling versus disrupting existing socio-technical systems. The analysis emphasizes the importance of conscious change management and active participation to foster mutual understanding with intelligent tools over time.

CTO: **Developing HATIT: A Platform and Experimental Paradigm for Evaluating AI in Intelligence Analysis**  

Author: **Susannah B. F. Paletz**, *U. of Maryland*
Author: **Aimee Kane**, *Duquesne U.*
Author: **Madeline Diep**, *Fraunhofer USA Center of Mid-Atlantic*
Author: **Sarah Vahlkamp**, *U. of Maryland College Park*
Author: **Adam Porter**, *U. of Maryland College Park*
Author: **Tammie Nelson**, *U. of Maryland College Park*

Based on interviews with intelligence professionals, we created the Human-Agent Teaming for Intelligence Tasks (HATIT) experimental paradigm for evaluating artificial intelligence (AI) interventions in the context of intelligence shiftwork (i.e., asynchronous teamwork). These handovers and collaborative intelligence analysis suffer from team cognition and information challenges (e.g., volume, velocity), which AIs may be able to address. HATIT includes a web-based software platform, a shift handover task in a fictional world with hundreds of pages and 59 documents, and multifaceted behavioral and perceptual measures. To test the feasibility of HATIT, we designed a simple AI agent called "Illuminate" (branded with a sun icon) that summarizes documents conversationally and provides social media topic models. Before the release of ChatGPT, we conducted a two-phase (training/screening, main task) between-subjects (AI vs no-AI) collaborative analysis shift handover experiment. We found that transactive memory systems were more accurate in the AI condition, but that workload, specifically frustration and temporal demand, were perceived as higher in the AI condition. These findings strongly suggest that HATIT can effectively test different AI interventions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Digital Innovation: Vendor, Employee, and Firm Perspectives

Session Moderator: **Inmyung Choi**, *Texas Tech U.*

CTO: **Designing the Optimal Distinctiveness of Radical Digital Innovations**     

Author: **Yasser Rahrovani**, *Ivey Business School*

Author: **Robert Austin**, *Ivey Business School*

The factors determining whether radical innovation gains traction in the market are many and complex. This paper focuses on the choices designers face as they seek to balance a new product's distinctiveness, i.e., appealing differentiation from alternatives, with familiarity, i.e., appealing similarity to past alternatives – as they seek optimal distinctiveness (OD). Research on OD has often treated it as a holistic concept. Our approach is more granular in that it examines individual product attributes. We suggest that designers act strategically to present intrinsic and extrinsic product attributes in ways that enhance potential adopters' perceptions of product distinctiveness. In contrast with common assertions that clarity of presentation and ease of use are key to adoption, we propose that the controlled use of confusion and selective masking (camouflaging or concealing) of product attributes can facilitate adoption by preventing cognitive overload. Drawing on information processing theory, we construct a typology of such tactics employed by designers to guide the optimal distinctiveness of a product. Our study provides a novel perspective on crafting radical innovations, identifying digital mechanisms that underlie optimal distinctiveness for such innovations.

CTO: **Appraisals Matter: The Impact of Appraisal Toward AI Awareness on Bootleg Innovation** 

Author: **Jiyu Li**, *East China Normal U.*

Author: **Bao Cheng**, *Southwestern U. of Finance and Economics*

Author: **Zhenyuan Wang**, *East China Normal U.*

What kind of coping strategies employees use to adapt to the digital environment and generate innovative behaviors is a real problem that businesses must address in the digital economy. According to cognitive appraisal theory of stress, we examined how challenge and hindrance appraisal toward AI awareness impact bootleg innovation by employees and the moderating effect of inclusive leadership. Through the analysis of the questionnaire survey of 354 samples in three stages, we found that the challenge appraisal toward AI awareness positively influenced the bootleg innovation through adaptive coping strategies; the hindrance appraisal toward AI awareness negatively influenced the bootleg innovation behavior through maladaptive coping strategies. The relationship between challenge appraisal toward AI awareness and adaptive coping was positively moderated by inclusive leadership, and it was negatively moderated by hindrance appraisal toward AI awareness and maladaptive coping. Further, inclusive leadership moderated the mediating role of adaptive coping and maladaptive coping between appraisal toward AI awareness and bootleg innovation. The findings of this study have important implications for promoting innovative behaviors in the context of the digital economy, as well as how employees evaluate and respond to AI adoption.

CTO: **Achieving Ambidextrous Digital Innovations in Incumbent Organizations**   

Author: **Fabian Hostettler**, *U. of Bern*

Author: **Jens Dibbern**, *U. of Bern*

Organizations face the tension between retaining existing customers and gaining new potential customers when developing digital innovations. The organization's proximity to its main customers facilitates the development of customer-specific solutions, as the long-standing relationships foster collaboration and facilitate access to and exchange of information. However, focusing solely on meeting the existing customers' needs can lead to potentially missing out on broader market opportunities and new customers. Therefore, innovation projects need to balance the development of customer-specific solutions with scalability to address a broader market when designing and developing digital innovations. We conduct an in-depth case study at DefenseCo, a large organization in the defense industry. By examining four digital innovation projects and adopting the notion of ambidexterity, this study aims to understand how innovation projects achieve to address the existing main customer and other potential customers simultaneously with their digital innovation. Our findings reveal that maintaining an ambidextrous customer vision spurs ambidextrous customer engagement, holistic stakeholder engagement, and the project team's ambidextrous awareness, promoting an advancing ambidextrous digital innovation. We propose a resolution model to enable the development of an ambidextrous digital innovation, explaining how the innovation projects can achieve a solution that simultaneously addresses existing and new potential customers' needs. The findings of our study contribute to the literature on digital innovation, customer involvement, and ambidexterity.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Technology, Enhanced Inclusivity, Belonging, and Resilience

Session Moderator: **Aravinda Garimella**, *U. of Illinois at Urbana-Champaign*

CTO: **An Examination of Corporations' Use of Microblogging in Restoring Dignity of a Marginalized Group**  

Author: **Inchan Kim**, *U. of New Hampshire*

In 2016, the United Nations (UN) issued 17 grand challenges. One of them is to reduce inequalities for disadvantaged and marginalized groups. Digital technologies take center stage in today's business and society. The IS community should thus lead corporations in leveraging digital technologies for building more equitable, inclusive business and society. This paper helps to enact such "compassionate IS" for marginalized groups. I examine leading firms' digital DEI practices for the LGBT group on Twitter and emerge microblogging' affordances for promoting diversity, equity, and inclusion in business and society. They include forging solidarity with a marginalized group, empowering the marginalized group, and mobilizing business and society for the marginalized group. This paper has implications for scholarship on compassionate IS, corporation social responsibility, and organizational compassion.

CTO: **Harnessing Mobile Innovation Diffusion to Deter Intimate Partner Violence in Sub-Saharan Africa** 

Author: **Rohit Mattu**, *Doctoral Student, Indian Institute of Management Calcutta*

Author: **DEBASHIS SAHA**, *Indian Institute of Management, Calcutta*

Global statistics indicate a higher prevalence of Intimate Partner Violence (IPV) in Sub-Saharan Africa (SSA), primarily attributed to greater acceptance of IPV among women in the region. This study explores whether the diffusion of mobile phones among women in SSA is triggering a change in their attitudes toward IPV. Drawing on the Institutional Logics Perspective, the Diffusion of Innovations Theory, the Theory of Globalization in general, and the IT Affordances Theory in particular, we posit that mobile phones facilitate the diffusion of socio-cultural innovations promoting gender parity. Exposure to these innovations introduces women to competing logics, thereby shaping their attitudes toward IPV. Through a quasi-experimental research design, we empirically validate the proposed theoretical framework using micro-level nationally representative survey data from six SSA countries and discover supporting evidence for it. Moreover, we observe that women do operationalize these changes in attitudes to reduce IPV occurrences (behaviour) by seeking help from the Police (an external support structure), per the Theory of Planned Behaviour. Additional analysis suggests the presence of spillover effects from neighbouring women's mobile phone adoption in deterring IPV, showcasing their role as institutional entrepreneurs. For apparent reasons, our findings altogether fail to hold for women in localities characterized by high systemic vulnerabilities. With the help of these findings, we propose a process model which explains how ICT adoption results in the restructuring of family logics. Overall, our study underscores the pivotal role of mobile innovations in shaping gender-related beliefs to deter IPV, thus fostering women's empowerment.

CTO: **Quantitative Gender Analysis in IS Research: Sources of Harmful Stereotypes and Mitigating Strategies** 

Author: **Dario Bonaretti**, *Nova Southeastern U.*

Author: **Diana Fischer-Pressler**, *Frankfurt U. of Applied Science*

This research investigates sources of harmful stereotypes stemming from gender analysis in information systems research. Focusing on the gender analysis discourse in MIS, we study how researchers overlooked the indirect harm arising from undertheorized representations of gender in behavioral research. Our analysis points to three catalysts of stigmatization in gender analysis. First, from a theoretical standpoint, researchers often draw on the assumption that gender dimorphism exists, which has been challenged by more recent approaches to gender analysis (i.e., intersectionality) that emphasize within-gender variation. Second, measurement and parameterization of gender ignore the intersectional nature of gender-related phenomena. Third, discussion of gender-related behavioral differences that allude to inherent biological differences among gender groups.

CTO: **How Do Digital Nudges Influence Pro-Environmental Behavior: Insights from a Field Experiment**

Author: **Alysson De Oliveira Silveira**, *U. of South Florida*

Author: **Chewei Liu**, *Indiana U. - Kelley School of Business*

Author: **Ntchanang Mpafe**, *Nue Life Health*

Author: **Sunil Mithas**, *U. of South Florida*

As individuals assume more responsibilities and the volume of tasks that require their attention exceeds their capacities, they tend to focus on high-utility tasks and postpone others, even when the outcomes of this behavior are unfavorable. Although pro-environmental behavior is usually regarded as socially desirable, it often falls into the low perceived utility category. Digital nudges are a viable solution to avoiding procrastination of pro-environmental behaviors. We design three interventions to increase the recycling rate using RFID chips attached to recycling bins and trucks to collect data on the outcome. In our 8-week field experiment involving 5,758 households across two distinct cities, our findings reveal that the effectiveness of digital nudges involving reminders is limited to the intervention period. Surprisingly, diverging from prior literature, we discovered that micro-incentives exhibit prolonged efficacy, persisting beyond the cessation of the incentive program. This study contributes to the Information Systems (IS) and Management and Organizations (M&O) literature by shedding light on the intricate dynamics between digital nudges and the endurance of pro-environmental behavioral effects. We discuss the experiment's findings and implications for the literature.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Understanding Remote and Virtual Work: New Constructs and Measures

Session Moderator: **Mayur Prataprai Joshi**, *Telfer School of Management, U. of Ottawa*

CTO: **Large Scale ML-Based Methods for Studying Individual Responses to Work Using Systems Savvy Measures**  

Author: **Chaitanya Kaligotla**, *Beedie School of Business Simon Fraser U.*

Author: **Terri Griffith**, *Simon Fraser U.*

Author: **Alex MacLeod**, *Beedie School of Business Simon Fraser U.*

Systems savvy is the ability to discern the interplay between technological and socio-organizational systems and to foster synergies between them. We show systems savvy's value in studying individual responses to changes at work by focusing on comments to New York Times articles about working from home at the beginning of the COVID-19 office shutdown. We develop a machine learning (ML) method to measure an individual's systems savvy from public documents and demonstrate using human-artificial intelligence ensembles for fine-tuning ML algorithms for management research. We address convergent and discriminant validity with comparisons to integrative complexity, another construct focused on diverse viewpoints and conceptual connections. Our methodology is open-sourced and is built for scale. We discuss the development of our methodology and the theoretical implications of the system savvy measure. We also make a case for open-source models and analyses.

 CTO: **Bridging the Gap: Revisiting Dynamics of Physical and Perceived Proximity in Multilocal Work** 

Author: **Ward Van Zoonen**, *U. of Jyväskylä*

Author: **Jennifer Gibbs**, *U. of California, Santa Barbara*

Author: **Anu Sivunen**, *U. of Jyväskylä*

The role of objective distance and perceived proximity within the domain of multilocal work has been subject to ambiguity and mixed empirical support. This paper revisits these constructs through the lens of contemporary work practices, in light of the shift towards remote work and technology-mediated communication. Utilizing multi-sourced, longitudinal data, our study provides a nuanced exploration of how distance can be operationalized and what are its consequential effects on communication, work practices, and worker engagement. Specifically, we suggest that the percentage of dispersed colleagues (configuration) and time zone differences may be more meaningful predictors of work experiences and practices than the geographic measure of 'as the crow flies' miles. Our findings also challenge the assumed reciprocal relationship between perceived proximity and communicative behaviors. We posit that perceived proximity is better positioned as a distal outcome than as an antecedent to these dynamics. The paper delineates the implications of distance as a contemporary workplace demand, refining and reconceptualizing it as a challenge rather than a hindrance. Furthermore, the findings underscore the role of engagement and social communication in enhancing perceived proximity. In contrast, task-related communication and supplemental work practices appear to mitigate the perception of proximity to others. This investigation not only updates existing knowledge but also contributes to a more comprehensive understanding of the spatial and temporal demands in multilocal work settings.

 CTO: **Development and Validation of the Team Perceived Virtuality Scale (WITHDRAWN)**

Author: **Lisa Handke**, *Friedrich-Alexander-U. Erlangen-Nürnberg*

Author: **Patricia Costa**, *Instituto U. de Lisboa (ISCTE-IUL) Business Research Unit (BRU-IUL)*

Author: **Jennifer Feitosa**, *Claremont McKenna College*

With the strong proliferation of virtual teams across various organizations and contexts, understanding how virtuality affects teamwork has become fundamental to team and organizational effectiveness. However, current conceptualizations of virtuality rely almost exclusively on more or less fixed, structural features, such as the degree of technology reliance. In this paper, we take a socio-constructivist perspective on team virtuality, focusing on individuals' experience of team virtuality, which may vary across teams and time points with similar structural features. More specifically, we develop and validate a scale that captures the construct of Team Perceived Virtuality (Handke et al., 2021). We present the results of five different studies that demonstrate the construct's content, structural, discriminant, and criterion validity with an overall number of 2,294 teams. The final instrument comprises 10 items that measure the two dimensions of Team Perceived Virtuality (collectively-experienced distance and collectively-experienced information deficits) with five items each. This final scale showed a very good fit to a two-dimensional structure both at individual and team levels and adequate psychometric properties including aggregation indices. We further provide evidence for conceptual and empirical distinctiveness of the two TPV dimensions based on related team constructs, and for criterion validity, showing the expected significant relationships with leader-rated interaction quality and team performance. Lastly, we generalize results from student project teams to an organizational team sample.

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Selected as a Best Paper

Blockchain: Power, Participation, Community, and Scapegoating

Session Moderator: **Nir Kshetri**, *U. of North Carolina, Greensboro*

CTO: **The Illusion of Community in Decentralized Autonomous Organizations (DAOs): Why Members Disengage**

Author: **Jessica Reif**, *Fuqua School of Business, Duke U.*
Author: **Haiyang Yang**, *Johns Hopkins Carey Business School*
Author: **Jack Soll**, *Duke U.*

Decentralized autonomous organizations (DAOs) – nonhierarchical, blockchain-enabled organizations – are increasingly prevalent across sectors. To join these managerless organizations, members acquire tokens that afford the right to propose actions the organization can take and vote on the actions proposed by others, with their voting rights typically weighted according to their token holdings. While DAOs offer a participatory decision-making process, early research suggests many DAOs suffer from low member engagement, which limits how efficiently they can organize. We draw on Relational Models Theory to develop a model of member disengagement from DAOs. We propose that the token-weighted voting process – which sometimes generates outcomes that are inconsistent with the choice preferred by a majority of members – may be a source of member dissatisfaction in DAOs. We theorize that exposure to these “majority lose” proposal outcomes contradicts members’ perceptions of the DAO’s relational model and, in turn, leads members to disengage from the organization. We find support for our proposed model in an archival study of a large DAO and two preregistered experiments. This research contributes to the growing literature on new forms of organizing by theorizing and providing evidence for a mechanism that shapes organizational member engagement in nonhierarchical organizations.

CTO: **The Politics of Blockchain: Power Dynamics in Decentralized Systems**

Author: **Barry Varys**, *Bentley U.*
Author: **Roman Beck**, *IT U. of Copenhagen*
Author: **Marco Marabelli**, *Bentley U.*
Author: **Ja-Nae Duane**, *Brown U.*

In this paper, we analyze power dynamics in blockchain governance by examining decision-making processes in public-permissionless blockchains. We build on and extend Clegg’s circuits of power and showcase the relevance of power in blockchain governance. In doing so, we reconceptualize Clegg’s circuits of power in a blockchain context while incorporating the unique forking option and technological backdrop found in decentralized systems. We discuss Ethereum and Bitcoin to illustrate the politics and power dynamics used to develop our theoretical framework. We contribute to governance literature by offering a novel approach to exploring important power dynamics in decentralized systems. These power dynamics can be difficult to detect in decentralized systems while having significant influence on how these systems evolve over time. We offer insights into the evolution process by building two process models and showcasing that instances of centralization may be required for these decentralized systems to evolve. Our paper joins scholarly conversations on governance in decentralized systems and offers unique insights by examining the underlying decision-making processes related to system changes. We highlight the role of power dynamics and instances of centralization in allowing enough flexibility for innovation and changes in decentralized systems.

CTO: **Task Assignment Governance and Platform Participation: Evidence an Ethereum Natural Experiment**

Author: **Wei Yang**, *China Europe International Business School (CEIBS)*

This study examines the influences of task assignment mechanisms on workers’ participation in blockchain organizations. In developing the theory, I highlight the nature of blockchain-based organizations as multisided gig economy platforms, which differ from traditional hierarchical organizations regarding how tasks are assigned among workers. I specifically distinguish two types of task assignment mechanisms in blockchain-based platforms, namely assignments based on workers’ commitment to specific tasks (commitment to tasks), and those based on workers’ pre-existing contribution to the platform (commitment to system). My empirical analysis leverages a natural experiment of the Merge on Ethereum – the change of consensus protocols from Proof-of-Work (PoW) to Proof-of-Stake (PoS), which caused an exogenous shock that switched the assignment mechanism of transaction validation tasks on Ethereum from commitment to tasks to commitment to system. The results based on a difference-in-difference analysis show that, compared with task assignment mechanism of commitment to tasks under PoW, used by the control group of Bitcoin blockchain, commitment to system under PoS incentivizes more active worker participation in transaction validation tasks, thereby increasing the decentralization of tasks among workers on Ethereum. In the discussion section, I elaborate on the implications of the results for blockchain-based organizations and gig economy platforms.

CTO: **New Agents of Innovation: Autonomous Technology and the 3000-Year-Old Ritual of Scapegoating**

Author: **Brendan Gage**, *Beedie School of Business Simon Fraser U.*

Drawing from 15 years of archival data on the 2008 financial crisis and the 2022 blockchain crisis, I extend interaction ritual chain theory to recognize the effect that the Internet of Autonomous Things (IoAT) has on interaction rituals and the conjoined relationships that form between humans and autonomous technologies through these interactions. I find that IoAT changes the way that humans enact the 3000-year-old ritual of scapegoating through the constructs of branching and nesting. When compared to historic rituals, new IoAT scapegoating rituals generate positive emotional energy, and increase trust. I integrate my findings into a novel theoretical framework that captures the effect of IoAT on interaction rituals through the constructs of “branching” and “nesting.” This research contributes to our understanding of the emerging role of IoAT agency, introduces the construct of IoAT interaction rituals and proposes conjoined-agency between IoAT and humans as an emerging construct in organizational and social environments.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



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Selected as a Best Paper

Work Family Ideology

Session Moderator: **Jose M. Manuel Alcaraz**, *ESDES, U. Catholique de Lyon*

DEI: Conflicting Work-Family Ideals and Female Resistance in the Global South  

Author: **Jose M. Manuel Alcaraz**, *ESDES, U. Catholique de Lyon*

Author: **Valeria Carrillo**, *UPAEP*

Author: **Linh Chi Vo**, *ESDES, U. Catholique de Lyon*

Author: **Mary C. Lavissière**, *U. of Nantes*

Author: **Alexandre Lavissiere**, *Kedge Business School*

What qualities does “the ideal worker” and “the ideal mother” have? Research has found that widespread ideologies do provide certain norms, values and practices as central to those ideals, which often lead to both work-family conflict (WFC) and female segregation from the workplace. In this paper we examine the narratives of a unique group of fifty female managers and executives based in “developing regions”, working in a male dominated industry. We contribute to the literature on conflicting work-family ideals by introducing a feminist, post-structuralist critical approach, as well as a Global South sensitivity to study those ideals. Our work offers a contextualized examination of the lived experience, patriarchal norms and extended family arrangements of these women, which lead us to uncover a triple juxtaposition of opposing expectations: a) the ideal worker, b) the ideal housewife-(intensive/good) mother, and c) the ideal extended family/community member. Together, these three ideals form what we introduce and elaborate as the patriarchal triad (PT). “Zooming in” aspects of both conformity and challenge, material and discursive tactics, we reveal the micro-political resistance efforts mobilized by these women against gender discrimination and in their search for self-determination.

DEI: The Hidden Cognitive Side of Work-Family Boundary Management 

Author: **Victoria Daniel**, *York U., Toronto*

Author: **Yujie Zhan**, *Wilfrid Laurier U.*

Work-family life is becoming increasingly complex for the modern working parent, making boundaries that define aspects of the interface evermore important yet presenting their own challenges in ongoing work-family management. However, the boundary management literature has emphasized general preferences or tendencies that behaviorally integrate or segment work and family, and predominantly treated these boundary constructs as stable. Consequently, little is known about the essence of doing boundary work as a practice in and of itself. We therefore sought to understand how people construct, control, and change their boundaries by taking an inductive approach to explore the experiences of remote working parents who had to undertake the full-time care of their children during the pandemic. Taking a grounded theory approach to analyze two distinct sources of qualitative data, we uncover the cognitive nature of boundary work that encompasses multiple stages: anticipating boundary needs, boundary planning, regulating boundary implementation, and adaption of boundaries. Altogether, we incorporate existing research with these findings to build new theory of boundary work as a thoughtful and effortful process that unfolds through pre- to post-enactment phases—with these direct and novel explanations for how and why people manage their boundaries having salient theoretical and practical implications.

DEI: The Effects of Paternal Nurturant Imprint (PNI) on Work-Family Functioning

Author: **Min Young Yoon**, *Rider U.*

Men’s reluctance to engage in family duties remains a barrier to women’s workforce participation and career advancement in the U.S. Drawing upon family sociology and imprinting theory, this study introduces the concept of paternal nurturant imprint (PNI)—the extent to which men’s formative family experiences were characterized by receiving nurturance from their own fathers—as an antecedent of their engagement in their families. Building upon family system theory that suggests crossover effects, or “dyadic, inter-individual, interdomain transmission,” within couples, I examined whether a PNI on a male partner predicts their female partner’s work-family functioning among dual earner couples with childcare responsibilities (Stertz et al., 2017, p. 106). First, taking an exploratory approach, I validate the concept via archival data using the General Social Survey (GSS), confirming that male partners’ formative family experiences are correlated to their female partners’ work outcomes. In Study 1, using male full-time workers across multiple organizations, I confirm that PNI are significantly related to coparenting relationship. Lastly, using a sample of dual-earner couples with responsibilities for children under age 15, I found that PNI on the male partner is positively correlated with the female partners’ family-work interface and work outcomes. Through this study, I aim to contribute to the literature on gender inequality, work-family balance, and organizational culture. Theoretical implications, practical implications, and future directions are discussed.

DEI: Sick of Sexism: Ambivalent Sexism, Gender Role Orientation, Work-Family Conflict and Physical Health  

Author: **Anna Katharina Bader**, *U. of York*

Author: **Vesa Peltokorpi**, *Hiroshima U.*

Caused by persisting traditional gender norms, working mothers with young children are at particular risk of experiencing ambivalent sexism at work, i.e., discrimination based on both negative (hostile sexism) and positive (benevolent sexism) attitudes towards women. In this study, we integrate ambivalent sexism and conservation of resources theories to disentangle the negative effects of ambivalent sexism investigating how hostile and benevolent sexism are related differently to work-family and family-work conflicts and link both types of sexism through these conflicts to impaired physical health. Using data from three-wave surveys of 719 working mothers with young children, we find support for our theoretical model pointing to unambiguous detrimental effects of hostile sexism on work-family and family-work conflicts and eventually health which are more severe for mothers with a more egalitarian gender role orientation. Supporting the proposed differential effects of benevolent sexism, the findings corroborate that benevolent sexism increases family-work conflict but reduces work-family conflict and produces interesting opposing mediation effects. Individual gender role orientation only governs the effect on family-work conflict. Based on our theorizing our results uncover important new insights into the paradoxical mechanisms of how ambivalent sexism reproduces gender inequalities and deteriorates victim’s health.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Hiring Culture and Performance

Session Moderator: **Priyam Saraf**, *Stanford Graduate School of Business*

DEI: Structure and Culture in Hiring: Evidence from Stratified, Non-Elite Firms  

Author: **Priyam Saraf**, *Stanford Graduate School of Business*

In organizational hiring, both techno-rational job requirements and cultural factors—comprising shared norms and beliefs about worker ideals—are pivotal. Research often overvalues cultural fit, focusing on elite sectors like consulting, which skews wider applicability. My 16-month ethnography within Bangladeshi garment firms found owners de-emphasize cultural similarity, avoiding local CEOs to prevent reproduction of socio-structural hierarchies within the firm. Instead, they strategically choose 'relative outsiders' from similar cultures for better assimilation. This approach spotlights the interplay between structural and cultural factors in hiring, challenging prevailing beliefs about the primacy of cultural alignment in organizational practices.

DEI: Experiencing the Application, Selection, and Onboarding Process from an Autistic Perspective

Author: **Steven Kilroy**, *Trinity Business School, Trinity College Dublin*

Author: **Alva Francesca Dunne**, *Trinity College Dublin School of Business*

Author: **Na Fu**, *Trinity Business School, Trinity College Dublin*

The current research focuses on investigating the application, selection, and onboarding experiences of autistic individuals in the employment process. Utilizing an inductive qualitative approach, the study conducted semi-structured interviews with eight autistic participants, and thematic analysis was employed for data interpretation. The findings reveal that initiating the application process can be challenging due to difficulties in commitment. Additionally, some participants face social challenges during job interviews, although this is not a universal experience. Onboarding proves to be challenging for many due to the significant adjustments required in starting a new job, coupled with the high social demands. The study also addresses internalized prejudice among autistic individuals and its implications for both individuals and organizations. Furthermore, the importance of clarity throughout the hiring process is emphasized. The research includes a post-hoc analysis involving interviews with five employers to explore their perspectives on hiring neurodivergent employees. Limitations are acknowledged, and directions for future research are proposed.

DEI: The Costs of the Win-at-all-Cost Culture in High Performance Sport    

Author: **Katrina Monton**, *Teachers College, Columbia U.*

Author: **Lawrence Lopez-Menzies**, *Teachers College, Columbia U.*

Author: **Caryn J. Block**, *Teachers College, Columbia U.*

Heightened media scrutiny and growing public awareness, has led to increased research focusing on maltreatment in sport (Willson et al., 2022b). The Masculinity Contest Culture (MCC) framework has been effective in exploring the elite sport context and its connection to athlete health and safety (Monton et al., 2023). This study sought to deepen our understanding of how MCC is enacted in sports contexts, and how it relates to athlete outcomes. We used semi-structured interviews with retired, female, national team athletes (n=30). Results indicated that the MCC norm of show no weakness was enacted by a low tolerance for error, suppression of emotion and concealing of mental health struggles, while the MCC norm of strength and stamina was represented by a pattern of athletes playing through injury and illness. The MCC norm of dog-eat-dog was exemplified through toxic levels of competition, athlete hierarchy and a feeling that athletes were replaceable, whereas the MCC norm of put work first was represented by as a sole focus on sport. In addition to the four MCC norms cited in the literature, a win-at-all-costs justification emerged as an overarching theme across all four norms. MCC was enforced by coaches and athletes through rewards and punishment which had devastating consequences for athletes, including stress, diminished self-esteem, body image and disordered eating, difficulty with interpersonal relationships and burnout.

DEI: Organizational Claims Can Promote the Self-Selection of Inclusive Job Seekers 








Author: **Michael White**, *Columbia Business School*

Author: **Mabel Abraham**, *Columbia Business School*

Author: **Sandra Matz**, *Columbia Business School*

Organizations that facilitate inclusion more effectively attract and retain a diverse workforce; however, finding empirically backed strategies for promoting inclusive behavior has been challenging. Here, we suggest a solution for creating more inclusive organizations: promoting the self-selection of inclusive workers. Specifically, we examine whether organizational claims about diversity, equity, and inclusion (DEI) attract more inclusive job seekers. In two preregistered experiments (N = 1,212), we examined how participants' tendency to behave inclusively (as rated by long-term workgroup members) predicted their interest in (Experiment 1) and decision to work for (Experiment 2) organizations demonstrating varying degrees of commitment to DEI. We find that the most inclusive job seekers self-select into—and the least inclusive self-exclude from—organizations making resource-backed claims that express a deep commitment to DEI. Our findings highlight that organizational claims induce applicant sorting based on their inclusivity and offer a practical tool for promoting inclusivity in organizations.

KEY TO SYMBOLS

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

Navigating HR and DEI Frontiers: Challenges, Transformative Strategies, and Cultural Dynamics



Presenter: **Salome Opoku**, *Arizona State U.*
Discussant: **Beth Ann Livingston**, *U. of Iowa*
Participant: **David A. Waldman**, *Arizona State U.*
Organizer: **Rose Brown**, *Cornell U.*
Participant: **Angela Carter**, *Clemson*
Presenter: **Stephanie Twin Sisco**, *U. of Minnesota*
Presenter: **Rebecca Jean Evan**, *Metropolitan State U.*
Participant: **Patrick Wright**, *U. of South Carolina*
Presenter: **Rose Brown**, *Cornell U.*
Participant: **Crystal Fashant**, *Metropolitan State U.*

In the first paper, Brown investigates the consequences of informal and formal disclosure, including filing workplace complaints in response to workplace mistreatment, emphasizing discrimination, harassment, and retaliation. Her research explores the complex nature of the grievance process outcomes and consequences and their effectiveness in safeguarding employees who choose to report or formally file complaints. Her paper addresses a significant gap in the literature by examining the impact on employees who consider and decide to engage in the grievance process, filling a theoretical and empirical void that spans decades (Klaas, 1989). Her study advances theory by employing grounded theory to study these social and psychological processes. She develops an organizational punishment- industrial discipline nomological network of what employees can expect when engaging in the formal, informal, or even consideration of workplace grievance processes and how this network is moderated by ethnicity and age. Her study extends organizational punishment- industrial discipline theory to include retaliation and revenge, as well as intentional actions such as ostracism in person and virtually, and individual and institutional gaslighting. Findings from 50 qualitative interviews and archival records concerning 160 employees indicate many participants experienced negative professional consequences such as adverse performance reviews, blacklisting, constructive discharge, reduced work contracts, and diminished career opportunities. Additionally, participants reported negative physical, psychological, and emotional impacts, from weight gain to feelings of revictimization, hypervigilance, and imposter syndrome. Despite the potential empowerment felt by a minority, her study underscores the pervasive challenges, including lack of confidentiality, investigation, and due process within grievance procedures. The resulting nomological network provides a nuanced understanding of the multifaceted consequences faced by employees who engage in or consider engaging in formal disclosure processes. The second project by Opoku, Waldman, and Wright posits that companies are increasingly devoting attention to diversity, equity, and inclusion (DEI) in their workforce. However, numerous anecdotes have appeared in the press and social media of how corporations supposedly frame and implement their DEI strategies, with some people interpreting them as excessive, performative, and ineffective. They seek to understand if such characterizations are accurate as viewed by the individuals who oversee DEI strategies. Therefore, their study aims to provide a qualitative examination of how organizations are implementing their DEI strategies and the pushback they may receive from various stakeholders. Through their in-depth interviews with 16 Chief Diversity Officers (CDOs) from Fortune 500 companies, they uncovered seven pivotal themes: (1) Prioritizing D, E, and I; (2) Balancing Equity and Merit; (3) Emphasizing Business vs Social Concerns; (4) Implementing DEI Strategies; (5) Dealing with Resistance; (6) Modeling through Leadership; and (7) Managing DEI across Geographies. Their findings contribute comprehensive insights that suggest a balance approach rather than an “all or nothing” approach. The third study, conducted by Sisco and Carter, posits while individual actions and attitudes contribute to racism, it is crucial to recognize that racism can manifest in broader societal structures and institutions, such as the workplace and our workforce. In this study they explore how Black, Indigenous, and other People of Color (BIPOC) draw upon their Indigenous and cultural knowledge to navigate racially insensitive barriers in the workplace. They also use the theory of racialized organizations to understand how racism in the workplace continues to operate at the organizational level. Their research is guided by two research questions (RQ): 1) What Indigenous and cultural knowledge approaches are practiced by racial minorities in the workplace? and 2) How is racism and/or racialization described in studies that examine Indigenous and cultural knowledge approaches at work? Results from RQ1 provide critical insights about the coping strategies and resilient ideologies adopted by racial minorities at work, which has direct implications on employee well-being and employee empowerment. For RQ2, the application of the racialized organizations theory serves as a valuable perspective for comprehending how workplace racism constrains the agency of BIPOC individuals and hinders their ability to access essential organizational resources and cultural assets necessary for navigating racialized hierarchies. Finally, the empirical study conducted by Sisco, Fashant, Carter, and Evan posits that over the past decade, organizations have become more transparent about their diversity and inclusion challenges, and they have become more openly involved in sociopolitical affairs. This has led to a greater need for diversity management (DM). Given the relatively new focus of DM within profit-seeking organizations, efforts concerning diversity, equity, and inclusion (DEI) have become integral to organizational culture and sustainability. Their study seeks to understand how DEI professionals practice diversity management during this emerging era of racial reform and restorative justice. Another aim of their research is to examine how the racial identity of DEI practitioners influences their work. Their focus was further refined to concentrate on White DEI practitioners who are paid to perform DEI work (e.g., training, data analytics, legal, recruiting, etc.) for their employer. To explore this phenomenon, 10 participants were interviewed about their DEI work experiences, perceptions, and ambitions for DEI. Within the discussion of the findings, they articulate the paradoxes encountered by the participants, particularly concerning limitations to antiracism initiatives in the workplace and their personal affirmations regarding race consciousness.

Navigating HR and DEI Frontiers: Challenges, Transformative Strategies, and Cultural Dynamics

Author: **Rose Brown**, *Cornell U.*
Author: **Salome Opoku**, *Arizona State U.*
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Author: **Crystal Fashant**, *Metropolitan State U.*
Author: **Rebecca Jean Evan**, *Metropolitan State U.*
Author: **Beth Ann Livingston**, *U. of Iowa*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Looking Beyond the Numbers: New Approaches to Understanding Organizational Inequality and Exclusion

Session Chair: **Tessa Charlesworth**, *Northwestern Kellogg School of Management*

Session Chair: **Sanaz Mobasseri**, *Boston U. Questrom School of Business*

Session Chair: **Jayanti Owens**, *Princeton U.*

Speaker: **Tessa Charlesworth**, *Northwestern Kellogg School of Management*

Speaker: **Sanaz Mobasseri**, *Boston U. Questrom School of Business*

Speaker: **Jayanti Owens**, *Princeton U.*

Speaker: **Mabel Abraham**, *Columbia Business School*

Discussant: **Ebony N. Bridwell-Mitchell**, *Harvard U.*

In recent decades, organizations big and small, public and private, and across numerous industries have made efforts to increase diversity, equity, and inclusion. At the same time, researchers have documented the many ways in which organizations continue to be fundamentally unequal in their treatment of members from historically underrepresented groups, including women and racial and ethnic minorities. There is a growing consensus among researchers that simply increasing the numbers of members from historically underrepresented groups in organizations (achieving “representational diversity”) will ultimately be insufficient to fundamentally improve equity and inclusion within organizations. This symposium brings together leading scholars of organizational inequality who span micro and macro perspectives to interrogate why simply “adding diversity and stirring” will not be enough to address lasting concerns of organizational equity and inclusion. Specifically, the four papers in this symposium utilize multiple complementary methodologies—ranging from natural language processing of historical texts to attitudinal surveys to video experiments—to shed new light on the mechanisms that continue to uphold inequalities even in the face of changing numeric representation of minoritized groups.

The Stability of Stigma: Testing Mechanisms of Negative Stereotype Persistence Across 100 Years

Author: **Tessa Charlesworth**, *Northwestern Kellogg School of Management*

Author: **Mark HATZENBUEHLER**, *Harvard U.*

Defending White Hegemonic Masculinity: A Test of the Projective Identification Hypothesis

Author: **Robin J. Ely**, *Harvard Business School*

Author: **Sanaz Mobasseri**, *Boston U. Questrom School of Business*

Author: **Ivuoma Ngozi Onyeador**, -

Demographic Similarity, Protective Socialization: Paradox of Punishment in Racialized Organizations

Author: **Jayanti Owens**, *Princeton U.*

Race and Evaluations of Misconduct in Organizations

Author: **Mabel Abraham**, *Columbia Business School*

Author: **Erica Bailey**, *Haas School of Business, UC Berkeley*

KEY TO SYMBOLS



Teaching-oriented



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Diversity-oriented



Selected as a Best Paper

Venture Performance

Session Moderator: **Martina Battisti**, *Grenoble Ecole de Management*

ENT: **Sustainability-Oriented Ventures: Resource Mobilization, Innovativeness and Venture Performance**

Author: **Martina Battisti**, *Grenoble Ecole de Management*

Author: **Shuangfa Huang**, -

Author: **Isabella Hatak**, *U. of St. Gallen*

Author: **Haibo Zhou**, *U. of Nottingham, China*

Research on whether sustainability orientation enhances or hinders venture performance is inconclusive. While one stream suggests that embracing sustainability and innovativeness improves performance, the other one posits that resource constraints limit ventures' effectiveness of sustainability orientation. In this study, we argue that resource mobilization is pivotal for sustainability-oriented ventures to achieve superior performance in conjunction with innovativeness. Drawing on a three-stage configurational theorizing approach and fuzzy-set qualitative comparative analysis of a sample of UK ventures, we explore how bricolage and resource-induced coping heuristics interact with innovativeness to explain the performance of sustainability-oriented ventures. Findings provide novel insights into alternative configurations of strategic and resource mobilization approaches for venture performance within the sustainability domain. We disentangle mechanisms of behavioural and cognitive resource mobilization approaches while highlighting their potential synergy or substitution. The findings have implications for entrepreneurs pursuing sustainability without jeopardizing survival.

ENT: **Assortative Networks, Strategic Change and Firm Performance**

Author: **Vincenzo Buttice**, *Politecnico di Milano*

Author: **Francesca Di Pietro**, *U. of Milano Bicocca*

Author: **Francesca Tenca**, *U. del Piemonte Orientale*

In this study, we investigate how the market network topology influences firm strategic decision-making. We argue that assortative networks can foster the emergence of conflicting opinions, affecting the timing of strategic change implementation and its subsequent effects on firm performance. We test our theory in the realm of equity crowdfunding, and we find that firms operating within more assortative networks tend to move more slowly in implementing strategic changes. Such changes may include the introduction of new products, expansion into new markets, or establishing new strategic partnerships. However, once implemented, firms with high assortative networks experience superior performance in comparison to those operating in less assortative networks. The results are robust after controlling for possible ex-ante differences among firms.

ENT: **Decentralized Finance, Crypto Funds, and Value Creation in Tokenized Firms**

Author: **Douglas Cumming**, *Florida Atlantic U.*

Author: **Niclas Dombrowski**, *U. of Hamburg*

Author: **PP Momtaz**, *Bavarian State Institute for Higher Education Research and Planning + TU Munich*

Author: **Wolfgang Drobetz**, *U. of Hamburg*

Crypto funds (CFs) represent a novel investor type in entrepreneurial finance. CFs intermediate Decentralized Finance (DeFi) markets by pooling contributions from crowdfunders and investing in tokenized startups, combining venture- and hedge-style investment strategies. We compile a unique dataset combining token-based crowdfunding (Initial Coin Offering, ICO) data with proprietary performance data of CFs. CF-backed startup ventures obtain higher ICO valuations, outperform their peers in the long run, and benefit from token price appreciation around CF investment disclosure in the secondary market. Moreover, CFs themselves beat the market by roughly 2.5% per month. Outperformance is persistent, indicating that CFs generate returns because of their skills, rather than luck. The performance effects for CFs and CF-backed startups are driven by a fund's investor network centrality.

ENT: **Orchestrating Success: The Impact of Investor Portfolio and Investment Pace on Venture Performance**

Author: **Huaxi Gao**, *Guanghua School of Management, Peking U.*

Author: **Peiyuan Huang**, *Peking U.*

In the dynamic landscape of entrepreneurship, new ventures grapple with the double challenges of resource scarcity and the looming threat of competitive imitation. This paper focuses on how investment-related characteristics throughout the entrepreneurial venture's entire financing process impact the venture's subsequent performance. Specifically, we investigate the opposing impacts of investor diversification and investment irregularity – two primary characteristics of the financing process – on venture's IPO evaluation. We propose that while investor diversification dilutes the resource commitments from VC investors, investment irregularity creates imitation barriers and better enhances the venture valuation. We find supports to our hypotheses with information on the financing process and IPO performance of VC-backed ventures in the U.S. stock markets. Our theory and analysis also indicate that the internal technology capability better enables resource absorption and attenuates imitation threats, therefore moderating the main results in corresponding directions. Our study highlights important roles of investor portfolio and investment pace through the entire financing process, helping direct the attention of interdependence across different rounds and hold a holistic perspective.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



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Diversity-oriented



Selected as a Best Paper

Social Identity and Relations

Session Moderator: **Tobias Pret**, *Illinois State U.*

ENT: **Managing Multiple Identities Through Social Entrepreneurship**

Author: **Aviel Cogan**, *Butler U.*
Author: **Tobias Pret**, *Illinois State U.*

Research recognizes the multiplicity of social entrepreneurs' identities. Yet, understanding of how social entrepreneurship enables the management of multiple identities is limited. Through a longitudinal, qualitative study, we find that social entrepreneurial entry, venture design, and practice can facilitate the internal management of multiple identities by operating as identity repairing, strengthening, and aligning work. Accordingly, we develop a model that conceptualizes social entrepreneurship as a form of what we term "mutual verification work," defined as external behaviors that adjust internal inter-identity structures, content, and relationships through mutual verification. This study thus adds nuance to prevailing views of social entrepreneurship as necessitating identity management by illustrating that it can also be utilized as a means of performing identity management. In addition, we extend understanding of identity control theory by suggesting that mutual verification of multiple identities can cause cumulative reciprocal effects on identities, rather than establishing identity stability. Furthermore, this study challenges debates that pit personal, role, and social identities against one another by demonstrating that identities at multiple levels of abstraction may not only be mutually verified, but may also merge and enhance one another when willingly co-activated.

ENT: **Entrepreneurship Jungle: Social Identity & Dark Triad Traits Study**

Author: **Safiya Alshibani**, *Princess Nourah Bint Abdulrahman U.*
Author: **Sukanlaya Sawang**, *Edinburgh Napier U.*
Author: **Poh Yen Ng**, *Robert Gordon U.*

This study explores the complex relationship between a founder's social identity and the Dark Triad traits. It aims to provide a more nuanced understanding of entrepreneurial behaviors and their subsequent impact on enterprise performance and founders' well-being. Drawing inspiration from the animal kingdom, we identify three entrepreneurial archetypes: Lions, Bees, and Chameleons, using Latent Profile Analysis (LPA) of 28,853 active entrepreneurs. Lions, embodying a balanced competitiveness, exhibit a strategic blend of dominance and communal living. As collaborative visionaries, Bees showcases a strong inclination towards teamwork and purpose-driven collaboration. Chameleons, the strategic individualists, reveal adaptability and calculated approaches to competition. The study further explores the impact of these archetypes on well-being and performance outcomes, uncovering the diverse factors influencing entrepreneurial success. The findings presented herein contribute to a comprehensive understanding of the multifaceted nature of entrepreneurial behavior and its implications for individual and business performance.

ENT: **Does Social Undermining Negatively Affect Entrepreneurs' Work Engagement?**

Author: **Xiaotong Meng**, *Shanghai U.*
Author: **Xiaoyu Yu**, *Shanghai U.*








With the rapid development of digital technology, entrepreneurs can better interact with stakeholders, although this may also lead to conflict between them. Drawing on affect-as-information theory, we focus on social undermining, a type of destructive social interaction, and explore whether it affects the behavior of entrepreneurs. We conduct a daily diary study every morning and evening for 14 consecutive days and collect 564 observations from 56 entrepreneurs. The results of the multilevel model show that at the within-person level, daily social undermining positively affects entrepreneurs' daily work engagement by improving their daily sleep quality, and that relaxation activities strengthen the positive relationship between daily social undermining and daily sleep quality. However, at the between-person level, social undermining negatively affects work engagement by reducing sleep quality. Our results provide robust empirical evidence of whether and how social undermining affects entrepreneurs' work engagement, revealing the "bright side" of social undermining.

ENT: **From Believing in Mentees to Promoting Self-Belief: The Impact of Dyadic Social Capital**

Author: **Parisa Haim Faridian**, *San Diego State U., Fowler College of Business*
Author: **Congcong Zheng**, *San Diego State U.*
Author: **Alex F. DeNoble**, *San Diego State U.*

This study examines how forming mentoring relations impacts opportunity exploration and exploitation in aspiring entrepreneurs. Through conducting a longitudinal qualitative analysis, this study examines the evolution of mentoring relations in a sample of 32 dyads of mentors and nascent student entrepreneur mentees. We found that mentors adapt their approach to mentoring in accordance with their mentees' stages of development. In both stages of opportunity exploration and exploitation, mentoring focuses on developing entrepreneurial competencies and establishing structural capital. However, in the opportunity-exploration stage, mentoring has a stronger orientation towards motivating mentees and building relational capital, while in opportunity-exploitation stage mentoring tends to focus on promoting self-efficacy and establishing cognitive capital. Conversely, during the opportunity exploitation stage, promoting self-efficacy requires a multifaceted approach, incorporating relational capital as well as structural and cognitive capital, to provide a holistic and robust support system for mentee development.

KEY TO SYMBOLS

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

Entrepreneurial Learning

Session Moderator: **Kristin Möller**, *CBS*

ENT: **Lessons Learned, But Which Ones? A Typology of Learnings from Entrepreneurial Failure**

Author: **Kristin Möller**, *CBS*
Author: **Mona Ghazi**, *ESCP Business School*
Author: **Christoph Seckler**, *ESCP Business School*

Entrepreneurship scholars are increasingly directing their focus toward the phenomenon of learning from failure. While considerable progress has been made in understanding how this learning process unfolds, much less is known regarding the specific learning outcomes. The purpose of this paper is to explore the learning outcomes from entrepreneurial failure. Using a unique data set comprising 146 post-mortem statements, we construct a typology of perceived learning outcomes. This typology delineates 17 overarching learning outcomes in three domains: cognitive, skill-based, and affective. The study contributes to literature by offering a differentiated empirical description of learnings, as well as a comprehensive typology. The learnings can serve as a valuable resource for nascent entrepreneurs, as well as entrepreneurship educators in educating next generation of entrepreneurs.

ENT: **Unintelligent Adaptation: Animal Spirits and Rainforest Logics in the Era of Generative AI**

Author: **Richard Hunt**, *Virginia Tech*
Author: **Daniel Lerner**, *IE Business School*
Author: **Rasim Serdar Kurdoglu**, *Bilkent U.*

For nearly a century, management theory has sought to incorporate greater realism concerning the influence exerted by cognitive, emotional, and social impacts on decision-making under uncertainty. Despite near-universal recognition of these behavioral influences, the presumption that ecological rationality is adaptive continues to cast a long shadow, and management theory remains anchored to the assumption that marketplaces are populated with intendedly rational participants. This assumption is, at best, an incomplete rendering of both the decisional environment and the motivational drivers impelling business activity. As the widespread and increasingly sophisticated use of artificial intelligence (AI) – particularly generative AI (Gen AI) – continues to expand its role in shaping managerial and organizational decisions and actions, it is important to assess the extent to which variation-generating, irrational, impulsive, and eristically motivated decisions and actions are at risk of extinction. Thus, the purpose of this inquiry is to challenge the notion that accurate, efficient decision-making is invariably adaptive. We do this by exploring the premise that irrationality is not only useful, but often indispensable to the generation of novel, organization-enhancing variation. Our approach widens the conceptual aperture concerning the motivational mechanisms that lead to decisions, actions, and outcomes, particularly in light of the rapidly escalating commitment to algorithmic decision-making.

ENT: **Beyond Books: Exploring the Relationship Between Entrepreneurial Learning and Extra-Role Behavior**

Author: **Azzurra Meoli**, *unibo*
Author: **Davide Hahn**, *U. of Bergamo*
Author: **Giuliano Sansone**, *U. College Dublin*

Entrepreneurial knowledge dissemination within higher education institutions plays a crucial role in shaping societal contributions by endowing university students with entrepreneurial learning (EL). While existing research extensively explores the influence of EL on entrepreneurial ventures among students, the ramifications of such knowledge on wage-paid employment remain relatively uncharted. This study aims to fill this gap by investigating the extent to which and the conditions under which EL influences extra-role behavior (ERB) in working students. ERB represents an employee's proactive contributions that surpass the prescribed job responsibilities. Leveraging a comprehensive international dataset encompassing 5,910 working students, our analysis reveals a positive correlation between EL and ERB. Furthermore, we uncover that this relationship is subject to moderation based on working students' gender, their role within the organization, and the size of the employing company. These nuanced findings contribute to a more comprehensive understanding of how entrepreneurial knowledge disseminated to university students can extend its impact beyond venture creation, influencing societal dynamics through the prism of wage-paid employment.

ENT: **Self-Regulated Entrepreneurial Learning: A Key to Innovation in a Dynamic World**

Author: **Noah Bellwald**, *U. of St. Gallen*

In recent years, unforeseen events such as the COVID-19 pandemic or geopolitical tensions have changed the business environment around the world. In such uncertain times, entrepreneurs need to learn efficiently and adapt even more quickly. This paper focuses therefore on self-regulated entrepreneurial learning (SERL) and how it contributes to increasing innovative work behavior (IWB), a critical factor for entrepreneurial success. Recognizing the lack of research on SREL within the entrepreneurial context, this paper explores the connection between SREL and IWB, particularly under varying conditions of environmental dynamics, competitive intensity, and perceived innovation importance. The findings of this quantitative two-study approach (N=271) reveal a significant positive correlation between SREL and IWB, highlighting that entrepreneurs with robust SREL capabilities are more inclined toward innovation, especially in dynamic and competitive environments. This research not only fills a critical gap in entrepreneurial studies but also offers practical insights for educational strategies and policy decisions aimed at fostering en-trepreneurial growth and adaptability in a rapidly evolving global market.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Digital Entrepreneurship II

Session Moderator: **Kun Liu**, *Kent State U.*

ENT: **Making Soup from a Nail: Bricolage and Engineering in a Digital New Venture Development**

Author: **Nataliya Galan**, *U. West*

Author: **Ann Svensson**, *U. West*

Viewing the entrepreneurship process as an entrepreneurial journey and employing a longitudinal process research design, this study aims to advance the current understanding of the dynamics of interactions between entrepreneurs and stakeholders in the development of a digital new venture (DNV). Drawing parallels to a Scandinavian folk tale about nail soup, which illustrates the concept of creating something substantial from seemingly nothing, we apply two logics of entrepreneurial behavior – bricolage and engineering – to explain entrepreneurs' interactions with key stakeholders while navigating the entrepreneurial journey. Based on the analysis of our rich empirical evidence, collected over six years of following the journey of one DNV's founders, we develop a set of propositions explaining how these two logics are intertwined in the process of DNV development over time, as well as how they are applied for initial and subsequent stakeholder engagement. Keywords: Entrepreneurship process, bricolage, engineering, new digital venture, stakeholder engagement

ENT: **Multilevel Perspectives on Digital Corporate Entrepreneurship: Scalability and Modularity**

Author: **Shuang Liu**, *Georgia State U.*

This conceptual paper proposes a multilevel perspective on Digital Corporate Entrepreneurship (DCE), emphasizing the centrality of scalability and modularity in understanding and advancing DCE initiatives. It argues for a broader conceptualization of DCE, extending beyond mere technological adoption to include the societal, organizational, and individual dimensions that collectively shape digital innovation and entrepreneurship. By synthesizing insights across various levels of analysis, the paper presents a comprehensive framework that addresses the interdependencies and dynamics central to DCE success. The proposed framework not only fills gaps in current literature but also equips practitioners with actionable strategies to navigate the complexities of the digital landscape. Ultimately, this paper aims to spur further theoretical and empirical exploration, while providing a robust foundation for effective DCE practice in the digital economy.

ENT: **A Temporal Perspective of how AI can Impact Entrepreneurial Intentions of Gig Workers**

Author: **Kun Liu**, *Kent State U.*

Author: **Jianhong Chen**, *U. of New Hampshire*

Artificial intelligence (AI) has emerged as an important research topic in management, innovation, and entrepreneurship. However, prior research has not examined some possible side effects of AI on the people designed to be directed by AI. To examine how AI in labor-sharing platforms influences entrepreneurial intentions of gig workers, this study takes a temporal perspective and develops a two-stage conceptual model based on the entrainment theory. In the first stage, we discuss how AI can affect temporal culture, temporal structure, and temporal focus of gig workers. In the second stage, these temporal experiences transformed by AI can impact attitude and perceived behavioral control that drive entrepreneurial intentions of gig workers. Theoretical and empirical implications are then discussed.

ENT: **Digital Transformation and Innovation in Family Firms: Developed and Emerging Economies Perspectives**

Author: **Christian Keen**, *U. Laval*

Author: **Mikel Alayo**, *U. of the Basque Country UPV/EHU*

Author: **Valeriano Sanchez-Famoso**, *U. of the Basque Country UPV/EHU*

Author: **Sara Wong**, *ESPOL Polytechnic U.*

Digital transformation is one of the main and unavoidable challenges companies face in the current globalized economy, and family firms are no exception to this reality. Though digital transformation has been posited as important for firms to achieve higher innovation outputs, the research surrounding this idea is still scarce. With an aim to shed new light on this question, this study analyzes the role and impact of digital transformation as a motor for innovation in two different (developed and emerging) economic contexts, specifically Spain and Ecuador. This study also asks if the generational stage of a family firm shapes the effect of digital transformation on its innovation. Results support the idea that in developed and emerging economic settings, digital transformation positively influences the innovation of family firms. Results also indicate that a more advanced generational stage has positively influenced innovation outputs in Spanish family firms but has not done so significantly in Ecuadorian family firms.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Firms Going Public

Session Moderator: **Majid Rahimi**, *U. of Alabama*

ENT: **Dividend Payout of Publicly Listed Family Firms as a Two-Stage Mixed Gamble: Evidence from Korea**  

Author: **Yoonjeoung Heo**, *Xi'an Jiaotong-Liverpool U.*

Using a two-stage mixed gamble framework that balances financial resource security and legitimacy concerns, we examine the dividend payout policies of public family firms. We found that augmenting controlling families' legitimacy concern, public family firms are more likely than non-family firms to distribute dividend. However, this distribution choice often lowers their payout level than non-family firms by shifting controlling families' focus toward financial resource security. Moreover, we found that public family firms increase their payout levels more than non-family firms following positive feedback but decrease them less after negative feedback. This behavior stems from how feedback sways the controlling families' evaluation frame—strengthening gain frame after positive feedback but altering gain to lose frame after negative feedback. Employing the two-stage approach to navigate conflicting desires, our findings elucidate how controlling families refine their strategic preferences based on initial outcomes. This offers an insight into family firm's long-term strategic balancing of conflicting desires with the series of mixed gamble strategic choices family firm makes. Moreover, our finding on the moderating effect of performance feedback indicates that controlling families interpret the performance feedback differently by prioritizing legitimacy concern over financial concern, leading to divergent dividend payout level choices compared to non-family firms.

ENT: **Beyond the First Day: A Path to Future Initial Public Offering Research Drawn from a Large-Scale** 

Author: **Majid Rahimi**, *U. of Alabama*

Author: **Theresa M. Welbourne**, *U. of Alabama*

The initial public offering (IPO) is a crucial milestone in the growth trajectory of an organization, and this topic has attracted considerable research work from a variety of scholars. However, despite numerous studies, the work done does not appear to be making a positive impact on the survival and longer-term performance of IPOs. To understand the limitations and potential of studying IPOs, we conducted a large-scale bibliometric analysis (co-citation, bibliographic coupling, and co-word) on a sample of 1,473 studies published from 1967 to 2022. Drawing upon the existing literature, we suggest future research address a few key gaps. The first focuses on moving from shorter-term firm performance to addressing longer-term outcomes. Additionally, research that goes beyond the top management team (including board of directors or upper echelons) to encompass the entire employee population and include fields other than finance (e.g., marketing, management, etc.) can move the body of work forward. By taking a more inclusive perspective of the firm overall at the time of the IPO and beyond the first day, future research has potential to help provide insights to lengthen the lives and improve performance of these organizations.

ENT: **Strategic Communication of Newly Public Ventures: A Review and Research Agenda**  

Author: **Juan Carlos Rivera-Prieto**, *U. of Passau*

Author: **Friederike Hawighorst**, *U. of Passau*

Author: **Bárbara Larrañeta**, *Pablo de Olavide U.*

Strategic communication of newly public ventures has garnered substantial scholarly interest in recent years. However, the resulting scholarly insight has been generated across different, often disconnected research streams based on a wide range of theoretical foundations and contexts of the IPO process, which complicates the synthesis of the current knowledge, the identification of theoretical instabilities and open research questions, and the development of a comprehensive research agenda. We address the resulting limitations by identifying and reviewing 79 theoretical and empirical articles published to date in 13 top-tier management and entrepreneurship academic journals. Our systematic literature review analyzes this heterogeneous scholarly oeuvre and develops an integrative framework that highlights the differences between the three distinct contexts—pre-IPO, during IPO, and post-IPO. Specifically, within each of these three contexts, we identify the dominant theoretical perspectives on strategic communication of newly public ventures, the types of information focus, types of information conveyance, target audiences, the types of communication channels, as well as the antecedents and consequences of the strategic communication for the venture. Additionally, we formulate a comprehensive research agenda based on the consolidation of limitations identified in the reviewed articles. Overall, our integrative framework provides a more detailed and nuanced picture of strategic communication in the context of IPOs, highlights the dynamic and complex nature of this communication process, and offers important insights for academics, practitioners, and policymakers.

ENT: **The Impact of Founder Experience on Going Public** 

Author: **Siva Ramakrishna Devarakonda**, *Tilburg U.*

This paper investigates the relationship between founder experience and a startup's hazard of going public. In our hypotheses, we unpack two distinct aspects of founder experience – entrepreneurial and scientific experience – and posit that they are likely to be related to a startup's hazard of going public in opposite ways. Specifically, we argue and show that founder entrepreneurial experience will positively influence a startup's IPO hazard rate, whereas founder scientific experience will be negatively associated with a firm's hazard of going public. More importantly, we examine the contingent effects of equity market conditions and suggest that favourable market conditions are likely to weaken these effects of founders' entrepreneurial and scientific experience on a startup's hazard of going public. Empirical analysis of IPO hazard rates of 709 venture-backed biotechnology startups using piecewise exponential proportional hazard models provides evidence for our hypothesized relationships.

KEY TO SYMBOLS



Teaching-oriented



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Research-oriented



Diversity-oriented



Selected as a Best Paper

New Venture Growth I

Session Moderator: **Mirella Schrijvers**, *Technische U. München, TUM School of Management*

ENT: **Realizing Expectations? High-impact and High-Growth Expectations Entrepreneurship Across Countries (WITHDRAWN)** 

Author: **Johannes Kleinhempel**, *Copenhagen Business School - Department of Strategy and Innovation*
Author: **Saul Estrin**, *LSE*

Comparative international entrepreneurship research has often used measures of high-growth expectations entrepreneurship to proxy for the construct of high-impact entrepreneurship. We revisit this practice by assessing the cross-country association between high-growth expectations and realized high-impact entrepreneurship to speak to construct measurement fit. We find that expectations are not a good proxy for realizations; they are associated with different determinants and outcomes, respectively. We go on to introduce the idea of entrepreneurial projection bias to gauge the misfit between expectations and realizations, and we show that conditioning on entrepreneurial projection bias partially restores the association between realized high-impact entrepreneurship and its determinants (or outcomes) when the former is proxied using high-growth expectations. Furthermore, we show that opportunity-motivated entrepreneurship also does not proxy well for high-impact entrepreneurship. Our analysis brings into question current survey-based approaches to measuring high-impact entrepreneurship and existing rankings of countries' entrepreneurial performance, with important implications for entrepreneurship theory and policy.

ENT: **The Impact of Growth: Stakeholder Value Creation by High-Growth Firms** 

Author: **Mirella Schrijvers**, *Technische U. München, TUM School of Management*
Author: **Jan Jacob Vogelaar**, *Utrecht U. School of Economics*

High-growth firms are known to contribute extraordinarily to economic growth, but concerns have been raised about their exclusionary focus on creating shareholder value. This paper adopts a stakeholder capability perspective to investigate social value creation by high-growth firms. Interviews with founders and CEOs of high-growth firms in the Netherlands provide insight into the mechanisms through which these firms create and destroy value for their stakeholders. We find that the rapid growth these firms experience can be a driver of some unique growth-related value creation mechanisms and serves as an amplifier of more general value creation mechanisms. The value creation of high-growth firms is shaped by certain firm attributes. This results in a typology of high-growth firms from a stakeholder value perspective, indicating three types: profit-driven high-growth firms, conscious high-growth firms, and mission-driven high-growth firms. While rapid growth presents firms with unique challenges and trade-offs between stakeholders, we argue that, if directed well, it also creates opportunities to substantially increase their social value creation.

ENT: **Revisiting the Theory of the Growth of the Firm: A Large-Scale Panel Study** 

Author: **Pubuduni Malika Jeewandarage**, *U. of Kelaniya*








Understanding firm growth has long been a key goal within organizational research. The quest to discover how firms grow is a cornerstone of the entrepreneurship field (Coad, 2022; McKelvie & Wiklund, 2010). However, despite decades of research on determinants of how much firms grow, little is known about how firms grow, i.e., drivers of the different modes of firm growth such as organic vs. acquisition-based expansion (Coad, 2022; McKelvie & Wiklund, 2010; Wright & Stiglitz, 2013). This is a serious shortcoming. Theoretically, it is unsatisfactory to lump together modes of growth that are likely to have in part different antecedents and consequences on both firm and economy-wide levels. These two modes of growth are likely to present managers with different challenges, and for policymakers they have different implications for job creation. Therefore, using Penrose's theory of the growth of the firm as the vantage point, this study uses two large-scale datasets that uniquely can distinguish between organic and acquisition-based growth to present empirical evidence that enhances the theoretical understanding of how internal and external factors determine the choice between these two growth modes. Specifically, the paper relates the inter-firm variance in growth mode proportions to firm size, firm age, industry, location, and macroeconomic conditions. Five hypotheses were tested in two separate studies using longitudinal panel datasets. Both studies used two growth calculation approaches (Cumulative and Annual) to improve the generalisability and robustness of the study findings. Keywords: Firm growth; organic growth; acquired growth; contextual factors; the theory of the growth of the firm.

ENT: **An Empirical Examination of Growth Drivers in Platform-Based Start-ups**   

Author: **Noemi Nagy**, *U. of South Florida*
Author: **Richard Blaese**, *ZHAW School of Management and Law*
Author: **Jan Appenzeller**, *ZHAW School of Management and Law*
Author: **Filser Matthias**, *ZHAW School of Management and Law*

Understanding rapid growth in platform-based startups is complex yet crucial. To shed light on the factors that enable rapid growth, we merged the extensive literature on rapid growth with the limited research on platform businesses. This allowed us to derive key prerequisites for the successful and rapid scaling of platform startups. To validate our assumptions, we conducted qualitative interviews with the founders of two-sided platforms. It was found that growth in platform contexts is driven by platform usability, ongoing customer involvement in product development, and the mindset of the founding team. Other crucial factors also include being founded by a team, having an extensive professional network, and creating unique customer value. These insights provide valuable guidance for entrepreneurs and professionals in platform-based businesses. This study adds significantly to the literature on startup growth by highlighting of timing and the recurrence of success factors for platform startups.

KEY TO SYMBOLS

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

Global Perspectives

Session Moderator: **Israr Ahmad**, *School of Management, U. Sains Malaysia*

ENT: **Exploring the Nexus of Strategic Entrepreneurship Framework**

Author: **Israr Ahmad**, *School of Management, U. Sains Malaysia*

After the onset of COVID-19, there was a rapid increase in technological advancements. Small and medium-sized enterprises (SMEs) have been struggling to stay competitive. Strategic Entrepreneurship (SE) is a critical component in balancing the pursuit of opportunities and advantages to gain a competitive edge in a volatile market and competitive environment. The purpose of this study is to investigate the effect of Entrepreneurial Orientation (EO) and Information Technology Capabilities (ITC) on the Firm's Entrepreneurial Performance (FEP) through Strategic Entrepreneurship (SE). It also analyses the impact of SE on the FEP with the mediating effect of Entrepreneurial Agility (EA) and the moderating effect of environmental dynamics. Data were collected from 197 owners and managers from Pakistan's textile, electronic, and IT industries, and the results were analysed using the SmartPLS-SEM 4. The findings reveal that EO and ITC have a significant influence on SE, and SE has a positive effect on FEP. The findings also show that SE significantly mediates the relationship between EO and FEP, while ITC and FEP are negatively mediated. Furthermore, EA has a significant mediated with SE and FEP. Additionally, environmental dynamism strengthens the positive relationship between strategic entrepreneurship and firms' entrepreneurial performance. This study fills the gap by integrating the conceptual framework that elucidates the interrelationship among the EO, IT capabilities, entrepreneurial agility, and environmental dynamics and how these influence each other within the entrepreneurial ventures. This study fills the gap in the field of entrepreneurship and provides empirical evidence that aids firms in balancing opportunity-seeking and advantage-seeking behavior. Contrary to prior research, this novel focuses on SE as a competitive advantage.

ENT: **Cultural Achievement Values**

Author: **Johannes Kleinhempel**, *Copenhagen Business School - Department of Strategy and Innovation*

Author: **Sjoerd Beugelsdijk**, *Darla Moore School of Business, U. of South Carolina*

Author: **Mariko Klasing**, *U. of Groningen, Faculty of Economics and Business*

How does national culture influence entrepreneurship? Three perspectives dominate culture-entrepreneurship research –the internalized cultural values, legitimacy, and social support perspectives– that articulate distinct theoretical mechanisms, yield partially contradictory predictions, and are difficult to disentangle from one another. We offer a fresh approach to culture-entrepreneurship research by drawing on McClelland's seminal work (1961) on country-level cultural and individual-level personal achievement values to decouple the theoretical mechanisms proposed by the internalized cultural values perspective from other cultural perspectives and contextual influences. We use second-generation immigrants who were born and live in a specific country but were raised in families of different ancestries as our empirical context. This empirical design allows us to hold constant the normative and formal institutional mechanisms associated with the legitimacy and social support perspectives, and to focus on the internalized cultural values perspective. We argue that second-generation immigrants are more likely to be entrepreneurs if their country-of-ancestry culture is characterized by high levels of cultural achievement values—and that this relation is mediated by individuals' personal achievement values. Data on 4,380 second-generation immigrants of 32 ancestries support these propositions. This study highlights the relevance of the internalized cultural values perspective, underscores the importance of disentangling the distinct theoretical mechanisms through which culture influences entrepreneurship, and sheds light on how culture matters—for entrepreneurship and beyond.

ENT: **Exploratory Bricolage: How Resource-constrained Entrepreneurs Achieve Stretch Goals**

Author: **Wei Zhang**, *Tsinghua U.*

Author: **Liyan Wang**, *Tsinghua U.*

Author: **Peter Ping Li**, *Copenhagen Business School*

Bricolage is as an approach for entrepreneurs to overcome resource constraints, but the core definition of bricolage is far more exploratory than its extra feature of combination, which is manifest in today's entrepreneurial environment. To resolve this inconsistency, this study adopts the design of a longitudinal single case to investigate if and how resource-constrained entrepreneurs can achieve stretch goals via bricolage. First, we explain a novel type or form of bricolage, exploratory bricolage, especially via a specific mechanism of resource transformation driven by stretch goals, thus contributing primarily to the research on bricolage, and secondarily to the research on stretch goals. Second, we propose an overall process of entrepreneurial resourcing, which consists of three mechanisms at the stage of resource assembly (i.e., getting internal resources at hand, accessing free or cheap resources externally, and acquiring resources externally via resource-seeking) and also three mechanisms at the stage of resource application (i.e., using resources conventionally, combining resource, and transforming resource), thus contributing to the research on resource orchestration or resourcing as well as integrating the three entrepreneurship approaches (i.e., causation, effectuation, and bricolage). Third, we differentiate between short-term (as specific or concrete milestones via cognitive decisions and behavioral actions) and long-term (as abstract or broad directions via affective motivations) stretch goals and thus contributing to the research on stretch goals.

ENT: **Expatriate Entrepreneurship: Unveiling Multifocality's Impact on Taxonomy Determination**

Author: **Jan Wiers**, *IAE Paris - Sorbonne Business School*

Entrepreneurship is increasingly prevalent among expatriates; however, its various facets have remained largely unexplored, including its distinctiveness from more traditional forms of migrant entrepreneurship. This study delves into its unique dynamics and conceptualizes six distinct business profiles of expatriate entrepreneurship based on their frames of embeddedness. The findings underscore the necessity to broaden the established framework of Migrant Entrepreneurship to fully grasp the heterogeneous dynamics of Expatriate Entrepreneurship. This expansion involves scrutinizing dynamics within their immediate expat community in their country of residence and comprehending the precise impact of public support from third-country perspectives. Furthermore, some individuals leverage serial expatriation to establish particularly flexible business models, necessitating more in-depth multi-contextual investigation in the future. Our discoveries regarding the exclusive dynamics of expatriate entrepreneurship challenge the currently established boundaries of migrant entrepreneurship theorization, opening up multiple new avenues for future research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Migrant Entrepreneurship

Session Moderator: **Jorge Luis Arteaga**, *Oklahoma State U.*

ENT: **Informality for Good: Institutional Entrepreneurship in the Nicaraguan 2018 Social Crisis**

Author: **Jorge Luis Arteaga**, *Oklahoma State U.*

Author: **Duygu Phillips**, *U. of Delaware*

Author: **Matthew W. Rutherford**, *Oklahoma State U.*

In this paper we propose and test a dynamic perspective on informality suggesting that entrepreneurial informality can be a feedback mechanism to oppressive governments. We call this informality for good. We do this through the lens of institutional entrepreneurship (Bylund and McCaffrey, 2017) and following Williamson's (1998, 2000) 4-level institutional framework to suggest that entrepreneurs can take altering and evasive actions to send rebellious feedback to formal institutions. The context to develop our theorizing is the Nicaraguan 2018 insurrection, and we test our hypotheses through a decision-based experiment and a secondary data analysis. We find support for our hypotheses that suggests to us the existence of informality for good.

ENT: **International Migrant Entrepreneurship: Review and Future Directions**

Author: **Victor Cui**, *U. of Waterloo*

Author: **Daomi Lin**, *Sun Yat-Sen U.*

Author: **Juelin Yin**, *Sun Yat-Sen U.*

Despite the extensive attention on entrepreneurial activities by international migrations, different research streams have remained fragmented and lack of dialogues. Moreover, as the fundamental logic underlying globalization has been redefined in recent years, shifting from following the traditional economic order to the security order, the underlying assumptions and logics might have been changed. We reviewed articles regarding international migration and entrepreneurship in ABS 4* journals and integrate the two research streams of immigrant entrepreneurship and returnee entrepreneurship by providing a framework of international migrant entrepreneurship. We also discuss the future research directions considering the new trends in deglobalization.

ENT: **How do Foreign Entrepreneurs' Network Structures Influence Venture Performance?**

Author: **Ali Ahmad Bodla**, *Nijmegen School of Management, Radboud U. Nijmegen*

Author: **Muhammad Sarwar**, *U. of the Punjab*

It is challenging for entrepreneurs to exploit business opportunities and establish business ventures outside their native countries' borders. How do foreign entrepreneurs' business ventures achieve better performance? Social network structure and diversity are critical factors influencing business venture performance. From a social network perspective, we examine how and to what extent foreign entrepreneurs' network structural holes influence their business venture performance. Using survey data from 195 foreign entrepreneurs in China, we find that foreign entrepreneurs' social network structural holes in and outside the host country positively influence business venture performance. We explore a mechanism of opportunity recognition that mediates the relationships between network structural holes and venture performance. This study contributes to international entrepreneurship research and has several implications for business ventures that embark on operating in emerging economies on how to build their network in this context.

ENT: **Founders' Migration Experience and Ventures' EO: The Moderating Role of Acculturation Outcomes (WITHDRAWN)**

Author: **Erika Branca**, *U. Gent*

Author: **Petra Andries**, *Ghent U.*

Although immigrants account for an increasing proportion of entrepreneurs in regions like the United States and the EU, the deeper implications of their migration experiences on entrepreneurship remain underexplored. The current study examines the influence of founders' migration backgrounds on their firms' strategy. Drawing from Strategic Leadership Theory (SLT), we posit that immigrant-founded firms exhibit a heightened Entrepreneurial Orientation (EO); the reason being that immigrants often navigate complex socio-economic terrains, imbuing them with experiences and skills that aid in developing their venture's EO. Yet, we do not expect all immigrant-founded firms to have the same level of EO. Integrating insights from acculturation theory, we propose that sociocultural and psychological adaptation positively moderate the relationship between migration status and EO. Analyses of survey data on a pair-matched sample of 90 Italian start-ups partially confirm our hypotheses. Immigrant-founded ventures have a stronger EO than their native-founded counterparts, and this is particularly the case when immigrant founders score high on sociocultural adaptation. These results have important implications for policymakers who want to fully leverage the inflow of entrepreneurial talent in their country.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Strategy

Session Moderator: **Liang Wang**, *U. of New Brunswick, Canada*

ENT: **Competing on Price or Value? Business Strategy Choices on New Venture Performance**

Author: **Liang Wang**, *U. of New Brunswick, Canada*

A startup typically has to choose between price and value to compete on in a market, but the performance implications of this strategic choice have received scant examination and verification. This study proposes a framework that grounds an asymmetric performance impact of price competition and value competition on the account of customer perception and reactions in market. The framework argues that compared with value, price competitiveness would be more direct and conspicuous in the perception of customers and more effective in inducing their favorable responses. Subsequently, price competition would foster new venture performance to a greater extent than value competition. In addition, the performativity of the two business strategies would also be asymmetrical in the sensitivity to market competition, organizational innovativeness, and developmental stage.

ENT: **Corporate Entrepreneurship in Family Firms: The Roles of Family Commitment and Long-Term Orientation**

Author: **Ying Fu**, *Nanchang U.*

Author: **Emma Su**, *U. of Dayton*

Author: **Junsheng Dou**, *School of management, Zhejiang U.*

Prior research offers conflicting findings regarding the effect of family involvement in a firm on the firm corporate entrepreneurship. Some studies suggest family involvement has a positive effect on corporate entrepreneurship, while others suggest the opposite. This study argues that family commitment—the essence of family influence—plays an instrumental role in corporate entrepreneurship. From the dominant coalition perspective, we theorize that family commitment facilitates corporate entrepreneurship and the effect of family commitment is mediated through the firm's long-term orientation (LTO). An empirical analysis of 956 family firms from China supports our hypotheses. This study provides new insights into the relationship between family influence and corporate entrepreneurship in family firms, as well as highlights the LTO as the underlying mechanism of family influence.

ENT: **Dynamic Capabilities in an Entrepreneurial Theory of the Firm**

Author: **Luan Corrêa Maia Valério**, *UFMG*

Author: **Joao Fernando Rossi Mazzoni**, *Baylor U.*

While the modern literature on strategy and the firm has thoroughly investigated the role of dynamic capabilities in enabling rent generation and appropriation, the origins of such key theoretical concepts within firms have not been satisfactorily explained. Building on important developments of the dynamic capabilities approach, we provide theoretical underpinnings for firm capabilities by framing their origins on an entrepreneurial theory of the firm. Specifically, the judgment-based view of entrepreneurship and the firm is to be seen as a theoretical framework that explains not only the emergence and boundaries of firms but also provides crucial input into the emergence of capabilities by how it conceives the internal organization of firms. Our perspective enriches the understanding of the theory of the firm by focusing on how managers showcase the exercise of judgment and how collective cognition and the delegation of use rights over the firm's resources delineate and mediate the sensing, seizing, and transforming phases of dynamic capabilities.

ENT: **Have We Done Enough? A Meta-Analytic Study of Social Entrepreneurial Intention**

Author: **Bruno Luis Avila Freischlag**, *UNISINOS U. do vale do Rio dos Sinos*

Author: **Jean Carlos De Oliveira Rosa**, *UNISINOS U. do vale do Rio dos Sinos*

Author: **Bruno Anicet Bittencourt**, -

Author: **Juan Fernando Tavera**, *U. de Antioquia*

The field of social entrepreneurial intention (SEI) is of critical importance for understanding what drives individuals to create socially-oriented businesses. However, it is fair to say that such a field is now somewhat stagnated, full of studies presenting contradicting findings that feels like are driving us sideways rather than effective forward our knowledge. The time could be not more appropriate for us to recollect what we know and ponder over were we need to go. To that end, we conducted a meta-analytic study with the goal of analyzing the relevant antecedents that drive social entrepreneurial intention. We first carried out a literature review following the PRISMA protocol in the Scopus and Web of Science. Of 326 articles, 173 were deemed fit for the meta-analysis, originating 2,503 observations that were processed using the Metacore package for R Studio. Our final model is comprised of 33 variables grouped into 5 major groups: (1) Personal traits; (2) Mindset; (3) Past Experiences; (4) Capabilities; and (5) Environmental Analysis that have a direct effect on SEI. This study answers the call for a more comprehensive model of SEI. Future studies should focus on moderation effects and how these constructs influence the behavior itself.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Ecosystems

Session Moderator: **Anne Sophie Sabbatucci**, *Indiana U., Bloomington*

ENT: **Entrepreneurial Ecosystems as Collective Emancipation In Structurally Constrained Environments**

Author: **Anne Sophie Sabbatucci**, *Indiana U., Bloomington*

Although structural constraints, such as political instability, corruption, and conflict, impair the development of entrepreneurial ecosystems, research suggests that individuals involved in entrepreneurship may be capable of overcoming such impediments. This contradiction challenges our understanding of how entrepreneurial ecosystems can develop in contexts facing severe structural constraints, including fragile, violent conflict areas. To address this challenge, I draw on an in-depth qualitative study of Iraq's emergent entrepreneurial ecosystem. I find that Iraq's entrepreneurial ecosystem developed as collective emancipation by enabling individual emancipation through entrepreneurship of young Iraqis from their otherwise predictable future and modeling such process to fit the collective aim. My study details the mechanisms involved in this process of collective entrepreneurial emancipation. By doing so, my work adds to the scholarly understanding of entrepreneurial ecosystems and the emancipatory power of entrepreneurship.

ENT: **Orchestrating Resources and Social Innovation Ecosystems**

Author: **Abel Diaz Gonzalez**, *Maastricht U., School of Business & Economics*

Author: **Maribel Guerrero**, *Global Center for Technology Transfer, Arizona State U.*

The purpose of this research is to explore how social innovation ecosystems utilize resources and which roles are played by universities in contributing to building these ecosystems in the Global South. Resource Orchestration Theory is utilized to identify four critical roles that universities play at the meso-level organizational processes: bridging, configuring, involving, and facilitating. To fulfill these roles, universities use their core functions, collaborate with stakeholders, and work with social entrepreneurs and other participants in the ecosystem. Understanding these roles is especially significant in the Global South context, which faces sustainability challenges due to limited access to diverse resources across ecosystems. It enables universities to promote social innovation while effectively managing resource utilization. However, it's important to note that resource orchestration also comes with implicit responsibilities and risks that universities must navigate in this intricate process.

ENT: **How Interactions Among Peripheral and Central Actors Shape Action in Health Innovation Ecosystems.**

Author: **Ean Tsou**, *Haskayne School of Business, U. of Calgary*

Author: **Jo-Louise Huq**, *U. of Calgary*

We examine how interactions between peripheral and central actors facilitate innovation efforts in innovation ecosystems through an exploratory, qualitative case study of a new type of central leader and its surrounding SMEs in the healthcare context. Our study makes a threefold contribution: we identify and describe an understudied type of ecosystem leader (a facilitatory ecosystem leader); we propose a framework describing the interactions between the central leader and peripheral actors; and we identify the presence and intertwining of emotions that arise from these interactions. We show how interactions between the ecosystem leader and SMEs that have varying levels of fit in the ecosystem can influence innovation ecosystems to better meet the innovation needs of SMEs. Our study extends the current knowledge on peripheral actors in innovation ecosystems and their role in ecosystem change. We draw attention to the potential benefits of retaining ecosystem members with poor fit and identify internal pressures for ecosystem change. Finally, our study identifies opportunities for future research on the impact and management of heterogeneous peripheral actors in innovation ecosystems.

ENT: **Small Cities - Big Dreams: Entrepreneurial Ecosystems in Alpha, Beta and Gamma Cities**

Author: **Maksim Belitski**, *Loyola U. New Orleans*

Author: **Sophia Hess**, *U. of Stuttgart*

Do entrepreneurial ecosystems (EEs) facilitate entrepreneurial activity at every stage of the entrepreneurial lifecycle? The answer to this question is not straightforward. Building new space for EE theory, we examine how the combination of EE quality and city global connectedness (alpha, beta, gamma, and sufficiency cities) shapes nascent, emergent, and extreme growth stages of entrepreneurial activity. We apply fixed effects in the generalized least squares estimation to data on 803 cities globally to examine the direct and indirect effects of city type, EE quality and their interaction on three stages of entrepreneurship. Our findings demonstrate that entrepreneurship activity at every stage benefits from an increased quality of EE elements, while emergent and nascent stages of entrepreneurship are most conducive in globally connected (alpha-type) cities. Different external forces and internal capabilities of entrepreneurs at different stages may or may not result in synergistic effects of EE quality and city global connectedness on entrepreneurial activity.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Changing Times

Session Moderator: **Marie Klein**, *PhD Candidate, U. of St. Gallen*

ENT: **The Unseen Part of Successions: Exploring the Mental Well-Being of Family Business Successors**

Author: **Marie Klein**, *PhD Candidate, U. of St. Gallen*

Succession processes in family businesses are the decisive success factor for the longevity of firms within the family. Yet, there is a dearth of research that examines the implications of these future-setting processes on the well-being of the upcoming generation of family firm entrepreneurs. Consequently, this study delves into the well-being of successors currently navigating or having successfully completed the family firm's ownership and management succession procedure. Based on qualitative data from thirty-six interviews, using inductive analysis, the introspective findings reveal that taking over a family firm differs in what it implies for the well-being of the successors. Building upon the Conservation of Resources Theory our findings highlight that entrepreneurial role identity, a robust social support system, and a healthy work-family balance serve as resources for enhancing the well-being of successors. Conversely, the burden of responsibility, interpersonal challenges, performance pressure, and work-family conflicts exert adverse effects on the well-being of successors, occasionally leading to symptoms of ill-being. Our findings provide new and important insights for future research and practical applications for the more personal, challenging, and in-depth issues of family firm successions.

ENT: **The Effects of School Closures on Female Entrepreneurship During COVID-19: Evidence from Chile**

Author: **Julio A. Pertuze**, *Pontificia U. Católica de Chile*

Author: **Jose Pablo Montegu**, *Sciences Po*

Author: **Ignacio Orueta**, *U. de Chile*

This study investigates the impact of school closures on female entrepreneurship during the COVID-19 pandemic in Chile, an emerging economy that experienced one of the longest periods of school closures worldwide. Building on institutional theories of gender inequalities in entrepreneurship, we argue that schools are an important formal institution affecting the entrepreneurial process. Using administrative data from different public agencies, we show that school closures disproportionately affected women, reducing their probability of starting a business by 38%. The effects were even higher for women with younger children and from lower-income backgrounds. We contribute to the literature on female entrepreneurship by showing how school closures amplify entrenched gender-based disparities in entrepreneurship. We discuss the need for societal changes to reduce the uneven distribution of household responsibilities and cultural expectations regarding childcare, and the need of targeted policies to support female entrepreneurs.

ENT: **To Do or Not To Do: How Ethical Ambiguity Shapes Entrepreneurial Action**

Author: **Marina Vorholzer**, *Lund U.*

Author: **Anna Brattstrom**, *Lund U.*

This paper explores the role of perceived ethicality in entrepreneurial action. We extend the entrepreneurial action framework and propose that well-intended entrepreneurs evaluate a potential opportunity on three dimensions: feasibility ("Can I?"), desirability ("Do I want to?"), and ethicality ("Should I?"). To theorize how ethicality assessment shapes the entrepreneur's belief-forming processes, we advance a novel concept integrating insights from moral philosophy: ethical ambiguity. Assuming that many entrepreneurs want to do "the right thing" yet face ambiguity concerning "what is the right thing to do," we develop a proposition-based model for how ethical ambiguity shapes entrepreneurial action. We posit ethical judgment as a function of attention, cognition, neutralization, and framing and propose individual factors that determine the ability to process ethical ambiguity and how different characteristics of an identified opportunity dominate the entrepreneur's cognitive processing. Our analysis opens a new research agenda connecting entrepreneurship and ethics literature.

ENT: **Understanding Entrepreneurial Exit Decisions**

Author: **Naryoung Yu**, *Ivey Business School*

Author: **Simon Parker**, *Ivey Business School*

Determining the timing of exit is an important but complicated decision for entrepreneurs, which is often predicated on expectations about the uncertain future value of a business. We explore the fundamental question of when entrepreneurs decide to exit declining ventures, employing an incentivized online experiment with 422 participants, including both entrepreneurs and non-entrepreneurs. The findings reveal that participants did not make exit decisions aligned with exit timings predicted by established theories such as expected utility theory, prospect theory, and behavioral theory. Challenging conventional theories, we introduce the Dual Threshold Theory (DTT), developed through an abductive approach to understand observed exit behaviors, which suggests that individuals heuristically base exit decisions on the most recent declining sequence of incomes in relation to two exit thresholds.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **2273** | Submission: **12652** | Sponsor(s): **(ENT, DEI, TIM)**

Scheduled: **Tuesday, Aug 13 2024 3:00PM - 4:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Burnham**

Building Bridges, Breaking Barriers: Female Entrepreneurs at the Forefront of Tomorrow



Organizer: **Lani Faith Gacula**, *U. of Massachusetts, Lowell*

Organizer: **Cintya Gajardo-Vejar**, *PhD Candidate at U. of Massachusetts Lowell*

Discussant: **Amanda Brickman Elam**, *Babson College*

The goal of this presenter symposium is to provide a deeper understanding of the ongoing bias and environmental barriers female entrepreneurs continue to face. We see a clear need for change that recognizes the contributions and abilities of female entrepreneurs; and encourages a new and unbiased perspective that supports female entrepreneurship. We seek to understand the current entrepreneurial environment and hope to reveal a path forward by examining the bridges female entrepreneurs have and are building in different areas of entrepreneurship. Only by understanding the importance and impact of the evolving entrepreneurial environmental can we hope to discover how positively changing the entrepreneurial environment can unlock the full potential of female entrepreneurs.

We don't need another (s)hero?: Role models, contradictions, discourses, and ideal feminine identity in entrepreneurial podcast dialogues

Author: **Julia Voß**, *WESTPHALIAN U. OF APPLIED SCIENCES*

Author: **Kerstin Ettl**, *WESTPHALIAN U. OF APPLIED SCIENCES*

Augmenting Intuition for Identifying AI-Generated Content

Author: **Katharina Fellnhöfer**, *ETH Zurich, Harvard U.*

Author: **Ross Malaga**, *Montclair State U.*

Author: **Lars Hornuf**, *U. of Bremen, Germany*

Diversity in Technology – Female Entrepreneurs and Change Agents

Author: **Lærke Højgaard Christiansen**, *Technical U. of Denmark (DTU)*

Author: **Thomas Burø**, *Technical U. of Denmark*

Ecosystem Embeddedness by Women Refugee Social Entrepreneurs from France

Author: **Eunice Cascant**, *U. Jean Moulin*

Founder Gender, Firm Resources and Exit Routes

Author: **Sonal Kumar**, *Assistant professor of finance, Bryant U.*

Author: **R. Isil Yavuz**, *Bryant U.*

Author: **Leila Zbib**, *Bryant U.*

Author: **Peter Nigro**, *Bryant U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2274** | Submission: **16275** | Sponsor(s): **(ENT, SIM, PNP)**
Scheduled: **Tuesday, Aug 13 2024 3:00PM - 4:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Skyway 272**

Unleashing Civic Wealth Creation Through Community Entrepreneurship? Exploring Provocative Questions



Organizer: **Sophie Catherine Bacq**, *International Institute for Management Development - IMD*

Panelist: **Christina Julia Hertel**, *GSEM - U. of Geneva*

Distinguished Speaker: **G. T. Lumpkin**, *U. of Tennessee, Knoxville*

Organizer: **Rossella Rocchino**, *Technical U. of Munich*

Panelist: **Bjoern C. Mitzinneck**, *Groningen U. (RuG)*

Panelist: **Alessandro Sancino**, *The Open U. Business School*

Panelist: **Natalie Slawinski**, *U. of Victoria*

Distinguished Speaker: **John M. Bryson**, *U. of Minnesota Twin Cities*

Distinguished Speaker: **Anne De Bruin**, *The U. of Auckland*

Distinguished Speaker: **Siddharth Vedula**, *TUM School of Management, Technische U. München*

Tackling societal challenges requires collaboration among a variety of stakeholders and the exploration of innovative organizational models. Civic wealth creation (CWC) is an outcome of such collaborations, when communities, enterprises, and supporters coalesce around a shared purpose. Following the “for the people by the people” logic which underlines CWC, community entrepreneurship offers a wide range of organizing forms that favor CWC. Community entrepreneurship is a form of entrepreneurship that addresses a wide range of community needs in line with local culture by engaging citizens in the organizing and innovation processes. Building on the ongoing debates in management and entrepreneurship scholarship to move from a business-centric to a society-centric focus, this panel symposium explores the potential of community entrepreneurship in creating and sustaining civic wealth.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Embracing Change: Strategies for Innovation and Organizational Agility



Session Moderator: **Henry Lopez-Vega**, *Umeå School of Business and Economics, Umeå U.*

HR: **After a Job Change, Are You Bound by the Past or Set Free for the New? Inventors' Use of Prior Work**

Author: **Henry Lopez-Vega**, *Umeå School of Business and Economics, Umeå U.*
Author: **Torben Schubert**, *Lund U. and Fraunhofer ISI*

The importance of previous firm-specific human capital (FSHC) is heightened during technological change as developing new innovations requires varied sources of knowledge (e.g., from other sectors). So far, research has not explained the effect of the intensity and breadth of inventors' previously accumulated knowledge on innovation outputs at the current employer. In this paper, we study how 1144 inventors working with autonomous vehicle technologies in Sweden used their prior work experience at their current employer. Our findings reveal previous work experience increases the use of inventors' intensity and breadth of prior technological knowledge (i.e. backward patent citations) that leads to valuable new technologies (i.e. forward patent citations). This paper provides insights into the indirect effect of inventors' work experience, which results from the intensity of knowledge and not the direct work experience per se. This paper bridges the human capital and innovation literatures by demonstrating the value of employees with prior work experience.

HR: **Identifying Critical Success Factors For Talent Agility In HRM: A Thematic-Fuzzy Dematel Approach**

Author: **Gopal Krushna Gouda**, *XIMU, Bhubaneswar*
Author: **Dr Binita Tiwari**, *IIT Kharagpur*

The ongoing development of digital disruptions (Industry 4.0) demands agile talents for the survival of manufacturing industries in the global market. The study aims to identify the key enabling factors for developing in-house agile talents to respond to digital disruptions. Focus group interviews were conducted with industry 4.0 experts for data collection. This study has been conducted in two phases using a hybrid research methodology (thematic-fuzzy- DEMATEL) approach for data analysis and providing conceptual clarity and empirical evidence in this knowledge area. First, ten key enablers of talent agility in the era of I4.0 are identified using thematic analysis. In phase 2, the above identified enablers are classified into critical cause and effect groups using Fuzzy DEMATEL. This study proposed a conceptual framework on talent agility in the era of I4.0. The identified enablers will play a crucial role in developing in-house agile talents, which can be used as a strategic intervention by the manufacturing industry professionals to respond the current wave of digital disruption. It extends the discussions on the enablers of talent agility and its emerging role in I4.0 adoption, which can be practically shaped into talent development practices. This study integrates talent agility with I4.0 in a single roof which will provide a new direction for future researchers as I4.0 adoption has become a top priority of manufacturing firms. Keywords – talent agility, industry 4.0, manufacturing industry, technological changes, HR 4.0.

HR: **Mechanisms in Shaping Organizational Resilience: A Conceptual Study**

Author: **SAHA IQBAL HOSSAIN**, *Texas A&M International U.*

Organizations dealing with the intricate aspects of sustainability are becoming more aware of the strategic importance of green intellectual capital in shaping their ability to adapt and excel in many areas. This study explores the relationship between green intellectual capital, organizational resilience, and the mediating effects of green ambidexterity. Grounded in theoretical frameworks such as the Resource-Based View (RBV), Dynamic Capabilities Theory, and Social Capital theory, the study explores how the intellectual resources dedicated to sustainability contribute to an organization's capacity to withstand disruptions and simultaneously pursue both green exploration and economic exploitation.

HR: **TMT Human Capital And Industry Dynamism In The Adoption Of Digital Transformation**

Author: **Tushar Ravindra Shah**, *Texas Woman's U.*
Author: **George Benson**, *U. of Texas At Arlington*
Author: **Sridhar Nerur**, *U. of Texas At Arlington*
Author: **Yasar Mahmut**, *U. of Texas At Arlington*

This paper studies the adoption of digital transformation in the S&P 500 from the period 2008-2017. We analyze company annual reports to understand how the depth and breadth of top-management team (TMT) experience lead companies to adopt digital transformation. We find that companies are more likely to adopt digital transformation if they have TMTs with heterogeneous experience. They are less likely if they have too short or too long tenured TMT's. These relationships are moderated by industry dynamism such that that TMT experience and tenure are particularly important in highly dynamic environments. This study deepens our understanding of digital transformation as an emerging phenomenon and contributes to the theory of strategic change by elucidating how the interplay between managerial and environmental forces impedes or facilitates this emerging phenomenon. We review the implications for theory and practice.

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Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2276** | Submission: **12670** | Sponsor(s): **(HR)**
Scheduled: **Tuesday, Aug 13 2024 3:00PM - 4:30PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich F**

The Future of Recruitment Research and Practice

Moderator: **David G. Allen**, *Texas Christian U.*

Moderator: **Jerel Slaughter**, *U. of Arizona*

Panelist: **Wayne F. Cascio**, *U. of Colorado, Denver*

Panelist: **Lynn A. McFarland**, *Darla Moore School of Business, U. of South Carolina*

Panelist: **Haley Woznyj**, *Longwood U.*

Panelist: **Shun Yiu**, *The Wharton School, U. of Pennsylvania*

This proposed panel discussion addresses the future of recruitment research and practice. We intend to engage a group of leading workplace scholars in a moderated interactive discussion of international recruiting across countries and cultures, candidate experiences with technology and people, designing recruitment programs for impact, and the future of recruitment and the role of technology.

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Selected as a Best Paper

The Influence of Artificial Intelligence on Human Resources Management Processes



Organizer: **Kimberly Lukaszewski**, *Wright State U.*
Organizer: **Dianna L. Stone**, *U. of New Mexico, Albany, and Virginia Tech*
Presenter: **Emily D. Campion**, *U. of Iowa*
Participant: **Michael A Campion**, *Purdue U.*
Presenter: **Arup Varma**, *Loyola U. Chicago*
Participant: **Vijay Edward Pereira**, *NEOMA Business School*
Participant: **Parth Patel**, *Australian Institute of Business*
Presenter: **Janet H. Marler**, *U. at Albany, State U. of New York*
Presenter: **Kimberly Lukaszewski**, *Wright State U.*
Participant: **Dianna L. Stone**, *U. of New Mexico, Albany, and Virginia Tech*
Participant: **Richard Johnson**, *Washington State U.*
Discussant: **Gary P. Latham**, *U. of Toronto*

Welcome/Introduction Paper presentations • Impact of Natural Language Processing on Personnel Selection. Presented by Emily Campion and Michael Campion • Artificial Intelligence and Performance Management. Presented by Arup Varma • Artificial Intelligence, Algorithms, and Compensation Practices and Decisions: Challenges and Opportunities. Presented by Janet Marler • Will AI Make Radically Changes to Human Resource Management Processes? Presented by Kimberly Lukaszewski Discussant, Gary Latham

Impact of Natural Language Processing on Personnel Selection

Author: **Emily D. Campion**, *U. of Iowa*
Author: **Michael A Campion**, *Purdue U.*

Artificial Intelligence and Performance Management

Author: **Arup Varma**, *Loyola U. Chicago*
Author: **Vijay Edward Pereira**, *NEOMA Business School*
Author: **Parth Patel**, *Australian Institute of Business*

AI, Algorithms, Compensation Practices and Decisions: Challenges and Opportunities

Author: **Janet H. Marler**, *U. at Albany, State U. of New York*

Will Artificial Intelligence Make Radically Changes to Human Resource Management Processes?

Author: **Kimberly Lukaszewski**, *Wright State U.*
Author: **Dianna L. Stone**, *U. of New Mexico, Albany, and Virginia Tech*
Author: **Richard Johnson**, *Washington State U.*

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Selected as a Best Paper

Comparative Human Resource Management: Extending Beyond National Comparisons



Organizer: **Elaine Farndale**, *Penn State U.*
Discussant: **Chris Brewster**, *Henley Business School, U. of Reading*
Discussant: **Mila Borislavova Lazarova**, *Simon Fraser U.*
Discussant: **Michael J. Morley**, *Kemmy Business School, U. of Limerick*
Discussant: **Hilla Peretz**, *Braude Academic College of Engineering*
Discussant: **Astrid Reichel**, *U. of Salzburg*
Panelist: **Leonardo Lieberman**, *ABS-UM6P*
Panelist: **Miguel R. Olivas-Lujan**, *PennWest U.*
Panelist: **Sergio Madero**, *Tecnologico de Monterrey*
Panelist: **Wilson Aparecido Costa De Amorim**, *U. Municipal de São Caetano do Sul*
Panelist: **Frans Bévort**, *Copenhagen Business School*
Panelist: **Arney Einarsdottir**, *bifrost U.*
Panelist: **Beata Buchelt**, *Cracow U. of Economics*
Panelist: **József Poór**, *Hungarian Agricultural and Lifesciences U.*
Panelist: **Monica Zaharie**, *Babes-Bolyai U., Romania*
Panelist: **Ruta Kazlauskaite**, *ISM U. of Management and Economics*
Panelist: **Ilona Buciuniene**, *ISM U. of Management and Economics*
Panelist: **Rakoon Piyanontalee**, *Penn State U.*

This panel symposium is designed to extend our understanding of how people are managed in organizations across the globe – the traditional focus of comparative human resource management (HRM) research – exploring how international and global events and influences have an effect at the country level. Much of the evidence for this discussion has been gathered from the CRANET research network (www.cranet.org), a collaboration of HRM scholars in over 40 countries worldwide. The data collected in each country represent HRM policies and practices at organization level, which, when collated, provide a unique comparative dataset of HRM across much of the globe.

KEY TO SYMBOLS

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

Broadening the Focus: Toward a Contextualized Understanding of Employee Voice and Silence

Presenter: **Michael Knoll**, *Leipzig U.*
Presenter: **Jennifer Ho**, *DeGroote School of Business, McMaster U.*
Presenter: **Roberta Fida**, *Aston Business School*
Presenter: **Anindo Bhattacharjee**, *Woxsen U., Hyderabad, India*
Presenter: **R H. Searle**, *Adam Smith Business School, U. of Glasgow*
Discussant: **Elizabeth Wolfe Morrison**, *New York U.*
Participant: **Catherine Connelly**, *McMaster U.*
Participant: **Lotta Dellve**, *U. of Gothenburg*
Participant: **Ivan Marzocchi**, *Sapienza U. of Rome*
Participant: **Matteo Ronchetti**, *Department of Occupational and Environmental Medicine, Epidemiology and Hygiene*
Participant: **Wim Vandekerckhove**, *EDHEC Business School*
Participant: **Lewis Garippa**, *U. of Dundee*

Whether employees express (i.e., voice) or withhold (i.e., silence) their ideas, questions, opinions, and concerns at work affects individual and collective development and well-being. Employee voice is a precondition for employees to realize their potential, for organizations to deal with current management challenges (e.g., inclusion of forced and voluntary migration, diversification of life-style choices, dynamization of innovation), and it is essential for the functioning of current management strategies (e.g., total quality management, agile teams) that draw upon proactive and empowered workers. If, in turn, employees do not want to or feel that they cannot address critical issues or make suggestions for change, unhealthy, inefficient, unsafe, and toxic work environments endure and management gives away potential in the form of valuable contributions from diverse perspectives. Moreover, as media reports show time and again, such silence enables unethical practices including fraud, abuse, and discrimination to persist over time, harming cohorts of people repeatedly and at times over many years. Notably, cases of silence and their detrimental effects are not only observed in the corporate world or in singular countries, they also happen in sports teams, educational establishments, entertainment, academia, religious institutions, law enforcement agencies, and the military all over the world. Given that silence has been identified as hampering the sustainable development of organizations and societies in a broad variety of countries and contexts, surprisingly little systematic knowledge is available on the role of context as an antecedent of silence, and as a factor that influences the effects of more proximal antecedents of silence. In this symposium, five talks provide integrative and exploratory approaches to advance understanding of the role of context for the emergence and endurance of silence in organizations. In an extended discussion, Elizabeth Morrison – a central researcher on silence in organizations – will reflect on the journey the concepts of voice and silence have taken during the last 25 years and provide an idea of where the field might head to. The discussion will then open and we invite the presenters and audience to elaborate on challenges and opportunities that context provides to advance silence and voice research and intervention.

Tystnadskultur – Using culture as a framework to examining collective silence

Author: **Michael Knoll**, *Leipzig U.*
Author: **Lotta Dellve**, *U. of Gothenburg*

Predicting Silence through Behavioral Integrity Profiles

Author: **Jennifer Ho**, *DeGroote School of Business, McMaster U.*
Author: **Catherine Connelly**, *McMaster U.*

The role of moral disengagement in explaining the link between workaholism and voice and silence

Author: **Roberta Fida**, *Aston Business School*
Author: **Michael Knoll**, *Leipzig U.*
Author: **Ivan Marzocchi**, *Sapienza U. of Rome*
Author: **R H. Searle**, *Adam Smith Business School, U. of Glasgow*
Author: **Catherine Connelly**, *McMaster U.*
Author: **Matteo Ronchetti**, *Department of Occupational and Environmental Medicine, Epidemiology and Hygiene*

Social mobility concerns as a driver of employee silence in emergent markets: A study in India

Author: **Anindo Bhattacharjee**, *Woxsen U., Hyderabad, India*
Author: **Michael Knoll**, *Leipzig U.*
Author: **Wim Vandekerckhove**, *EDHEC Business School*

Silencing and voice in sexual harassment and abuse in medical training: A Case study

Author: **R H. Searle**, *Adam Smith Business School, U. of Glasgow*
Author: **Lewis Garippa**, *U. of Dundee*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Employee Attraction, Selection, and Downsizing in MNEs

Session Moderator: **Lena Zander**, *Uppsala U.*

IM: Do Women Turn to Foreign MNC Subsidiaries as Employers When They Face Wage Discrimination? (WITHDRAWN)

Author: **Ulrich Kaiser**, *U. of Zurich*

Author: **Wolfgang Sofka**, *Copenhagen Business School*

Author: **Christoph Grimpe**, *Copenhagen Business School*

Wage discrimination against women remains a major obstacle to fair economic opportunities for women and a grand challenge constraining economic growth in many countries. Existing research is ambivalent about whether foreign MNC subsidiaries as employers of women offer a solution to this grand challenge. On the one hand, foreign MNC subsidiaries can pay higher wages to women because they are outsiders to the host country and can deviate from social norms that disadvantage women. On the other hand, they suffer from the liabilities of foreignness that limit their attractiveness as employers for women relative to domestic firms. We theorize that the latter factor becomes less important as the level of wage discrimination against women by domestic employers increases, so that foreign MNC subsidiaries become more attractive employers when women change jobs. We isolate two boundary conditions for this effect based on (a) whether women can observe wage premiums at foreign MNC subsidiaries in local labor markets and (b) when foreign MNC subsidiaries deviate from social norms in the labor market by relying more on female top managers than domestic employers. We test and support these hypotheses for 123,343 female professionals/managers who changed jobs in Denmark between 2000 and 2016.

IM: Investigating Impression Management Use in Asynchronous Video Interviews Across 10 Countries (WITHDRAWN)

Author: **Rene Arseneault**, *Business administration faculty, Laval U. (Québec, Canada)*

Author: **Nicolas Roulin**, *Saint Mary's U.*

This cross-cultural study investigates how interviewees from 10 culturally-distinct countries differ in their use of impression management (IM) tactics in asynchronous video interviews (AVIs), and the relationship(s) between those tactics and interview performance. A total of 582 participants from ten countries (India, Canada, South Africa, Poland, Spain, Iran, Germany, Chile, Philippines, China) completed an 8-question AVI for a mock position as a manager in a bank. We drew upon GLOBE's cultural framework to predict and explain observed differences in self-reported IM use and performance. Interviewees from our ten countries differed in their IM use for various tactics, but the observed differences were largely inconsistent with GLOBE-based predictions. Partially-consistent with previous in-person interview research, honest IM tactics (e.g., self promotion) were positively, but deceptive tactics (e.g., image creation) negatively, associated with interview performance. This research is the first to investigate cross-cultural IM differences in AVIs, thus addressing a critical gap in the selection literature at a time when many organizations conduct interviews virtually to save costs, streamline the hiring process, or simply conduct most of their activities remotely.

IM: Multinational Enterprise Evolution: Culture Bias in Management Practice Selection and Retention

Author: **Lena Zander**, *Uppsala U.*

Author: **Udo Zander**, *Professor of Business Administration, esp. International Business*

In this treatise, we put forth that selection and retention of management practices in multinational enterprises (MNEs) are culturally biased, instead of reflecting a geocentric sourcing of the "best" management practices from the large variation of such practices within an MNE. Applying an evolutionary perspective, and drawing on findings from culture studies and longitudinal studies of MNE change processes, we develop empirically testable propositions. Building on concepts such as ethnocentric blind-spots, ethnocentric regression and perceived ethnocentric backlash, these propositions stand to undermine asserted benefits and usefulness of cultural variation in MNEs, as a picture of illusory geocentrism emerges. The notion of the unidirectionality of MNE evolution and the end-state-like character of the transnational solution are both compromised as an oscillation between management orientations takes their place. Although the outcomes of the processes we outline in our propositions are not uniquely defined by culture, culturally-biased preferences as to management practices among top management at headquarters and key decision makers in the subsidiaries act as a major and persistent constraining factor in MNE evolution. We outline boundary conditions for our theorizing and discuss contributions to theory as well as implications for future research and practice.

IM: Investor Response to Workforce Downsizing: The Influence of Cross-Country Institutional Differences

Author: **Matthias F. Brauer**, *U. of Mannheim*

Author: **Martin Zimmermann**, *U. of Mannheim*

Author: **Louis Vandepoele**, *U. of Mannheim*

Research on the antecedents of workforce downsizing suggests that economic and socio-cultural institutional factors influence the incidence and intensity of downsizing. Yet, we lack knowledge on how nation-level, institutional factors affect the relationship between downsizing and investor response. Building on institutional economics, we thus develop a transaction cost argument to predict how economic and socio-cultural institutional differences influence investor response to downsizing. Using a hand-collected, large-scale sample of 807 downsizing announcements from twelve countries, we find that the inverted U-shaped relationship between the extent of workforce downsizing and investor response becomes increasingly pronounced if the economic institutional context is characterized by high union density and labor productivity, and if uncertainty avoidance and future orientation are prevalent norms in the national culture of the downsizing firm.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2281** | Submission: **20761** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 13 2024 3:00PM - 4:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Addams**

The Rise of Unicorns in Emerging Markets

Participant: **Lourdes Casanova**, *Cornell SC Johnson College of Business*

Participant: **Juana Garcia**, *U. de los Andes*

Participant: **Ricardo Buitrago**, *EGADE Business School, Tecnológico de Monterrey*

Participant: **Diego Finchelstein**, *U. de San Andres*

The main contribution of this symposium panel is to understand the geographic and regional dynamics in which the unicorns of emerging countries had emerged and their relation to the local entrepreneurial ecosystems. The key characteristics of unicorns from emerging markets (industry, size, international exposure, etc) will be assessed. Additionally, the panel will focus on the key differences between developed country unicorns and emerging markets one. The goal is to identify key features of unicorns from the latter, both in terms of innovation strategies, internationalization, funding, etc).

KEY TO SYMBOLS



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Selected as a Best Paper

Sustainability Strategies in Contexts of Geopolitical Tensions

Session Moderator: **Nan Zhou**, *Tongji U.*

IM: ESG Strategy of Foreign Subsidiaries in Response to Interstate Conflict of Others

Author: **Nan Zhou**, *Tongji U.*
Author: **Jingoo Kang**, *New York U. Abu Dhabi*

This study investigates how interstate conflicts between a foreign country and the host country influence environmental, social, and governance (ESG) engagement of MNE subsidiaries from other countries not involved in the interstate conflict. We argue that interstate conflict between a foreign country and the host country (which we label as vicarious interstate conflict) could trigger subsidiaries of MNEs from other foreign countries to engage in ESG activities. We further examine how the following factors affecting the expected benefit of ESG engagement moderate the relationship between vicarious interstate conflict and foreign subsidiary ESG activity: (1) the bilateral political relations between the foreign subsidiary's home country and the host country, (2) the bilateral political relations between the foreign subsidiary's home country and the country in conflict with the host country, and (3) the domestic political uncertainty in the host country. We test our hypotheses on a sample of subsidiaries of large MNEs in China during the period 2009–2020.

IM: ESG as a Nonmarket Strategy to Cope with Interstate Tension

Author: **Jin Hyung Kim**, *George Washington U.*
Author: **Jooyoung Kwak**, *Yonsei U.*
Author: **Hyung-Kun Park**, *Rice U.*

Although more frequent and a growing number of interstate tension is critically affecting multinational enterprises (MNEs), our knowledge on interstate tension and its effects on corporate strategy is surprisingly limited. This study attempts to shed light on this underexplored topic by examining the environmental, social, and governance (ESG) strategies of foreign MNEs in the wake of interstate tension. We argue that media-reported interstate tension plays a critical role in shaping the perception regarding interstate relations within the host country. Thus, as interstate tension increases, subsidiaries of foreign MNEs improve their ESG performance to alleviate potential institutional pressure from the public, thanks to ESG's insurance-like benefits. We further argue and test historical conflict as one potential driving mechanism. The empirical results strongly support our theories even after accounting for various institutional characteristics of home and host countries and alternative mechanisms.

IM: Bilateral Political Tension and MNEs Foreign CSR Reporting at Home

Author: **Du Yongzhi**, *Northwestern Polytechnical U.*
Author: **Ming Jia**, *Northwestern Polytechnical U.*








International Business (IB) scholars have extensively delved into how bilateral political tension between host countries and home countries influences the strategies of Multinational Enterprises (MNEs) in host countries. However, limited attention has been devoted to understanding how MNEs respond to bilateral political tension within their home countries. By integrating the international relations perspective of realism and the legitimacy perspective, this study formulates a theoretical framework to examine how political tension affects MNEs reporting at home on their Corporate Social Responsibility (CSR) initiatives in host countries. Drawing on data spanning from 2009 to 2021 encompassing Chinese-listed MNEs, the findings indicate that firms are less inclined to report at home on their CSR activities in host countries characterized by greater political tensions with their home country. Furthermore, this negative relationship is more pronounced for MNEs with stronger domestic political connections and those operating in more competitive industries. Consequently, this study contributes to the IB literature by extending the research perspective on the influence of political tension and contributes to CSR disclosure literature by introducing fresh research insight on foreign CSR reporting.

IM: Subsidiary CSR Engagement During Bilateral Political Tensions

Author: **Yameng Zhang**, *Xi'an Jiaotong-Liverpool U.*
Author: **Chenjian Zhang**, *U. of Bath*

An increasing body of research focuses on the role of subnational institutions in influencing multinational enterprises (MNEs) and their subsidiaries' local engagement in host countries. Despite valuable insights, these institutions are often perceived as static and independent. Our study investigates the impact of subnational institutional linkages, such as sister city relationships, on subsidiaries' local corporate social responsibility (CSR) engagement. We further explore how detrimental and declining bilateral political relations serve as contingencies that affect the relationship between a subsidiary's sister city origin and its local CSR engagement. Contextualized in China, our study draws on CSR data from foreign subsidiaries between 2010 and 2020, along with information on their home city origin to identify sister city relationships. Our findings indicate that subsidiaries with sister city origins engage more in local CSR, illustrating the role of institutionalized compassion in sister city relationships. While detrimental bilateral relations weaken this relationship, declining bilateral relations strengthen it. Our study contributes to international business literature by illuminating the interplay between subnational institutions and national-level political dynamics in shaping subsidiaries' local CSR engagement. It emphasizes the importance of cultural and diplomatic ties, as well as national politics, in influencing CSR practices.

KEY TO SYMBOLS

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

Managing Supplier Relationships in Global Value Chains

Session Moderator: **Merieke Stevens**, *Rotterdam School of Management, Erasmus U.*

IM: Loyalty and Role Attribution in Global Supply Ecosystems

Author: **Merieke Stevens**, *Rotterdam School of Management, Erasmus U.*

An urgent revision of our global supply chains is needed. A decades-long focus on short-term gains that benefit shareholders and investors has led to alarming environmental and social damage to the local communities where resources are extracted and products produced. I propose that one way to address this urgent challenge is to reintroduce loyalty and role attribution into buyer-supplier relationships. For the theoretical underpinning of this proposal I draw on Hirschman's 1970 seminal book "Exit, voice, and loyalty," the concept of embeddedness, and relational contracting theory. The empirical support I draw from a longitudinal case study of the dismantling of Nissan's keiretsu after its 1999 alliance with Renault. My findings show how bringing back loyalty and acknowledging differential roles in global supply chains is a powerful way to enhance sustainability and hereby address urgent global societal goals—in particular United Nations sustainable development goal 8: Decent work and economic growth.

IM: Goal Deviation Responses in Offshoring

Author: **Carlos Adrian Rodriguez**, *INCAE Business School*

Author: **Luciano Ciravegna**, *INCAE Business School*

Author: **Bent Petersen**, *Copenhagen Business School*

This study analyzes how firms respond to goal deviation in their offshoring operations. Using Performance Feedback theory we argue that deviation from goals triggers feedback mechanisms that shape firms' offshoring strategy. We further argue that firms' strategic response varies with the governance mode of the offshoring project, the type of goals set for the project, and the direction of the goal deviation. Hence, it matters to firms' strategic response whether the project is in-house or outsourced, if the goal is financial or operational, and whether the goal deviation goes in a positive or negative direction. Examining a dataset of 348 offshoring projects, we find that in the case of in-house offshoring, negative deviation from financial performance goals is associated with a higher likelihood of geographic expansion – entering new foreign offshoring locations. In the case of outsourced offshoring projects, positive deviation from financial goals is associated with a higher likelihood of geographic expansion. Irrespective of governance mode, positive deviation from operational goals is associated with a higher likelihood of functional expansion – an extension of the range of activities offshored in a given foreign location.








IM: FDI and GVC Participation of Firms: An Empirical Investigation of Indian Manufacturing Sector

Author: **Priya Rachel David**, *PhD student at Indian Institute of Management, Calcutta*

Author: **Vipin Sreekumar**, *Masters' Union School of Business*

Does inward FDI lead to greater integration of local firms in the international market via participation in Global Value Chains (GVC)? Using a rich firm and industry level panel dataset of the manufacturing sector in India, we try to investigate the nature of the relationship between incoming greenfield FDI and GVC participation of local firms in the host economy. This paper draws from a combination of the extensive literature on FDI and its associated spillovers and the relatively recent GVC literature. We find that at the overall level, there exists a positive impact of incoming FDI on an incumbent local firm's GVC activities. Further, the results point to a differential impact of FDI on the GVC participation of local firms based on the characteristics and technology profile of the industry they belong to. There is greater participation in GVC by firms in technologically advanced, capital and knowledge intensive industries as compared to labour intensive, low technology consumer goods industries. This heterogeneous effect is explained using the dynamics between the FDI firm affiliate present in the host country and the extent and the nature of linkages formed with the local supplier firms. These findings have relevance for policymakers as they provide a finer understanding of the underlying mechanisms in the relationship between FDI and international activity of local firms via GVC participation. These can aid policy decisions that will encourage greater integration of local firms in the international market.

KEY TO SYMBOLS

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

Navigating Geopolitical Tensions: MNEs' Market and Nonmarket Strategies



Organizer: **Gianni De Bruyn**, *Darla Moore School of Business, U. of South Carolina*

Organizer: **Bo Yang**, *The U. of Hong Kong*

Participant: **Joseph Park**, *Sogang U.*

Participant: **Grazia D. Santangelo**, *Copenhagen Business School*

Presenter: **Minyuan Zhao**, *Washington U. in St. Louis, Olin Business School*

Presenter: **Jane Lu**, *City U. of Hong Kong*

Participant: **Zhibo QIU**, *Oxford U., Saïd Business School*

Over the past decade, we have witnessed an increasing trend in deglobalization (Witt, 2019), a reversal of open market policies (Cuervo-Cazurra, Gaur, & Singh, 2019), the emergence of techno-nationalism (Luo & Van Assche, 2023), and the breakdown of bilateral relations between countries (Bureau of Industry and Security, 2023; The White House, 2021). Deteriorations in bilateral relationships often trigger operational challenges for multinational enterprises (MNEs) originating from the associated home country and operating in the respective host country (Li, Arikan, Shenkar, & Arikan, 2020). Specifically, these geopolitical tensions can cause negative externalities increasing the difficulties and costs for foreign firms to operate in the host country, thereby affecting their strategic decision-making processes (Bertrand, Betschinger, & Settles, 2016; Li, Van Assche, Li, & Qian, 2022). Given the escalating significance of geopolitical factors, it becomes critical to study the strategies employed by MNEs in addressing such tensions. The extant literature offers several useful perspectives that shed light on this phenomenon. For example, it has been well established that institutional (including historical, political, and cultural) factors might affect a wide range of MNE strategies such as ownership structure (Makino & Tsang, 2011; Wang & Li, 2019; Lu, Ma, & Xie, 2022), entry mode strategies (Henisz, 2000; Holburn & Zelner, 2010; Wang, Wei, & Zhao, 2022), and divestment decisions (Blake & Moschieri, 2017). However, these “macro” factors are deeply rooted in formal or informal institutions, rendering them relatively stable. As a result, the insights generated by focusing on these factors may not allow us to fully uncover the dynamics under the recent geopolitical tensions, which are more volatile. Recent studies have begun to investigate how the more volatile intercountry relations affect MNE performance and strategies such as acquisition successes (Bilgili et al., 2023). This symposium advances the burgeoning research interest on this topic by presenting a cohesive collection of papers that examine comprehensively the role of geopolitical tensions in a variety of strategies, adopting a multi-level perspective. Specifically, it investigates some of the most important market strategies (i.e., intellectual property protection, portfolio strategy) that are key to firm performance (Papers 1 & 2). Moreover, it explores the understudied nonmarket strategies employed by MNEs to target the home or host country, addressing their exposure to geopolitical tensions (Papers 3 & 4). These firm-level analyses are also complemented by a micro-level study (Paper 5) that adopts a microfoundational approach and explores the cognitive processes in intercountry relations.

Seeking Credibility: Impartial Courts, Geopolitics, and Patent Litigation

Author: **Joseph Park**, *Sogang U.*

Author: **Grazia D. Santangelo**, *Copenhagen Business School*

Author: **Minyuan Zhao**, *Washington U. in St. Louis, Olin Business School*

From Diversification to Focus: MNC's response in the Shadow of Geopolitical Tensions

Author: **Gianni De Bruyn**, *Darla Moore School of Business, U. of South Carolina*

How do Firms Respond to Geopolitical Challenges? A Decoupling Perspective.

Author: **Jane Lu**, *City U. of Hong Kong*

Cloaked Opposition: Firms' Partisan Identity and Covert Corporate Political Activities

Author: **Bo Yang**, *The U. of Hong Kong*

Multinationals and Geopolitical Tensions

Author: **Zhibo QIU**, *Oxford U., Saïd Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented









Selected as a Best Paper


Session Type: **Meeting**
Program Session: **2285** | Submission: **12107** | Sponsor(s): **(MC)**
Scheduled: **Tuesday, Aug 13 2024 3:00PM - 4:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Stetson Suite G**

MCD Executive Meeting #2

Organizer: **Jeremy Salmeron**, *ISEOR&iaelyon (France)*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Philosophical Approaches in Management Education

Session Moderator: **Anne Fischer**, *ADG Business School an der Steinbeis-Hochschule*

MED: Rethinking Leadership by Understanding Self-Awareness as Selbstbewusstsein

Author: **Anne Fischer**, *ADG Business School an der Steinbeis-Hochschule*

Author: **Matthias Huehn**, *Saint Vincent College*

Author: **Dirk C. Moosmayer**, *Kedge Business School*

Our recent debates engaged with scandals and negative outcomes of management behaviors and asked how we can improve management education to develop more responsible leaders. In this pointed essay, we reflect on the self-awareness concept that has gained importance in recent leadership debates and argue for a more comprehensive concept of Selbstbewusstsein. Knowing oneself has been a foundational topic in philosophy for centuries and German philosopher G.F.W. Hegel in the early 19th century demonstrated the pitfalls arising with the desire for recognition and respect in social relationships. We review and build on his work to show what role the human characteristic of self-awareness plays in psychology-driven concepts. We contrast this with a more comprehensive conception of human self-awareness, Selbstbewusstsein. We problematize self-aware leaders who can control themselves, situations, and others, and we argue that some negative leadership behaviors result from considering the use of power and control as a way to achieve Selbstbewusstsein. Adopting a broad view of Selbstbewusstsein allows building an understanding of leadership that avoids today's negative outcomes. The contribution of this pointed conceptual essay is threefold. First, we make visible the human anthropology of current mainstream leadership theory. Second, we show that the polar human anthropology of recognizing and being recognized has a long tradition in philosophy. Third, we argue that embracing the friction between these two views of humanity might get us one step closer to the 'better' leadership theory and practice for which Sumantra Ghoshal called twenty years ago.

MED: More Room at The Top: Declining Oligopolies in Business School Research

Author: **Ravi Ramani**, *Morgan State U.*

Author: **Huijian Dong**, *New Jersey City U.*

Author: **Tina Yang**, *U. of South Florida*

Author: **Xiaomin Guo**, *U. of South Florida*

Author: **Steven Miller**, *U. of South Florida*

Increasing pressures on and incentives for business school (B-school) researchers to publish in "A-journals" have led to qualms about an oligopoly wherein only a few institutions account for the majority of publications, thereby decreasing the diversity and impact of B-school research. We construct distinct measures to capture two different aspects of the presence and degree to which seven disciplines in the B-school (i.e., Accounting, Finance, Information Systems, Management, Marketing, Operations Management, and Organizational Studies) are oligopolized. We then empirically examine these concerns using 33 years of publication data (i.e., 1990-2022) for 45,340 articles drawn from 24 business A-journals across the seven disciplines. Overall, we find reasons for cautious optimism as our results show that B-school research is progressively becoming less oligopolized, with an average increase of 43% over 33 years across all disciplines. Furthermore, not only are researchers from a larger number of schools publishing in A-journals, but also the ability of researchers from a few B-schools to dominate the scholarly conversation within a discipline is decreasing. We discuss the implications of the declining oligopolies in business school research for researcher careers, doctoral education, and the administration and future of business schools and the field.

MED: Drivers of Student Learning and Development: A Serial Mediation Approach

Author: **Darshna Vaghela Banker**, *Lal Bahadur Shastri Institute of Management, New Delhi, India*

Author: **Akanksha Jaiswal**, *Loyola Institute of Business Administration*

Author: **Deepa R.**, *Loyola Institute of Business Administration*

Purpose: Learning and Development (L&D) is a crucial student outcome, and this study assesses the drivers of the student L&D. We deploy social identity and social exchange theories as critical underpinnings for the present study. Design/methodology/approach: We collected the data from 317 full-time management postgraduate students in India through a structured survey questionnaire and then tested serial mediation using PROCESS macro. Findings: We found Psychological Ownership (PO) to be a significant driver of student L&D. Further, the relationship between PO and L&D was serially mediated by two important variables, i.e., engagement and commitment. Practical implications: Institutions must work towards developing a sense of PO among their students by empowering them to shoulder the responsibilities of institutional and student activities and involving them in designing such programs that enhance their L&D. Originality/value: This is the first study to examine two key mediators (engagement and commitment) in the relationship between student L&D and PO. Our contribution is novel as we deeply study these underlying mechanisms in the Indian higher education setting.

MED: Rethinking Management Education From a Sociomaterial Perspective

Author: **Cecilia Bezerra**, *UFBA/IFBAIANO*

Author: **Clare Rigg**, *Lancaster U. Management School*

Author: **Eduardo Davel**, *U. Federal da Bahia*

Management education (ME) scholarship has begun to recognise the importance of educational innovation, but surprisingly little attention has been paid to the sociomateriality of ME. The sociomaterial approach is important to better explain how and why some material changes have different implications than others. From the sociomaterial approach we can stop bringing lights just over human agencies (professor and students) and finally try to understand the learning environments as arenas fully of other materials agencies too. It is a new look at the 'inter-actions' between living actors and the spaces, architecture, technology, and objects/artifacts in the educational environments, as well as the connections and effects within them. Based on case study data from eight Brazilian Universities, we identify two types of educational atmosphere drivers (comfort and surprise) and three types of effects (connective, sensitive and generative) produced from sociomaterial interactions. Our contribution is to explain how these drivers and effects work and to show their implications for improving ME.

Author: **Mathias Falkenstein**, *LUISS Business School*

Author: **Annie C. Snelson-Powell**, *U. of Bath*

This empirical study delves into the influence of ethics, responsibility, and sustainability (ERS) criteria, introduced by EQUIS Accreditation in 2013, on business schools' strategies and practices. Utilizing a blend of primary and secondary data, we construct case studies of four business schools in Nordic countries implementing ERS criteria. Through qualitative analysis of 96 interviews and 194 documents, conducted across six years (2016 – 2021), we establish the different ways business schools each approached ERS with symbolic more than substantive change, finding three dominant tactics of decoupling: (a) strategic manipulation or 'faking it', (b) partial implementation and (c) narrow interpretation. We make a theoretical contribution to decoupling literature identifying the persistence of decoupled organizational states, such that it is the decoupling in itself - and the systematic evasion of change - that appears to be the taken-for-granted institutionalised behaviour. Finally, we expand the discussion on the diffusion of ERS as expectations intensify; our research points to an emergent complicity between the different actors and unpacks an explanation for limitations noted in the ERS progress to date.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Adapting to Change: Insights from Organizational Transformation

Session Moderator: **Christopher Winchester**, *U. of Minnesota Carlson School of Management*

MOC: **That's Enough? An Inductive Study of Strategic Underperformance at Work**

Author: **Christopher Winchester**, *U. of Minnesota Carlson School of Management*
Author: **Emily Hsu**, *Washington U. in St. Louis, Olin Business School*
Author: **Elizabeth Margaret Campbell**, *U. of Minnesota*
Author: **Kristie Rogers**, *Marquette U.*

Individual strategic underperformance by capable, motivated, and well-resourced employees occurs in myriad daily contexts and is problematic in practice to navigate, largely due to our limited theoretical understanding of this phenomenon. Through a three-phased qualitative study, we developed a model of drivers, intended implications, byproducts, and boundary conditions of strategic underperformance. We found evidence for a two-dimensional continuum of strategic underperformance which encompasses the: (1) fulfillment of task requirements (ranging from sufficiency to mediocrity), and (2) intended visibility (ranging from covert to overt). This reframes current theorizing on underperformance as more than solely poor performance. Our emergent findings across three phases of data collection also illustrated two primary drivers for strategic underperformance: intrapersonal (interpersonal) imbalance leading to an intrapersonal (interpersonal) rebalancing strategy. Further, one's performance capabilities (e.g., being a high performer) and status characteristics (e.g., seniority, gender, race) shaped the latitude with which informants perceived they could strategically underperform. Finally, our analysis surfaced the double-edged nature of strategic underperformance, highlighting patterns of both positive and negative byproducts for the underperformers in the short- and long-term. Taken together, our study has implications for understanding and managing strategic underperformance within and between employees.

MOC: **Inconsistent Performance Feedback and Types of Organizational Change**

Author: **Elizabeth Lim**, *Georgia State U.*

Firm performance is often evaluated by comparing ROA performance with aspirations (i.e., performance feedback) while comparing financial analysts' earnings forecasts with targets (i.e., performance prospects), which could create inconsistencies in signaling weak or strong performance. Two contrasting decision rules—problem-solving vs self-enhancing—have been proposed to explain inconsistent performances. However, the lack of theoretical clarity and equivocal results regarding when each decision rule prevails have limited our understanding of how decision-makers interpret inconsistent performances. We develop a behavioral framework of firms' multiple reference points to explain how inconsistent performances influence types of organizational change. The results show that when underperforming firms shift to positive prospects, problemistic search motivates increasing rates of acquisition and divestiture. Conversely, when outperforming firms shift to negative prospects, self-enhancement leads to decreasing acquisition rates possibly to cover up potential problems although this does not necessarily apply to divestiture activity. Empirical results based on archival data and qualitative evidence from personal interviews with corporate executives contribute fresh insights by highlighting the significance of factoring in the interplay between performance feedback and performance prospects when distinguishing between problem-solving and self-enhancing mechanisms.

MOC: **'Don't Look Back in Anger' – The Impact of Emotional Memories in M&A Organizational Change**

Author: **Sandor Talas**, *U. of Queensland*
Author: **Andre Pekerti**, *U. of Queensland*
Author: **Neal M. Ashkanasy**, *U. of Queensland*
Author: **Alexandra Kriz**, *U. of Queensland*

Emotional memories of personal experiences can influence people's thinking, feelings, and behavior for many years after the actual experience. Mergers and acquisitions are prolonged, intense periods of organizational change characterized by intense emotionality. Employees may experience, amongst others, shock at the announcement, uncertainty at a personal level, loss of identity and trust, acculturative stress, and expressions of unregulated emotions and behavior. The emotions evoked may increase the demand for emotional regulation, influence decision-making, and spread to other members and levels of the organization. The memories may also influence views of the future by constraining goals and influencing expectations of future events. To complicate things, autobiographic memories are transitory dynamic mental constructs that change over time. Despite the potentially detrimental influence of these memories, both practice and academia lack an understanding of how they impact people and what actions can influence their impact on the organization. Orwell's conclusion, "He who controls the past controls the future," is also likely valid in a business context. Management that tries to shape an organization's future should pay attention to influencing the memories of the past. In this paper, we review the characteristics of autobiographical emotional memories. Then, we introduce a micro-level longitudinal process model to explain how they impact people's attitudes and behavior. Finally, we discuss the implications for academia and practice regarding how emotional memories can influence the dynamics of prolonged organizational change processes.

MOC: **How Organizations Change Their Purpose: Purpose Renewal at a Jewish Services Organization**

Author: **Hamza Khan**, *U. of Illinois at Chicago*

This study draws on interviews, observation and archival materials, to explore how a Jewish Services Organization changed its purpose to help Afghan refugees due to external and internal pressures. Past research shows that organizations can change their purpose, but how they do so has not been explicated, and further knowledge of which would help organizations adapt to their changing realities more efficiently. This study explores the mechanisms of purpose change in organizations that operate with a clear and intentional *raison d'être* widely embraced by organizational members. The purpose change process is shown to be (a) co-creative such that multiple stakeholders are involved; (b) conflict-laden such that the change process can lead latent identity splits within organizations to resurface; (c) dynamic such that it leads to continuous changes around the meaning and interpretation of organizational purpose; and (d) most successful when focused on renewal such that it allows organizations to maintain continuity with their past and their identity. This study contributes to our understanding of purpose change in organizations and elaborates on theoretical interlinkages of organizational purpose and organizational identity content and identity complexity, an understanding of which can lead to successful (or unsuccessful) efforts to change an organization's purpose.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Cognitive Dynamics in Managerial Decision-Making

Session Moderator: **Marwan Ahmad Alshammari**, *U. of Texas at Tyler*

MOC: **The Effects Of Cognitive Complexity And Temporal Focus On The Likelihood Of Product Recalls**

Author: **Marwan Ahmad Alshammari**, *U. of Texas at Tyler*
Author: **Kyung-Ah (Kay) Byun**, *U. of Texas at Tyler*
Author: **Ajith Venugopal**, *Texas A&M International U.*

CEO cognitive complexity presents an intriguing juxtaposition in its effects on firm outcomes, particularly in the context of strategic outcomes such as the likelihood of product recalls. Recent studies contend that while CEOs with higher cognitive complexity can potentially improve firm outcomes (e.g., firm performance) due to their detailed and multifaceted information processing, these tendencies might also present challenges because of the extended time and energy they devote to decision-making, potentially overlooking immediate threats. Thus, recent studies have called for further investigation of particular outcomes that can be either improved or negatively influenced by CEO cognitive complexity. We propose and demonstrate a nuanced relationship between CEO cognitive complexity and product recalls, moderated by the CEO's past temporal focus. Specifically, CEO cognitive complexity decreases the likelihood of product recalls building on the literature on goal-oriented feedback and learning literature. We also build on the temporal focus theory and propose that such effect is more pronounced when CEOs have a higher past temporal focus, drawing from previous experiences and lessons. Post-hoc analyses further verify our findings. Our study underscores the importance of understanding the intricate interplay between a CEO's cognitive style and their historical perspective in predicting firm outcomes, particularly in the realm of product safety and recalls.

MOC: **Navigating Uncertainty: Unravelling Managerial Decision-Making in Dynamic Capability Deployment**

Author: **Atefeh Maghzi**, *Southampton Business School, U. of Southampton*

Recent research on dynamic capabilities has focused on investigating the micro-foundations of dynamic capabilities. Among these micro-foundations are the decision making approaches of managers. In this study, we aim to answer the question of whether heuristic reasoning or analytical, effortful reasoning characterizes the deployment of dynamic capabilities in highly dynamic environments and how the use of either approach affects firm performance by conducting computer-aided text analysis, using data of earnings call transcripts as well as firms' financial data. The results reveal that managers indeed use less analytical, effortful reasoning (implying a greater use of heuristic reasoning) in their deployment of dynamic capabilities when facing high dynamism and that less use of analytical, effortful reasoning has a positive effect on firm performance. The novel approach used in this study helps us shed light on how firms perform and succeed in a dynamic, contemporary business environment. More broadly, we contribute to the growing literature on the micro-foundations of dynamic capabilities and strategy research.

MOC: **Rhythms of Concentration: Managing Organizational Attention in Pursuit of Agility**

Author: **Brian Hilligoss**, *U. of Arizona*
Author: **Elena Maria Wong**, *U. of Arizona*

In the face of extreme volatility, organizations must draw on a vast array of staff to attend to that volatility and manage responses. In short, organizations need to be able to concentrate—to intensely focus and intentionally coordinate their collective attentional resources on a common problem. However, research on organizational attention is insufficient to explain how organizations concentrate. We use a qualitative case study of a US health care organization responding to the COVID-19 pandemic to investigate organizational concentration. We develop a process model of organizational concentration as a rhythmic circuit that oscillates between two phases. During the attentional divergence phase, organizational attention disperses across issues and actors for in-depth, detailed investigation. During the attentional convergence phase, attention coalesces horizontally and vertically across the organization into a relatively unified focus on one or a set of issues. Each phase has differential effects on the quality of attention (i.e., stability, vividness, and coherence). Temporal rhythms of recurring activities, such as meetings, are consequential mechanisms that control oscillations between attentional divergence and attentional convergence, thereby managing organizational concentration and potentially increasing organizational agility. Our study contributes to research on both the attention-based view of the firm and collective mindfulness.

MOC: **The Dynamics of Cognitive Frames: How Emergency Call Takers Handle a Continuous Stream of Inquiries**

Author: **Tiancheng Cao**, *School of Public Policy and management Tsinghua U.*
Author: **Xiaoli Lu**, *School of Public Policy and management Tsinghua U.*

This study delves into the uncharted territory of collective cognitive frame dynamics during the crisis, specifically examining the response of the call takers in an emergency call center to abrupt traffic control changes. This study addresses two critical gaps in the literature of sensemaking theory: first, the lack of comparative analysis of cognitive frames at the collective level, and second, the insufficient exploration of how discursive and material practices influence collective sensemaking. It recognizes cognitive diversity (differences in perspectives, knowledge, and experience among members) and cognitive complexity (the number of concepts in cognitive frames and their interrelations) as pivotal dimensions for examining the dynamics of cognitive frames in a collective setting. Specifically, our research focuses on capturing how the collective discourses and material practices of emergency call takers impact the evolution of cognitive frames in these two dimensions, providing a comprehensive understanding of cognitive frame dynamics in response to crisis situations. Using data from 74 audio interactions and 3,119 call logs, supplemented by participatory observation of the whole process, this study employs a rigorous, multi-phased methodological design integrating computational linguistics and qualitative analysis. This study applied dependency syntactic analysis to extract verb-object structures from call taker discourses, providing a basis for identifying coping strategies and generalizing cognitive frames. Besides, material practices, examined through policing logs, employ the Word2Vec model and cosine similarity metrics, offering a novel perspective on cognitive frame evolution in high-stress environments. Key findings include the paradoxical role of sensegiving ambiguity, which, contrary to being detrimental, fosters group cognitive adaptability and diverse coping strategies. The study also reveals the integral role of both formal and informal leadership in shaping and stabilizing collective cognitive frames. Additionally, it emphasizes the significance of material practices, like policing logs, in developing coherent cognitive frames across the organization. These insights contribute substantially to the understanding of collective sensemaking in crisis situations.

Author: **Georg Schiffner**, RWTH Aachen U.

Author: **Patrick Pollok**, RWTH Aachen U.

Supposingly, managers allocate their attention through knowledge structures favouring signals that connect with existing knowledge. However, this top-down attention allocation leaves open how managers detect and pursue opportunities for exploratory innovations which require novel knowledge. Our study aims to measure instances of the opposing attention mode, i.e., bottom-up allocation, and provide evidence for its implications for firm's exploratory innovations. We conduct this analysis in a setting where firms source input bottom-up from alliance portfolios. Our sample comprises of 223 firms from the German cooperative banking sector and 112 board members. We obtain alliance data from an industry survey and extract innovation information from bank's financial statements. We measure manager's bottom-up attention allocation through their attention variety on a professional social media platform. Conducting poisson regressions, our results indicate that bottom-up attention allocation can significantly promote exploratory innovations. This is particularly true for alliances with high knowledge distance and high managerial attention variety. We contribute to the nascent literature on competing managerial attention modes and their implications for firm performance. We show that managers can deliberately influence their attention variety through social media and ultimately increase exploratory innovation returns from a diverse alliance portfolio substantially.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Understanding Performance Dynamics in the Workplace

Session Moderator: **Derrick P. Bransby**, *Harvard Business School*

MOC: Who do You Want at the Helm? The Effect of Experience on Individuals' Performance in Crisis

Author: **Derrick P. Bransby**, *Harvard Business School*
Author: **Christopher G. Myers**, *Johns Hopkins Carey Business School*

To reap the rewards of expertise and forego its constraints, scholars suggest we must manage the depth and breadth of our experience. In this study, we draw on forty years (1982-2022) of general aviation accident investigations to examine the effect of domain-specific experience on individuals' performance in crisis – moments of acute need where swift and creative decisions are necessary to thwart catastrophe. Our analyses unfold in two parts. First, we predicted and found evidence of a curvilinear association between a pilot's degree of specialization (i.e., the share of total flight hours spent flying a specific aircraft) and performance in crisis such that the accumulation of domain-specific experience generally reduced the odds of fatal injuries and severe damage, except among pilots with highly concentrated experience. Second, we probed the underlying mechanisms and boundary conditions of specialization's effect on pilots' performance. Contrary to our expectations, we found evidence that the cost of domain-specific experience revealed in part one diminished in dynamic, domain-adjacent conditions (e.g., poor weather conditions) that forced pilots to draw on their knowledge in an unfamiliar or unusual context, challenging prevailing theory about domain-relevant context as a conditioning factor in the performance effects of experience. In doing so, this paper contributes to the literature on expertise and research about crisis leadership, suggesting that organizations could benefit from strategies that manage the depth and breadth of individuals' experiences. It also contributes to broader policy discussions about pilot experience and training requirements.

MOC: The Effects of the Changes in Abuse on Performance and Well-Being via Anger and Relief

Author: **Jaewook Lee**, *Indiana U. - Kelley School of Business*
Author: **Cristiano L O Guarana**, *Indiana U. - Kelley School of Business*

Drawing from a temporal perspective and affective events theory (AET), this study examines how employees' perceived trajectory (changes over time) of abusive supervision toward themselves affects their goal progress and psychological detachment via differential affective reactions of anger and relief. Moreover, in light of the social aspect of abusive supervision, this study examines how the perceived trajectory of abusive supervision toward coworkers moderates the relationships between the trajectory of abusive supervision toward focal employees and differential affective responses. We tested our research model using an experimental vignette study. The results demonstrated that the increase (decrease) in abusive supervision toward focal employees was positively (negatively) related to anger, and the decrease (increase) in abusive supervision was positively (negatively) related to relief. Also, anger and relief mediated the effect of the trajectory of abusive supervision toward focal employees on goal progress and psychological detachment. Further, the trajectory of abusive supervision toward coworkers moderated the effect of the trajectory of abusive supervision toward focal employees on anger and relief and the indirect effects of this trajectory on goal progress and psychological detachment via anger and relief. The findings of this study contribute to the abusive supervision and AET literature by providing a more nuanced understanding of how employees' performance and well-being suffer and recover from temporal changes in abusive supervision via differential affective responses and how the social aspect of abusive supervision affects the relationships between the changes in abuse, affective responses, and performance and well-being.

MOC: Motivation, Hot and Cold: A Dual-Process Perspective of Motivation

Author: **Zaidan Chen**, *Hong Kong U. of Science and Technology*
Author: **Kin Fai Ellick Wong**, *Hong Kong U. of Science and Technology*

Motivation is a complex process that involves both impulsive (hot) and deliberative (cold) aspects. While previous literature has assumed that each component independently provides energetic forces and determines behaviors, conflicting observations challenge this oversimplified model. To address this gap, this paper proposes a dual-component model to examine the motivation process. We first introduce a quickness-appropriateness framework to capture the variation in the effectiveness of motivation. Given the critical role of cognitive activities in the motivational process, we suggest that it consumes limited mental resources to achieve effectiveness. Therefore, the motivation process should maintain a balance between quickness and appropriateness within the budget of mental resources to achieve desired outcomes. Lastly, we apply the dual-process theory to distinguish the automatic and controlled components, whose complementary cooperation is critical in making the motivation process effective. Our proposed theory suggests a nuanced interactive relationship between the automatic and controlled components, with their cooperation essential in maintaining the balance. We discuss the theoretical contributions and future research directions of our model.

MOC: The Interactive Effect of Role Overload and Workplace Impostor Thoughts on Effort and Performance

Author: **Basima Tewfik**, *MIT Sloan School of Management*

Scholars have presented equivocal predictions and findings regarding the relationship between role overload and effort. Building on underdeveloped hints in the challenge-hindrance framework of work stress, I theorize that workplace impostor thoughts—popularly known as the impostor phenomenon—moderates the role overload-effort relationship, with implications for job performance. In two studies (a field study and a pre-registered experiment), I find that when employees have more frequent workplace impostor thoughts, they exert more effort in response to role overload, benefiting performance. Yet, when employees have less frequent workplace impostor thoughts, they exert less effort in reaction to role overload, hurting performance. I do not find that the greater effort for those with more frequent workplace impostor thoughts comes with subsequent well-being costs (e.g., strain, burnout). I close with theoretical and practical implications in view of extant theory and research.

Author: **Jessica Paek**, *Fuqua School of Business, Duke U.*

Author: **Kenneth Tai**, *Singapore Management U.*

Although it is well recognized that performance is dynamic and varies over time, few studies have examined the role of performance changes in promotion decisions. Despite the notion that unsteady performance is common, and sometimes even expected, employees who display unsteady performance may be negatively evaluated by their managers. Drawing on attribution theory, we examine why and when performance steadiness influences promotion decisions. Across three experiments and one field study, we find that employees who display unsteady (versus steady) performance are less likely to be recommended for promotion, even after controlling for performance levels. Our results also show that perceived competence mediates the relationship between unsteady performance and promotability. Furthermore, job routineness moderates the negative indirect effect of unsteady performance on promotability via perceived competence, such that the indirect effect is weaker when job routineness is lower (Study 3). We discuss the theoretical and practical implications of our findings.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Voice as a Source of Innovation: The Role of Manager Solicitation and Evaluation of Voice

Organizer: **Taeya Howell**, *Brigham Young U.*
Organizer: **Daniel Newton**, *U. of Iowa*
Discussant: **Crystal I Chien Farh**, *U. of Washington, Michael G. Foster School of Business*
Presenter: **Nicole Abi-Esber**, *Harvard Business School*
Participant: **Ethan Burris**, *U. of Texas at Austin*
Presenter: **Hyunsun Park**, *Georgia Tech Scheller College of Business*
Participant: **Subrahmaniam Tangirala**, *U. of Maryland*
Participant: **E. S. Srinivas**, *Indian Institute of Management, Bangalore*
Presenter: **Michael Parke**, *The Wharton School, U. of Pennsylvania*
Participant: **Jared Scruggs**, *The Wharton School, U. of Pennsylvania*
Participant: **Grace Simon**, *The Wharton School, U. of Pennsylvania*
Presenter: **Ah Jung Kim**, *U. of Iowa*
Participant: **Nathan Black**, *U. of Iowa*
Participant: **Daniel Newton**, *U. of Iowa*
Participant: **Rong Su**, *Tippie College of Business, U. of Iowa*
Presenter: **Niranjan Srinivasan Janardhanan**, *London School of Economics*
Participant: **Taeya Howell**, *Brigham Young U.*

Employees across the globe speak up with insights on how to improve their organizations. Managers who receive voice are critical in the voice process—both on the front end in soliciting ideas and the back end in evaluating employee ideas. This symposium features five empirical papers that address (a) how managers communicate in the solicitation process and whether employees or managers engage in faking, and (b) the implications to employees as managers evaluate voice.

How Leader Email (In)consistency Impacts Employee Psychological Safety and Voice

Author: **Nicole Abi-Esber**, *Harvard Business School*
Author: **Ethan Burris**, *U. of Texas at Austin*

When Managers Engage in Shallow Solicitation and How It Hurts Employee Voice

Author: **Hyunsun Park**, *Georgia Tech Scheller College of Business*
Author: **Subrahmaniam Tangirala**, *U. of Maryland*
Author: **E. S. Srinivas**, *Indian Institute of Management, Bangalore*

Voice Faking: When Employees Speak Up but Don't Speak Their Minds

Author: **Michael Parke**, *The Wharton School, U. of Pennsylvania*
Author: **Jared Scruggs**, *The Wharton School, U. of Pennsylvania*
Author: **Grace Simon**, *The Wharton School, U. of Pennsylvania*

A Meta-Analysis of Employee Gender on Employee Voice and Managerial Endorsement

Author: **Ah Jung Kim**, *U. of Iowa*
Author: **Nathan Black**, *U. of Iowa*
Author: **Daniel Newton**, *U. of Iowa*
Author: **Rong Su**, *Tippie College of Business, U. of Iowa*

Does Employee Voice Enhance Performance and Innovation for Individuals? A Meta-Analysis

Author: **Niranjan Srinivasan Janardhanan**, *London School of Economics*
Author: **Taeya Howell**, *Brigham Young U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **2291** | Submission: **20001** | Sponsor(s): **(MOC, OMT)**

Scheduled: **Tuesday, Aug 13 2024 3:00PM - 4:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom**

V

Making New Memories: Novel Places and Faces for Memory Scholarship



Organizer: **Matthew CB Lyle**, *Binghamton U.*
Discussant: **William Foster**, *U. of Alberta*
Discussant: **Luca Manelli**, *Politecnico di Milano*
Presenter: **Micki Eisenman**, *Hebrew U. of Jerusalem*
Participant: **Andrea Casey**, *George Washington U.*
Presenter: **Bruna Brito**, *Gustavson School of Business, U. of Victoria*
Participant: **Natalie Slawinski**, *U. of Victoria*
Presenter: **Bora Aksu**, *assistant professor at marmara U.*
Presenter: **Merve Vuslat Aksu**, *Istanbul Yeni Yuzyl U.*
Participant: **Boram Do**, *Yonsei U.*
Presenter: **Jihyun Shin**, *Yonsei U.*
Presenter: **Laurent Beduneau-Wang**, *Africa Business School, Mohammed VI Polytechnic U.*
Participant: **Majda Soumane**, *Africa Business School*
Presenter: **Yurina Lee**, *Yonsei U. School of Business*

Through this symposium, we seek to highlight the expansion of Organizational Memory Studies (OMS) through six presentations. The presentations each link memory to organizational constructs that have not traditionally been examined via relationships with mnemonic factors (i.e., legacy, resilience, technology, stakeholders, preservation and change management) and represent a myriad of methodological approaches (i.e., conceptual, qualitative and quantitative). We have also designed this symposium to feature the work of more junior scholars in the area with the support of more senior ones acting as discussants and co-authors, thus providing a venue in which OMS scholars, who now include two distinct generations, can gain new insights into the future directions of the field.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2292** | Submission: **19081** | Sponsor(s): **(MSR)**
Scheduled: **Tuesday, Aug 13 2024 3:00PM - 4:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Cook**

Organization, Purpose, And Values: Compassionate Care for Reinventing Organizations

Session Chair: **SUNITA SINGH SENGUPTA**, *Professor Faculty of Management Studies U. of Delhi*

Moderator: **Julia Storberg-Walker**, *George Washington U.*

Panelist: **Corne Bekker**, *Regent U. School of Divinity*

Panelist: **Aditya Simha**, *U. of Wisconsin, Whitewater*

Panelist: **Sonja Sackmann**, *U. Bw Munich & U. of Tartu*

Panelist: **Hermella Girmay Tekle**, *George Washington U.*

Panelist: **Akshay Kumar**, *Ph.D. Scholar, Faculty of Management Studies, U. of Delhi*

The modern organization is deeply fragmented, where an invisible wall demarcates people based on gender, caste, creed, and region (Singh Sengupta & Guangpuanang Kahmei (2023). For decades, research has been persistent on the significance of ethics for an organization's success (Lee et al., 2022). Barnard (1938) focused on the complexities of the human element in the organization, on the psychological forces of human behavior, and on developing ways to manage the complexities of human behavior and to cope with its limitations (Gabor, 2000). In 1982 Kenneth E. Goodpaster and John B. Matthews, Jr. wrote an article 'Can a corporation have conscience?' Quoting from the article, the authors write "...a discrepancy between our personal lives and our lives in organizational settings — might be dampened. The principle of moral projection not only helps us to conceptualize the kinds of demands that we might make of corporations and other organizations but also offers the prospect of harmonizing those demands with the demands that we make of ourselves". In 2001, Peter Pruzan asks 'The Question of Organizational Consciousness: Can Organizations Have Values, Virtues and Visions?' The author cites multiple reflections and argues and questions, Under what circumstances is it reasonable to ascribe to an organization the competency to develop shared values, virtues and visions – to develop corporate "consciousness"? The human consciousness is hard to comprehend but is growing and making progress within the human system, through the ages impacting human conduct, and institutional systems that govern human activities (Singh Sengupta & Guangpuanang Kahmei, 2022). In the article "Why Compassion Counts!" Peter J. Frost (1999) demonstrates the urgency of compassion at the workplace by knitting together the two tensions: efficiency and compassion using the anecdote of a young nurse and the patient at the cancer ward. He writes, "the hurt of individual and the organization were better off as a result of the compassionate acts...the act of compassion appeared to help the patient heal. witnessing the act of compassion had an emotional effect on me. I too was lifted, my spirits raised by seeing and then becoming part of this act and the process" (1999, p. 128). Another profound illustration is provided by Frederic Laloux (2014) in his book "Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage in Human Consciousness." In this book, Laloux demonstrates how compassion influences the culture of Buutzorg and touches lives miracle. Founder Jos De Block says the "Buutzorg" business model is a 'New Model of Delivery' that call the members to care 'humanity above bureaucracy.' The success of Buutzorg is unprecedented. These above illustrations have shown us the power of the human touch that surprises everyone. Rynes et. al., (2012) suggest that Care and Compassion emerge in unlikely places and are often not found where most expected. This symposium is about the energies of compassion and its implications that affect an organizational life's daily routine. Compassion operates at two levels- divine compassion, and human compassion. Divine compassion is characterized by justice, mercy, and unconditional love whereas, human compassion can be articulated into five functional aspects of human community- solidarity, acceptance, power, companionship, and engagement. The purpose of this panel symposium is to engage a group of panelists in formal, moderated, interactive discussions on (1) Compassionate communication and relational practice at the workplace, (2) Self-respect and dignity at the workplace, (3) Aesthetics in management, (4) Organizational consciousness and compassionate care (5) Divine compassion for human compassion – the spirit of service with love.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Harassing and Mistreating Others at Work

Session Moderator: **Yuming Wang**, *School of Economics & Management, Tongji U.*

OB: **A Vicarious Moral Cleansing Perspective of Follower Misconduct and Leader Moral Behavior** 

Author: **Yuming Wang**, *School of Economics & Management, Tongji U.*
Author: **Jingxian Yao**, *Singapore U. of Social Sciences*

Business ethics research has widely examined how followers' morally praiseworthy behaviors license leaders to engage in unethical conduct; in contrast, the present research focuses on whether, how, and when follower misconduct motivates leaders to behave more ethically. Building on and extending moral cleansing theory (Zhong et al., 2009), we propose that follower misconduct triggers leaders' feelings of guilt and in turn their ethical leadership and citizenship behavior. In addition, we expect these relationships to be more pronounced among leaders with higher moral ownership. Results from two field studies generally supported our hypotheses. By disentangling a vicarious moral cleansing mechanism, our research challenges the conventional wisdom that moral cleansing can only be triggered by one's own transgression and provides a novel lens for understanding leader response to follower ethical misconduct. Implications for theory and practice are discussed.

OB: **When Workplace Cheating Behavior Backfires: The Intrapersonal and Interpersonal Outcomes**

Author: **Yijiao Ye**, *Shenzhen U.*
Author: **Long-Zeng Wu**, *School of Management, Xiamen U.*
Author: **Ho Kwong Kwan**, *China Europe International Business School (CEIBS)*
Author: **Xinyu Liu**, *U. of Hong Kong*

This research delves into the intrapersonal and interpersonal consequences of workplace cheating behavior (WCB) on employees who commit it, drawing on the theoretical underpinnings of ego depletion and social exchange. Leveraging longitudinal data covering 473 employees across 101 teams, we substantiate that WCB exerts dual impacts. It not only erodes employees' job satisfaction through the mechanism of ego depletion but also triggers coworker ostracism of the WCB perpetrators via the avenue of coworker disliking. Moreover, this study also examined the boundary condition of WCB's effects. Employing a moderated path analysis, we reveal that team ethical leadership serves to significantly amplify the direct effects of WCB on ego depletion and coworker disliking, along with the indirect influences of WCB on job satisfaction and coworker ostracism.

OB: **Workplace Mistreatment: A Systematic Review of Interventions**

Author: **Gillian Leake**, *U. of Tasmania*
Author: **Albert Amankwaa**, *U. of Tasmania*
Author: **Irene E. De Pater**, *School of Business and Law, Edith Cowan U.*








In recent decades, the subject of workplace mistreatment has gained increasing attention from scholars, and so has calls for research on interventions to prevent or reduce workplace mistreatment. Considering the growing body of empirical research on workplace mistreatment, a review of interventions is necessary. This study presents a systematic review of the workplace mistreatment interventions literature and adds to the scholarship in two significant ways. First, unlike the existing reviews on interventions which focus mainly on workplace bullying and/or incivility, our review focuses on all the different forms of workplace mistreatment. Second, almost half of the studies included in the current review were published in the last ten years, with a quarter published after 2020. This review thus provides new insights and a comprehensive overview of the current state of workplace mistreatment interventions scholarship. Studies exhibiting methodological rigour are investigated to categorise what is known about the topic and identify potentially successful interventions. In the end, this review identifies gaps and unexplored areas in the current literature to develop potentially fruitful avenues for future research.

OB: **Dominant or Benevolent? How Bystander Intervention Against Gender Harassment Leads to Status**    

Author: **Eugene Yong Jun Tay**, *National U. of Singapore (NUS)*
Author: **Sandy Lim**, *National U. of Singapore*
Author: **Anjier Chen**, *National U. of Singapore (NUS)*
Author: **Goh E-yang**, *National U. of Singapore*

Gender harassment against women in the workplace are common and harmful. Bystanders play an important role in curbing gender harassment. In this work, we investigate the impact of a bystander's level of involvement on other third-party coworkers who are witnesses to a prejudicial attack against women. We argue that higher involvement responses (e.g., confrontation) will elicit greater perceptions of dominance and benevolence in coworkers, which in turn influence the bystander's leadership emergence. We argue that there will be a differential effect based on the bystander's gender, such that male (versus female) bystanders will elicit much stronger reactions in coworkers. In two studies with working adults, one relying on an experiment (Study 1: N = 762) and another using a critical incident recall survey (Study 2: N = 420) provided support for our hypotheses. We discuss the theoretical and practical implications of our work as well as future research opportunities.

KEY TO SYMBOLS

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

Using AI to Boost Organizational Effectiveness

Session Moderator: **Lingjun Zhou**, *Shanghai U. of Finance and Economics*

OB: What Is Below the Surface? Rejected Applicant Reactions Toward AI/HM-Based Hiring

Author: **Lingjun Zhou**, *Shanghai U. of Finance and Economics*

Author: **Jin Song Li**, *Shanghai U. of Finance and Economics*

Author: **Jie Cao**, *Shanghai U. of Finance and Economics*

The increasing use of artificial intelligence (AI) has maintained the high disparity in the applicant-to-hire ratio, elevating rejected applicant reactions to a significant issue. However, little is known about how applicants react to AI-based rejection. Drawing on appraisal theory, we propose that applicants rejected by AI tend to appraise the rejection as other-responsibility, leading to heightened negative emotions and more adverse reactions against the organization. Using a person-centered approach and mix-method design in two studies, we identify four distinct profiles based on the combination of outward-focused negative emotions (OFNE) and inward-focused negative emotions (IFNE). Specially, we argue and test that introducing a human manager to review AI-based rejection can soothe the rejected applicants. Our finding shows that involving human touch can shift applicants from toxic to harmless profiles, leading to better reactions towards the organization. Theoretical and practical implications for applicant reactions in the novel context of AI-based hiring processes are discussed.

OB: An Analysis of How AI Capabilities Might Enhance the Performance of E-Organization

Author: **Gul Rukh**, *Xi'an Jiaotong U. School of Management*

Author: **Yufan Shang**, *Xi'an Jiaotong U.*

Author: **Tabreez Humayun**, *Xi'an Jiaotong U. School of Economics and Finance*

Author: **Rizwan Ali**, *Lahore Business School, The U. of Lahore*

The ability to undergo digital transformation using artificial intelligence is becoming increasingly crucial for e-organizations, since a larger portion of their activities are now being driven by AI. This leads to an exploration of how e-organizations might effectively structure themselves to extract value from AI, as well as the various ways in which this value can be achieved. In light of this context, this study investigates how the capabilities of artificial intelligence can enhance organizational performance by instigating transformation in crucial organizational functions. We conducted a survey-based study to gather data from e-organizations on the indirect impact of AI capabilities on organizational performance. Entirely 345 valid questionnaires were utilized to collect data, which was further analyzed using partial least squares structural equation modeling (PLS-SEM). The results of our research indicate that artificial intelligence (AI) has a beneficial impact on organizational strategy, organizational environment, and fostering organizational structure. Although organizational strategy and organizational environment are enhancing organizational performance, our findings indicate that organizational structure has also a positive significant impact on organizational performance. The results of our research provide evidence of the essential resources that make up an artificial intelligence (AI) skill. Additionally, we demonstrate the impact of nurturing these capabilities on important organizational tasks, which in turn affects overall organizational performance.

OB: The Role of Self-Threat in the Decision to Use Algorithm Hiring Aids

Author: **Mehnaz Rafi**, *Haskayne School of Business, U. of Calgary*

Author: **Justin Weinhardt**, *U. of Calgary*

Given their accuracy, reliability, and efficiency, algorithms are now a fundamental part of many decision-making processes in both personal and professional domains (Castelo et al., 2019; Prah & Swol, 2016). They facilitate consumers' decisions by providing information, suggestions, recommendations, or candidates (Hou & Jung, 2021). However, researchers find that employees are reluctant to use algorithm decision aids, referred to as algorithm aversion (Burton et al., 2020; Dietvorst et al., 2015). The current paper explores the role of self-threat in explaining and overcoming algorithm aversion within a hiring context. We reason that many employees perceive algorithms as threats to their self-concepts because these aids threaten core components of their working selves, such as autonomy, job roles, expertise, status, and job security. As a result, employees respond with a defensive aversion towards these algorithms. Through a randomized experiment, we show that when algorithm decision aids do not pose a threat to the self, employees are more likely to accept these aids and use them. This has implications for the literature on algorithm aversion because we proposed a new way of looking at the underlying cause of this aversion. Our paper also has practical implications as organizations can take steps when introducing algorithm aids to ensure they are not perceived as threats by employees, which can increase their acceptance and usage.

OB: Distance Makes the Heart Grow Fonder: How AI Implementation Influences Human Relationships

Author: **Cazembe Monds**, *Georgia State U., J. Mack Robinson College of Business*

Author: **JJ Po-An Hsieh**, *Georgia State U.*

Author: **Liwei Chen**, *U. of Cincinnati*

As artificial intelligence (AI) systems are being integrated into our social and professional lives, there is a clear need for more research that explores how AI affects human relationships along the service-profit chain through its use for organizational processes. We explore how supervisor and employee interactions, important foundational aspects of the service-profit chain, are impacted with the introduction of AI systems, and how this change in turn influences customer perceptions of trust in service employees. We also examine the moderating effects of employee-perceived service climate and a difference in supervisor and employee education, and how these affect the relationship between supervisor and employee interaction difference and customer trust in employees. Using multiple waves and multiple sources of data, our findings posit that both employee-perceived service climate and supervisor and employee education differences moderate the relationship between supervisor and employee interaction difference and customer trust.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Its Not Easy Being Green (and Prosocial)

Session Moderator: **An-Chih Wang**, *China Europe International Business School (CEIBS)*

OB: Effects of Team Members' Prosocial Motivation Profiles on Team Processes and Performance 

Author: **An-Chih Wang**, *China Europe International Business School (CEIBS)*

Author: **Tae-Yeol Kim**, *China Europe International Business School (CEIBS)*

Author: **Wen Wu**, *Beijing Jiaotong U.*

Author: **Yanyu Chen**, *National Sun Yat-Sen U.*

We integrate a self-determination conceptual lens and the social information processing perspective to examine how team members' prosocial motivation profiles are related to team processes and performance. A latent profile analysis based on 190 leaders and their matched 1,070 team members suggests that, in this sample, 13.25% of the team members and leaders are categorized as inactive helpers (i.e., low in both pleasure- and pressure-based prosocial motivation). Subsequent analyses indicate that the presence of at least one inactive helper within a team has a detrimental effect on effective team processes and then decreases team performance. Our data also support a moderated mediation model, wherein the proposed negative indirect effect is alleviated when the team leader is a dual-role helper (i.e., high in both pleasure- and pressure-based prosocial motivation); moreover, this indirect effect turns positive when the proportion of dual-role teammates within a team is high.

OB: Employee Responses to (In)Congruence of Green Behavior in Team: An Impression Management Perspective

Author: **Liyan Yang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Yuan Jiang**, *China Europe International Business School (CEIBS)*

Author: **Xiaojing Shao**, *School of Economics and Management, Northeast Agricultural U.*

Drawing upon impression management theory, this research expands the current understanding of how and why (in)congruence modes of green behaviors by a focal employee and those by his/her leader or other members in a team shape that employee's subsequent green behaviors from an egoistic perspective. It tests a proposed model with three independent studies: an experiment manipulating both employee and his/her team leader's green behavior (Study 1), an experiment manipulating both employee and other team members' green behavior (Study 2), and a field survey study measuring employees', his/her team leader's and other team members' green behaviors to cross-validate our findings (Study 3). Overall, results reveal that the (in)congruence mode between the focal employee and team leader/other team members in terms of their green behavior influenced the employee's subsequently green-focused impression management behaviors through a serial mediation process, first by the employee's expected image risks/gains of green behavior and then followed by his/her green impression management motivation. Moreover, we also found that green psychological climate moderated the positive relationship between employee green impression management motivation and green impression management behavior. Finally, we discuss the theoretical and practical implications for employee green behavior and impression management.

OB: The Cost of Saying No: Examining The Effects of Help Rejection on Employee Stress and Conduct

Author: **Han Gao**, *Guanghua School of Management, Peking U.*

Author: **Zheng Wang**, *School of management, Zhejiang U.*

Author: **Yating Gao**, *Guanghua School of Management, Peking U.*

Offering a helping hand to coworkers every day at work is a costly activity. Equally important, our study reveals that rejecting to coworkers' help requests can also impose significant burdens on the individual, highlighting that the rejection of help requests from coworkers encompasses complex interpersonal and psychological considerations. This study delves into the consequences of help-request rejections toward coworkers, particularly how they impact employees' counterproductive work behavior through the lens of perceived interpersonal stress. Using a three-wave, multi-source field study and integrating transactional of stress and social exchange theories, we examine the intricate dynamics of help rejecting in the workplace. Our findings indicate that rejecting help requests can result in an increase in interpersonal stress. We also find that leader-member exchange can buffer the positive effect of help-request rejection on the interpersonal stress. We discuss the implications of our findings for both theory and practice.

OB: As Mediators or Moderators? A Meta-Analysis on Motive Attributions in Prosocial Behavior Research

Author: **Miaodi Zhou**, *School of Economics and Management of Wuhan U.*

Author: **Ning Jiang**, *Wuhan U.*

Research on prosocial behavior has recognized the important roles of colleague motive attributions in influencing the benefits of employee prosocial behavior in the workplace. However, a key unsolved question is whether colleague motive attributions act as mediators or moderators in the relationship between employee prosocial behavior and colleague reactions. To address this issue, we conducted a meta-analysis of 37 articles with 43 independent samples and 10533 participants. Results support the mediating hypotheses, which propose that colleague other-oriented and self-oriented attributions transfer the effects of employee prosocial behavior to colleague reactions. Conversely, the results fail to support the moderating hypotheses. In addition, we examined some contextual moderators, such as national cultures, gender, and the types of attributors. The findings show that the relationships between employee prosocial behavior and colleague motive attributions differ in different national cultures. The theoretical and practical implications of these results are discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership and Teams at Work

Session Moderator: **Jian Shi**, *Vrije U. Amsterdam*

OB: **Connecting the Dots for the Team in Remote Workplaces: An Identity Leadership Perspective**   

Author: **Jian Shi**, *Vrije U. Amsterdam*

Accelerated by the COVID-19 pandemic, a shift towards remote and hybrid working practices is currently taking place in organisations worldwide. This transition creates an important challenge for workplace management to ensure that remotely working employees feel connected to their team, and the organisation at large, despite the loss of frequent in-person, face-to-face interactions. We propose that identity leadership behaviours from workplace supervisors are key to ensuring such feelings of connectedness among remotely working employees. We conducted two studies among working adults in the United Kingdom to demonstrate the importance of identity leadership in a remote working context. Our first study showed that, when working remotely (compared to on-site), employees preferred identity leadership behaviours from their supervisors. Results of our second study showed that identity leadership behaviours mitigate against the detrimental consequences of remote working regarding (i) employee's team identification ("lost identities"), (ii) team isolation ("lost connections"), and (iii) subsequent negative work experiences (i.e., work disengagement, job dissatisfaction, work stress and absenteeism). We discuss the theoretical and practical implications of these findings as well as directions for future research.

OB: **Reflecting on Failures: The Dual Impact of Disclosing Failures During Transition Across Teams**

Author: **Yibing Zhou**, *Tsinghua U.*

Author: **Ning Li**, *School of Economics and Management Tsinghua U.*

Author: **Cynthia Lee**, *Northeastern U.*

This study explores the complex nature of failures within organizations, especially in project teams where individuals act as knowledge conduits. Despite the acknowledged importance of failure for organizational learning, a reluctance to share past failures due to social self-image remains prevalent. Grounded in self-disclosure theory, the research examines how disclosing past failures in new teams has dual effects on individuals' perceived evaluation, peer acceptance, and performances. The study also develops a nuanced analysis of different disclosure approaches. Our empirical investigation, conducted through a survey of 364 employees in a dynamic organizational setting characterized by frequent inter-team transitions, sheds light on the dual nature of peer responses to failure disclosures. Findings reveal that such disclosures elicit both positive recognition and negative stigma from peers. The research also identifies the distinct moderating effects of descriptive and evaluative sharing on the benefits and costs of these disclosures. This investigation reveals the complexities of disclosing past failures, underscoring the balance between the benefits and drawbacks of such revelations, and deepening the understanding of failure disclosure dynamics within team-based organizational settings.

OB: **Promoting Ethical Behavior at Workplace: How and When Do Ethical Leaders Play Their Roles?**

Author: **Omer Farooq**, *Zayed U. UAE*

Author: **Mariam Farooq**, *Faculty, College of Business, Al Ain U., United Arab Emirates*

Author: **Muhammad Arshad**, *CERGAM, IAE Aix Graduate School of Management, Aix-Marseille U., France*

With social identity and social learning theories as a foundation, this paper delves into the exploration of organizational identification and ethical efficacy as dual mechanisms mediating the relationship between ethical leadership and employee ethical conduct. The research further investigates how these dynamics are influenced by the variance in individual predispositions towards collectivism and individualism. More precisely, it is posited that ethical leadership exerts its influence on the ethical behaviors of collectivist-oriented employees predominantly through the pathway of organizational identification, whereas for employees with an individualist orientation, ethical efficacy serves as the primary conduit of influence. Empirical data, collected from a sample of 549 employees across France, India, and Pakistan, lends robust support to the proposed theoretical framework. The implications of these findings are critically discussed, highlighting their relevance and potential applications in both scholarly research and practical organizational settings.

OB: **Gender Differences in Leadership Structure Schema and Leader Emergence: A Socialization Perspective** 

Author: **Hayley Trainer**, *U. of Georgia*

Author: **Dorothy R. Carter**, *Michigan State U.*

Author: **Gouri Mohan**, *IIESEG School of Management*

In this paper, we leverage research on gender socialization in groups and informal leadership emergence to build understanding on how and why gender differences in leadership schemas affect leadership emergence in collective contexts. We argue that gender-based differences in leadership schemas shape how men and women participate in the social processes of claiming and granting leadership identities that act as the building blocks of leadership emergence. In a series of three studies, we examine the nature of gender-based differences in the perception of leadership relationships and implications for team functioning. In Study 1, we use a mixed-methods approach involving surveys and interviews to examine the fundamental differences in how men and women view leadership structures in their peer groups. In Study 2, using an experimental design, we show that while men and women do not differ in how they observe leadership behaviors in others, women tend to be more generous when granting leadership based on these leadership observations. Finally, in Study 3, using an organizational sample of top and middle managers, we demonstrate that women are more likely to grant leadership to others in their professional networks but receive fewer leadership grants from others, controlling for network dependencies and relational tendencies.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Team Dynamics, Member Attributes, and Team Effectiveness

Session Moderator: **Qingyue Fan**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

OB: **How do Teams Think Like Designers? Development and Validation of a Team Design Thinking Scale**  

Author: **Qingyue Fan**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Jingjiu Chen**, *Shanghai Jiao Tong U.*

Recent research on the meso foundations of design thinking (DT) has highlighted the need for improved measures to evaluate how teams exhibit DT. Through four phases and using data from 1,794 participants, we develop and validate a measure of team DT (TDT), which assesses a stakeholder-centered team mindset that reflects the extent to which the team emphasizes holistic user-centered thinking, experimentalism, abductive thinking, and visual expression; it is conceptualized as a superordinate, multidimensional construct. The results from exploratory factor analyses; two content validity assessments; first- and second-order confirmatory factor analyses; and two sets of structural equation models provide strong evidence of the content, convergent, discriminant, and criterion-related validities of the proposed TDT scale. Relationships are demonstrated between TDT and a variety of other team variables and outcomes, including team reflexivity, team learning climate, team efficacy, team creative process engagement, team task performance, team creativity, team innovation, and team OCB. Implications and future research directions for TDT are discussed.

OB: **Understanding the Trajectory and Influences of State Construal Level Diversity in Teams**   

Author: **Yi Huang**, *Nanyang Business School, NTU Singapore*

Author: **Jing Zhu**, *Nanyang Business School, Nanyang Technological U., Singapore*

Despite the burgeoning number of studies on team diversity, research regarding the temporal changes of team diversity remains sparse. A crucial deep-level diversity closely tied to teamwork and subject to temporal changes is construal level diversity, which refers to the differences in how individuals encode and retrieve information. Integrating team and construal level literature, we proposed competing hypotheses regarding the trajectory of state construal level diversity, one suggesting an enlarged diversity, whereas the other suggested a diminished one over time. Additionally, we proposed that team openness to cognitive diversity as a moderating factor of changes in state construal level diversity and argued that the average of state construal level diversity would be positively associated with team performance via team efficacy. We tested hypotheses with two longitudinal studies. Study 1 included 158 student teams with four-wave surveys over six weeks, and Study 2 included 106 project teams from a Chinese organization with four-wave surveys over four months. Results consistently revealed an increase in state construal level diversity over time, especially for teams with a higher openness to cognitive diversity. Such an increase in state construal level diversity was beneficial as the average of state construal level diversity was positively associated with team performance via team efficacy. We discussed theoretical and practical implications and called more attention to the temporal dynamics of deep-level team diversity.

OB: **Organizing for Customer Satisfaction: Unpacking the Role of a Team's Experience** 

Author: **Pranav Garg**, *Stevens Institute of Technology*

Author: **Sambuddha Deb**, *Strategic Advisor, Indian IT Industry*

Author: **Ramachandran J**, *The Redington Group*

Improving customer satisfaction is an important goal for firms, especially in the service sector. Even though teams are central to service firms, our understanding of the team-level antecedents of customer satisfaction is limited. We first theorize on how different facets of a team's experience—with the customer, in the current firm, and in prior firms—affects customer satisfaction. We use detailed project-level data from an Indian software services firm to test our hypotheses. We find that a team's customer experience has a positive effect on a customer's rating of a project. In contrast, a team's prior experience has a negative effect on customer rating. However, a team's firm-specific experience does not affect customer rating. We then build on the role composition approach in the team design literature to examine how specialized roles in a team impact customer satisfaction. As such, we disaggregate the three experience-based constructs using a typology of production, boundary-spanning, and coordination roles in a team. The results show that production roles drive the positive effect of customer experience while boundary-spanning roles drive the negative effect of prior experience.

OB: **Linking Team Member Attribute Systems to Team Performance Trajectories** 

Author: **Elizabeth Klock**, *Oklahoma State U.*

Author: **Kyle J. Emich**, *U. of Delaware*

Author: **John Mathieu**, *U. of Connecticut*

While there is wide consensus that teams are dynamic multilevel systems, little empirical research has investigated them as such and therefore our theoretical understanding is lacking. Here, we advance an integrative approach leveraging insights from team composition theories that go well beyond considering the amount or distribution of members' individual attributes. Specifically, we focus on how the alignment of members' multiple and simultaneous role tendencies relate to different team performance trajectories. Using a sample of 386 members of 92 teams who competed over time in a business simulation, we differentiate four different performance trajectories indicative of different developmental processes. Our findings reveal that teams composed of generalists typically exhibit moderate to strong performance throughout the two-and-a-half-month task, while teams of specialists experience a slow start due to coordination demands. Nevertheless, teams of diverse specialists can excel after they get their footing. Importantly, our study is the first to advance a theoretical and empirical model of complex systems of team member attributes as related to dynamic team performance. We conclude with directions for future research adopting more nuanced views of team composition and understanding of dynamic criterion relationships.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

When Leaders Lead to Bad Outcomes

Session Moderator: **Shanshan Zhang**, *Southwestern U. of Finance and Economics* Email: zhangss@swufe.edu.cn

OB: Profit or Peril: The Double-Edged Sword Effect of Leader's Bottom-Line Mentality on Team Performance 

Author: **Shanshan Zhang**, *Southwestern U. of Finance and Economics* Email: zhangss@swufe.edu.cn

Author: **Xi Yu**, *Rutgers U., School of Management and Labor Relations*

Author: **Xijian Fang**, *Xi'an U. of Architecture and Technology*

Based on the social information processing theory, this paper explores the mechanisms and boundary conditions of the double-edged sword effect of leaders' bottom-line mentality on team performance, constructing and testing a mediated moderation model. Using the multi-time and multi-source data gathered from 598 team members in 130 teams across three Chinese high-tech companies, we found that team performance appraisal is a significant situational variable influencing the relationship between leaders' bottom-line mentality and team performance. Specifically, when teams adopt a developmental performance appraisal approach, a leader's bottom-line mentality fosters a team performance approach goal orientation, thereby enhancing team performance. Conversely, when teams employ an evaluative performance appraisal approach, a leader's bottom-line mentality cultivates a team performance avoidance goal orientation, subsequently impairing team performance. This paper extends the research on leaders' bottom-line mentality to the team level, uncovering the mechanisms through which it exerts a dual impact on team performance. It also examines team-level boundary conditions from a work context perspective. Additionally, this research provides theoretical insights and practical guidance on how organizations can more effectively utilize performance appraisals.

OB: Overqualified Leaders and Team Performance: A Social Exchange Perspective 

Author: **Cangyan Li**, *School of Economics & Management, Tongji U.*

Author: **Yiwen Zhang**, *U. of Hong Kong*

Author: **Wei Wu**, *Renmin U. of China*

Author: **Jun Liu**, *Wuhan U. of Technology*

Overqualification—an employment status in which the qualifications of individuals exceed their job requirements—is an increasingly pervasive phenomenon. The literature has focused predominantly on rank-and-file employees, although leaders are more vulnerable to overqualification. Moreover, scholars have concentrated primarily on the task characteristics of overqualification and its effects on the focal individual. However, overqualification also has social implications, especially for leaders. Overqualified individuals cannot receive performance opportunities commensurate with their qualifications from their organization. Thus, overqualification indicates that the norms of reciprocity are violated in the social exchange between the individual and the organization. As leaders serve as linking pins in organizations, those who are overqualified may be less motivated to reciprocate by fulfilling their primary job responsibilities, such as team development. Furthermore, the unfavorable exchange between leaders and their organizations may affect the relationships between leaders and their teams, as the consequences of an exchange relationship with one party have been shown to influence exchanges with other parties. Thus, drawing from social exchange theory, I develop a theoretical model to examine how overqualified leaders affect team performance through the intervening role of team social exchange. Overqualification may first affect the average level of leader-member exchange that a leader develops with the whole team (LMX mean), as overqualified leaders may distance themselves from the team. At the same time, overqualified leaders may differently treat each team member (LMX differentiation) as the sense of resource loss and status consciousness resulting from overqualification increases their sensitivity to employees' qualifications. Thus, leader overqualification produces decreased LMX mean and increased LMX differentiation. Furthermore, I propose that LMX mean affects task-oriented outcomes (i.e., task performance and creative performance). In contrast, LMX differentiation may have complicated curvilinear effects on relationship-oriented outcomes (i.e., interpersonal organizational citizenship behavior and counterproductive work behavior). Finally, leaders' jobs and tasks are embedded in another important social relationship with their superiors, known as leader-leader exchange (LLX). High-quality LLX is a crucial resource for elevating an individual's social standing. Thus, in this study, LLX is included as an interpersonal factor that alleviates the adverse influences of leader overqualification on team dynamics and outcomes. The proposed team-level moderated mediation model is examined using multi-source and multi-wave surveys. The final sample consists of 72 teams from two organizations in northern China. The results partially support our hypotheses. The theoretical and managerial implications are discussed.

OB: Unraveling the 'Double-Edged Sword' Effect of Temporal Leadership on Followers' Temporal Outcomes

Author: **Jiixin Xue**, *School of Labor and Human Resources, Renmin U. of China*

Author: **Jinghao Zhang**, *Faculty of Economics and Business, U. of Groningen*

Author: **Yuhui Li**, *Renmin U. of China*

Accumulating evidence suggests that temporal leadership has vital implications in optimizing time utilization within organizations. Although it has been recognized as an effective strategy for addressing temporal demands and enhancing work outcomes, how temporal leadership impacts employee time management remains underexplored. By integrating the challenge-hindrance appraisal framework and the social construction of leadership theory, we propose a model with a focus on followers' perspective wherein individuals may interpret temporal leadership either as a benefit or a threat to their personal growth and well-being, contingent upon task predictability. These appraisals, in turn, influence followers' functional or dysfunctional temporal outcomes. Through two multi-wave field studies, results consistently reveal that in unpredictable tasks, temporal leadership aligns with followers' situational expectations, leading them to perceive it as more challenging and, consequently, facilitating time effectiveness. On the contrary, employees dealing with predictable tasks are more likely to evaluate temporal leadership as hindering, subsequently prompting time theft. Our research aims to offer insights into the contingent benefits of temporal leadership and its implications for workplace time management.

OB: **The Curvilinear Effect of Leader Workaholism on Employee Performance and Contingency**

Author: **Tonglin Wu**, *U. of International Business and Economics*

Author: **Xuguang Hao**, *U. of International Business and Economics*

Author: **Jia Si**, *U. of International Business and Economics*

Workaholism typically has detrimental effects on the physical and mental well-being of individuals in organizations. However, limited research has focused on the interpersonal influence of workaholism. In this study, we explored the impact of leader workaholism on employee performance. Drawing upon social learning theory and activation theory, we propose there exists an inverted U-shaped curvilinear relationship between leader workaholism and subordinate performance. More precisely, leader workaholism levels are associated with subordinate workload through social learning processes, and the moderate level of leader workaholism could optimally activate employees, allowing them to effectively utilize cognitive resources and enhancing work performance. Moreover, we further propose that Social-oriented Social Media Use (SoSM) could mitigate the negative effect of leader workaholism by enabling employees to gain resource and rely less on workaholic leaders as social models. Analysis results based on a multi-source survey data collected from 321 leader-subordinate paired samples support for the proposed model. Our study offers new insights to the understanding of the relationship between workaholic leader and employee performance in the information era and sheds light on how SoSM could mitigate undesirable work conditions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Have You Been Served? Servant Leadership Research

Session Moderator: **Yu-Ping Chen**, *John Molson School of Business, Concordia U.*

OB: What Enables Supervisors to Serve and Enhance Subordinates' Workplace Safety Behaviors? 

Author: **Yu-Ping Chen**, *John Molson School of Business, Concordia U.*

Author: **Yu-Shan Hsu**, *John Molson School of Business, Concordia U.*

Author: **Alexandra Joelle Panaccio**, *John Molson School of Business, Concordia U.*

Author: **Hongli Wang**, *South China U. of Technology*

Drawing on Ability-Motivation-Opportunity (AMO) framework and social learning theory, we hypothesized that supervisors are perceived to demonstrate the highest level of servant leadership by subordinates when their perspective taking, prosocial motivation, and perceived collaborative-based HR configuration are all high. Moreover, servant leadership plays an important channeling role that links the three-way interaction and subordinates' safety behaviors. We tested the hypotheses in two studies. In Study 1, our sample of 167 supervisor-subordinate dyads across industries in Canada. In Study 2, we collected time-lagged data from 142 subordinates nested within 29 supervisors in a Chinese financial service company located in Southern China. Our results corroborated our hypotheses.

OB: Nurturing Workplace Status Through Servant Leadership: A Conditional Process Model   

Author: **Ameer A. Basit**, *U. of Dundee*

Author: **Shabana Naveed**, *U. of Central Punjab*

Author: **Tahira Saudagar**, *Riphah International U., Lahore*

This study, grounded in the Conservation of Resources and Job Demands-Resources theories, delves into the transformative impact of servant leadership on elevating employee workplace status. Through a quantitative analysis employing a moderated mediation model, our time-lagged study harnesses insights from 250 education sector employees navigating the challenges of the COVID-19 pandemic. We unravel the pivotal roles played by psychological availability and career resilience as mediators, further underscored by the influence of psychological climate as a moderator. Our findings show that servant leaders, by fostering psychological availability and career resilience, empower employees to overcome professional hurdles, thereby enhancing their workplace status. Further psychological climate enhances the positive relationship between servant leadership and psychological availability. This study not only addresses a critical gap in existing knowledge but also provides an invaluable perspective on the mechanisms underpinning servant leadership through the resource model.

OB: Fostering Servant Leadership at Work: A Functional Counterfactual Thinking Intervention Approach   

Author: **Ui Young Sun**, *Monash U.*

Author: **Robert C. Liden**, *U. of Illinois Chicago*

Although evidence indicating the positive implications of servant leadership abounds, we currently lack knowledge of how we can promote servant leadership at work. Drawing on the functional theory of counterfactual thinking, we propose that servant leadership can be fostered with the use of counterfactual thinking (CT) interventions (i.e., by inducing leaders to think about how they could have behaved differently toward their followers in order to have better served their needs). We further contend that the positive impacts of CT interventions on leaders' servant leadership transmit to followers' thriving and servant leadership toward others. However, we maintain that such impacts can be stronger for leaders higher on prosocial motives, as their concerns with benefiting others encourage them to practice insights derived from CT interventions. To test the hypotheses, we conducted two field studies, utilizing a pre-post experimental-control group design. The samples were drawn from Prolific and various companies located in South Korea. We obtained support for the positive influences of CT interventions on leaders' engagement in servant leadership and its two key outcomes (i.e., followers' thriving and servant leadership toward others). However, the moderating role of leaders' prosocial motives was not supported. Overall, this research provides evidence that organizations can promote servant leadership and reap its key benefits using CT interventions.

OB: A Critical Review of Servant Leadership Through the Lens of Gender and Race-Ethnicity

Author: **Helen Chung**, *Seattle Pacific U.*

Author: **Donghun Lee**, *Seattle Pacific U.*

To date, social identity and its potentially differential status implications are underexplored in the servant leadership literature. In our critical review, we problematize what we deem as implicit assumptions in the leadership framework, that servant leadership flattens relational hierarchy and renders women a particular advantage. This paper critically reviews 50 journal articles published from 2009 to 2023 that explore servant leadership related to gender and race-ethnicity. Our review is guided by two broad questions: 1) How are gender and race-ethnicity treated in the servant leadership literature? 2) How do servant leaders conceptualize or experience their own gender or race-ethnicity in relationship to their leadership? In our review of the literature, we make sense of the findings relative to gender or race-ethnicity, identify gaps and associated implications, and propose future pathways to advance our understanding of the complex intersection of identity and servant leadership.

Author: **Sabrina El Baroudi**, *Vrije U. Amsterdam, School of Business and Economics*

Author: **Maria Tims**, *Vrije U. Amsterdam*

Author: **Wenjing Cai**, *Vrije U. Amsterdam*

This study adopts a multi-level perspective and focuses on investigating proactivity in a team context with one type of leader. Drawing on servant leadership theoretical models and the leader-member-exchange (LMX) theory, we propose that servant leadership fosters 1) team member proactivity by fostering employees' positive affect and 2) team proactivity through creating a positive team emotional climate and that 3) there exists a top-down cross-level mediated relationship among the constructs servant leadership, positive team emotional climate and team member proactivity. In randomized experimental study with an MTurk sample (study 1), we found support for the mediated relationship among the constructs of servant leadership, positive affect and team member proactivity. In another randomized experimental study with a student sample (study 2), we found support for the mediated relationship among the constructs of servant leadership, team emotional climate and team proactivity. In a survey study with a time-lagged research design and a sample of professionals working in teams in several companies in China (study 3), we replicated the findings of study 1 and 2 and found support for the cross-level mediated relationship. Taken together, converging results from the three studies we find support for our hypothesized research model and offer new important theoretical and practical implications for proactivity in teams.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Is There An I in TEAM? Leading Teams

Session Moderator: **Dongdong Wang**, *Nanjing U. of Finance and Economics*

OB: **Leader Developmental Feedback and Team Adaptation: An Integrative Mechanism Perspective**  

Author: **Dongdong Wang**, *Nanjing U. of Finance and Economics*

Author: **Ting Wen**, *Nanjing U. of Finance and Economics*

Author: **Jaime Leigh Williams**, *Tennessee Tech U.*

Research has shown that leaders play an important role in improving team adaptation. However, it is still unclear how leader developmental feedback influences team adaptation. Building on team process theory, this study examines if, why, and when leader developmental feedback influences team adaptation. Results from a multi-stage, multi-source field survey study reveal that leader developmental feedback is positively related to team adaptation. Team knowledge sharing and team harmonious passion mediate the relationship between leader developmental feedback and team adaptation. Moreover, team autonomy moderates the relationships between leader developmental feedback and team information sharing as well as the relationship between leader developmental feedback and team harmonious passion, and this moderating effect is stronger when the level of team autonomy is high rather than low.

OB: **Shared Leadership in Self-Managing Teams: Centering Individual Team Members** 

Author: **Anwesha Choudhury**, *California State U., Los Angeles*

Author: **Cynthia Kay Maupin**, *U. of Mississippi*

A growing body of empirical literature has demonstrated beneficial aspects of shared leadership for self-managing teams. However, the preferences and outcomes for individuals within the teams with shared leadership have largely been neglected. In this paper, we employ job-demands and resources theory to examine the cross-level impact of shared leadership on the stress and work engagement experienced by individuals. Our findings show that, on average, shared leadership is associated with greater engagement in team members. Further, our results also demonstrate that the effect of shared leadership on individual stress and work engagement are contingent on their leadership structure schema. Overall, this paper serves to highlight how the impacts of shared leadership proceed along different lines for different individuals, which has important implications for the research and practice of shared leadership.

OB: **How and When Leaders Remain Silence and Avoidance in Response to Team Promotive Voice**

Author: **PAN FAN**, *Xi'an Jiaotong U. School of Management*

Author: **Jiixin Liu**, *Hong Kong Baptist U.*

Author: **Yan Qiao**, *Xi'an Jiaotong U.*

Author: **Haoyu Wang**, *Xi'an Jiaotong U.*

Although team promotive voice is assumed to improve team effective functioning, the key to realizing its downstream benefits to teams is the role of team leaders. Indeed, team leaders may not always endorse or implement team promotive voice that is aimed at benefiting the team, but rather remain silent and engage in avoidance behavior. Drawing from social identity theory, particularly an identity threat perspective, we propose that team promotive voice can trigger leader silence and avoidance behaviors via enhanced leader identity threat. We further propose that leader team identification functions as a critical first-stage moderator of the proposed mediation relationships. Specifically, leaders with higher (vs. lower) team identification respond to team promotive voice with less identity threat and then less silence and avoidance. Results based on the field data from 46 teams with 279 team members rejected our mediation hypotheses but found that leader team identification functions as a reversing moderator such that team promotive voice increases (vs. decreases) leader identity threat and subsequent leader silence and avoidance when leader team identification is low (vs. high). Theoretical and practical implications are discussed.

 OB: **Virtual Resource Exchanges: Explore Leadership Dynamics in the Virtual Team**

Author: **Yue Zhang**, *Guanghua School of Management, Peking U.*

The vulnerability of virtual leadership consistently arises when few studies could answer “what happened in the virtual team” and “why traditional leadership is less functional”. In line with this research theme, we adopt social exchange theory and offer our fundamental proposition that instrumental and socioemotional resource exchanges in leader-member exchange (LMX) and member-member exchange (MMX) dramatically collapsed. To better depict the exchange processes, we compile exemplifications of currencies in social exchange relationships from past studies in LMX and MMX contexts. Next, we borrow the literature on team geographical composition and two theories regarding social interactions in virtual teams (i.e., social presence theory and media richness theory) to depict the dynamic processes intricately. In conclusion, we point out that there is an asymmetrical filtration on the two forms of resources, adversely impacting LMX, MMX, and leadership functions. Furthermore, catering to the characteristics of a virtual team and two forms of resources, we offer strategies to manage the virtual instrumental and socioemotional resources.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leading in Complex Environments

Session Moderator: **Sten Delvaux**, *Vrije U. Brussel*

OB: Exploring Adaptive Leader Behavior: A Qualitative Study of Military Officers in the Belgian Defense 

Author: **Sten Delvaux**, *Vrije U. Brussel*

Leadership scholars have advanced adaptability as a core behavioral phenomenon in the context of effective leadership. To lead effectively, leaders are required to respond flexibly to changing circumstances by taking appropriate actions. However, adaptive leadership is surprisingly an undertheorized phenomenon and thus remains poorly understood. Here, our overall aim is to build theory that advances our understanding of why and how leaders engage in adaptive behavior. A qualitative inductive study was conducted to explore adaptive leadership by examining what changes in leadership situations, the impact of these changes on dynamic leader behavior, and the basic mechanisms governing these adaptive dynamics. The study participants consisted of 20 military leaders in the Belgian Defense forces and the qualitative data was collected using in-depth interviews. An interpretative approach to inquiry was adopted, by drawing on key ideas from main psychological and leadership theories. The study findings show that adaptive leadership is a dynamic and complex process that occurs at different levels of analysis. Different forms of adaptive change were identified, and the underlying adjustment mechanisms were integrated into an integrative framework that broadly explains why and how leaders adaptively change what they do. The main implications for both theory and practice are discussed.

OB: Leading on the Edge: An Integrative Review of Leadership in Extreme Contexts 

Author: **Linda Baulecke**, *U. of Zurich*

Author: **Jan B. Schmutz**, *U. of Zurich*

Author: **Sebastian Raetze**, *Johannes Kepler U. Linz*

Leadership in extreme team contexts, such as polar regions, warzones, or high-altitude, is a critical determinant for these teams' success and survival. Yet, research in this field remains fragmented, underscoring the need for an integrated perspective. To address this gap, we conducted an integrative conceptual review to advance theory and research, highlighting the role of transition and action phases in extreme team contexts leadership. Our review encompasses the full body of research on leadership in diverse extreme team contexts (e.g., firefighting, astronauts, healthcare, mining, etc.). From the initial 4,048 studies, we extracted a final sample of 166. We categorized the findings using a framework of team extremeness that differentiates task and environmental extremeness. This approach resulted in a nuanced classification of the extreme team contexts. Based on our findings, we present a dynamic framework of leadership in extreme team contexts, integrating aspects from situational leadership theory into the discussion. Our framework offers guidance for leading teams in extreme contexts that are characterized by intense shifts between recurring transition and action phases and differing contextual variables predicting leadership effectiveness. Finally, we provide recommendations for future research and practical guidance that significantly contribute to the understanding and application of leadership in extreme team contexts.

OB: The Impact of (Mis) Alignment Between External and Internal Vision Communications on Performance 

Author: **Begum Bilgin**, *Erasmus U. Rotterdam*

Author: **Daan Van Knippenberg**, *Rice U.*

Author: **Bart Dietz**, *Erasmus U. Rotterdam*

While corporate communication scholars have emphasized that the articulation of a customer-oriented (CO) corporate vision is absolutely imperative for success, research has also documented that the external communication of corporate visions often does not accurately represent what is communicated within organizations and goes no further than an illusionary marketing tool for organizations. However, research has painted an unclear picture of how a possible (mis)alignment between what is communicated externally and internally (i.e., visionary leadership) about a CO organizational vision relates to employees and organizations' achievement of realizing that CO vision. In this paper, we draw on the theory of behavioral integrity, theorizing and finding that a misalignment between external and internal communication of a CO vision backfires on middle managers' behavioral integrity attributions to top management teams of their organizations. This, in turn, negatively affects CO employee behavior and the organizations' performance in achieving the vision. We test and find support for our predictions in a multisource multimethod – field and archival – study.

OB: The Effects of Complexity Leadership Theory on Organizational Learning in Complex Environments 

Author: **Patrick Sweet**, *Sobey School of Business, Saint Mary's U.*

The world is characterized by significant volatility, uncertainty, complexity and ambiguity. Approaches to organizational leadership that have worked in the past are no longer able to cope with this new reality. Given this, Complexity Leadership Theory has been proposed as an alternative that recognizes and harnesses complexity, helping organizations to adapt to rapidly changing environments. Unfortunately, despite much attention to Complexity Leadership Theory over the last 20 years, the concept remains ambiguous, poorly integrated, and largely prescriptive. This study attempts to address these shortcomings using an agent-based model to simulate organizational learning with varying levels of Complexity Leadership. The study aims to advance research on Complexity Leadership Theory by providing additional clarity and improving our understanding of its effects.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Work-Family Interface

Session Moderator: **Jingyu Zhang**, *U. of Florida*

OB: The Implications of Work-Family Interpersonal Capitalization on Employee Coworker-Directed Behaviors 

Author: **Jingyu Zhang**, *U. of Florida*
Author: **Trevor Watkins**, *U. of Oklahoma*
Author: **Cristiano L O Guarana**, *Indiana U. - Kelley School of Business*
Author: **Christopher Barnes**, *U. of Washington*

Employees frequently engage in work-family interpersonal capitalization by sharing their positive work experiences with relationship partners. While extant theory on capitalization highlights the benefits for those directly sharing these experiences (i.e., capitalizers), capitalization may influence third-parties—a notion that challenges the existing purview that the processes and benefits of capitalization are constrained to the dyadic relationship. In this work, we integrate theory on capitalization with work-family enrichment theory to develop a model to suggest that a relationship partner's work-family interpersonal capitalization can not only enrich a focal employee's work and family experiences but that this enrichment spurs next-day behaviors directed toward third-party coworkers. We employed a laboratory experiment and a three-week experience sampling field experiment with daily interventions involving 125 employee-partner dyads. Both experiments revealed consistent results showing that work-family interpersonal capitalization prompts positive reflection in the focal employee, leading to workplace interpersonal capitalization, task-related helping, and personal helping behaviors toward coworkers the following day at work. We discuss theoretical implications regarding capitalization as well as practical implications for employees and their organizations.

OB: Breaking The Negative Spiral of Daily Surface Acting via Home Activities 

Author: **YING-SYUAN CIAN**, *National Sun Yat-sen U., Taiwan*
Author: **Nai-Wen Chi**, *National Sun Yat-Sen U.*
Author: **Alicia A. Grandey**, *Pennsylvania State U.*

Service employees can engage in surface acting to exaggerate positive emotions and suppress negative emotions during service interactions. However, surface acting not only depletes employees' resources at work, but also spills over to the home domain. Drawing on the Conservation of Resources theory and the Effort-Recovery model, we investigate whether certain home activities (i.e., household and low-effort activities) can protect or replenish the resources exhausted by daily surface acting and if employees' family identity and family support can facilitate the resource protection/replenishment processes. We employed the experience sampling method to collect twice per day from 212 service employees across 10 working days, yielding 1854 valid daily responses. The results showed that when service employees experience a need for recovery due to their daily surface acting, they reduce next-day surface acting by: (a) avoiding household activities and this indirect effect is stronger for employees with high family identity, and (b) engaging in more low-effort activities when service employees receive high support from their family members. Overall, our findings highlight that service employees can break the negative spiral of surface acting by avoiding household or performing low-effort activities as well as the buffering roles of family identity and support.

OB: A Multilevel Perspective of Antecedents and Outcomes of Talent Management Adoption in Family Firms

Author: **Zainab Anjum**, *Lahore U. of Management Sciences (LUMS)*

Despite an increasing interest in talent management in recent years, there is limited understanding of antecedents and outcomes of talent management in family-owned firms. Drawing on a review of 69 studies and informed by a multilevel perspective, this paper identifies the antecedents and outcomes of talent management in family-owned firms at three interconnected levels. At the macro-level, our review identifies societal factors such as external institutions, industry competitors and weak institutional climate. At the meso-level, our review points towards organizational factors such as firm size, generational stage, accountability systems, communication patterns, familism and attachment to tradition and negative imprinting. At the micro level, the review highlights individual factors such as job benefits, generational survival, performance, control and nepotism. The antecedents at each level are classified as enablers and disablers according to adverse or positive effect on adoption of talent management practices. The findings guide future research by revealing and synthesizing the interconnected multilevel factors and outcomes of talent management in family-owned firms.

OB: Work-Family Dynamics of Nurses: Insights from a Qualitative Diary Study 

Author: **Meghana Jalamangala**, *Department of management studies, Indian Institute of Technology Madras*
Author: **Rupashree Baral**, *Indian Institute of Technology, Madras*

Comprehending the relationship between work and family domains and the effects of their mutual reliance have become increasingly important in the last decade. The purpose of this study is to examine the work-family interface of women in nursing who simultaneously engage in long-term care employment and unpaid, informal caregiving for children (double-duty-child caregivers), older adults (double-duty-elder caregivers), or both children and older adults (triple-duty caregivers). The study employs a qualitative exploratory research design, utilizing daily-diaries for data collection. We draw insights from 10 qualitative diaries filled over a period of 2 weeks, solicited from nurses from private hospitals in India. We found (a) that nurses felt the pressure of performing multiple caregiving responsibilities constantly, round the clock (b) episodic challenges that contribute to work-family conflict, mainly due to a lack of flexibility and negative ruminations (c) episodes causing work-family enrichment attributing to performance at work, work meaningfulness, social support and skills gained. This study adds to the existing body of literature on effective qualitative research by implementing an under-utilized method: qualitative diary studies. This paper fulfills an acknowledged gap in investigating both positive and negative side of work-family interface of women employed in nursing who are double-duty and triple-duty caregivers, especially in emerging economies such as India. The study makes significant contribution to nursing management and healthcare organizational practices through an understanding of how multiple caregiving responsibilities shape nurses' work-family experiences.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Getting The Job Done: Employee Work Performance

Session Moderator: **Joyce Elena Schleu**, *Radboud U. Nijmegen*

OB: The Longitudinal Validity of Performance-Based Promotion in the NBA 

Author: **Joyce Elena Schleu**, *Radboud U. Nijmegen*

Author: **Kai Klasmeier**, *Federal Institute for Occupational Safety and Health (BAuA)*

Author: **Jens Mazei**, *TU Dortmund U.*

Author: **Joachim Hüffmeier**, *TU Dortmund U.*

Most organizations make promotion decisions based on employees' prior performance. Despite the prevalence of this performance-based promotion strategy, its validity remains unclear. We extend past research by testing competing hypotheses on the relationship between employee performance and future leader performance as derived from three theoretical perspectives (i.e., performance requirements perspective, follower-centric perspective, and Theory of Expert Leadership). We examined our hypotheses in the context of the National Basketball Association (NBA) and gathered data on the entire career of all NBA coaches until 2020 (N = 329), including their prior performance as basketball players. We tested our hypotheses using Bayesian structural equation modeling with latent variables. Overall, our analyses indicated a notable, yet weak, relationship between employee (i.e., player) and leader (i.e., coach) performance that remained stable over time. Overall, our results are in line with the performance requirements perspective. Hence, we recommend to reconsider the use of performance-based promotion strategy.

OB: Being Exploited at Work: Why and When Perceived Exploitation Relates to Employee Job Performance 

Author: **Gbemisola Soetan**, *Monash U., Australia*

Author: **Kohyar Kiazad**, *Monash U.*

While research has indicated that negative treatments of employees are reciprocated by the employees with reduced job performance, in reality, we know that this is not always the case. In the present study, we provide two competing explanations for employee reactions to their perceptions of exploitative employee-organization relationship. Drawing from the social exchange view, we theorize that perceived organizational exploitation can reduce employees' felt obligation toward the organization, which in turn can inhibit two key dimensions of their job performance (i.e., in-role and extra-role performance). Conversely, drawing from the motivated information processing theory (MIPT), we suggest that the relationships between perceived organizational exploitation and these two indicators of job performance are more complex. We predict that perceived organizational exploitation heightens employee self-interest, which in turn increases in-role performance but reduces extra-role performance. Furthermore, we examine employee job instrumentality beliefs as a moderator of both mediating pathways (i.e., felt obligation and self-interest pathways). Results from data collected at three points in time from 217 employees in Nigeria support both hypothesized pathways but surprisingly reveal opposite results for the moderating effect of job instrumentality beliefs on the felt-obligation pathway (i.e., the mediating effect of felt-obligation was stronger at higher (rather than low) job instrumentality). Implications for theory and practice are discussed

OB: Leader Laughter Leaks Leniency: Leader Affiliative (Aggressive) Humor and Employee Performance 

Author: **Yan Qi**, *U. of Science and Technology of China*

Author: **Xinxin Li**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Anastasiia Popelnukha**, *school of management, USTC*

Scholars have consistently assumed that leader affiliative humor benefits employee performance, while leader aggressive humor harms employee performance. Drawing on social information processing theory, we challenge this perspective by highlighting a potential downside of affiliative humor and the positive impact of aggressive humor on employee performance. We propose that leader affiliative humor may hinder workplace performance by fostering perceptions of leader task leniency, whereas leader aggressive humor may enhance employee performance by mitigating perceived leader task leniency. Furthermore, we propose that employees' power distance orientation strengthens the connections between both types of leader humor and perceived leader task leniency. Findings from a multisource, two-wave field study (N = 419) supported our hypotheses. Our research underscores the complexity of the effects of leader affiliative and aggressive humor on employee performance.

OB: Untangling the Recursive Relationship Between Workplace Surveillance Usage and Employee Performance

Author: **Yuting WANG**, *SILC Business School, Shanghai U.*

Author: **Jie Fang**, *U. of Nottingham Ningbo China*

Author: **Mengyao FU**, *Laboratory for AI-Powered Financial Technologies Limited*

Author: **Zhao Cai**, *U. of Nottingham Ningbo China*

Author: **Eric.T.K. Lim**, *UNSW Sydney*

Companies increasingly employ autonomy and control as distinct modes of workplace surveillance to ensure that employees' activities align with corporate objectives and boost their performance. Unlike previous work that has delved into the unidirectional effect of autonomy or control on boundary spanners' performance, we deliver empirical evidence testifying to a recursive relationship between surveillance technology usage and workplace performance, thereby aiding in reconciling controversial findings within extant literature. To further elucidate this relationship, we divide the recursive relationship into asymmetrical and symmetrical categories encompassing four paradigms: positive sustaining, negative sustaining, forward suppressing, and backward suppressing. By scrutinizing collaborative scenarios involving boundary spanners in a workplace environment, we illuminate the existence of a feedback loop from workplace surveillance due to the recursive influence of priori and posterior beliefs. Insights from this study bear implications for both theory and practice by highlighting the recursive impact between surveillance technology usage and workplace performance.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

How Do We Manage Difficult Conversations?

Organizer: **Zhiying Ren**, *The Wharton School, U. of Pennsylvania*
Organizer: **Einav Hart**, *George Mason U.*
Participant: **Ovul Sezer**, *Cornell U.*
Presenter: **Mary Ross**, -
Participant: **Salvatore J. Affinito**, *New York U.*
Participant: **Bradley R. Staats**, *U. of North Carolina, Chapel Hill*
Participant: **Rebecca Schaumberg**, *The Wharton School, U. of Pennsylvania*
Presenter: **Julia Alexandra Minson**, *Harvard Kennedy School*
Participant: **David Hagmann**, -
Participant: **Kara Luo**, *Stanford U.*
Presenter: **Christine Nguyen**, *Columbia U.*
Participant: **Daniel Ames**, *Columbia Business School*
Participant: **Hannah Riley Bowles**, *Harvard U.*
Presenter: **Einav Hart**, *George Mason U.*
Presenter: **Zhiying Ren**, *The Wharton School, U. of Pennsylvania*

Organizational members increasingly find themselves immersed in debates, frictions, disagreements, and uncertainties. Effective communication skills are thus crucial for individual and organizational success. Despite the importance of difficult conversations, however, effectively managing them remains an enduring challenge, and extant research suggests that people often choose the wrong conversation strategies and harm their own and others' outcomes. This symposium presents novel research highlighting how people can manage difficult conversations. In particular, the papers presented (1) identify negotiation issues that employers should bring up to better motivate employees; explore conversation strategies that (2) facilitate creativity and (3) increase receptivity and open-mindedness; (4) document potential caveats of demonstrating good listening in difficult conversations; and (5) discuss why people use ineffective conversation strategies despite knowing their harmful effects. Taken together, this symposium highlights the fraught nature of interpersonal communication, and demonstrates strategies to improve the effective flow of information and improve both interpersonal and organizational outcomes. These papers underscore the importance of managing difficult conversations and inform practical implications for individuals and teams.

Negotiating Role/Workload Enhances Employee Motivation More than Negotiating Pay

Author: **Einav Hart**, *George Mason U.*
Author: **Hannah Riley Bowles**, *Harvard U.*

Sharing and Caring: Dynamics of Idea Sharing, Critique, and Collaboration in Teams

Author: **Christine Nguyen**, *Columbia U.*
Author: **Daniel Ames**, *Columbia Business School*

Beyond Persuasion: Improving Conversational Quality Around High-Stakes Interpersonal Disagreements

Author: **Julia Alexandra Minson**, *Harvard Kennedy School*
Author: **David Hagmann**, -
Author: **Kara Luo**, *Stanford U.*








You Listened Because You Agree with Me – People Think Good Listeners Share Their Views More

Author: **Zhiying Ren**, *The Wharton School, U. of Pennsylvania*
Author: **Rebecca Schaumberg**, *The Wharton School, U. of Pennsylvania*

The “I Told You So” Effect

Author: **Ovul Sezer**, *Cornell U.*
Author: **Mary Ross**, -
Author: **Salvatore J. Affinito**, *New York U.*
Author: **Bradley R. Staats**, *U. of North Carolina, Chapel Hill*

KEY TO SYMBOLS

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

Doing it Differently: Gender and Relationships at Work



Organizer: **Jamie Strassman**, *U. of Texas at Austin*
Presenter: **Evelyn Ying Zhang**, *Nanyang Business School, NTU Singapore*
Participant: **Wu Liu**, *Hong Kong Polytechnic U.*
Participant: **Xiaofei Hu**, *Hong Kong Polytechnic U.*
Participant: **Xinwen Bai**, *Institute of Psychology, Chinese Academy of Sciences*
Presenter: **Meredith Lauren Woehler**, *Purdue U.*
Participant: **Huan Wu**, -
Participant: **Kinshuk Sharma**, *U. of North Texas*
Presenter: **Jamie Strassman**, *U. of Texas at Austin*
Participant: **David A. Harrison**, *U. of Texas at Austin*
Presenter: **Diane Kang**, *U. of Kentucky*
Presenter: **Colleen Stuart**, *Johns Hopkins U.*
Participant: **Gayoung Kim**, *Carnegie Mellon U.*
Participant: **Brandy Aven**, *Carnegie Mellon U.*

The papers in this symposium examine how gendered expectations impact how organizational actors build professional relationships and the consequences of such relationships. The papers introduce new theory at levels “below” (Brands et al., 2022: 602) the network (e.g., dyadic level; Woehler et al.). They focus on, and in several cases, observe, the mediating mechanisms that drive relationship and network formation (e.g., Zhang et al.; Strassman & Harrison) and the impact of those relationships (e.g., Stuart et al.). They also study contexts underexplored in the gender and networks literature (e.g., Kang). Together, the papers in this symposium expand work on gender and professional relationships by focusing on the mechanisms driving workplace relationships and breaking conventions regarding the units of analysis and contexts typically investigated.

His & Hers Gratitude

Author: **Evelyn Ying Zhang**, *Nanyang Business School, NTU Singapore*
Author: **Wu Liu**, *Hong Kong Polytechnic U.*
Author: **Xiaofei Hu**, *Hong Kong Polytechnic U.*
Author: **Xinwen Bai**, *Institute of Psychology, Chinese Academy of Sciences*

Decoding Gender Dynamics in Network Mobilization

Author: **Meredith Lauren Woehler**, *Purdue U.*
Author: **Huan Wu**, -
Author: **Kinshuk Sharma**, *U. of North Texas*

As One or As One?

Author: **Jamie Strassman**, *U. of Texas at Austin*
Author: **David A. Harrison**, *U. of Texas at Austin*

Gender and Friendship Network in a Korean Firm

Author: **Diane Kang**, *U. of Kentucky*

Pathways to Power

Author: **Colleen Stuart**, *Johns Hopkins U.*
Author: **Gayoung Kim**, *Carnegie Mellon U.*
Author: **Brandy Aven**, *Carnegie Mellon U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Human Conversations at Work: Exploring Responses to Personal Communication Across Work Relationships



Organizer: **Catherine Kleshinski**, *Indiana U., Bloomington*
Organizer: **Savannah Conder**, *Indiana U.*
Presenter: **Natalie Longmire**, *Tulane U.*
Presenter: **David A. Harrison**, *U. of Texas at Austin*
Presenter: **Catherine Kleshinski**, *Indiana U., Bloomington*
Presenter: **Savannah Conder**, *Indiana U.*
Presenter: **Trevor Watkins**, *U. of Oklahoma*
Presenter: **Stephen Lee**, *Washington State U.*
Presenter: **Satish Krishnan**, *Indian Institute of Management, Kozhikode*
Presenter: **Emily Poulton**, *Indiana U. - Kelley School of Business*
Presenter: **Emma Laier Frank**, *U. of New Hampshire*
Presenter: **Yejin Park**, *NYU Stern School of Business*
Presenter: **Casher Belinda**, *U. of Notre Dame*
Presenter: **Brittany Solomon**, *U. of Notre Dame*

Self-disclosure and personal communication are abundant in everyday life, including in the workplace. Given that personal communication often blurs the boundary between work and nonwork domains (Clark, 2002) and employees are being increasingly encouraged to 'bring their true selves to work' (Cha et al., 2019), it's important to understand the complexities of human conversations in the workplace. This symposium explores personal communication in the workplace with a unique lens on others' responses. Specifically, this symposium includes four empirical and one conceptual paper, all aimed at elucidating how employees respond to personal communication at work. Specifically, the papers in our symposium investigate (mis)matches between discloser expectations and responder reactions to sharing personal information at work, how coworkers evaluate the reputation of employees who disclose personal information, how leaders and followers react to a leader's disclosure of positive information, how romantic relationships at work affect others, and how employees anticipate compliance to favor-asking. In addition, the papers explore a breadth of relational contexts (e.g., leader-employee relationships, coworker relationships, romantic partnerships) and a variety of methodologies and analytical approaches (e.g., qualitative, experiments, field studies, dyadic analyses). As a set, the papers spark new conversations about workplace communication.

Care to Share? Implicit Theories for Sharing Personal Information with Colleagues

Author: **Natalie Longmire**, *Tulane U.*
Author: **David A. Harrison**, *U. of Texas at Austin*

Countervailing Reputational Implications of Sharing Personal Good News at Work

Author: **Catherine Kleshinski**, *Indiana U., Bloomington*
Author: **Savannah Conder**, *Indiana U.*
Author: **Trevor Watkins**, *U. of Oklahoma*
Author: **Stephen Lee**, *Washington State U.*
Author: **Satish Krishnan**, *Indian Institute of Management, Kozhikode*

I'm (Obligated to Be) Happy for You, Boss! The Divergent Implications of Leaders' Capitalization

Author: **Emily Poulton**, *Indiana U. - Kelley School of Business*
Author: **Emma Laier Frank**, *U. of New Hampshire*

Romantic Relationships at Work—Ties that Bridge Productive Friction

Author: **Yejin Park**, *NYU Stern School of Business*

People Underestimate Compliance, but They Know Who to Ask: A Dyadic Perspective on Favor Asking

Author: **Casher Belinda**, *U. of Notre Dame*
Author: **Brittany Solomon**, *U. of Notre Dame*

KEY TO SYMBOLS

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

Music at Work: A Research Ensemble on Music and Performance



Organizer: **Oguz Gencay**, *U. of Maryland R.H. Smith School of Business*
Organizer: **Manuel F. Gonzalez**, *Montclair State U.*
Presenter: **Harshad Girish Puranik**, *U. of Illinois at Chicago*
Presenter: **Manuel F. Gonzalez**, *Montclair State U.*
Presenter: **Oguz Gencay**, *U. of Maryland R.H. Smith School of Business*
Presenter: **Karen Landay**, *U. of North Texas*
Discussant: **Kathleen Keeler**, *Ohio State U.*

Listening to music while working is ubiquitous in contemporary organizations. While employees report enjoying listening to music and working better with it, the extant literature offers contradictory evidence that music can have positive, negative, or no effects on performance. In other words, the relationship between music and performance is complex and complicated. This symposium seeks to bring clarity to this relationship by introducing four recent scholarly works on the relationship between music and performance. Specifically, this symposium asks one big question: When, why, and how does music affect employee performance? Four presenters seek to bring clarity to this question using various methods (e.g., experimental, ESM, meta-analytical), and considering aspects of the person (e.g., personality, depletion levels), the music (e.g., volume, complexity, familiarity), the task (e.g., simplicity/complexity), and the broader work environment (e.g., person-environment fit). The symposium will conclude with a discussion that highlights opportunities for integration and new directions for future research and seeks to stimulate conversations among the audience.

Effects of daily workplace background music need-supply (mis)fit on employees

Author: **Kathleen Keeler**, *Ohio State U.*
Author: **Harshad Girish Puranik**, *U. of Illinois at Chicago*
Author: **Jingfeng Yin**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*
Author: **Yue Wang**, *U. of Illinois at Chicago*

Not so simple: How music affects simple task performance

Author: **Manuel F. Gonzalez**, *Montclair State U.*
Author: **John R. Aiello**, *Rutgers U.*

Is music your mind's friend? Familiar (vs. unfamiliar) music, depletion, and task performance

Author: **Oguz Gencay**, *U. of Maryland R.H. Smith School of Business*
Author: **Trevor Foulk**, *U. of Maryland*

"Play that funky music": A meta-analysis of music listening and work performance

Author: **Kathleen Keeler**, *Ohio State U.*
Author: **Karen Landay**, *U. of North Texas*
Author: **Kameron Carter**, *Old Dominion U.*
Author: **You Zhou**, *U. of Minnesota*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Diversity-oriented



Selected as a Best Paper

Diving Deep and Expanding Wide: Fresh Perspectives on Gratitude and Appreciation at Work



Organizer: **Meghan Kane**, *U. of Central Florida*
Organizer: **Sharon Sheridan**, *College of Business, Clemson U.*
Presenter: **Ayana N. Younge**, *U. of Virginia, Darden School of Business*
Presenter: **Ryan Fehr**, *U. of Washington, Seattle*
Presenter: **Sharon Sheridan**, *College of Business, Clemson U.*
Presenter: **Meghan Kane**, *U. of Central Florida*
Presenter: **SungHyoun Hong**, *Georgia State U., J. Mack Robinson College of Business*

Gratitude at work is associated with a number of benefits and recent research has begun to explore the other side of gratitude—feeling appreciated at work (Sheridan & Ambrose, 2022). What is becoming clear is that gratitude and appreciation are key ingredients for developing high quality connections in the workplace. To ensure that management research on gratitude and appreciation is poised to keep up with the complexity and turbulence organizations and leaders face today, researchers must ask new questions and adopt new perspectives. While there are many benefits of gratitude and appreciation for both individuals and employers, there are still unexplored nuances to understanding these emotions at work. This symposium explores the complex nature of gratitude and appreciation at work and how we, as a field, can take research on these social emotions into the future. The studies in this symposium are diverse in methods (e.g., field study, team, time-lagged survey design, experimental design), theory (e.g., optimal distinctiveness theory, social learning theory, person perception, expectancy violations theory, social comparison theory), and focus (e.g., outcomes, antecedents, appreciation meta-accuracy, relational implications), and as such, offer an innovative and complimentary view on gratitude and appreciation at work. Our symposium (1) rethinks the conventional ways of looking at gratitude and appreciation at work, (2) offers novel insights into how to effectively manage and lead organizations, and (3) propels the gratitude and appreciation literature forward into new directions, all with a focus on two simple words: thank you.

Creating an Optimal Workplace: How Gratitude and Appreciation Enhance Employee’s Sense of Belonging

Author: **Ayana N. Younge**, *U. of Virginia, Darden School of Business*

Learning to Say Thanks: A Trickle-Down Model of Leader Gratitude Expression

Author: **Ryan Fehr**, *U. of Washington, Seattle*
Author: **Jack Ting-Ju Chiang**, *Guanghua School of Management, Peking U.*
Author: **Haiyang Liu**, *Nanyang Business School, Nanyang Technological U., Singapore*
Author: **Zheng Wang**, *School of management, Zhejiang U.*
Author: **Satoshi Akutsu**, *Hitotsubashi U.*
Author: **Emi Osono**, -
Author: **Ayana N. Younge**, *U. of Virginia, Darden School of Business*

Do You See What I See? The Modesty Curse for Subordinates' Meta-Appreciation Accuracy at Work

Author: **Sharon Sheridan**, *College of Business, Clemson U.*
Author: **Lauren Rachel Locklear**, *Texas Tech U.*
Author: **Dejun “Tony” Kong**, *U. of Colorado, Boulder*

I (Actually) Can’t Thank You Enough: How Expectations for Gratitude Expressions Impact Relationships

Author: **Meghan Kane**, *U. of Central Florida*
Author: **Lauren Rachel Locklear**, *Texas Tech U.*
Author: **Mark G. Ehrhart**, *U. of Central Florida*

The Dark Side of Gratitude Expression: A Third-Party, Social Comparison Perspective

Author: **SungHyoun Hong**, *Georgia State U., J. Mack Robinson College of Business*

KEY TO SYMBOLS

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

Perspectives on Leader and Follower Identity Processes

Organizer: **Carolina Bysh**, *Durham U. Business School*
Organizer: **Yingli Deng**, *Durham U. Business School*
Discussant: **Robert G. Lord**, *Durham U.*
Participant: **Maria Kakarika**, *Durham U. Business School*
Participant: **Xiaotong (Janey) Zheng**, *Durham U. Business School*
Presenter: **Margarita Mayo**, *IE Business School*
Participant: **Andrew Parker**, *Durham U. Business School*
Participant: **Amber Johnson**, *U. of Maryland R.H. Smith School of Business*
Participant: **Anders Friis Marstand**, *Durham U. Business School*
Presenter: **Markku Jokisaari**, *U. of Turku, School of Economics*
Presenter: **Elisa Adriasola**, *U. Diego Portales*
Presenter: **Aristotelis Alexopoulos**, *Durham U. Business School*
Participant: **Olga Epitropaki**, *Durham U.*

Understanding leader and follower identity processes has received considerable attention within the leadership field with a substantial body of work having been accumulated. This presenter symposium intends to showcase different perspectives, research methods and foci to further uncover how followers and leaders interact, influence, impact and develop on an intrapersonal, interpersonal and group level. Specifically, the first presentation aims to investigate how leaders assess the social capital of their groups by examining instrumental versus expressive connections with leaders of other groups. The second presentation aims to understand how employees' unethical pro-supervisor behaviors are influenced by factors like supervisor support and supervisor status loss. Investigating the import role of new leaders' shared goals with their followers in leader development during the transition into new leadership roles is the focus of the third presentation. The aim of the fourth presentation it to understand the role of growth mindsets in processing negative feedback as part of the leader identity development process. Finally, an identity play and identity work measure is introduced in the fifth presentation. The purpose of this symposium is to bring together both leader- and follower-centric perspectives on different aspects of leader and follower identity processes. The presentations in this symposium provide valuable insights on how to and what to consider when developing leaders and the implications of follower-leader interactions and relationships in an organizational context. We hope this symposium sparks future research and highlights the different approaches and components of leader and follower identity processes.

Networking with Other Leaders in the Company: A Resource-Illegitimacy Paradox

Author: **Maria Kakarika**, *Durham U. Business School*
Author: **Xiaotong (Janey) Zheng**, *Durham U. Business School*
Author: **Margarita Mayo**, *IE Business School*
Author: **Andrew Parker**, *Durham U. Business School*

The Effect of Supervisor Support and Status on Employee Morality and Ethics

Author: **Yingli Deng**, *Durham U. Business School*
Author: **Amber Johnson**, *U. of Maryland R.H. Smith School of Business*
Author: **Anders Friis Marstand**, *Durham U. Business School*

New Leaders' Identity Construction: The Role of Shared Goals, Expectations, and Social Validation

Author: **Markku Jokisaari**, *U. of Turku, School of Economics*
Author: **Elisa Adriasola**, *U. Diego Portales*

Mindsets in Leader Identity Construction: Using Feedback to Nourish Healthy Leader Identity

Author: **Aristotelis Alexopoulos**, *Durham U. Business School*
Author: **Olga Epitropaki**, *Durham U.*

The Development of an Identity Play and an Identity Work Measure

Author: **Carolina Bysh**, *Durham U. Business School*
Author: **Olga Epitropaki**, *Durham U.*
Author: **Robert G. Lord**, *Durham U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Emerging Perspectives and New Directions of Charismatic Leadership



Organizer: **Mary Hausfeld**, *U. of Zurich*
Organizer: **Florence Bernays**, *U. of Zurich*
Presenter: **Rafael Wilms**, *VU Amsterdam, School of Business and Economics*
Participant: **Nicolas Bastardo**, *KU Leuven*
Presenter: **Lara Engelbert**, *Vrije U. Amsterdam*
Presenter: **Florence Bernays**, *U. of Zurich*
Presenter: **Tiffany Kreutschy**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*
Presenter: **Mary Hausfeld**, *U. of Zurich*
Discussant: **Florence Bernays**, *U. of Zurich*
Discussant: **Mary Hausfeld**, *U. of Zurich*

What's next for charismatic leadership research and leadership science more broadly? To address this question, we present five papers at the cutting edge of research on charismatic signaling. Specifically, Wilms et al. and Hausfeld et al. explore the extent to which characteristics of followers (e.g. personal values), the situation (e.g. gendered context), and the leader (e.g. leader gender) determine the efficacy of a charismatic message. Engelbert et al. and Bernays & Aydogan work to uncover the cognitive and neurophysiological mechanisms underlying charisma, identifying the extent to which charismatic signaling suppresses task-unrelated thoughts or distorts followers' memory. Finally, Kreutschy and Rohner investigate charisma in the political sphere, identifying whether charismatic signaling can predict state-level outcomes by examining the exact topics political leaders address in their speeches. Making use of sophisticated design and analytic techniques such as regression discontinuity design, meta-analysis, biological measures, and behavioral outcomes, the papers included in this symposium represent a selection of research consistent with calls to limit our reliance on survey research (Fischer et al., 2023), to integrate more actual behavior (Banks et al., 2023), and to offer causal explanations (Wulff et al., 2023; Antonakis et al., 2010).

Are We on the Same Page? Leader-Follower Value Congruence as a Boundary Condition of Charisma

Author: **Rafael Wilms**, *VU Amsterdam, School of Business and Economics*
Author: **Nicolas Bastardo**, *KU Leuven*
Author: **Clara Seif El Dahan**, *South Westphalia U. of Applied Sciences*
Author: **Philippe Jacquart**, *EMLYON Business School*

Don't Wander Off: Leader Charisma Prevents Task-Unrelated Thoughts

Author: **Lara Engelbert**, *Vrije U. Amsterdam*
Author: **Jan Theeuwes**, *Vrije U. of Amsterdam*
Author: **Michiel Van Elk**, *Leiden U., The Netherlands*
Author: **Mark Van Vugt**, *Vrije U. Amsterdam*

Trick or Treat, Bright or Dark? Charismatic Signaling and the Formation of False Memories

Author: **Florence Bernays**, *U. of Zurich*
Author: **Gökhan Aydogan**, *U. of Zurich*

Governor Charisma Boosts State-Level Outcomes, but What do Governors Say? A Topic Modeling Analysis

Author: **Tiffany Kreutschy**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*
Author: **Dominic Rohner**, *Ecole Des HEC-U. of Lausanne*

Do Women Receive Credit for Charisma? A Prospective Meta-Analysis of Gender and the Charisma Signal

Author: **Mary Hausfeld**, *U. of Zurich*
Author: **George Banks**, *UNC Charlotte*
Author: **Jill Yavorsky**, *U. of North Carolina at Charlotte*
Author: **Christopher Petsko**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

KEY TO SYMBOLS

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

Fresh Horizons in Work Meaningfulness Research

Organizer: **Tahereh Maghsoudi**, *IESE Business School*
Organizer: **Neus Vila-Brunet**, *IESE Business School*
Participant: **Al-Karim Samnani**, *U. of Windsor*
Presenter: **Kirsten Marie-Paule Robertson**, *U. of the Fraser Valley*
Presenter: **Luke Fletcher**, *School of Management, U. of Bath*
Presenter: **Tahereh Maghsoudi**, *IESE Business School*
Participant: **Anneloes M. L. Raes**, *IESE Business School*
Participant: **Yih-teen Lee**, *IESE Business School*
Presenter: **Neus Vila-Brunet**, *IESE Business School*
Presenter: **Frank Martela**, *Aalto U.*
Participant: **Evgenia Lysova**, *Vrije U. Amsterdam*

Over the past decades, the concept of meaningfulness has attracted the interest of a large scientific community and has grown in complexity. Given the beneficial effects of meaningful work on individuals, work, and organizational-related outcomes, it is crucial to understand how a deeper perception of meaningful work can be experienced by different segments of the workforce and how it can be influenced by intra- and inter-individual factors. We bring together five innovative projects that explore ways in which individuals in organizations perceive deeper meaningfulness, and the organizational implications arising from these perspectives. Altogether, the research presented here provides state-of-the-art theoretical and methodological advances to enhance and refine our understanding of work meaningfulness, which is a defining feature of organizations' success and a key research topic for our field. As well as filling conceptual gaps in the literatures on work meaningfulness process and how it can be experienced more profoundly, this symposium hopes to inspire future scholarship into work meaningfulness with fresh horizons. Overall, the five presentations included in this symposium shed light on previously underdeveloped aspects of the process of work meaningfulness, the temporal nature of this process, and a deeper sense of work meaningfulness. Drawing from this set of studies that open new perspectives, this presenter symposium will provoke interest and debate amongst attendees of the 2024 Academy of Management conference in Chicago, and generate further research opportunities into work meaningfulness, an enduring reality of organizations and a key research topic for our field.

Shared Meaningfulness? A Relational Theory of Meaningful Work

Author: **Al-Karim Samnani**, *U. of Windsor*
Author: **Kirsten Marie-Paule Robertson**, *U. of the Fraser Valley*

Meaningful Work from a Diversity and Inclusion Lens: The Need to Better Understand Inequalities in M

Author: **Luke Fletcher**, *School of Management, U. of Bath*

Making Temporal Sense of Meaningfulness Research: A Structured Literature Review and Research Agend

Author: **Tahereh Maghsoudi**, *IESE Business School*
Author: **Anneloes M. L. Raes**, *IESE Business School*
Author: **Yih-teen Lee**, *IESE Business School*








The Role of Work Meaningfulness in Enabling People to Stay Present and Energized at Work

Author: **Neus Vila-Brunet**, *IESE Business School*
Author: **Yih-teen Lee**, *IESE Business School*

Does Autonomy Make Work More Meaningful: Designing Four Experiments to Determine Causality

Author: **Frank Martela**, *Aalto U.*
Author: **Evgenia Lysova**, *Vrije U. Amsterdam*

KEY TO SYMBOLS

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

Decoding CEO Actions: Examining Leadership Enactments and their Organizational Consequences

Session Moderator: **Thomas Maran**, *U. of Liechtenstein*

ODC: **Open to the Unknown: Imaginativeness in Executives and Managers Enables Exploratory Innovation**  

Author: **Thomas Maran**, *U. of Liechtenstein*
Author: **Noah Bellwald**, *U. of St. Gallen*
Author: **Sebastian Peter Gauster**, *U. of Innsbruck School of Management*
Author: **Alexander Paul Fust**, *U. of St. Gallen*
Author: **Kurt Matzler**, *U. of Innsbruck*

Exploratory innovation is vital in rapidly changing environments to maintain a competitive advantage. This study examines the impact of managerial personality traits as a microfoundation of exploratory innovation decisions, specifically focusing on the dimensions and facets of the Big Five Model. Through three distinct studies, we investigated the relationship between managers' Openness and their inclination towards exploratory innovation. In the first study, managers with higher Openness were found to favor more exploratory policies, particularly in less competitive environments, indicating a direct link between Openness and enhanced firm performance (Study 1, N = 203). The second study showed that product managers with higher Openness preferred exploratory over exploitative strategies (Study 2, N = 112). The third study used a multi-armed bandit task to demonstrate that individuals with greater Openness are more likely to make exploratory decisions in uncertain environments (Study 3, N = 494). Overall, these findings highlight the critical role of Openness, especially its facet of imaginativeness, in driving exploratory innovation. They also suggest that focusing on specific facets of personality traits can provide deeper insights into strategic leadership and innovation.

ODC: **From Outsider to Insider: Navigating the CEO Transition Through Strategic Role Management**  

Author: **Ying Zhang**, *School of Economics and Management Tsinghua U.*
Author: **Hao Chen**, *SZTUBS*








Drawing from role theory, we explored the process of how a parachute CEO strategically managed his leadership role and role perceptions among members in the acquired company to become an insider. By adopting an ethnographic approach and using interpretive methods, we developed a theoretical model to explain the mechanism under which the CEO transitions from an outsider to an insider using strategic role management. We have identified three key role management strategies in the transitioning process: role-modeling, role projection, and role resonance. Theoretical and practical implications are discussed.

ODC: **CEO Ability and Strategic Change – The Moderating Effects of Firm Age and Slack**

Author: **Tushar Ravindra Shah**, *Texas Woman's U.*
Author: **Soumendra Banerjee**, *Misericordia U.*
Author: **Ajith Venugopal**, *Texas A&M International U.*

We examine how a CEO's general ability influences strategic change, moderated by firm slack and the firm age. Our data comprised of 4,833 CEO-firm-fiscal year observations with 678 distinct firms covering 1993-2016 period. We estimate our model using fixed effects with robust standard errors and follow it up with robustness checks using correlated random effects models. We find that the positive relationship between CEO general ability and strategic change is moderated by both, firm slack as well as firm age. Whereas firm age negatively affects the relationship, firm slack has a positive effect. We contribute to the upper echelons theory, strategic change literature and the strategic human resource perspective. The knowledge and skills that represent CEO general ability play a crucial role in determining how effective will CEO be in driving strategic change amidst certain extraneous influences.

KEY TO SYMBOLS

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

Multiple Goals and Tasks: Are Two Heads Better than One?



Session Moderator: **Tirza Gapp**, *Cambridge Judge Business School*

OMT: **Like Heads of a Hydra: Emergence and Maintenance of Inter-Organizational Culture**

Author: **Tirza Gapp**, *Cambridge Judge Business School*

Author: **Jennifer Howard-Grenville**, *Cambridge Judge Business School*

We investigate how members of different organizational cultures bring these together to successfully address a shared goal over time. Using extensive observational, interview and archival data collected with TRANSFORM, a joint initiative between Unilever, the UK's FCDO and EY that supports social enterprises in low-income countries, we find that actors from all three organizations gain cultural fluency, the ability to understand, work with and articulate the cultures of the other organizations. We also find that the joint initiative over time accumulates cultural material tailored to the specific tasks of the initiative and the contexts in which it works through a process of culture formation. Finally, we observe how cultural fluency and culture formation jointly allow for the emergence and maintenance over time of an inter-organizational culture that serves to accomplish the distinct work of the joint initiative while maintaining effective connection to the three parental cultures. Based on our findings, we develop the concept of a bounded, incrementally assembled and dynamically updated inter-organizational culture which informs our understanding of organizational action on problems spanning individual organizations. We theorize cultural fluency, through which actors can navigate the occurrence of frictions or slippages when different cultures come together. Finally, we show how culture interacts with multiple, complex social and natural systems and can (and has to) be matched to different local and global 'realities'.

OMT: **Avoiding Adverse Specialization in Multitasking: An Experimental Test of Agency Theory Predictions**

Author: **Manon Desjardins**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*

Many firms simultaneously pursue short-term profitability and long-term objectives such as sustainability. Yet, their employees keep focusing on business-as-usual, neglecting the second objective for a lack of clear appraisal and rewards. This phenomenon - called adverse specialization - has employees concentrate on a strict subset of tasks while the firm would have them address the full set. One solution advanced in agency theory is to implement proper contingent monitoring and clawbacks in order to align the agent's behavior with the principal's objectives. Using an experimental methodology, this study tests and finds evidence for implementing this scheme. Additional findings highlight an effort-performance expectancy when employees face different levels of risk in a multitask problem, all else being equal.

OMT: **Towards a Relational and Constructivist Model of Agency**

Author: **Yally Avrahampour**, *London School of Economics*

Agency theory provides a model of the relationship between principals and agents whose assumptions have been extended to include bounded rationality and bounded self-interest, and to model the agency relationship as one in which a single agent serves multiple principals. Models of agency with multiple principals focus on the conflicting objectives of principals rather than of the principal and agent. Yet we do not understand sufficiently well how, in models of agency with multiple principals, agents both facilitate participation of multiple principals in the organization and allocate value between these principals. I address these questions by synthesizing White's account of agency with Power's account of the audit trail as micro-foundation, to outline a relational account of agency. This relational account extends agency theory by suggesting that agents mediate between two principals with conflicting objectives by allocating value between these principals when accounting standards are permissive. This mediation ceases when standards are rigorous. I outline two mechanisms through which relational agency operates. The first defines the principal as holder of rights of residual control. The second explains the manager as allocating residual income between multiple residual claimants.

OMT: **The Differential Effects of Multiple Goals: Aspirations vs Analyst Earnings Forecasts**

Author: **Elizabeth Lim**, *Georgia State U.*

Research commonly assumes that performance gap relative to return on assets (ROA) aspiration (manifested in the difference between a firm's actual ROA and its prior ROA as a referent) exerts a similar influence on organizational change as the performance gap relative to analyst earnings forecasts (reflected in the difference between a firm's actual earnings and earnings forecasts as a referent). We posit that performance information can emanate internally from agency-driven firms or externally from securities analysts, and these distinct types of referents from different sources are conceptually unique and operate differently, thereby giving rise to dissimilar change behaviors. To facilitate a deeper understanding of these relationships, we investigate how alternate income streams from business unit (BU) performance at a lower level moderate the way corporate managers remedy corporate performance shortfalls at a higher level. Our study contributes to the behavioral theory by examining distinct influences of corporate performance goals derived from internally- vs externally-imposed referents and their interactions with BU performance within the organizational hierarchy on new market entry activities. Empirical evidence from a sample of multiunit firms listed in the information and communication technology (ICT) sector over the period 1998-2016 supported the hypotheses.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Perspectives on Organizational Resilience-Seeking

Organizer: **Russell E. Browder**, *U. of Oklahoma*

Organizer: **Sean Maddison Dwyer**, *U. of Oklahoma*

Organizer: **Jacqueline Jing You**, *U. of York*

Moderator: **Peter G. Klein**, *Baylor U.*

Panelist: **David Audretsch**, *Indiana U., Bloomington*

Panelist: **Jonathan Nicholas Bundy**, *Arizona State U.*

Panelist: **Martina K. Linnenluecke**, *U. of Technology, Sydney*

Panelist: **David G. Sirmon**, *U. of Washington*

Panelist: **Trenton A. Williams**, *BYU Marriott School of Business*

Organizational resilience has become an increasingly important concept for strategic entrepreneurship scholarship given the growing frequency and impact of exogenous shocks faced by firms today. In addition to facing competitive threats and rapid technological change (Sirmon, Hitt, & Ireland, 2007), new and established firms must learn to navigate adversity driven by crises like the COVID pandemic, geopolitical conflicts, climate events, financial shocks, and cybersecurity threats (You, 2023). Organizational resilience refers to a firm's ability to maintain positive adjustment when faced with adversity, bounce back from disruptions, and potentially emerge stronger and more resourceful than before (Vogus & Sutcliffe, 2007; Williams, Gruber, Sutcliffe, Shepherd, & Zhao, 2017; You & Williams, 2023). Conceptually, organizational resilience relates to several theoretical topics at the intersection of strategic management and entrepreneurship (Ireland, Hitt, & Sirmon, 2003). To adapt effectively, "firms need the agility to design and implement strategic changes effectively, which requires fluidity, speed, and mindsets that encourage innovative thinking and resilience" (Hitt, Arregle, & Holmes Jr., 2021: 263). This relates to dynamic capabilities research on sensing windows of opportunity, seizing opportunities by mobilizing resources, and transforming a firm for continual renewal (Ireland, Withers, Harrison, Boss, & Scoresby, 2023; Teece, 2007). Studying organizational resilience may also involve examining crisis management, stakeholder impact mitigation, adaptation and change, ownership competence, real options to minimize losses and capitalize on changing events, and temporary non-market strategies (Foss, Klein, Lien, Zellweger, & Zenger, 2021; Iqbal, Pfarrer, & Bundy, 2022; Kuratko & Audretsch, 2009; Mellahi, Frynas, Sun, & Siegel, 2016; Trigeorgis & Reuer, 2017). Recent research has introduced resilience-seeking as a potentially distinct category of strategic entrepreneurship undertaken by firms when the nature of adversity suddenly shifts from competition-driven to crisis-driven adversity. Defined as an "adaptive process by which a firm leverages new resource endowments to change action repertoires and transform itself in response to crisis-driven adversity" (Browder, Dwyer, & Koch, 2023: 25), resilience-seeking differs from conventional advantage-seeking and opportunity-seeking behavior focused on value capture and creation absent existential threats to a firm and its stakeholders. Organizational resilience studies emphasize the role of distinct resource endowments (e.g., financial, digital, social) that can equip firms with sensing, seizing, and transforming capabilities for resilience-seeking prior to and during crisis-driven adversity (Audretsch et al., 2024; Browder et al., 2023; Williams et al., 2017). Yet, there remains a dearth of research to guide resource endowment investment, matching, and durability for resilience-seeking across adversity episodes. In light of increasing interest in studying organizational resilience in a variety of organizational contexts (Williams & You, 2021), the purpose of this panel symposium is to engage leading scholars in discussion about resilience-seeking and its conceptual place in strategic entrepreneurship research. Scholarly understanding of resilience has been hampered when applied to organizations partly due to its metaphorical use rooted in individual psychology, ecology, and materials science and engineering in isolation (Linnenluecke, 2017; van der Vegt, Essens, Wahlström, & George, 2015; Williams et al., 2017; You, 2023). While these scholarly works have profoundly enriched our insight into organizational resilience, the literature remains extensively fragmented. For example, organizational resilience has been conceptualized at times as a "capability, capacity, characteristic, outcome, process, behaviour, strategy or approach, type of performance or a mix of these" (Hillmann & Guenther, 2021: 8). Thus, organizational scholars need to continue to clarify its boundary conditions and nomological network. Against this backdrop, we have assembled a panel of experts to explore and debate important perspectives on organizational resilience-seeking. While interest in resilience has received increased scholarly attention across many of the Academy's divisions since the onset of COVID, we aim to cultivate dialogue with a particular focus on strategic entrepreneurship that will resonate with scholars in the ENT, STR, and OMT divisions. As such, the aim of the symposium is to advance both strategic entrepreneurship and organizational resilience research. First, incorporating resilience concepts in strategic entrepreneurship research can help scholars examine how firms maneuver crisis-driven adversity when advantage-seeking and opportunity-seeking priorities yield to other objectives, such as stakeholder safety and reliable operations for public wellbeing (Weick, Sutcliffe, & Obstfeld, 1999). Second, integrating strategic entrepreneurship perspectives in organizational resilience research can help advance a uniquely organizational understanding of resilience by studying how firms convert crises into windows of opportunity and by empirically examining strategic actions as units of analysis before, during, and after crisis (Dushnitsky, Graebner, & Zott, 2020; Simsek, Heavey, & Fox, 2017).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Organizational Hybridity

Session Moderator: **Florian Andresen**, *Helmut Schmidt U.*

OMT: **Sailing in Institutional Storms: The German Navy's Voyage Through Dynamic Hybridization**

Author: **Florian Andresen**, *Helmut Schmidt U.*

Author: **Hans Ulrich Koller**, *Helmut Schmidt U.*

Author: **Benjamin Schulte**, *Helmut Schmidt U.*

This ethnographic study, spanning 28 months within the German Navy's First Flotilla, explores the dynamic interplay between a dominant institutional logic and an emerging, yet essential, minority logic. Focusing on an innovation team operating under an idealized startup logic, we unravel the mechanisms of their interaction with the Bundeswehr's entrenched bureaucratic logic. Our findings reveal a nuanced dance of convergence and divergence, characterized by phases of preparatory alignment, object-based blending, and logic shielding. This continuous oscillation between structural and blended hybrids, termed 'punctuated hybridity', highlights the team's strategic efforts to integrate innovative practices without succumbing to the dominant logic's potential for mission drift. Our study contributes to the discourse on institutional complexity by offering a novel perspective on managing logic contestation within large, stable organizations and enriches the understanding of dynamic hybridization and institutional. This ethnographic study, spanning 28 months within the German Navy's First Flotilla, explores the dynamic interplay between a dominant institutional logic and an emerging, yet essential, minority logic. Focusing on an innovation team operating under an idealized startup logic, we unravel the mechanisms of their interaction with the Bundeswehr's entrenched bureaucratic logic. Our findings reveal a nuanced dance of convergence and divergence, characterized by phases of preparatory alignment, object-based blending, and logic shielding. This continuous oscillation between structural and blended hybrids, termed 'punctuated hybridity', highlights the team's strategic efforts to integrate innovative practices without succumbing to the dominant logic's potential for mission drift. Our study contributes to the discourse on institutional complexity by offering a novel perspective on managing logic contestation within large, stable organizations and enriches the understanding of dynamic hybridization and institutional.

OMT: **Managing the Degree of Hybridity: The Evolutionary Process of the Embeddedness of Subordinate Logic**

Author: **Suhyon Oh**, *Copenhagen Business School Department of Management, Society and Communication*

Author: **Lisa K. Hehenberger**, *ESADE Business School*

This article explores the complex evolution of balanced hybridization in a state-owned development finance institution with a multifaceted mandate encompassing environmental and social impact, revenue generation, and national policy implementation. Through a single case study of a European national DFI, longitudinal data is analyzed from inception to present to investigate shifts in hybridity and organizational responses. Findings reveal that when a development logic as the subordinate logic gains prominence due to external institutional demands, the initial organizational response leans against the subordinate logic such as compromise or manipulation. However, as the subordinate logic gradually attains acceptance within the organization, the organization shifts towards a positive stance, aiming for a balanced hybridization. The resulting organizational identity reflects this equilibrium, showcasing a dynamic interplay between logics at field and organizational levels. The research offers novel insights into the mechanisms of change within hybrid organizations, particularly those that seek to enhance their positive socio-environmental impact, shedding light on how these entities adapt and thrive in an ever-evolving context.

OMT: **The Impact of Mega-Threats on Employee Values in Social Enterprises**

Author: **Soomin Sophie Cho**, *U. College London*

The fatal shootings of Alton Sterling and Philando Castile in 2016 that propelled the Black Lives Matter (BLM) movement into the spotlight, characterized as a mega-threat, triggered global protests and heightened media attention. This study examines the impact of mega-threats on the values of employees in social enterprises, those whose professional goals are inherently dedicated to fostering social change. Given that social enterprises are uniquely devoted to achieving both financial sustainability and social impact, it is crucial to explore factors that influence their dual commitments. By measuring employee values on for-profit, hybrid social enterprises through a machine learning technique, we show that, in the aftermath of a mega-threat, employees in social enterprises aligned with its mission exhibit an increased salience of social values over financial values. Additionally, we emphasize an important role of public interests in the mega-threat on influencing this relationship. This research contributes not only by enhancing our understanding of how mega-threats influence employees in social enterprises but also by introducing computational methodologies for assessing the hybridity of employee values within social enterprises.

OMT: **Theorizing Hybrid Organizing for Grand Challenges**

Author: **Gorgi Krlev**, *ESCP Business School*

Author: **Maikel Waardenburg**, *Utrecht U. School of Governance*

Grand challenges are evaluative, uncertain, and volatile. Robust action strategies of multivocality, participation, and experimentation have been promoted as effective conceptual and practical responses to address these features. However, robust actions suffer from limitations, for example: when many actors have their say, but some actors assume sovereignty of interpretation and shape goals according to their own needs; when stakeholders participate, but fail to mobilize action; or when, despite distributed experimentation, involved actors deviate from joint progress when they face adversity. We propose theory on hybrid organizing, typically situated in reference to small-scale organizations such as social enterprises, has much to offer to meet these limitations in addressing grand challenges. We first conceptualize a grand challenges grid that helps explain the complexity of grand challenges better. We then develop a theoretical model of hybrid organizing for grand challenges, which proposes six ways in which hybrid organizing can amplify robust actions and thereby meet the complexity of grand challenges more effectively. We combine the two fields of research in new ways and thereby promote theoretical advancements in each of them, and specifically at their intersection.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Inclusion: Being Asked to Dance

Session Moderator: **Parijat Chakrabarti**, *U. of Michigan, Ann Arbor*

OMT: **How 'Inclusion' Scales: From Marginal Effects to Systems Analysis in the Practice of Development**

Author: **Parijat Chakrabarti**, *U. of Michigan, Ann Arbor*

Established development practice seeks to first identify effective interventions and then scale them up. Significant scholarly attention (and not insignificant funding) is devoted to identifying effective interventions; yet comparatively little attention is given to the question of scale. Taking the case of digital market platforms in Nairobi's "Silicon Savannah" and leveraging multiple methods within a full-cycle research design, this article argues that how interventions scale shapes development outcomes at a population level. While impact evaluations suggest that digital platforms can serve as instruments of economic inclusion for individual entrepreneurs, I show how, as such platforms scale, institutional pressures shape platform design in ways that prioritize engagement with large-scale, often male, entrepreneurs and marginalize small-scale, often women, entrepreneurs. Thus, ironically, benefits become distributed in ways that entrench existing gender and organizational inequalities. In attending to this paradox, I develop the theoretical and methodological scaffolding to shift scholarly attention beyond the marginal effects of development interventions towards a system-level analysis of (technology) interventions as they scale over time. This article contributes to studies of economic inclusion, technology and development, and emerging platform economies in the Global South.

OMT: **Trajectories of Inclusion: The Role of Relationality in Shaping Disability Inclusion**

Author: **Eline Jammaers**, *Hasselt U.*

Author: **Thomas B. Lawrence**, *Oxford U., Saïd Business School*

An important issue in the study of inclusion concerns changes that occur in organizations over time: the trajectories of inclusion in organizations. Although most research on inclusion has examined how and why organizations become (or fail to become) more inclusive over time, the opposite trajectory—organizations becoming less inclusive—remains an important but underexamined possibility. In this study, we explore the role that patterns of relationality in organizations play in shaping such trajectories. We examine three organizations chosen because they represented positive exemplars of disability inclusion: in each case the organizations, over a 10-year period, diminished in terms of their efforts at disability inclusion. We identify three types of (downward) trajectories of inclusion: diluting, expelling, and relocating inclusion. Our findings suggest these trajectories are tied to organization-level changes (e.g., a change in mission or governance) that led to shifts in patterns of relationality among organizational actors (in terms of density, hierarchy, and standardization of relationships). These broader changes provided a backdrop in which the disability regimes developed: the disability regimes all suffered from weakened structures of diversity responsibility and networking but had their own shift in the cultural meanings attributed to marginalized employees, in this case people with disabilities. Despite the fragility of inclusion in relational contexts that became more transactional in nature, the lived experiences of trajectories of inclusion demonstrate how local social orders marked by caring leadership and small-scale practical changes like hybrid and activity-based working can soften the blow of a downward trajectory of inclusion.

OMT: **Heading the Bully Pulpit: Immigrant Inequality through Executive Order Anticipatory Compliance**

Author: **Ben Rissing**, *Cornell U.*

Author: **Katie Apker**, *Cornell U.*

Author: **Laura Carver**, *Cornell U.*

We assess how President Trump's 2017 "travel ban" Executive Order (EO) created labor market inequality for immigrants from targeted majority-Muslim countries. Our Executive Deference account suggests government evaluators may defer to Presidential priorities during employment-based visa assessments, denying more applicants from targeted countries. Our Bully Pulpit account suggests applicants from targeted countries may preemptively discontinue employment efforts. By analyzing government administrative records, we find worse labor certification outcomes for immigrants from travel ban countries following the EO, primarily due to voluntary application withdrawal. Findings emphasize how EOs may intensify inequality (and advance policy goals) by influencing applicants from targeted countries, even absent formalized regulation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Legitimacy and Strategic Discourse: I Do Not Think it Means What You Think it Means



Session Moderator: **Shipeng Yan**, *HKU Business School, The U. of Hong Kong*

OMT: **Bitcoin As Gold? Analogy as a Double-Edged Sword in Nascent Market Legitimation**   

Author: **You Wu**, *Chinese U. of Hong Kong*

Author: **Shipeng Yan**, *HKU Business School, The U. of Hong Kong*

Author: **Ze ZHANG**, *The U. of Hong Kong*

Gaining legitimacy is crucial in the nascent market of cryptocurrencies, often through means such as adopting analogies. For instance, cryptocurrencies are often compared to gold because of their inflation-hedging traits. Studies have demonstrated the benefits that analogies yield in legitimizing a nascent market. However, not all analogies are effective, and it is unclear how different rhetorical appeals influence their efficacies. To examine these issues, we hypothesize that analogical narratives focusing on the similarities between cryptocurrencies and inflation hedge positively influence the popularity of cryptocurrencies, whereas narratives emphasizing the dissimilarities have a negative influence. Furthermore, we examine how different rhetorical appeals influence the effectiveness of similarity-based and dissimilarity-based analogies, and we hypothesize that the former is strengthened by ethos rhetorical appeals and the latter is strengthened by logos rhetorical appeals. To test our hypotheses, we analyze a sample of 678 cryptocurrencies, 4,303 stocks, and 1,417 relevant news articles from January 2020 to August 2022. The empirical results support our hypotheses. Overall, our study contribute to enriching the understanding of analogies in the legitimization of nascent markets by showing that analogies are double-edged swords and elucidating the asymmetric moderation effects of rhetoric on similarity-based versus dissimilarity-based analogies.

OMT: **Incumbents Under Pressure: Frame Inversion as Legitimacy Balancing Act During Issue Salience**

Author: **Hannah Schupfer**, *Kings College London*

Author: **Birthe Soppe**, *U. of Innsbruck School of Management*

The salience of global issues initiates a shift in legitimacy that puts organizational fields and their legacy incumbents under pressure to engage in substantial change efforts. Yet, a multiplicity of expectations prevails that might contrast each other and threaten different dimensions of legitimacy. Through an inductive, longitudinal analysis of field and organizational-level data in the Norwegian oil and gas (O&G) industry (2007 to 2022), we develop a model of frame inversion that illuminates how contested field incumbents can balance contradicting legitimacy dimensions through discursive and substantial business changes. Specifically, we show how O&G incumbents acknowledge the issue of climate change by integrating it into an issue-induced 'low-carbon' frame alongside the established 'profitable growth' frame. Our findings suggest that organizations navigate issue salience by serving both contested and sustainable business areas, legitimated by frame inversion. Frame inversion employs the issue-induced frame to re-legitimate contested lines of business while inversely rewiring the pre-existing frame to sustainable ones. Our findings contribute to a dynamic perspective of framing by highlighting dynamics around symbolic and substantial change efforts and the management of opposing legitimacy dimensions during times of change.

OMT: **Discursive Strategy in 'Self-Celebritizing' Entrepreneurial Firms: Video-Based Analysis of SpaceX**  

Author: **Jingning Ao**, *Morgan State U.*

Discursive strategy involves using words, visuals, and audio to inform stakeholders, shape perceptions, and gain support. However, the use of discursive strategy on social media to self-celebritize entrepreneurial firms is not well understood, despite the potential benefits of increased visibility, reduced uncertainty, and enhanced differentiation. This study explores what and how discursive strategy through social media have been actively performed for self-celebritization, employing an inductive analysis of the top 50 most-viewed SpaceX YouTube videos over the 16 years from 2008 to 2023. The findings suggest that videos are effective tools of discursive strategy for conveying disruptive innovation and inspiring stakeholders toward future-making aspirations. This study contributes to the literature on entrepreneurship, space commercialization, and video as data.

OMT: **'National Interest' Rhetoric in Defensive Institutional Work**  

Author: **Virva SALMIVAARA**, *Audencia Business School*

Author: **Ewald Kibler**, *Aalto U.*

We advance understandings of defensive institutional work by examining how 'national interest' rhetoric is used to defend national institutions in response to organizations' institutional change efforts. To tackle this question, we analyze policy argumentation on 13 institutional change initiatives devised by trade, political, or civil society organizations that have sought to introduce national legislative change in Switzerland between the late 1980s and early 2020s. Our analysis identifies three novel types of defensive institutional work—protection of chosen institutions, reaffirmation of shared institutions, and sustenance of controlled institutions—by which policymaking responds to organizations' change initiatives and portrays their rejection (or acceptance) as being of national interest. Our study contributes to the literature by expanding our knowledge of defensive institutional work on national institutions that have been subjected to 'insider-driven' change efforts. We also add a missing piece to the organizational literature on rhetoric by presenting and dissecting 'national interest' as a powerful rhetorical device mobilized to shape organizations' institutional environment.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Traditions and Custodial Work in Unstable and Turbulent Times

Discussant: **Tina Dacin**, *Queen's U.*
Organizer: **Sonya Sunyoung Pyo**, *New York U.*
Presenter: **Andrew Nelson**, *U. of Oregon*
Presenter: **Lee Charles Jarvis**, *Warwick Business School*
Presenter: **Alison Joubert**, *Adelaide Business School*
Presenter: **Alan Zhang**, *MIT Sloan School of Management*
Presenter: **Daphne Ann Demetry**, *McGill U.*
Presenter: **Gillian Gualtieri**, *Barnard College*

Traditions, and the custodians who maintain and preserve them, are highly valued and recognized as central for many organizational processes such as institutional persistence, organizational identity and legitimacy and strategy. In contemporary organizational settings however, traditions have come under increasing pressures that threaten their continuity. In this symposium, we explore how custodians respond to these various threats and analyze the outcomes of their strategies by focusing on traditions in unstable and turbulent contexts. The studies collectively highlight two themes under-theorized in the literature on traditions and custodial work. The first theme is change—how and to what extent do traditions change to survive a turbulent time? The second theme is custodial work as strategy—how do custodians respond to threats, creatively, collaboratively or defensively, and how do these strategies contribute to the persistence or erosion of the tradition? In connection to the AOM 2024 theme, the goal of this symposium is to generate conversations and insights into the role of custodians in innovating for the future, while preserving the traditions and values that make up the foundation of community and collective identity.

“Even Better than the Real Thing”? Electronic Organs and the Dilemma of Imitating Tradition-Bound

Author: **Andrew Nelson**, *U. of Oregon*

Disidentification in short lived fields: Emergence and Dissolution of the Australian Legal High

Author: **Lee Charles Jarvis**, *Warwick Business School*
Author: **Alison Joubert**, *Adelaide Business School*








Tradition under Contract: Cultivating Offshoot Traditions through Collaborative Custodianship

Author: **Alan Zhang**, *MIT Sloan School of Management*

Control, Care, and Culinary Practice: How Chefs Engage and Justify Newly Stigmatized Management

Author: **Daphne Ann Demetry**, *McGill U.*
Author: **Gillian Gualtieri**, *Barnard College*

KEY TO SYMBOLS

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

Organizational Fit and MisFit

Session Moderator: **Bryan Kaiser Stroube**, *London Business School*

OMT: **The Misfit Bias**

Author: **Bryan Kaiser Stroube**, *London Business School*

Author: **Keyvan Vakili**, *London Business School*

Author: **Michael A. Bikard**, *INSEAD*

Audiences often penalize products that combine unrelated elements. In this paper, we document the consequences of that penalty for the evaluation of the elements being combined. Building on the idea that audiences cannot fully disentangle the quality of “fit” between elements from the quality of the elements individually, we argue that audiences are likely to misdirect their dislike of a misfit product to the individual elements being combined. Using an archival study of the music industry and an online experiment with photographic galleries, we find that evaluations of individual elements (songs, photographs) are influenced by product-level fit (albums, galleries). Elements of misfit products are evaluated less favorably than they would have been otherwise. We discuss the implications of this “misfit bias” for producers and their recombinations.

OMT: **Best-Selling not Applauded? A Double-edged Sword of Product Typicality on Performance Evaluation**

Author: **Anni Chen**, *Southeast U., Nanjing, China*

This study engages with the enduring discourse in category research pertaining to the relative allure of typical versus atypical products to diverse audiences. While extant literature has extensively addressed audience heterogeneity, a discernible lacuna exists in the examination of how identical audience cohorts variably appraise distinct facets of a product—a phenomenon ubiquitously acknowledged in product markets as the “best-selling not applauded” conundrum. Adopting a framework rooted in reference group selection, this paper contends that audiences deploy discrete reference groups during the evaluation of a product’s market and social performance. Consequently, an augmentation in audience evaluations of a product’s market performance coincides with a concomitant attenuation in assessments of its social performance. Moreover, the articulated mechanism is empirically substantiated by scrutinizing the contingent factors of category density and product competition. A unique dataset on a digital platform in Chinese film industry provided strong support to the hypotheses.

OMT: **The Impact of Misalignment and Plurality on Venture Capital Valuations**

Author: **Arnaud Cudennec**, *Bayes Business School (formerly Cass), City, U. of London*

Author: **Rodolphe Durand**, *HEC Paris*

Ventures face dual pressures toward typicality and atypicality. Drawing upon organizational research on conformity and distinctiveness, we show that prior literature has conflated two dimensions of atypicality: the extent to which a venture differs from the industry prototype’s representative features — misalignment — and the extent to which a venture embraces a multiplicity of features representative of the entire semantic space beyond a specific industry category — plurality. Using unique data on US early-stage venture capital deals from 2000 to 2017 and novel topic modeling approaches on the ventures’ business descriptions (i.e., biterm topic model), we theorize and demonstrate that while investees’ misalignment is associated with a lower investors’ valuation, plurality is associated with a higher valuation. In additional empirical analyses, we found that misalignment reduces the positive effect of plurality on valuation. These findings offer important conceptual and empirical contributions to the research on optimal distinctiveness, strategic categorization and entrepreneurship.

OMT: **Managing Disorganization in Business**

Author: **Dinuka Herath**, *U. of Huddersfield*

In the past five decades, complexity, and disorganization theories have had a significant influence in management debates. Traditionally mess, also known as ‘disorganization’ was considered damaging to firms. However, as firms became more complex, more nuanced understandings of the phenomenon have been developed facilitated by our growing knowledge of the ubiquity of disorganization in firms and the need to manage it. While the need for more advancement in this domain is called for in the corpus, currently very little has been said about the specific mechanisms needed to manage disorganization in businesses. In filling this gap, this paper extends our current understanding of the phenomenon by articulating specific design levers with an accompanying integrated disorganization handling model, outlining how disorganization can be leveraged to improve our organizing processes at a collective/firm level. This paper puts forth a proactive approach to disorganization which focuses on ‘using disorganization for gainful effect’ (leveraging). This paper has 3 main parts, the first positions this work; the second outlines the mechanisms, propositions, and an integrated disorganization handling model. The final part presents a discussion exploring practical and research implications.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Theorizing Work Structures: Virtual, Siloed, Teamwork

Session Moderator: **Svjetlana Pantic Dragisic**, *Linköping U.*

OMT: **Working Betwixt and Between: Virtual Teamwork in Management Consulting** 

Author: **Svjetlana Pantic Dragisic**, *Linköping U.*
Author: **Frida Pemer**, *Stockholm School of Economics*

Covid-19 has disrupted social norms, cultural practices, and established ways of working – from going to work and meeting physically, to working remotely or in hybrid formats. This change has been particularly salient in project-based professional service firms (PSFs), which are based on team collaboration. However, the shift towards hybrid work means that both the teams and their members increasingly find themselves in a state of liminality, working betwixt and between. The current study explores how professionals in project-based PSFs experience and navigate liminality caused by remote teamwork. Based on an interview study with 32 management consultants, we find that the pandemic has forced the consultants into a state in which they have to deal with three liminal states simultaneously. Thus, they experience and must navigate triple liminality: liminality as a process, liminality as a position and liminality as a place. We contribute to the literature on the future of work, particularly in PSFs, and the still scant but growing literature on liminality in professional services.

OMT: **Remote Work and Hiring Requirements: Large-Scale Cross-Country Evidence** 

Author: **Letian Zhang**, *Harvard Business School*
Author: **Shinan Wang**, *Northwestern Kellogg School of Management*
Author: **Zhenyu Liao**, *Northeastern U.*

This paper suggests that remote work increases employers' demand for skills and qualifications. By reducing face-to-face interaction and synchronous communication, remote work increases the difficulty of training employees on the job. At the same time, it expands the labor pool by enabling employers to hire from a wider geographic range. Consequently, remote work elevates skill and qualification requirements in the labor market. We test this proposition by analyzing over 50 million jobs posted in 28 EU countries from 2018 to 2021. Using strict fixed effects on occupation-employer-country-year and an instrumental variable approach based on the COVID pandemic, we find that changing to remote work increases a job's requirement on work experience, education credentials, and number of skills. These findings imply that remote work could potentially exacerbate skill-biased inequality.

OMT: **Opportunistic Change During a Punctuation: How the Frontlines can Drive Bursts of Incremental Change (WITHDRAWN)**  

Author: **Elisabeth Yang**, *Yale School of Management*
Author: **Julia DiBenigno**, *Yale School of Management*








Despite the value of incremental frontline change ideas for organizational performance, punctuated equilibrium theories of organizational change tend to concentrate on top managers' origination and implementation of de-novo radical changes during punctuations. Little theoretical or empirical work has examined frontline-driven, incremental change efforts during these periods of disrupted stasis. We develop a process model to explain how and when those on an organization's frontlines can leverage a punctuation to opportunistically implement long-desired change ideas in ways that promote their retention. We conducted a two-year qualitative field study examining the trajectories of 33 change ideas generated by frontline staff at a hospital during the Covid-19 pandemic. By comparing ideas that persisted to become part of normal operations to those that failed to be selected or retained, we identified practices and conditions that promoted the selection and retention of frontline change ideas. Our study suggests that frontline change advocates can seed the long-term retention of sufficiently "shovel-ready" change ideas—as opposed to de-novo ideas—by rapidly and opportunistically deploying a novel set of practices before closure of the brief window of opportunity created by lessened constraints and increased managerial receptivity. Prior theories of change largely assume frontline-driven change to be slow and continuous, proceeding in a one-off fashion over years; we explain how and when frontline change can instead occur in rapid, opportunistic bursts during punctuations. We make multiple contributions to theories of punctuated equilibrium and bottom-up change in organizations by unearthing an alternative way change can be intentionally accomplished in organizations.

OMT: **Structural Elasticity: How to Facilitate Innovative Knowledge Work Among Multiple Silo Organizations** 

Author: **Hanieh Mohammadi**, *McGill U. - Desautels Faculty of Management*

This three-year ethnographic study introduces 'Structural Elasticity' as a critical mechanism in inter-organizational team innovation, building on the study of Ordinum's (pseudo name of a country) labour market analysis system. Structural Elasticity is characterized by the act of subtly bending existing organizational structures to create a conducive space for innovation, maintaining the integrity of the original structure while allowing for necessary flexibility. This concept is essential in environments where multiple entities with equal power and differing objectives interact. The study reveals three key mechanisms - protocol scaffolds, informal information pipelines, and neutral ownership practices - that teams utilize to achieve this elasticity. My contribution to the literature on team innovation and open innovation lies in elucidating how Structural Elasticity enables self-emerging teams to navigate and innovate within and across different organizational sectors, particularly in complex social contexts where rigid structures are less effective. This research offers insights for both theoretical understanding and practical application in managing dynamic, cross-organizational collaborations for innovation.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **2321** | Submission: **13795** | Sponsor(s): **(OMT, CTO, OB)**
Scheduled: **Tuesday, Aug 13 2024 3:00PM - 4:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Gold Room**

Workplace Reimagined: New Perspectives on Organizational Spaces



Session Chair: **Linhao Fang**, *U. of Leeds*
Organizer: **Ann Sophie Lauterbach**, *U. of Konstanz*
Panelist: **Linda L. Putnam**, *U. of California, Santa Barbara*
Panelist: **Kathleen Ann Stephenson**, *Vrije U. Amsterdam, School of Business and Economics*
Panelist: **Matthew Christopher Davis**, *U. of Leeds*
Panelist: **Anu Sivunen**, *U. of Jyväskylä*
Panelist: **Boukje Cnossen**, *Leuphana U. Lüneburg*
Organizer: **Elizabeth Sander**, *Bond Business School, Bond U., Australia*

Organizational spaces have historically played a pivotal role in business and organization research, serving as a shared environment for the workforce and a unifying fabric for work. They bedrock and contextualise key concepts and mechanisms in the realm of work, including identity (Elsbach, 2003), leadership (Crevani, 2018), innovative practices (Furnari, 2014), social interactions (Fayard & Weeks, 2007) and work relationships (Khazanchi et al., 2018). However, the recent mass transition to work from home (WFH) during the COVID-19 pandemic has shaken this historical function of organizational spaces, urging their adaptation to accommodate new working arrangements (Waizenegger et al., 2020). While organizations see opportunities in this shift to reduce costs by downsizing their real estate, decentralization also brings concerns that include maintaining a cohesive company culture, ensuring effective communication and employee engagement, and addressing potential cybersecurity risks. The image of a traditional office also becomes increasingly blurry, raising the question of what it will look like in the future, and why would people want to go there? This symposium seeks to dissect and understand the emerging paradigms in future organizational spaces that continued to evolve post-pandemic. Themes to be explored in the symposium include but not limited to: Workplace adaptations and Activity-Based Workplaces; Accommodating hybrid working; Physical separation and sense of togetherness; Emerging workplace technologies; Interdisciplinary collaboration and new theoretical perspectives.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2322** | Submission: **21235** | Sponsor(s): **(OMT, MOC, CTO)**
Scheduled: **Tuesday, Aug 13 2024 3:00PM - 4:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Diplomat Room**

Situating Design in Organizations: Seeing the Design Process through a “Process Thinking” Lens



Organizer: **Jodie Koh**, *Northwestern Kellogg School of Management*
Organizer: **Carmen Diaz**, *Northwestern Kellogg School of Management*
Panelist: **Giada Baldessarelli**, *Stockholm School of Economics*
Organizer: **Daniel Milner**, *Oklahoma State U.*
Panelist: **Victor Seidel**, *Babson College*
Panelist: **Elmira Van Den Broek**, *Stockholm School of Economics*
Panelist: **Elizabeth Gerber**, *Northwestern U.*

This panel creates space for exploratory conversation on processually-minded perspectives on designing that address such questions as: --Who are “designers”? Who “does” design? --What is design? --Where does design occur? --When is design used? --Why does design occur; to what end(s)? --How are these design-related activities carried out in an organization?

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2323** | Submission: **17173** | Sponsor(s): **(OMT, RM, DEI)**
Scheduled: **Tuesday, Aug 13 2024 3:00PM - 4:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park in Cuvee Room**

Centering the Margins: Methodological Challenges and Opportunities of Studying the Understudied



Organizer: **Angela Ianniello**, *Boston College*
Organizer: **Vanessa Conzon**, *Boston College*
Moderator: **Michel Anteby**, *Boston U. Questrom School of Business*
Panelist: **Tiffany Dawn Johnson**, *Georgia Institute of Technology*
Panelist: **Rebecca Ponce de Leon**, *Columbia Business School*
Panelist: **Adina D. Sterling**, *Columbia Business School*
Panelist: **Christian Noble Thoroughgood**, *Georgia State U., J. Mack Robinson College of Business*

Diversity, equity, and inclusion (DEI) is a critical research area in management that often entails examining populations that have historically been understudied. Past scholarship has highlighted how studying such populations can be connected with various methodological challenges and complexities. For instance, understudied populations often present difficulties with achieving a large enough sample size. They may also be more challenging to gain access to. However, researchers have also identified ways to attend to, and potentially address, some of these challenges and complexities. Accordingly, we have three goals in this panel. First, we aim to highlight opportunities for researching understudied populations in DEI scholarship. Second, we aim to discuss the methodological challenges associated with such research. Third, we aim to offer researchers strategies for navigating and addressing these challenges. To support these three goals, we have compiled a panel of expert DEI researchers, who will draw on their past experiences to address these three aims and, ultimately, forward audience members' understandings of these topics.

KEY TO SYMBOLS

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

Organized Crime: Perspectives on Societal Challenges, Threats, and Crises



Organizer: **Himanshu Bhatt**, *King's Business School*
Organizer: **Heewon Chae**, *Arizona State U.*
Participant: **Riccardo Maiolini**, *John Cabot U.*
Participant: **Marco Omizzolo**, *La Sapienza U. di Roma*
Participant: **Francesca Capo**, *U. of Milano Bicocca*
Participant: **Elisa Operti**, *ESSEC Business School*
Participant: **Pino G. Audia**, *Dartmouth College, Tuck School of Business*
Participant: **Giovanni Battista Dagnino**, *U. of Rome Lumsa*
Discussant: **Pino G. Audia**, *Dartmouth College, Tuck School of Business*

Organized crime groups (OCGs) are important business and institutional actors in several locations around the world. In this symposium, we explore how the presence and activities of OCGs influence emerging societal challenges, threats, and crises. Our investigations use OCGs as a metaphor for pursuit of extreme profit motive and instrumental practices that contribute towards perpetuating social inequalities and exploitation. By digging deeper into the workings of organized crime groups, we develop theoretical and practical implications for what constitutes firms' ethical and socially responsible behavior.

From Chains to Change: The Constraining and Empowering Role of Places

Author: **Tommaso Ramus**, *ESSEC Business School*

Network Resilience in Face of Exogenous Shocks: How Criminal Actors Restore Network Efficiency

Author: **Francesco Rullani**, *Venice School of Management, Ca' Foscari U. of Venice, Italy*

Theorizing Institutional Logics of Organized Violence in Socio-ecological Crises

Author: **Stefano Pascucci**, *U. of Exeter*

Peripheral Actors, Sudden Threats, and the Founding of Social Movement Organizations

Author: **Heewon Chae**, *Arizona State U.*

Examining the Impact of Italian Mafia Organizations on Income Inequality

Author: **Himanshu Bhatt**, *King's Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Shareholder Activism and Stakeholder Dynamics in Environmental Governance



Session Moderator: **Mark R. DesJardine**, *Tuck School of Business at Dartmouth*

ONE: **Shareholder Activism from a System's View: How the Media and Regulators can Facilitate the Campaigns**

Author: **Mark R. DesJardine**, *Tuck School of Business at Dartmouth*

Author: **Jinyuan Song**, *George Mason U.*

Author: **Yifan Wei**, *Beedie School of Business Simon Fraser U.*

Amid extensive research on the direct effects of shareholder activist demands on target firms, recent calls have been made to understand the broader system in which activism unfolds, including the actors that facilitate or hinder activists' efforts. In this study, we develop a theoretical framework that positions the outcomes of shareholder activism as contingent on the actions of other third-party stakeholders. The fulcrum of our theory is that activist demands will more effectively motivate organizational change when other stakeholders reinforce the issues raised by shareholder activists. Situated in the context of shareholder proposals, we theorize and find that the potential for proposal-based activism to enact organizational change hinges on the scrutiny of proposed issues raised by the media and regulators, which, respectively, bring coverage and credibility to the issues at hand. This study steps beyond the activist-firm dyad to provide new insights into the role that non-shareholding stakeholders play in shareholder activism, and raises new questions about stakeholder governance.

ONE: **Organizational Responses to Societal Demands and Their Implications for Environmental Performance**

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

Author: **Miron Avidan**, *Chatham U.*

Author: **Judith Louise Walls**, *HSG U. of St. Gallen*

Institutional theory has overlooked the implications of organizational responses to societal demands. We investigate how three conventional corporate responses to the demand for climate change action, including compromise, avoidance, and manipulation, relate to actual emissions reduction. We also examine the moderating effect of reputational risk on these relationships. Our analysis is founded on panel data regression of 5,431 firm-year observations of S&P500 companies between 2011 and 2021. Our results show that compromising is associated with a reduction in emissions over time. We find marginal evidence that avoiders increase emissions and that, under high reputational risk, organizations manipulate more and consequently increase their emissions. Our study contributes to institutional theory by connecting organizational responses to societal expectations with environmental performance. Our findings vindicate the promise of corporate sustainability strategies in reducing carbon emissions.

ONE: **Unintended Consequences of Shareholder Activism: A Socio-Cognitive Stakeholder Theory View**

Author: **Maria Ruiz Castillo**, *U. of Granada (Spain)*

Author: **Ruth V. Aguilera**, *Northeastern U.*

Author: **Juan-Alberto Aragon-Correa**, *U. of Granada*

Author: **Nuria Hurtado-Torres**, *U. of Granada*

Shareholder activism oriented towards non-financial requests, that is, environmental, social and governance (ESG) issues, has grown exponentially and includes different characteristics and therefore implications than the traditional activism. However, its impact is not well-understood. We develop a conceptual model drawing on stakeholder theory and the socio-cognitive perspective in which we predict that most firms will react to intensive ESG shareholder activism by improving its non-financial performance. However, we argue that firm responses to these stakeholder pressures can be complex and might entail enhancing performance in areas beyond the activists' most prevalent requests in order to sustain the firm's need for social approval and legitimacy. Drawing on a sample of S&P 500 firms spanning from 2006 to 2020, we show that receiving shareholder proposals is in fact effective in improving overall non-financial performance. Interestingly, we also uncover that governance shareholder activism leads to advances in firms' socio-environmental performance, and that the influence of socio-environmental activism is moderated by the presence of foreign institutional investors. Our theorizing and empirical findings reveal the underlying multifaceted dynamics of firms' responses to shareholder activism and complement insights from the traditional stakeholder perspective to better understand the intersection of corporate governance and sustainability.

ONE: **Environmental Controversies and Initiatives: Stakeholder Responses to Conflicting Signals**

Author: **Beatriz Domínguez**, *U. of Zaragoza*

Author: **Jaime Gomez**, *U. de La Rioja*

Author: **Raquel Orcos**, *U. de La Rioja*

Author: **Sergio Palomas**, *U. of Zaragoza*

Stakeholders receive diverse signals regarding a firm's environmental practices, influencing their reactions and subsequently impacting the firm's market value. This study acknowledges these signals as either positive (stemming from the firm's environmental initiatives) or negative (emanating from environmental controversies highlighted by external sources). Our analysis not only scrutinizes the impact of these positive and negative signals on firm market value but also explores their specific characteristics, encompassing volume, persistence, and strength. Additionally, we investigate the interplay between environmental initiatives and controversies on firm market value. The results derived from examining a sample of 346 publicly listed firms spanning from 2006 to 2022 reveal the contrasting effects that positive and negative signals exert on a firm's market value. Moreover, we find an interaction effect between these signals, which emphasizes the necessity of considering signal characteristics for a comprehensive understanding of their implications.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Environmental Performance Metrics and Reporting

Session Moderator: **Lorenz Fenk**, *TUM School of Management, Technical U. of Munich*

ONE: **Environmental Photograph use in Corporate Sustainability Reporting: A Machine-Supported Analysis**

Author: **Lorenz Fenk**, *TUM School of Management, Technical U. of Munich*

Despite the prevalence of photographs in corporate sustainability reporting, their use is not yet sufficiently understood. To the best of our knowledge, this paper is the first large-scale study in the field. Introducing a novel machine-supported approach, we assess environmental photograph utilization based on a sample of 45,228 photographs contained in 1,463 separately disclosed sustainability reports from European firms between 2011 and 2020. We find that against the overall trend of decreasing photograph utilization, the share of environmentally themed photographs has markedly increased. Furthermore, operating in an environmentally sensitive industry is strongly associated with a substantially larger share of photographs depicting environmental subject matter. Lastly, we observe that companies signal their superior environmental performance through a greater utilization of environmental photographs. By introducing a novel machine-supported approach to analyzing photographs, this study makes a methodological contribution to the field of corporate sustainability reporting. Our results also have important practical implications.

ONE: **Emissions for Sustainability: The Ambiguous Role of Closed-Loop Orientation for Eco-Performance**

Author: **Vincent Julius Verweyen**, *Chair of Technology Management / TIE Institute, TU Dortmund U.*

Author: **Tessa Christina Flatten**, *Chair of Technology Management / TIE Institute, TU Dortmund U.*

In the wake of increasing environmental consequences from industrial development, concepts such as circular economy have central importance for consumers, businesses, and policymakers. One firm-level manifestation of these concepts is closed-loop supply chain management, which emphasizes the recovery and reuse of goods. Our study leverages closed-loop supply chain orientation as a suitable strategic orientation, exploring its implications for environmental firm performance. While existing research shows a positive relation between this orientation and firm performance outcomes, we identify and explore potential contradictions within these findings. Guided by the practice-based view, we propose a u-shaped relationship between closed-loop supply chain orientation and environmental firm performance over time. We suggest the existence of a temporary phase, in which producing higher-quality products for circular use leads to a decline in environmental firm performance. We test our hypotheses using secondary, longitudinal data from the S&P500 spanning 2000 to 2022.

ONE: **The Uncertainty of Corporate Sustainability Metrics**

Author: **Kelly Clark**, *UCLA*

Author: **Magali Delmas**, *U. of California, Los Angeles*

Author: **Dylan Minor**, *UCLA Anderson School of Management*

Author: **Tyson Timmer**, *UCLA*

We propose a framework to help assess corporate sustainability metrics in light of the uncertainty associated with sustainability measurement. We argue that researchers and stakeholders must account for the specific dimensions of uncertainty that permeate metrics designed to gauge sustainability processes or outcomes. Without understanding the uncertainty inherent in disclosed metrics, conclusions drawn from them create a false sense of objectivity and validity. We present a framework that explores the dimensions, sources, and manifestations of uncertainty, and we illustrate our framework through the case of carbon offsets. Our framework distinguishes between the uncertainties in process and performance measures that are frequently conflated and clarifies how they differ. Our work enriches our understanding of the uncertainty associated with corporate sustainability disclosures. It can be useful for stakeholders and researchers developing or using sustainability metrics.

ONE: **Automation's Hidden Traps: M&A Performance Commitments, Robot Application, and Greenwashing**

Author: **Zeyong Cao**, *School of Management, Xi'an Jiaotong U.*

Author: **Junrui Zhang**, *Xi'an Jiaotong U. School of Management*

Can manufacturing firms simultaneously pursue automation and environmental sustainability? We investigate this question within the context of merger and acquisition (M&A) performance commitments, exploring how firms navigate their business strategies under external pressures. Our empirical analysis of M&A transactions involving listed manufacturing firms in China from 2015 to 2022 reveals a significant role of M&A performance commitments in promoting greenwashing. The extent of automation is complex: a higher level of robot application exacerbates the greenwashing associated with M&A performance commitments, while a lower level mitigates it. Mechanism analysis shows that both "inflated" and "non-inflated" performance commitments increase the propensity for greenwashing due to performance pressures and agency costs. Moreover, while greenwashing reduces credit market financing constraints for these firms, it adversely affects their market value recognition in the capital market. Firms that more effectively achieve their performance commitments exhibit a reduced propensity for greenwashing. This study offers critical insights for businesses, regulatory authorities, and stakeholders, contributing to the development of more robust regulatory frameworks and corporate governance strategies.

Author: **Catrina Achilles**, *U. of Goettingen*

Author: **Peter Limbach**, *Bielefeld U.*

Author: **Michael Wolff**, *U. of Goettingen*

Author: **Aaron Yoon**, *Northwestern Kellogg School of Management*

Using project level data that firms disclose in the Carbon Disclosure Project, we provide evidence on what firms actually do to reduce greenhouse gas emissions. The majority of initiatives that firms take on require small investments (median \$127,000) and have payback periods of at most three years. These short-term initiatives mostly target energy efficiency in buildings or production and generate more monetary and CO₂e savings. Firms experiencing short-term performance pressure, smaller firms, and those granting themselves less time to achieve their own emissions targets are more likely to implement such initiatives. A greater share of short-term initiatives predicts better environment-related ESG ratings but no superior firm performance, consistent with the small size of investment. Overall, the evidence suggests that firms do not act according to the common view that investments in the environment are, or should be, long-term oriented. Firms tend to mitigate rather than adapt to climate change.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Circular Economy Strategies and Transition Frameworks



Session Moderator: **Daniel Wörner**, *U. of St.Gallen*

ONE: **Unpacking the Transition Toward Circular Business Models: A Holistic Framework of Transition Drivers**

Author: **Daniel Wörner**, *U. of St.Gallen*

Author: **Niklas Letmathe**, *Karlsruhe Institute of Technology*

Author: **Marin Jovanovic**, *Copenhagen Business School*

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

Addressing a critical gap in the circular economy literature, this study explores the dynamic interplay and multilayered nature of internal and external transition drivers shaping the holistic transition of firms toward circular business models (CBMs). Utilizing 33 semi-structured interviews with diverse companies and a geographical focus on central Europe and beyond, the research delves into the roles of external stakeholders, public-private partnerships, ethical leadership, and digital advancement in defining sustainable practices. Through a qualitative data analysis, our study reveals four aggregated dimensions: implicit sustainability aspects, strategic sustainability management, sustainability governance, and intrinsic sustainability elements. These findings offer a nuanced understanding of the transition toward CBMs, highlighting the significance of both internal and external drivers in crafting a holistic framework of transition drivers toward CBMs, their dynamic interplay, and their multilayered nature. We propose specific CBM transition drivers on three different levels of granularity – that is, regulation and market, strategy and governance, and culture and resource level drivers – while also uncovering areas on which managers can focus to alter current business models toward the adoption of CBMs. The study provides valuable insights into the discourse on circular transitions, fostering a deeper comprehension of the multifaceted nature of sustainability drivers and their impact on firm-level practices.

ONE: **Circular Systems Navigator: A Process Tool for Circular Systems Design and Rebound Effect Mitigation**

Author: **Henry Willem Müller**, *HSG U. of St. Gallen*

Author: **Konstantin Remke**, *ESCP Business School*

In this study, we develop a novel tool for designing circular systems - the Circular Systems Navigator. While existing tools and frameworks abound for circular product and business model design, a notable gap exists in addressing the requirements of circular systems design. Systems design is highly relevant because businesses need to simultaneously harmonize product, service, business model, and ecosystem design to avoid adverse rebound effects. We employ design science methodology involving 31 expert interviews, user surveys, and an experimental evaluation to develop and validate a practically useful artifact to holistically design circular systems. We advance theory by championing the concept of Circular Systems Design, providing a process model, and addressing the critical issue of Circular Economy Rebound. This contribution marks a substantive step forward in accelerating the implementation of circular strategies and addressing a fundamental theoretical concern within the broader context of the Circular Economy.

ONE: **Addressing Imperfect Substitution in the Circular Economy**

Author: **Jozef Cossey**, *KU Leuven & UCLouvain*

Author: **Anaïs Périlleux**, *UCLouvain*

Management scholars have studied circular economy value propositions, products and business models as well as how consumers adopt them. However, rebound effects, such as imperfect substitution, can offset the resource savings of such circular economy strategies. This paper extends management scholarship to consider how circular products often fail to substitute for linear products. Concretely, we review three approaches to behavioral change, based on individual intentions, behavioral lock-in, and structural lock-in, before empirically assessing their ability to explain the substitution of linear products by circular products in the context of carsharing. We find support for theoretical explanations based on individual intentions, structural lock-in and the interaction between them as ways to address imperfect substitution. We conclude by discussing how rebound effects complicate sustainability claims at the firm and product-level and theorize the strategies available for managers and policy-makers to address imperfect substitution.

ONE: **Towards a Sustainable and Circular Blue Bioeconomy: A Scoping Review**

Author: **Ashkan Pakseresht**, *Brunel Business School, Brunel U. London*

Author: **Alireza Kermani**, *U. of Tehran*

Author: **Carolyn Decker-Lange**, *Brunel Business School, Brunel U. London*

This study explores biotechnological innovations based on marine resources in the burgeoning blue bioeconomy, aiming to unlock their potential for valorization for new business models. Using a scoping review, we specify four clusters of innovations: bioenergy, feedstock and fertilizers, biomass for food, and industrial applications. These clusters offer promising energy, food, and materials alternatives while aligning with circular economy principles and the UN Sustainable Development Goals. This study thus fills a gap in extant management research by integrating ocean biodiversity into considerations of sustainable entrepreneurship and investigating valorization options within the blue bioeconomy, particularly concerning SDG 14 Life Below Water. The findings pave the way for designing feedstock and regenerative business models that harness the blue bioeconomy's economic, environmental, and social benefits.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Waters of Resilience: Managing Scarcity & Community Systems in Crisis

Session Moderator: **Deborah Carroll**, *U. of Illinois Chicago*

This presentation will share research on the interplay between crisis management and common resource governance, examining how nonprofits navigate collaborative challenges, the impact of diverse stakeholder needs on collective action, the fiscal trends in public water systems, and the facets of resilience in public sector organizations.

PNP: Resource Scarcity and Stakeholder Heterogeneity: Determinants of Collective Action

Author: **Marc Legrand**, *HEC Paris*

Author: **Bertrand V. Quelin**, *HEC Paris*

We examine stakeholder governance of common-pool resources and focus on the heterogeneity of stakeholders in terms of interests vis à vis the resource and time horizon, i.e. either they derive immediate value from the resource or they benefit from the value being protected in the long term. We ask how do communities of diverse stakeholders collectively design institutions to sustainably manage a common pool resource. While research on common-pool resource management has mainly focused on communities of homogenous stakeholders and notably direct users, we propose that the heterogeneity of stakeholders within a community positively impacts participation in the collective action process by increasing the incentives to be represented in the institutional design process and to defend one's specific interest. We further argue that coordination costs act as moderators such that stakeholders may be less likely to join the collective action process when similar stakeholders are present to defend the group's interest and bear their share of the costs. To test our hypotheses, we use a unique empirical setting wherein local agencies representing the interests of different stakeholders are instructed to collectively design institutions to manage groundwater basins in California. Our results show that stakeholder heterogeneity leads to greater institutional membership, moderated by the transaction costs and the distribution of stakeholders. We offer further theoretical and empirical implications.

PNP: Organizational Resilience in Public Sector Organizations  

Author: **Stefanie Popp**, *Technical U. of Applied Sciences Würzburg-Schweinfurt*

Author: **Michael Garkisch**, -

Author: **Charlotte Foerster**, *U. of Technology Chemnitz*

In an era in which public organizations grapple with an increasing number of challenges, the recent global pandemic serves as a poignant illustration, of the need for organizational resilience within such public sector organizations. However, it's important to note that resilience is inherently contextual and contingent upon the specific circumstances and types of organizations. Enhancing resilience within public organizations necessitates a thorough evaluation of existing research in the field. Consequently, we conducted a systematic literature review across three databases and leading journals in public management. From this qualitative content analysis, we developed a comprehensive framework to enhance public organizations' resilience. This framework includes 25 distinct attributes, such as staff training and empowerment. Our findings underscore the importance of management, organizational design, and the judicious allocation of human and non-human resources in ensuring organizational resilience. Our study contributes to a deeper understanding of the current knowledge on public organizational resilience and proposes a research agenda to advance understanding and practice in this area. Join us in uncovering the essential elements necessary for creating resilient public organizations capable of withstanding adversity.

PNP: Collaborative Crisis Management and Nonprofit Governance

Author: **MOHAMMADSADEGH HASHEMI**, *Mount Allison U.*

Author: **Sara-Ann Strong**, *Research Associate, Mount Allison U.*

Author: **Taieb Hafsi**, *HEC Montreal*

Author: **Hamed Motaghi**, *U. of Québec in Outaouais*

This research delves into the crisis management strategies employed by nonprofit organizations (NPOs) within two diverse neighborhoods of Montreal, Canada, in response to the COVID-19 pandemic. Benefiting from the literature on crisis management and nonprofit governance, the study investigates how NPOs navigated the challenges posed by the pandemic, particularly in addressing the health and social impacts on vulnerable communities. Utilizing a Grounded Theory Methodology, the research unfolds the experiences of various community organizations catering to diverse ethnic and cultural groups. The findings illuminate the governance mechanisms and behaviors, including the use of neighborhood round tables, digital communication strategies, and pragmatic leadership, employed by NPOs to effectively manage the crisis and establish trustworthy networks of collaboration with diverse stakeholders. Furthermore, the study underscores the emergence of bottom-up social processes and a shift in power dynamics, signifying a transition from centralized decision-making by governmental authorities to previously marginalized actors gaining influence on the ground. In conclusion, the research offers practical recommendations for NPO managers, policymakers, and funders, aiming to enhance NPO resilience and performance amidst crises.

Author: **Dan Huang**, *U. of Illinois Chicago*

Author: **Kate Albrecht**, *U. of Illinois Chicago*

Author: **Deborah Carroll**, *U. of Illinois Chicago*

Author: **Jun Li**, *U. of Illinois Chicago*

Author: **Laura Medwid**, *U. of Illinois Chicago*

Author: **Jason Michnick**, *U. of Illinois Chicago*

The structure of community water systems (CWS) across the state of Illinois is complex and largely fragmented despite emerging consolidation efforts. Each public water system faces a unique combination of advantages and challenges in keeping up with costs of system operations, debt repayment, and necessary capital improvement projects while striving to ensure water provided to households is high quality and affordable to their customers. The majority of the nearly 50,000 CWS across the United States are primarily funded by user charges (Greer, 2020). User charges are established by local authorities that govern a CWS (Deslatte et al., 2022), and become the primary mechanism for recovering the cost of providing drinking water to the users of a system (Beecher & Shanagan, 1999). Therefore, the costs of the system are the foundation of how user charges are established and what constituents ultimately pay for their drinking water. Drinking water systems are capital intensive and the construction and maintenance of the associated infrastructure is a primary driver of the costs of providing drinking water. Compared to other infrastructure types, drinking water is less subsidized by the national and state governments, meaning that the majority of these capital costs are funded locally (Hansen & Mullins, 2022). Understanding service expenditures of CWS is a critical first step for understanding the financial viability of water systems, and a potential source of variation in water bill levels across the downstate region of Illinois. This information is particularly important as CWS provide an essential service for individual and community health and are facing mounting infrastructure and environmental pressures. However, little is known about the expenditure levels necessary to provide water service on a per-customer basis, particularly in the context of rural water systems. This information also have policy implications as policymakers and water system managers strive to ensure households have long-term access to affordable and safe drinking water. This paper seeks to empirically test the magnitude of association, if any, that a variety of management and community factors have on the cost burdens CWS face in providing water and water services across southern Illinois. This information will fill gaps in knowledge about the unique challenges CWS face in maintaining fiscal health, particularly in a rural context.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented










Selected as a Best Paper

Methodological Pluralism in Team Research

Moderator: **Aimee Kane**, *Duquesne U.*
Moderator: **Kyle J. Emich**, *U. of Delaware*
Panelist: **Henrik M. Bresman**, *INSEAD*
Panelist: **Corinne A. Coen**, *Case Western Reserve U.*
Panelist: **Kyle J. Emich**, *U. of Delaware*
Panelist: **Aimee Kane**, *Duquesne U.*
Panelist: **Lyn M. Van Swol**, *U. of Wisconsin-Madison*

Teams are ubiquitous across workplaces and organizations of all kinds. Although our current understanding of team functioning comes from years of pluralistic inquiry, management research has become narrow in its philosophical consideration of what is considered an acceptable team sample. In this panel symposium, we will discuss the importance of maintaining methodological pluralism in the study of work teams by discussing the assumption and values underlying positivism and constructivism. To do this, we have assembled a group of researchers who have conducted team research across these perspectives using quantitative and qualitative techniques as well as agent-based modeling: Henrik Bresman, Corinne Coen, Kyle Emich, Aimee Kane, and Lyn van Swol. In an interactive, structured discussion, our panelists will collectively: (1) Describe the strengths and weaknesses of each perspective, (2) Identify relationships among the perspectives and how they may be integrated; and (3) Discuss how team scholars can address key research questions from each perspective to gain a fuller understanding of team functioning while addressing team member perspectives and characterizing the contexts in which teams operate. Our goal is to give researchers insight into how we, as a field, can integrate perspectives while maintaining our individual research identities.

KEY TO SYMBOLS

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

Navigating Complexities Toward a Greener Future: Green Energy, Green Innovation, Green Regulation

Session Moderator: **Eline Rianne Roomer**, *Trinity Business School, Trinity College Dublin*

SIM: From Green to Red: New Energy Projects and Violent Conflict in Fragile Settings  

Author: **Anne Jamison**, *Copenhagen Business School*

Author: **Witold Jerzy Henisz**, *U. of Pennsylvania*

Author: **Brian Ganson**, *Stellenbosch U.*

Author: **Joseph Bettles**, *Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping*

The number and scale of commercial-scale solar installations in emerging economies continue to grow. Despite the ethical stance of new energy proponents, there are indications that these projects can be drivers of violent socio-political and socio-economic conflict in already fragile places, posing risks both to people and to successful implementation of a green transition. We first survey the pathways by which “green” energy investments can turn “red” through their entanglement in the political economy of conflict. We then investigate the conflict impact of these projects using a geospatial dataset of projects in fragile contexts from 1994-2020. Employing propensity score panel matching in a subnational research design, we show that commercial-scale solar projects, on average, cause an increase in deaths from conflict in the year following the project start in their local project area. Conflict escalation is driven by sentiment towards elites, underlining the propensity of these projects to undermine social cohesion. Given the ethical deficiency of outcomes that further burden the already poor and vulnerable, these results call for greater accountability for conflict risk assessment and mitigation by green financiers, the companies they fund, green energy advocates, and policy makers embedded in a perhaps too-narrow view of the ethical landscape.

SIM: How Do Aspirations Work? Financial Performance Shortfalls and Firms’ Green Innovation

Author: **Jing Zhao**, *Renmin U. of China*

Author: **Jintong GUO**, *School of Business, Renmin U. of China*

Author: **Xiyun CHENG**, *School of Business, Renmin U. of China*

Author: **Manqing Yin**, *School of Business, Renmin U. of China*

Research on the behavioral theory of the firm (BTOF) highlights the role of performance shortfalls in managers’ decision process. However, previous studies tend to ignore the heterogeneity of historical and social aspirations. This paper investigates how firms’ green innovation, a typical environmental behavior, differently responds to financial performance shortfalls relative to historical and social aspirations. Based on the view of problemistic search, we argue and find that financial performance shortfalls derived from historical aspiration impair green innovation; whereas financial performance shortfalls derived from social aspiration first reduce and then promote green innovation, demonstrating a U-shaped relationship. Moreover, we find that the two aspirations may interact to influence green innovation activities. Specifically, the negative effect of performance shortfalls (historical) is more pronounced when the financial performance is below social aspiration. Whereas the U-shaped effect is flattened if the financial performance is at or above historical aspiration. Further, we explore how the effects vary with financial constraints and manager overconfidence to distinguish the underlying mechanisms. Our study extends a nascent understanding of aspiration heterogeneity by revealing firms’ different green innovation strategies in response to different aspirations.

SIM: When Do Mandatory Electronic Waste Laws Crowd Out Voluntary Environmental Initiatives?  

Author: **Arzi Adbi**, *National U. of Singapore (NUS)*

Author: **Gordon Burtch**, *Boston U. Questrom School of Business*

Author: **Suvrat Dhanorkar**, *Pennsylvania State U.*

This study investigates when mandatory electronic waste (e-waste) regulation may unintentionally affect voluntary environmental initiatives in other domains. To study this question, we exploit the staggered passage of e-waste laws in the United States as a quasi-experiment. Using panel data at the city and facility levels, we find that mandatory e-waste laws crowd out voluntary Energy Star building certifications. However, the crowding-out effect is contingent on the payoff uncertainty of certification benefits and the cost savings possible from reducing voluntary certification efforts. These findings advance the growing strategy literature on environmental regulations by deepening our understanding of when the unintended cross-domain consequences of mandatory regulation on voluntary environmental engagement may lead to stronger adverse effects at both the extensive and intensive margins.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Impacts of Political Ideology, Embeddedness, Pressure, and Rhetoric on Business and Society

Session Moderator: **Cristina Neesham**, *Newcastle U.*

SIM: Social Control Agents' Effectiveness in Capital Markets: The Role of Analysts' Political Ideology 

Author: **Mohamad Hasan Sadri Karami**, *Beedie School of Business Simon Fraser U.*

Author: **Ali Mohammadi**, *Copenhagen Business School*

Author: **Pooyan Khashabi**, *ESSEC Business School*

Scholars have highlighted that social control agents (SCAs) can cause significant economic penalties when targeting a firm in capital markets. However, the effectiveness of such actions by SCAs is not always uniform. In this study, we focus on the micro-foundations of this heterogenous effect by studying the role of a key intermediary in capital markets, namely financial analysts. Our paper explores the effect of SCA actions on analysts' recommendations, highlighting that analysts' theoretical ideology plays an important role in effectuating SCA actions in capital markets. Using analysts' recommendations for U.S. defense firms between 1998 and 2017 and a novel hand-collected database of analysts' political ideology, we find that liberal-leaning analysts are more likely to issue sell recommendations for target firms, particularly when the SCAs' criticism is directed to actions which are distant from the core business of the focal firms.

SIM: Political Embeddedness of Global Innovation Networks: Addressing Health Inequalities   

Author: **Ozgu Karakulak**, *U. of Sussex Business School*

Author: **Lea Stadler**, *Grenoble Ecole de Management*

Global innovation networks have become an increasingly influential form of organizing to address the persistent global health inequalities between the Global North and the South. However, surprisingly, previous studies have overlooked the role of politics in shaping the work of these networks. This is crucial, given the strikingly different political contexts of the North and South. In this research, we contribute to addressing this gap by studying how being dually embedded in the North and South affects the work of these networks. To do so, we conducted a qualitative inductive study of Global Innovation Networks delivering new products and services to tackle diseases predominantly affecting the Global South. We found that strict requirements and demands imposed by global health organizations, the broader scientific community, and power imbalances within network ties posed significant challenges for their work. To navigate this dual political embeddedness and effectively carry out their work, these global innovation networks employed "network ambidexterity." This involved leveraging both the breadth and depth of network ties simultaneously, achieved by (i) expanding connections with the South and (ii) strengthening existing ties with the South. Through this research, we contribute to the broader innovation literature addressing social inequalities by highlighting the role of politics and emphasizing the importance of decolonizing global healthcare. Additionally, we contribute to global innovation network research by emphasizing the role of network ambidexterity.

SIM: Unwatched Corporate Social Responsibility: The Impact of Releasing Political Pressure

Author: **Jieyu Zhou**, *School of Management, Xiamen U.*

Author: **Shusen Qi**, *Xiamen U.*

Author: **Yongheng Sun**, *Xiamen U.*

China's Rule 18 in 2013 mandated political officials to resign as independent directors from listed companies. We exploit this quasi-natural experiment to examine the long-term effects of political pressures on corporate social responsibility (CSR). Based on hand-collected data and difference-in-differences models, we find that firms' CSR performance decreases after they are released from political pressures. The results suggest that while political pressures can increase CSR engagement, politically induced CSR is generally not persistent. We further reveal that politically induced CSR could turn into firms' spontaneous behavior only when firms have stronger incentives to conduct CSR, when the strength of political pressures is moderate, and when firms have greater bargaining power against political pressure. Finally, we show that firms are more likely to discontinue CSR that is less lined up with their best self-interest and that CSR activities induced by political pressures are generally economically inefficient. Our research is among the first to provide evidence regarding the persistency of politically induced CSR activities.

SIM: When Nationalistic Political Rhetoric Backfires   

Author: **Murad A. Mithani**, *Rutgers U., Camden*

Author: **Ipek Kocoglu**, *Kean U.*

This study uses history-informed research to understand the role of nationalistic political rhetoric in new venture creation. Building on the boomerang effect that explains how strategic communications can sometimes produce unintended outcomes, we theorize that nationalistic political rhetoric backfires with frequent use. Placing the study in the context of pre-reform India, we found that while nationalistic political rhetoric was positively associated with new venture creation, higher frequency of nationalistic rhetoric led to a decrease in new venture creation. The boomerang effect of nationalistic political rhetoric was mitigated by nationalistic political action, i.e., state-owned enterprises reduced the negative effect of frequent political rhetoric on new venture creation. The study extends the conversation on deglobalization by incorporating informal institutions. It shows that political efforts to insulate an economy through voluntary social compliance yield positive outcomes but only when used in moderation or in combination with political action. High levels of nationalistic political rhetoric boomerangs and damages the local economy.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

II. Executive, Board & Leadership Impacts on Corporate Social Responsibility (CSR) & Sustainability

Session Moderator: **Sebastian Cortes-Mejia**, *Pontificia U. Javeriana Bogotá*

SIM: When CEOs Could Save Lives but Don't: A Configurational Analysis of Attacks to Defenders

Author: **Verdiana Morreale**, *IUSS Pavia*

Author: **Elisa Giuliani**, *U. of Pisa*

Author: **Federica Nieri**, *U. of Pisa*

While focusing on corporate decision-makers, the literature on corporate misconduct has generally lost sight of how the victims of abuses influence the outcomes of organizational misconduct. In this paper, we fill this gap by focusing on a specific type of victims, namely human rights or environmental defenders (i.e., defenders), who are individuals who actively protest against corporate misconduct and decisions affecting their communities' rights. We suggest that defenders' behavior might elicit noticeable reactions in corporate CEOs, who are both morally and legally accountable for violations against them and their communities. In this paper we explore the configurations of characteristics concerning the defenders themselves and the CEOs of the involved companies to examine for the first time what kind of configurations are most likely associated with defenders' violation of physical integrity – one of the most egregious forms of human rights violations. We also consider the institutional quality of the country where the violations are perpetrated. By way of a Qualitative Comparative Analysis (QCA) on a sample of 782 violations against human rights defenders, we identified four distinctive configurations: (1) Environmental defender as an easy target; (2) Environmental defender against profit-minded CEO; (3) Workers' defender against profit-minded CEO; (4) Workers' defender against seasoned CEO.

SIM: CEO Social Status and Corporate Social Responsibility

Author: **Jiangtao Xie**, *Cork U. Business School*

Author: **Tanusree Jain**, *Copenhagen Business School*

There has been a growing interest among corporate social responsibility (CSR) scholars to understand how CEO characteristics can affect CSR performance, with an emphasis on characteristics derived from CEOs' core self-evaluations. Specifically, core self-evaluation refers to individuals' sense of self-concept. Examples of such self-evaluations include narcissism, overconfidence, and hubris. While this line of research has been valuable in understanding the role of CEOs in CSR, it has disregarded that others' evaluations of CEOs can also matter to CSR. Meanwhile, prior literature has already suggested that others' evaluations of CEOs can have implications for various firm behaviors, such as mergers and acquisitions or firm performance. Yet, it is still unclear how others' appraisals of CEOs can influence CSR, thereby leading to a partial view of how CEOs can affect CSR. To address this gap, we examine how CEO social status – the extent to which an individual or group is respected or admired by other – affects CSR performance. Drawing on social status literature, we argue that CEOs with higher social status can boost CSR performance because they are more attentive to stakeholder demands towards CSR and are more likely to show higher competencies in firms' CSR strategies. We also theorize that this positive relationship is weakened by CEO tenure and strengthened by board gender diversity. By analyzing CEOs from S&P 1500 firms for the period of 2004 and 2022, we find support for our hypotheses. Our findings highlight the importance of CEO social status, and more broadly, others' evaluations of CEOs, to CSR.

SIM: CEO Religion and Corporate Social Responsibility: A Socio-Behavioral Model

Author: **Isabelle Le Breton-Miller**, *HEC Montreal*

Author: **Danny Miller**, *HEC Montreal*

Author: **Zhenyang Tang**, *Clark U.*

Author: **Xiaowei Xu**, *U. of Rhode Island*

Studies linking religion to CSR have produced conflicting findings due to a failure to draw distinctions among religious influences and different CSR practices. Drawing on social identity theory and the theory of planned behavior, we first argue that religion will influence CSR when ethical values from a CEO's religious social identification resonate with a specific aspect of CSR. Second, CEO attitudes congruent with those values and forms of CSR – interpersonal empathy and proactiveness – will strengthen that relationship. Third, the relationship between religious social identification and CSR also will be strengthened by a CEO's ability to enact CSR policies, a function of personal and firm market power. Our research on 240 CEOs from 217 publicly-traded US firms from 2007 to 2020 supports these relationships.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Organizational Accountability, Social Responsibility, and Justice Implications for Stakeholders

Session Moderator: **Theresia Harrer**, *Hanken School of Economics*

SIM: The Double-Edged Sword of Accountability: How Organizational Accountability Affects Public Trust  

Author: **Theresia Harrer**, *Hanken School of Economics*

A central motivation behind efforts to increase organizational accountability is to build trust with key stakeholders such as the public. Although numerous works suggest that organizational accountability has a positive effect on public trust, others point to potential negative effects of it. Interestingly, neither side actually connects organizational accountability with public trust, overlooking most notably, how organizational demonstrations of accountability affect the public's judgements. The aim of this conceptual paper, thus, is to clarify why and how organizational demonstrations of accountability may (or may not) lead to public trust. First, I synthesize the relevant literature and identify three conceptual differences between accountability and trust that may help explain the above divergent suggestions. Second, building on the critical accounting and trust literature, I develop a set of propositions to capture how organizational accountability demonstrations may actually affect public trust. Third, I explain how societal trust levels can moderate those relationships. My theorizing not only shows that organizational demonstrations of accountability can have both, positive and negative effects on public trust. Importantly, it also suggests that, especially in times of high institutional-based trust, the negative effects of formal accountability demonstrations are likely to be more detrimental regarding public trust than those of informal accountability. My theorizing advances knowledge by highlighting the importance of studying account receivers' judgements with regard to organizational accountability, and by clarifying the relationship between organizational accountability and public trust. It is also important for organizations and policy makers.

SIM: Social Responsibility as a Competitive Edge in Tight Labor Markets  

Author: **Mariana Oseguera**, *U. of Toronto, Rotman School of Management*

This study investigates the interplay between labor market dynamics and the use of social responsibility claims by firms in their recruitment efforts. Previous research has predominantly focused on job seekers' reactions to these claims in job advertisements. This analysis, however, examines if firms modify their use of social responsibility language in response to increasing labor market competition. Using text analysis in millions of job postings from 2010-2021, and after accounting for various factors such as occupation, time trends, and job and firm characteristics, the findings reveal that firms do not significantly alter their use of social responsibility language due to labor market conditions. However, firms that incorporate social responsibility claims in their job postings respond differently to competitive pressures by offering higher wages. This wage premium, approximately four percent higher than their counterparts who do not make such claims, suggests that firms understand the importance of aligning their claims and substantiating them with tangible compensation offers. This alignment appears to be driven by the potential costs of appearing disingenuous as the premium is larger for job seekers who are likely to value social responsibility more and industries with worse social responsibility reputations. The findings provide valuable insights into the methods firms employ to attract talent while cultivating an authentic image of social responsibility in a dynamic labor market setting.

SIM: Virtue Signaling or True Commitment? Understanding Implications of Social Justice Engagement   

Author: **Siddharth Kanakrai Upadhyay**, *Florida International U.*

Author: **Ravi Shanker Gajendran**, *Florida International U.*

Author: **Kisha Shannon Jones**, *Florida International U.*

Organizations have begun taking public stances on politically charged social justice movements as they often relate to societal diversity, equity, and inclusion challenges. This is a recent phenomenon that management scholars have attempted to explore. However, there is a lack of consensus on conceptualizing this phenomenon, its relationship with DEI practices, and the consequent stakeholder reaction. To understand this phenomenon, we propose the concept of social justice engagement intensity (SJEI) as a related but separate construct from DEI. We focus on job applicants to understand stakeholders' reactions to SJEI. Drawing from signaling theory, we propose that a high degree of public engagement in socio-political movements can be perceived as "virtue signaling" by job applicants if the organization's DEI practices are incongruent. In contrast, a congruence between SJEI and DEI practices will be perceived as "commitment signaling." Because SJEI signals implicitly endorse political beliefs, we further propose that a belief inconsistency between the political ideology endorsed by the organization and the political ideology of the applicant will increase the virtue signaling perception. However, a belief consistency will increase the commitment signaling perception. We discuss the consequences of perceived virtue signaling and commitment signaling on job applicants' organizational attractiveness.

SIM: Exploring Organizational Justice in Chilean School Districts: A Multiple Case Study 

Author: **Francisca Alvarez Figueroa**, *Alliance Manchester Business School, U. of Manchester*

Author: **Paula Ascorra**, *Pontificia U. Catolica de Valparaiso*

This paper advances the understanding of organizational justice (OJ) with a contextualized perspective. The changing landscape of work and employment has led to deteriorating working conditions, especially in neoliberal settings. In the midst of these challenges, there is a growing discussion about promoting justice for decent work. Therefore, we examine how workers understand OJ. Through a multiple case study, we develop a grounded analysis in 48 interviews with workers in four organizations (school districts) in Chile. The results discuss three transversal approaches to OJ: a favor-based distribution of resources, a clientelistic approach to procedures, and benevolent interactions. We discuss the need for a situated and contextual understanding of OJ and propose a contingent HRM agenda to address fairness and justice at work.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Directions in Corporate Social Responsibility (CSR) Reporting & Stakeholder Communications

Session Moderator: **Jae Hwan Lee**, *Rollins College*

SIM: Goldilocks Effect: Finding the ‘Just Right’ Style in Corporate Responsibility 

Author: **Adam William Chalmers**, *U. of Edinburgh*
Author: **Robyn Klingler-Vidra**, *King's Business School*

The 21st century has seen a surge in the number of global corporate responsibility (GCR) frameworks issued by international organisations (IOs) influencing firms' communications about their commitment to corporate social responsibility (CSR). This study examines how firms choose specific GCR frameworks and how this choice enhances our comprehension of firms' CSR communications. A novel approach is taken by blending insights from affordance theory with computational linguistics. Our central argument is that the inherent textual attributes of GCRs, specifically how they are written, play a pivotal role in determining their degree of use by firms. Using natural language processing, the study examines 320 firms' CSR communications (4,025 documents) to discern how they incorporate the text from GCR frameworks. The study finds a “Goldilocks effect”, whereby firms' use of GCR frameworks is greatest when the frameworks are written in language that is neither too simple nor too complex. The implication is that writing in clear language that is neither overly simplistic nor jargon heavy has implications for the ethics of communications and determinants of firms' CSR talk.

SIM: Cover up the Vices? The Relationship Between CSP and Language Manipulation in Emerging Markets 

Author: **Qian LI**, *Shanghai International Studies U.*
Author: **Lingyu Li**, *Shanghai International Studies U.*

CSR report is a critical way for responsible companies to convince their stakeholders. However, previous studies have shown that these reports can be a manipulation tool for companies to cover up their unqualified social performance. By relying on the perspective of impression management theory, we investigate the impacts of social performances on language manipulation in CSR reports. With a sample of A-share listed companies in China from 2011 to 2018, we develop the measurement for language features of modern Chinese in their CSR reports through computer-aided text analysis. The results reveal that the worse a firm's CSR performance is, the more managers manipulate the language features of complexity (both logical and lexical), attribution, and emotions. Moreover, we show that this relationship is much stronger for manipulating emotions when CSR performance crosses a certain threshold.

SIM: Visualization in CSR Reports: The Role of Minority Investors' Online Information Demand 

Author: **Hongfei Ruan**, *Harbin Institute of Technology*
Author: **Yi Xiang**, *Xi'an Jiaotong U.*
Author: **Yinju Nie**, *Northwestern Polytechnical U.*

Corporate social responsibility (CSR) reporting holds significant importance for firms to communicate with stakeholders. Previous studies have primarily emphasized the implications of verbal characteristics present in CSR reports, yet there exists a limited understanding on the distinct features of visual information in these reports. The paper integrates stakeholder salience theory and Elaboration Likelihood Model to examine whether online information demand of minority investors in the unique online interactive platforms can prompt corporate visual expressions in their CSR reports. Additionally, we contend that the relationship between online information demand and visual expressions in CSR reports is accentuated when minority investors play a prominent role in a firm, yet attenuated when a firm provides more comprehensible and transparent information. Employing a hand-collected dataset of 1,998 observations from Chinese publicly listed firms in 2009-2017, our empirical findings strongly support these arguments. Taken together, this research enhances our understandings of how and when firms respond to the increased collective salience of minority investors resulting from their online information demand by disclosing more visually-oriented CSR reports.

SIM: Shifting Political Dependencies and Anticipatory Impression Management in China 

Author: **Ruxi Wang**, *Renmin U. of China*
Author: **Majid Ghorbani**, *China Europe International Business School (CEIBS)*

Using the anti-corruption campaign waged against unscrupulous government officials, we examine how Chinese firms adjust their CSR strategies as an anticipatory impression management tactic to cope with unexpected political changes. From a dynamic political dependence perspective, we theorize and find that under high political uncertainty, firms respond to the unexpected removal of high-ranking local officials by reducing CSR report quality to adapt to the unpredictability in the development agendas of future political leaders with panel dataset. We further find that the reduced quality of CSR reporting is exacerbated when the firms have a larger number of subsidiaries in their headquarter region, when the CEO or Chairperson has political connections, and when the firms are located where the competition for promotion is fiercer among civil servants.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Resilience, Flexibility, and Strategies for Managing Uncertainty

Session Moderator: **Kerstin Fehre**, *Vlerick Business School*

STR: Towards Measuring Strategic Flexibility of Mission-driven Innovation Teams

Author: **Gaurav Dilip Tikas**, *Indian Institute of Management Visakhapatnam*

Strategic flexibility can help innovation teams in navigating through the internal or external uncertainties. However, existing scholarship barely provides a clear definition, a contextual understanding, or a robust calibration mechanism to measure it within organizational settings. To overcome such gaps and problems arising out of it, this research uses dynamic capability theory to underpin the focal construct, develops a measurement mechanism and empirically validates it through a multi-method research design. Strategic flexibility towards mission-driven innovation (SFMI) emerges as a three-dimensional construct that can be reflected through agility, adaptivity, and alignment. The 11-item SFMI scale contributes to the extant literature on flexibility for innovation through its capability-based conceptualization, mission-driven contextualization and team-based measurement. Practitioners can use this framework for diagnostic or developmental purposes along with its additional application as a performance evaluation instrument.

STR: Thriving and Languishing in Uncertainty: A More Nuanced View of Organizational Resilience

Author: **Liv Håland**, *Norwegian U. of Science and Technology*

Author: **Marta Morais-Storz**, *NTNU*

Author: **Alf Steinar Sætre**, *Norwegian U. of Science and Technology*

Previous empirical research on the resilience of organizations has focused on specific, high-profile, events, and how companies have dealt with the aftermath of those events to survive. Resilience in relation to chronic disturbances characteristic of high uncertainty environments lacks empirical foundation, presenting an important research gap as environmental uncertainty reaches higher levels. Furthermore, resilience literature is increasingly focusing on the importance of thriving, suggesting that organizations that thrive build resilience capabilities and perform better in the long term than survival-oriented organizations. Yet, it is not clear how organizations thrive in uncertain conditions and how thriving organizations build resilience capabilities. We seek to bridge this gap and contribute to theory building on the resilience of organizations under uncertainty through a multiple case study of five Norwegian firms to understand how organizations thrive and build future resilience capabilities under conditions of uncertainty. Findings show that the resilience approaches of organizations facing uncertainty are variegated, and that at the two extremes, languishing organizations are characterized by threat orientation that corresponds primarily with defensive approaches and, thriving organizations are characterized by opportunity orientation that corresponds with enactive approaches. Findings also show that together with opportunity orientation, a deliberately emergent strategy, organizational slack, a strong culture of innovation, external collaboration and transformational leadership are factors that work symbiotically to reinforce the capabilities necessary to deploy enactive strategies that are consistent with organizations that thrive in uncertainty.

STR: Creating vs. Exercising Real Options: How CEO Temporal Focus Affects Real Options Intensity

Author: **Bettina De Ruyck**, *Ghent U. and Vlerick Business School*

Author: **Carine Peeters**, *Vlerick Business School*

Author: **Xavier Baeten**, *Vlerick Business School*

Author: **Kerstin Fehre**, *Vlerick Business School*

Recently, scholars have been calling for research on how cognitive differences between Chief Executive Officers (CEOs) affect real options intensity and thus tendency to build strategic flexibility for their firms. At the same, there is limited theorizing on the stages of the real option life cycle – identifying, creating, maintaining, and exercising real options. We contribute to the cognitive perspective and argue that CEO temporal focus – a subjective perception of time – relates to those underlying stages in the real option life cycle and, consequently, affects firm real options intensity. On the one hand, we predict that a higher CEO future focus is beneficial for identifying potential options and creating real options and is therefore positively related to real options intensity. On the other hand, we expect that a higher present focus will lead CEOs to exercise existing real options available to them and therefore negatively relates to firm real options intensity. Further, building on work that considers situational factors which may influence a CEO's ability and motivation to invest in or exercise real options, we include the opportunity environment as a moderator. Specifically, we argue that the relationships between CEO temporal focus and firm real options intensity are stronger in an environment characterized by scarce opportunities. Using a panel dataset of listed European firms, we find support for our theorizing. Our study emphasizes the substantial impact of the CEO's temporal focus in shaping their firm's investment decisions and strategic flexibility.

STR: How Can Family Businesses Balance Dynamic Change and Resilience? The Role of a Learning Organization

Author: **Miriam Simon**, *WHU - Otto Beisheim School of Management*

Author: **Nadine Kammerlander**, *WHU Otto Beisheim School of Management*

Family businesses are beginning to recognize the advantages of agile working methods in an ever-changing market environment. Consequently, many initiate a transformation process towards more agility, especially in the innovation departments. With this transformation process, they find themselves in a paradoxical situation. While their core business is characterized by excellence and zero error tolerance, in their innovation department, they aim to learn from mistakes quickly to become more innovative. Additionally, there often is knowledge imbalance between employees in the operational business and employees in the innovation departments. To comprehend how companies balance excelling in their core business while learning from mistakes to drive explorative innovation, we conducted a multi-case study of seven family businesses. Our findings extend current literature, revealing that operational and innovative business units are subject to different rule-based frameworks within which they can actively operate. These frames allow for performance in various business cultural environments. Our findings reveal that convergence and divergence cannot be considered separately when striving for long-term success. Although our case companies are family-owned, our findings are relevant to all types of companies characterized by a high value-based corporate culture and facing paradoxical strategies.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Cognitive Perspectives on Corporate Strategy

Session Moderator: **Libby Leann Weber**, *U. of California, Irvine*

STR: Psychological Impact of Contract Frames on Specific and Ambiguous Alliance Investments     

Author: **Christopher Bauman**, *U. of California, Irvine*

Author: **Libby Leann Weber**, *U. of California, Irvine*

Author: **Jessica Jeesoo Kim**, *U. of California, Irvine*

Building on Transaction Cost Economics (TCE) research, which has largely focused on contractual safeguards for increasing highly specific investments, our study explores the nuanced effects of contract framing on investment decisions in strategic alliances, particularly considering varying degrees of asset specificity ambiguity. Through three experiments, we demonstrate that prevention contracts, framed to mitigate negative events, boost initial investment in exchanges characterized by both explicit high asset specificity and ambiguous specificity levels. In contrast, promotion contracts, framed to promote positive events, are more effective in supporting ambiguous specific investment, following violations of informal exchange expectations. Together, this study underscores the dynamic nature of contract framing in strategic alliances, contributing to a deeper understanding of how psychological factors intersect with traditional TCE considerations to shape investment behavior.

STR: When Overconfident CEOs Deliver Better Performance: Evidence From Acquisition Waves

Author: **Jun Xu**, *U. of California, Riverside*

Author: **Jerayr M. Halebian**, *U. of California, Riverside*

Author: **Jamie Tong**, *U. of Queensland*

Author: **Guoli Chen**, *INSEAD*

Overconfident CEOs are frequently criticized for making value-destroying corporate acquisitions in which they excessively acquire and overpay. We argue that overconfident CEOs often create value and deliver better performance in the acquisition waves given that the motivation and the requirement for action speed for acquisitions that occur in waves are different from those in other acquisition contexts. Specifically, we hypothesize and find that overconfident CEOs are more likely to capture preemption opportunities by acting earlier in acquisition waves, and such rapid moves enable overconfident CEOs to seize high-quality targets or targets with cospecialized assets with lower costs, leading to better acquisition performance. In addition, we find that in acquisition waves, organizational acquisition experience hampers value-add because it reduces overconfident CEO action speed, and associated returns to acquisitions. Contributions to the CEO overconfidence and acquisitions literatures are discussed.

STR: The Impact of Perceived Homophily and Strategic Homophily on Acquisition Completion     

Author: **Jia Shen**, *U. of Texas at Dallas - Jindal School of Management*

Author: **Jade Lo**, *Drexel U.*

Author: **Li Tong**, *Guanghua School of Management, Peking U.*

The homophily perspective suggests that firms with similar attributes are drawn to one another. Prior research predominantly centers on inherent homophily, which pertains to firms' homophily regarding their intrinsic characteristics or strategies. Nevertheless, there is a restricted comprehension of how perceived homophily, as portrayed by journalists, biases firms' perceptions and influences their decisions. We theorize that following firms' public announcement of their acquisition agreements, journalists may convey the involved firms with semantic fitness that aligns with affective, cognitive, social, and perceptive rhetoric. This semantic fit, in turn, enhances the likelihood of acquisition completion, as firms engaged in due diligence during this phase perceive a sense of homophily based on the journalists' reports. Furthermore, strategic homophily, manifested by merging firms' connections, can substitute the effect of perceived homophily on acquisition completion. We offer empirical evidence from announced acquisitions by U.S. firms to support our theory. This study contributes by introducing perceived homophily as a new mechanism impacting acquisition completion and by elucidating the relationship between the merging firms' perceived homophily and strategic homophily.

STR: The Impact of CEO Optimism on Acquisition Pricing and Completion 

Author: **Sergio Grove**, *U. of Texas at El Paso*

Author: **Mengge Li**, *U. of Texas at El Paso*

Author: **Miguel Ramos**, *U. of Texas at El Paso*

Author: **Jinxin Yang**, *Hong Kong Metropolitan U.*

In mergers and acquisitions, the seller's willingness to sell plays an important role in acquisition pricing and occurrence. This paper examines the impact of the dispositional optimism of the CEO in acquirer and target firms on the pricing and completion of acquisitions. The study of CEO dispositional optimism is important because it influences not only the price offered by the acquirer CEO but also how it influences the target CEO's reaction to the takeover attempt offer jointly determining the final acquisition pricing and completion as different from overconfidence in the target CEO's optimism not being value destructive. Based on a sample of 252 acquisitions between 2012 and 2012 and controlling for acquirer and target CEO overconfidence and narcissism, we find that the target firm CEO's dispositional optimism predicts a positive variation between the initially offered price and the final acquisition price as well as the likelihood of deal completion. We also find that this positive association between target CEO optimism and price variation increases as the level of acquirer CEO optimism decreases and that the positive impact of acquirer CEO optimism on completion is negatively moderated by target CEO optimism. This paper contributes to the literature by showing how dispositional optimism influences the target CEO response and may potentially capture a larger value from acquisitions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Regulatory Environment and Political Embeddedness of Firm Innovation

Session Moderator: **Salih Zeki Ozdemir**, *UNSW Sydney*

STR: **Beyond Dyads: A Multi-Stakeholder Approach to Corporate Political Connections and Innovation**  

Author: **Qiao (Stella) Wei**, *Nankai U.*
Author: **Weiting Zheng**, *UNSW Sydney*
Author: **Salih Zeki Ozdemir**, *UNSW Sydney*

How do political connections influence firm innovation performance? Existing studies approach this question primarily from the dyadic business-state exchanges, not sufficiently considering how connections to the state may also influence firms' interactions with non-state stakeholders who hold resources critical for firm innovation. Going beyond a dyadic focus, this study engages a multi-stakeholder perspective to understand how political connections may influence firms' acquisition of financial resources from the state on the one hand, and innovation-specialized managerial resources on the other. Analyses of Chinese listed firms during 2008–2016 show that while political connections facilitate acquisition of state-controlled financial resources, such connections hamper firms' acquisition of innovation talents to the top management team. To establish the underlying theoretical mechanisms for the association between political connections and firms' acquisition of innovation talents, we conduct two additional studies. First, a content analysis of firms' annual reports reveals politically connected firms' reduced attention to innovation and in turn, lower likelihood of hiring innovation talents as executives. Second, an experiment on innovation talents ascertains their negative perceptions of firms' political connectedness and lower likelihood of pursuing employment with such firms. These findings advance a multi-stakeholder view of the impact of business–government relationships on firm innovation.

STR: **Political Embeddedness and Environmental Innovation in China** 

Author: **Wenzong Zhang**, *Xi'an Jiaotong U. School of Management*

How and under what conditions do politically embedded firms participate in environmental innovation? This important research question has been consistently overlooked by most previous research. The empirical analysis of a sample consisting of 2,497 Chinese listed firms, covering the period from 2009 to 2017 show that firms operating in transitioning economies participate robustly in environmental innovation when they are politically embedded. Findings further reveal that market liberalization, the pace of institutional change, and industrial competition positively enhance the capacity of politically embedded firms to engage in environmental innovation. This study contributes significantly to the ongoing discourse surrounding the influence of political strategy on firms' environmental behavior.

STR: **When Does Corporate Political Activity Matter for New Product Development?** 

Author: **Juan Carlos Morales**, *West Texas A&M U.*

In this study, we shed light on the differential effects of corporate political activity on the firms' propensity to engage in two types of new product development (i.e., imitative and innovative new product development). Drawing from institutional and resource dependence theories, we examine the contingency effects of political instability in the context of emerging markets. We test our hypotheses using a comprehensive sample of firms in Sub-Saharan African countries. Our results support the notion that corporate political activity has positive effects on the firm's likelihood of introducing imitative new product development. Likewise, we find support for our predictions that corporate political activity has weakening (i.e. negative) effects on the propensity to introduce innovative new product development. We found that these effects are contingent on the institutional context.

STR: **How do Regulatory Constraints Impact on Firm Innovation?** 

Author: **Ji Yan**, *Durham U. Business School*
Author: **Nengzhi Yao**, *School of Business, Nanjing Normal U.*
Author: **Rebecca Yu Li**, *Brunel Business School*
Author: **Kun Tian**, *Kent Business School, U. of Kent*

When facing regulatory constraints, how should a firm employ innovation sourcing strategies to bring better innovation outcome? Our research examines this question by investigating the dynamic interplay between regulatory constraints and firm innovation, examining how the former influences innovation sourcing strategies and, subsequently, innovation performance. Drawing from institutional theory, we argue that firms adapt their sourcing strategies to conform to regulatory pressures to maintain legitimacy, leading to diversification of innovation sourcing (e.g. employing a larger number of different sourcing strategies) that brings a favourable innovation outcome. However, regulatory constraints concurrently result in decreased technical efficiency that impedes innovation outcome, presenting a potential paradox in innovation regulation. Taking both benefits and costs of regulatory constraints into account, we propose an inverted U-shaped relationship between regulatory constraints and innovation performance, suggesting that a moderate level of regulatory constraints brings optimal innovation outcomes. Empirical evidence from a longitudinal analysis of UK firms supports our hypotheses, underscoring the complexity of balancing legitimacy with technical efficiency. Moreover, our findings reveal that working with government mitigates the negative impact of regulatory constraints, guiding firms to strategically assess to what extent sourcing strategies should be diversified. Through these investigations, we aim to offer a more definitive stance on the debate surrounding regulation and innovation and provide insights into the conditions under which regulatory constraints might serve as a boon or a bane for firm innovation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Climate Change Strategies

Session Moderator: **Arzi Adbi**, *National U. of Singapore (NUS)*

STR: **Hard Truths: The Unintended Consequences of Carbon Tax on Firm Behavior**    

Author: **Arzi Adbi**, *National U. of Singapore (NUS)*
Author: **Xiaoteng WU**, *NUS Business School*

This study examines how firms respond to a carbon tax. We leverage the introduction of a nationwide carbon tax in Canada in 2019 to conduct a difference-in-differences analysis of carbon emissions of major steel plants globally. We find that firms reduce carbon emissions following the carbon tax. However, the emissions reduction is driven mainly by an (unintended) decrease in asset utilization rather than an (intended) decrease in emissions intensity of production. Multinational enterprises achieve greater emissions reduction than do local firms, as the former engage in cross-border institutional arbitrage by increasing the asset utilization of dirty plants located in pollution havens. These findings highlight the unintended consequences of carbon taxes on firm behavior, raising the need to investigate the global impact of local environmental regulations.

STR: **Carbon Neutrality Pressure and Strategic Responses**  

Author: **Adeel Luqman**, *U. of Dundee, UK*

In the evolving landscape of corporate sustainability, we address a significant research gap by examining the intricate nuances of carbon neutrality pressure. Through a comprehensive framework, we unveil two dimensions: CSR cheating and carbon-neutral strategic plans. Employing data from 312 respondents and structural equation modeling, we reveal intriguing dynamics. Carbon neutrality pressure prompts both CSR cheating and carbon-neutral strategic planning. While direct links emerge between the latter and carbon neutrality pledges, a moderating force—resource bricolage—enhances the strategic commitment. Surprisingly, the Threat of Losing Competitiveness (TLC) amplifies the connection between carbon neutrality pressure and CSR cheating, while tempering the indirect link between CSR cheating and a firm's carbon-neutral status. Notably, posthoc analysis unveils an inverted U-shaped pattern—indicating that CSR cheating's short-term gains contrast with long-term sustainability concerns. This study advances understanding of corporate sustainability strategies by addressing the intricate interplay between carbon neutrality pressure, CSR behaviors, and strategic commitments.

STR: **Beyond the Horizon: Carbon Targets and Corporate Emission Reduction** 

Author: **Yannik Gehrke**, *U. of Goettingen*
Author: **Gabriel Koerhuis**, *U. of Goettingen*
Author: **Michael Wolff**, *U. of Goettingen*








Carbon targets are considered a key management control instrument to mitigate corporate emissions. However, due to the unique characteristics of these targets, still relatively little is known about their effectiveness. In this study, we focus on the target horizon of carbon targets, as it uniquely varies across firms and can remarkably extend beyond usual planning horizons. Based on 4,262 target-firm-years of 383 European firms, we find that the target horizon is negatively associated with corporate emission reduction. This suggests that longer targets may motivate firms to postpone emission reduction into the future. Cross-sectional tests further suggest that this postponement can stem from a lower feeling of being responsible by corporate actors and missing carbon pricing. Moreover, the negative association between target horizon and emission reduction is particularly pronounced for difficult targets. This study contributes to a better understanding of carbon targets and how firms translate long-term emission reduction plans into action.

STR: **Values In Action: Implicit Values and the Pursuit of Multiple Goals**

Author: **Angie Otteson Fairchild**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

A core strategy question is how organizations manage performance targets, particularly when they pursue multiple and potentially conflicting goals simultaneously. Although the original behavioral theory of the firm recognized the role of values in resolving this conflict, current literature typically assumes ex-ante value structure and considers only explicit values that guide and motivate action. We argue that explicit values alone do not help resolve goal conflict. Instead, actions embody the tradeoffs that organizations were willing to accept and thus reveal their underlying implicit values. We empirically identify these implicit values in the context of corporate decarbonization initiatives. We leverage a latent class logit discrete choice model to abductively identify four archetypes that represent heterogeneous implicit value configurations. Contrary to expectations, we find that after accounting for selection into the sample, organizations that express greater concern for climate change and set aggressive targets do not systematically select the initiatives with the largest emissions avoided. Instead, those organizations select high-cost initiatives with lower emissions impact. This highlights the role of implicit values-in-action as a separate construct from explicit values. We contribute to the behavioral strategy and decoupling literatures by differentiating explicit and implicit values as the mechanism through which organizations reconcile competing goals.

KEY TO SYMBOLS

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

Alliance Strategies and Portfolios

Session Moderator: **Amir Hassanzadegan**, *U. of Melbourne*

STR: The Behavioral and Positional Drivers of Network Stability: Evidence from High-Growth Software Firms 

Author: **Junghan Lee**, *Seoul National U.*

Literature has provided an understanding of the outcomes of alliance composition, whereas scholars know little about what determines the changes in alliance partners. In particular, although some research has shown the behavioral drivers of partner change, there has been little attention to why organizations decide not to alter their network composition over time. To fill this gap, we draw insights from a behavioral theory and positional embeddedness, thereby examining the antecedents of ego-network stability. Specifically, we investigate the joint effects of innovation performance feedback and network centrality on firm network stability. Analyzing a panel of U.S. high-growth software firms participating in innovation alliances, we find that managerial motivation for network change is discouraged by firm innovation performance above aspiration. Besides, results show that central network positions impose constraints on partner change. Above all, we report that high-growth firms deviate from high network stability when outperformance and high embeddedness are integrated.

STR: Is Repeated Partnership Good or Bad for Innovation? Resource-Based Theory and Institutional Theory    

Author: **Yung-Chang Hsiao**, *National U. of Tainan*

The purpose of this paper is to investigate whether making a repeated strategic alliance is beneficial or detrimental for performance, using resource-based theory and institutional theory to formulate opposing hypotheses and testing them through empirical study. The results show that there is no significant difference in the mean innovation quantity and speed between non-repeated and repeated partnerships in the overall sample. However, the innovation quantity of non-repeated partnerships is significantly higher than that of repeated partnerships in Biotech-Pharm type alliances, while the innovation speed of repeated alliances is faster than that of non-repeated alliances in Biotech-Biotech type alliances and for early stage products.

STR: Interorganizational Strategies for Recession Resilience: An Interdisciplinary Review

Author: **Amir Hassanzadegan**, *U. of Melbourne*

Author: **Franz Wohlgezogen**, *Faculty of Business and Economics, U. of Melbourne*








Recessions represent a major challenge for organizational adaptiveness. They not only require substantial and swift changes to a firm's internal operations but also—due to the high degree of interdependence between firms in the global economy—to a firm's interorganizational relations. Research on how firms manage their exchange relationships through recessions has developed across multiple management disciplines. Using resilience as an umbrella concept, we synthesize this interdisciplinary literature, clarify key concepts, map the evidence available, and identify gaps in the evidence base. Our analysis of 73 empirical papers from six management disciplines yields the following main insights: firms deploy a variety of tactics to eliminate, stabilize, transform, and create interorganizational relations; a combination of tactics (instead of reliance on one type) may yield superior firm outcomes during and after a recession; some tactics may be sequentially interdependent; and the effectiveness of tactics in reaching desirable outcomes (i.e., resiliency) might be contingent on internal and external environments' characteristics. We conclude our review with suggestions for future research.

STR: The Design Perspective of Alliance Portfolio 

Author: **Dana Jongyoun Baek**, *INSEAD*

This paper investigates inter-firm networks as engines of innovation, focusing on the traditional internal combustion engine vehicle manufacturers' alliance portfolios formed around self-driving car technology in the global automotive industry. Building on alliance portfolio literature, this study stresses the importance of considering broader knowledge architecture in alliance portfolio design. The paper introduces the interdependence of knowledge components, termed "knowledge architecture," as a crucial factor in understanding technological innovation, particularly in the context of alliance formations. Knowledge architecture, characterized by the interdependence of knowledge components, illustrates the way in which advancement in one sub-component can have direct or indirect impacts on the progress of other sub-components within a chained system. In this study, I show that firms aligning their alliance networks with this knowledge architecture are likely to derive more innovation from their alliance portfolios. Specifically, the findings show that traditional automotive companies are likely to perform better in the self-driving car industry when their alliances formed around autonomous driving technology mirror the knowledge architecture of technology components.

KEY TO SYMBOLS

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

Crises and Crisis Management

Session Moderator: **Alina Kasinska**, *U. of Passau*

STR: Focused or Integrated? A Configurational Theory of Stakeholder Management for Firm Crisis Performance  

Author: **Qian Gu**, *Georgia State U.*
Author: **Daniel Andrews**, *Georgia State U.*
Author: **Heli Wang**, *Singapore Management U.*
Author: **Victor Zitian Chen**, *Fidelity Investments*

Stakeholder relations are often considered instrumental in explaining firm performance, especially during significant environmental disruptions such as systemic crises. However, existing research findings on how stakeholder relations drive performance during crises are ambiguous. Some scholars emphasize the importance of focusing on one or a limited group of stakeholders to secure critical resources and support, while others advocate for a more integrated engagement of multiple stakeholder groups. We posit that prior studies lack a comprehensive theory accommodating the strategic fit between firms, their stakeholders, and crisis exposure in determining performance. We highlight the interdependence between firms' resource positions, stakeholder management strategies, and crisis exposure. Utilizing fuzzy-set qualitative comparative analysis (fsQCA) and unique data of 2,727 publicly listed U.S. firms during the COVID-19 outbreak, we identify six combinations of conditions linked to high firm performance. We elaborate on our findings to develop a typology of optimal crisis preparedness, advancing firms' stakeholder management and crisis performance literature.

STR: Staging the Tragic in Crises: A Comparative Analysis of Mann Gulch and Nanga Parbat 

Author: **Mary-Lieta Clément**, *FSA ULaval (Laval U.)*
Author: **Christophe Roux-Dufort**, -

This article demonstrates that the tragic character of a crisis is not inherent to its nature, but rather constructed through its representation and staging. By studying two works of fiction dealing with distinct crises - the Mann Gulch fire in Montana (US) and the rescue of climbers Revol and Makeivitz from the Nanga Parbat summit in Pakistan - we highlight a process of crisis tragedy. Our results reveal that this process involves de-heroization of managers and disempowerment, emphasizing that, given the scale of the events, there was nothing more they could do. It is a way of relieving their guilt in the face of crises that are beyond their control, and of mitigating their stigmatization as scapegoats.

STR: Adaptation and Leadership in Sustained Cosmological Crisis: Ukrainian Nature Parks  

Author: **Alina Kasinska**, *U. of Passau*
Author: **Carolin Haeussler**, *U. of Passau*
Author: **Christine Schmitt**, *U. of Passau*








We develop deeply grounded accounts of the responses of leaders and staff members of two Ukrainian nature parks to the Russian invasion since February 24, 2022, to build theory on organizational adaptation and leadership during sustained "cosmological" crises—continued disruptions of actors' fundamental sense of coherence, order, and meaning. Our emerging ideographic-narrative accounts—induced from interviews, meetings, quasi-participatory reflections, and rich secondary data—reveal leaders' and staff members' resilience, especially as they discovered innovative ways to realize their socio-professional callings and identities even while they were unable to access the occupied natural habitat. We contribute to strategic crisis management research which has studied "cosmology episodes"—particularly from behavioral perspectives—but offers little insight into continued extreme crises such as those caused by armed conflict and natural habitat devastation.

STR: Ignorance Isn't Bliss: BP, The Deepwater Horizon Oil Spill, and a Series of Catastrophes

Author: **Martijn Overman**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*
Author: **Akhil Bhardwaj**, *School of Management, U. of Bath, UK*
Author: **Zi-Lin He**, *Tilburg U.*

British Petroleum, one of the most profitable organizations in the world, nearly went bankrupt after the Deepwater Horizon blowout that occurred in the Gulf of Mexico. This blowout was hardly a rare event for the organization - British Petroleum had experienced a string of (fatal) catastrophes in less than a decade preceding Deepwater Horizon. In this study, we inquire why BP repeatedly experienced catastrophes and how the likelihood of their recurrence can be attenuated. We find that a contributing cause for recurring catastrophes was Strategic Ignorance, that is, the willful neglect of potentially salient information regarding safety. We locate the antecedents of Strategic Ignorance and discover that these are inextricably linked to governance design. In identifying these antecedents, we provide the foundations of a theory of ignorance that can be employed to attenuate the likelihood of industrial catastrophes.

KEY TO SYMBOLS

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

Human Capital Management: Leveraging Core Strengths for Competitive Advantage

Session Moderator: **Timothy Gubler**, *Brigham Young U.*

STR: **Do Financial Markets Care About Human Capital? Evidence from Quarterly Earnings Calls**

Author: **Seung Hoon Lee**, *Indian School of Business*
Author: **Sudhir Voleti**, *Indian School of Business*
Author: **Vidhulaa Vangal**, *Indian School of Business*

Strategic management research has highlighted the importance of human capital to a firm's long-term performance. However, the distinct theoretical question about how financial markets evaluate information disclosures about a firm's human capital remains underexplored. This paper examines whether and to what extent human capital information communicated by top managers bears explanatory and predictive effects on cumulative abnormal stock returns. We address these questions by using quarterly earning calls data of S&P 1500 firms from 2005 to 2019. We use two different empirical approaches to examine our questions: an event study to test the explanatory effect of human capital information disclosures on the stock returns and a portfolio-based calendar time abnormal returns (CTAR) model to test the short-term predictive capacity on monthly portfolio returns.

STR: **When Should Firms (Not) Reallocate Core Human Capital Between Business Units?**

Author: **Dongwook Kim**, *North Dakota State U.*
Author: **Sharon Alvarez**, *U. of Pittsburgh*
Author: **Asli Musaoglu Arikan**, *Kent State U.*

This paper proposes that when firms compete in a context where valuable core human capital (HC) is highly context-specific, they might gain more value by reallocating non-core HC. We suggest that when a firm reallocates HC between business units, a tradeoff occurs at the firm level: the advantage that destination units receive from sharing knowledge and the loss of the colleague-specific value of the HC at the incumbent unit. By analyzing firm-level human capital data from the video game industry, this research shows that when the value of strategically important core HC lies mostly in the socially complex team, rather than in an individual, firms might lose more value by reallocating them. We also suggest that reallocating relatively fungible non-core HC might provide firms with flexibility and, thereby, achieve higher performance. The empirical results show that reallocating core HC might reduce firm performance while reallocating non-core HC can have an inverse U-shaped relationship with firm performance.

STR: **Individual-Level Origins of Firm-Level Human Capital Resources**

Author: **Ryan Cooper**, *U. of Arkansas*
Author: **Timothy Gubler**, *Brigham Young U.*
Author: **David Kryscynski**, *Rutgers U., School of Management and Labor Relations*

Understanding the emergence of firm-level human capital resources from individual-level human capital is crucial to explaining how firms can create and sustain competitive advantage from their people. We theorize that higher similarity among the individual-level components of a firm's founding human capital resource leads to higher subsequent average overlap between individuals and the established firm-level human capital resource, and that this higher overlap improves firm performance. Analysis of individual- and firm-level human capital portfolios constructed using data from 872 real estate brokerages suggests that higher individual-level human capital similarity among agents at founding positively relates to individual-firm human capital overlap in future years, and that higher individual-firm human capital overlap positively relates to future firm sales. These results imply that managers from founding onward must carefully craft and manage individual- and firm-level human capital resources to generate persistent performance advantages.

STR: **Redesigning the Role of the CEO in Stakeholder Governance: The Implicit Contract Game**

Author: **Adam Clark**, *Chapman U.*

This paper presents experiments studying how the role of the manager (i.e., the manager's goals and incentives) affects their ability to attract stakeholder contributions in joint value creation. These experiments employ a novel "implicit contracts" game, where a worker performs tasks ex ante and the manager compensates the worker ex post. When managers are given two objectives (maximize shareholder returns and treat the worker fairly), managers allocate a much higher percentage of earnings to the worker. Workers paired with these managers are significantly more productive than workers paired with managers who are only focused on maximizing shareholder returns, but only when those workers have some degree of bargaining power. The results here are consistent with recent arguments that the role of CEO may need to be reconsidered and redesigned in order to effectively engage in stakeholder governance.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2342** | Submission: **17396** | Sponsor(s): **(STR, ENT)**
Scheduled: **Tuesday, Aug 13 2024 3:00PM - 4:30PM CT (UTC-5)** at **Sheraton Grand Chicago** in **Sheraton Ballroom II**

Building Bridges: Developing a Research Agenda for Sustainability and Innovation



Panelist: **Jonathan P. Doh**, *Villanova U.*

Panelist: **Ioannis Ioannou**, *London Business School*

Panelist: **Martina Pasquini**, *IE Business School*

Panelist: **Simon JD Schillebeeckx**, *Singapore Management U.*

Panelist: **Yuliya Snihur**, *IESE Business School*

Panelist: **Murat Tarakci**, *Erasmus U.*

Panelist: **Diane-Laure Arjalies**, *Ivey Business School*

Organizer: **Alireza Mahmoodzadeh**, *ESADE Business School*

Organizer: **Kaushik Bagchi**, *U. Ramon Llull, ESADE Business School*

This panel symposium on building bridges between sustainability and innovation aligns perfectly with this year's theme of "Innovating for the Future - Policy, Purpose, and Organizations". It underscores the imperative for an interdisciplinary approach if we want management research to contribute to building a future that integrates economic growth and technological advancement with environmental responsibility and equitable social development. We bring together a panel of leading scholars who have different perspectives and have all made significant practical and theoretical contributions to research on innovation and sustainability. Topics addressed will include technological innovation for sustainability, the role of diversity and inclusivity in sustainable innovation, building sustainable and innovative business models, and measuring the impact of sustainability on innovation and performance. This panel will be particularly useful for junior scholars seeking to craft a research agenda in this still nascent but increasingly critical research space.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Organizational Wrongdoing and its Deterrence

Discussant: **Jo-Ellen Pozner**, *Santa Clara U.*
Discussant: **Shu Zhang**, *U. of Wisconsin, Madison*
Presenter: **Aharon Cohen Mohliver**, *London Business School*
Presenter: **Alessandro Piazza**, *Rice U.*
Presenter: **Sarah Gordon**, *McGill U. - Desautels Faculty of Management*
Organizer: **Jordan Siegel**, *U. of Michigan, Ross School of Business*
Organizer: **Jin Hyung Kim**, *George Washington U.*

Strategic management research around organizational wrongdoing has made considerable progress in elucidating how these practices spread both within and across organizations. Central to much of this literature is the logic, famously articulated by Becker (1968), that wrongdoing follows from rational calculation weighing the perceived upsides of these actions against perceived downsides. Integrating perspectives from strategic management, management scholars have enriched this perspective, illustrating how wrongdoing fits into firms' broader efforts to enhance performance. Naturally, this work has inspired corresponding research on deterrence, wherein greater attention to the strategic motivations for organizational wrongdoing informs novel theories regarding how it may be preempted or cauterized. This symposium brings together scholars whose work is at the cutting edge of these questions. It showcases work illustrating novel motivations for wrongdoing, as well as novel explanations for how and why certain deterrence strategies may prove especially effective. By doing this, we believe this symposium will enhance our understanding on corporate wrongdoing and how it can be more effectively deterred.

Dominant Deceptions: Explaining the Tenacity of Deceit in Entrepreneurial Ventures

Author: **Aharon Cohen Mohliver**, *London Business School*

When Punishment Deters Future Misconduct: Evidence from Doping in Cycling Teams

Author: **Alessandro Piazza**, *Rice U.*








Beyond Deterrence: Unintended Consequences of Punishment in the Chicago Police Department

Author: **Sarah Gordon**, *McGill U. - Desautels Faculty of Management*

High-Profile Enforcement Efficiently Deters White-Collar Crime

Author: **Jin Hyung Kim**, *George Washington U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Boards, CEOs, and Managers Affect Digital Transformation

Session Moderator: **Xueqi Zhao**, *School of Economics and Management Tsinghua U.*

TIM: **Digital Transformation in Director Networks: Unveiling its Peer Effect Impact on Firm Productivity**

Author: **Xueqi Zhao**, *School of Economics and Management Tsinghua U.*
Author: **Haonan Zhang**, *Renmin U. of China and City U. of Hong Kong*

Digital transformation in manufacturing enterprises is a key strategy for enhancing total factor productivity. The peer effects of digital transformation within corporate director networks can further assist enterprises in quality improvement and efficiency enhancement, metaphorically allowing them to "climb higher with leverage". This study, based on panel data from 3,215 Chinese manufacturing listed companies from 2012 to 2021, empirically finds that the peer effects of digital transformation in corporate director networks positively contribute to total factor productivity. The mediation mechanism test reveals that innovation incentives, management empowerment, and optimization of human capital structure are the channels through which the corporate director network's peer effects on digital transformation enhance total factor productivity. Therefore, it is recommended that enterprises strengthen the embeddedness of their director networks to fully leverage these peer effects, maximizing the external acquisition of resources, optimizing operations, and strengthening the accumulation of human capital to promote high-quality corporate development.

TIM: **The Distinct Effects of CEO Narcissism and CEO Hubris on Digital Transformation**

Author: **Yihui Xiao**, *School of Business, Renmin U. of China*
Author: **Chunling Zhu**, *School of Business, Renmin U. of China*
Author: **Chenxi Zhang**, *School of Business, Renmin U. of China*

While prior studies show that CEO narcissism and CEO hubris play a key role in corporate strategic decision-making, both CEO characteristics have been mainly conceptualized to lead to similar outcomes. Integrating upper echelons theory and stakeholder theory, this study proposes that CEO narcissism and CEO hubris affect firms' digital transformation in distinct ways and through the channel of corporate social responsibility (CSR). Using a sample of listed manufacturing firms in China from 2011 to 2020, we find that CEO narcissism has a positive effect on digital transformation while CEO hubris has a negative effect on digital transformation. Moreover, we find that high CSR performance plays a differential role in moderating these relationships - it strengthens the former relationship but weakens the latter. By showing the mechanisms through which CEO narcissism and CEO hubris shape digital transformation in different ways and through CSR performance, our study contributes to research on digital transformation and upper echelons theory, and bridging them using stakeholder theory.

TIM: **Smoke and Mirrors: Regulatory Focus and Digital Transformation Decoupling**

Author: **Hongfei Ruan**, *Harbin Institute of Technology*
Author: **Chenjing Wang**, *Guanghua School of Management, Peking U.*
Author: **Ying Zhang**, *Northwestern Polytechnical U.*
Author: **Wenxin Wu**, *Guanghua School of Management, Peking U.*








Research shows that firms increasingly proclaim digital transformation as an important competitive strategy. Less is known about when the policy of digital transformation is decoupled from the implementation of that, i.e., digital transformation decoupling. This decoupling is an unethical practice and allows firms to reap reputational benefits of appearing innovative without earnest commitment to transformation. We expand the literature on digital transformation by examining how TMT regulatory focus influences the occurrence of digital transformation decoupling. We theorize that TMT prevention (promotion) focus will be negatively (positively) associated with digital transformation decoupling. These effects are moderated by firms' perceived economic policy uncertainty and market competition. Our theory and results indicate that TMT's motivational traits are important processes preceding the decision to digital transformation decoupling. Our models receive large support in a study of 26, 088 firm-year observations of Chinese listed firms during 2013-2021.

TIM: **From CEO Optimism to Digital Innovation: Unraveling CEO's Impact on Innovation through NLP Analysis**

Author: **Marika Platz**, *Leibniz U. Hannover*
Author: **Thomas Schäper**, *Westfälische Wilhelms-U. Münster*

In today's dynamic business landscape, digital innovation is crucial for organizational success, given the transformative potential of technology. Navigating this digital frontier by means of digital innovation is not just a strategic choice but a necessity for organizational agility and competitiveness. A key factor in that regard are the decisions of firms' Chief Executive Officers (CEOs), which depend on the CEOs' characteristics. In this study, we argue that CEOs' optimism is critical for digital innovation. Optimism refers to a psychological disposition characterized by a positive outlook and hopeful expectations that has a profound influence on shaping individuals' responses to challenges, fostering resilience, and serving as a catalyst for innovative thinking. Acknowledging that too much optimism can become detrimental for innovation because it may lead to overconfidence, underestimation of risks, and neglect of potential challenges, we propose an inverted-U relationship between CEO optimism and digital innovation outcomes. Further, we explore the influence of market dynamism on this relationship. Drawing from an extensive dataset comprising 3,288 organization-year observations, our analysis widely supports our theorizing. We contribute to the literature by unveiling an inverted U-shape relationship between CEO optimism and digital innovation that diminishes with growing market dynamics, and by providing an NLP-based measure for CEO optimism.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

AI and Organizational Capability

Session Moderator: **Anezka Viskova-Robertson**, *Leadership and Organizational Change*

TIM: The AI Effect: Transforming Workplace Well-Being? An Empirical Insight Through Socio-Technical Frame

Author: **Anezka Viskova-Robertson**, *Leadership and Organizational Change*

Through an empirical study, this paper presents a comprehensive analysis of employee reactions to the integration of generative AI in the workplace, drawing on Socio-technical Theory and the Tripartite Model of Attitudes. By contributing to the developing discourse on AI's transformative role across modern workspaces, the study provides organizational scholars, leaders, and HR practitioners key insights on navigating the complex landscape of assimilating these technologies into existing systems. It explores employees' cognitive, behavioral, and emotional reactions, highlighting both the challenges and opportunities presented by AI integration. This study reveals that while AI generally garners positive acceptance and enhances productivity, it also prompts cognitive adjustments and learning for effective use. Behavioral changes include changes in collaboration practice and a reshaping of team dynamics, emotional responses range from initial anxiety to gradual adaptation. The paper underscores the importance of organizational support and guidance policies to manage ethical implications and workload distribution, emphasizing the need for a balanced approach to AI adoption that respects both technical efficiency and work well-being. Moreover, it emphasizes listening to employees' experiences as an effective

TIM: Enabling Individual Ambidexterity: The Impact of AI on Combining Dual Learning Orientations  

Author: **John-Luca Sebastiaan de Vries**, *U. of Amsterdam, Amsterdam Business School*

Author: **Michiel Pieter Tempelaar**, *Amsterdam Business School, U. of Amsterdam*

Author: **Henk W. Volberda**, *Amsterdam Business School, U. of Amsterdam*

How can firms achieve ambidexterity using Artificial Intelligence (AI)? While AI is becoming an increasingly important source of competitive advantage, our understanding of how this domain of technologies can be used to combine exploration and exploitation remains limited. To address this gap, this article develops the concept of AI-assisted individual ambidexterity. Searching for the antecedents of this capability, the article borrows and synthesizes concepts from knowledge-based theory, routine dynamics, problemistic search, paradox theory, and the broader Carnegie tradition. The theory's main claim is that AI can be used to counteract tendencies associated with bounded rationality of individuals in those cases where mitigating factors are present, so that individual learning traps are avoided. However, while stimulating productivity and creativity in individual decision-makers, AI usage can itself also exacerbate learning traps as individuals try to engage in explorative and exploitative learning. This theory is supplemented by five research propositions, which are formalized in an integrated conceptual model for AI-assisted individual ambidexterity, ending the paper with a set of implications for researchers.

TIM: Contextual Limits of Incorporating Artificial Intelligence in an Organization   

Author: **Abayomi Baiyere**, *Smith School of Business, Queen's U.*

Author: **Harri Nieminen**, *Tampere U.*

Artificial intelligence (AI) is being presented as a Holy Grail with the capacity to do things that were considered science fiction some years ago. We argue in this piece that within organizational settings, there are contextual limits to what we can currently expect AI to achieve. Building on a 5-year long ethnographic study of a case company's AI journey, we outline two contextual considerations for incorporating AI in an organization – unique vs. recurring instances and tangential vs. overlapping scopes. With these findings, our study refocuses attention on context as an essential component in theorizing about AI in contemporary organizational settings. The study shifts the narrative about AI to a contextual sensitivity in which the specificity of an AI technology is considered salient within a situated context. We outline implications for future studies in considering the appropriateness of describing AI with a one-size-fits-all all narrative.








TIM: AI Empowered: Re-Defining Leadership for Industry 4.0 

Author: **Tatjana Titareva**, *James Madison U.*

Author: **Tale Skjolsvik**, *OsloMet - Oslo Metropolitan U.*

This paper is a literature review that explores the intersection of Artificial Intelligence (AI) and leadership. Utilizing a systematic literature review methodology, key articles from the EBSCO databases from 2010 to 2023 were analyzed with the main purpose to identify central themes and dimensions related to AI Leadership. Our discussion of findings has several perspectives: viewing AI leadership as scenarios and AI leadership as a process, competence, and a holistic approach. We integrate AI as enhancement or replacement with two dimensions of AI leadership: AI in leadership and leadership of the adoption of AI. This integration results in a matrix categorizing future leadership into four types—Transition, Team, Strategic, and Beyond leadership. Practical Implications for re-defining leadership during Industry 4.0, include skill development and training, AI-enhanced decision-making, redefining leadership roles and tasks, change management, building future-oriented organizational culture, and developing policy and regulatory compliance. This paper promises to contribute to the ongoing development and understanding of leadership in the AI age. It aims to introduce new dimensions to leadership and management research that could be beneficial both to academic scholars and industry practitioners. Keywords: leadership; Industry 4.0; artificial intelligence; AI; ebSCO; literature review

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Engaging Inventive Talent

Session Moderator: **Sen Zhang**, *Graduate School of Commerce, Waseda U.*

TIM: Team Familiarity, Task Familiarity, and Product Innovation: Evidence from Japanese Sake Brewing

Author: **Sen Zhang**, *Graduate School of Commerce, Waseda U.*

Author: **Hang Yuan**, *Graduate School of Commerce, Waseda U.*

Author: **Mengru Zhao**, *Graduate School of Commerce, Waseda U.*

Author: **Donghoon Kim**, -

Author: **Keisuke Hori**, *Shujitsu U.*

Author: **Yusuke Hoshino**, *Musashino U.*

Author: **Hiroshi Shimizu**, -

This study examines how team familiarity and task familiarity influence the superiority of new product development by using longitudinal data on team members, team formation, and quality competition results in the sake brewing industry in Japan from 1956 to 2018. While the prior research has observed consistent results that team familiarity is positively associated with team performance, the effects of team familiarity on product innovation have not been explored. Data from the national quality competition, which is purely judged by experts based on blind tasting, allow us to avoid reputation effects and to examine how team familiarity influences highly superior product quality in which novelty is required. The empirical results show that the increases in both team and task familiarity are negatively associated with product quality superiority. The U shape of team and task familiarity effects on innovation are observed. However, the decreasing effects of familiarity are weak compared to the increasing effects. The study also uses The Great East Japan Earthquake as an external shock to take into the endogeneity between familiarities and team formation account to estimate the causal relationship between familiarities and new product development performance.

TIM: Keeping R&D Employees Engaged in Failure Contexts: The Role of Managerial Responsibility

Author: **Judith Behrens**, *ULB - Solvay Brussels School of Economics and Management*

Author: **Anne Tryba**, *Technical U. of Munich*

Project failures are common in R&D-intensive organizations, and finding ways to deal effectively with them is a critical managerial task. While we know that experiencing the failure of an own R&D project can decrease the commitment and contentment of the involved employees, we do not know how witnessing the failed projects of others in the same organization might demotivate the R&D employees not involved in those projects. Drawing on job demands-resources theory, we develop and test a model of when and with what consequences a perceived failure context constitutes a job demand that impairs the work engagement of R&D employees. Using data from 437 R&D employees of 49 innovative organizations, we show that managerial responsibility represents a vital job resource that buffers the negative effect of a perceived failure context on work engagement and, via work engagement, on job satisfaction. We discuss implications for practice and the literature on project failure, work engagement, and managerial responsibilities in organizational R&D contexts.

TIM: Autonomous Inventions, Problem Formulation, and Inventive Outcomes 

Author: **Jiho Yang**, *Imperial College Business School*

Author: **Paola Criscuolo**, *Imperial College London*

Author: **Dmitry Sharapov**, *Imperial College Business School*

Extant theory on autonomy and creativity predicts that autonomy in deciding how to solve a given problem improves creativity by fostering intrinsic motivation. In this study, we explore a less-studied type of autonomy, that is, autonomy in selecting problems and how it influences the creative performance of corporate inventors. Drawing on the literature on creative problem solving and research on cognitive overload associated with autonomy, we hypothesize that autonomous inventions (i.e., outcomes of inventive activities that inventors autonomously initiated and set problems for) are associated with lower problem formulation complexity than inventions resulting from formal R&D projects for which problems are more defined ex-ante, and lower problem formulation complexity in turn relates to lower quality of inventions. We also suggest that the negative relationship between autonomous inventions and problem formulation complexity is moderated by inventors' domain expertise and their efforts in searching for previous problems and solutions. Leveraging a unique dataset consisting of the descriptions of problems by corporate inventors of a firm, we found evidence supporting the hypotheses. Contributions to the literature on job design, creativity, and problem formulation are discussed.

TIM: Managing Innovation Paradoxes Through Design Thinking 

Author: **Selina Mayer**, *Hasso Plattner Institute*

Author: **Pietro G. Micheli**, *U. of Warwick*

Author: **Martin Schwemmler**, *The Future Company*

This study investigates how large incumbent organizations navigate paradoxical tensions of innovation. As business environments become increasingly uncertain, firms are required to adopt agile ways of working to promote creativity and provide innovative solutions to customers' evolving needs. However, this often generates considerable tensions with existing processes and practices aimed at ensuring control and efficiency. We use extensive interviews and archival data collected in 20 large, highly regulated companies that recently implemented design thinking to become more user-centered and innovative. We uncover three paradoxes: playfulness vs. pressure to deliver; autonomous decision-making vs. hierarchy and organizational structure; and user needs vs. organizational goals. For each paradox, we identify similar dynamics and four fundamental aspects. This study extends research on paradox theory, innovation, and creativity by showing how the introduction of innovative approaches, such as design thinking, can make paradoxes more salient, and by identifying practices that can help organizations navigate them. Specifically, it highlights the benefits of adopting structured processes comprising of diverging and converging elements, promoting cross-functional collaboration, and using visual artifacts to facilitate interactions among multiple parties. However, it also emphasizes the importance of balancing novel practices with existing ones, adopting a paradoxical frame whereby opposing aspects are nourished.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Mechanisms for Selecting Inventions

Session Moderator: **Elona Marku**, *U. of Cagliari*

TIM: Market Experimentation of Disruptive Innovations Under Network Effects 

Author: **Bulat Sanditov**, *Institut Mines-Telecom Business School, LITEM, U. Paris-Saclay, France*
Author: **Charlotte Krychowski**, *Institut Mines-Telecom Business School, LITEM, U. Paris-Saclay, France*

Because disruptive innovations rely on untested business models, a real market experimentation plays a key role in evaluating their probability of success. However, the design of a real market experimentation is particularly difficult to establish when the business model underpinning the innovation displays strong network effects. On the one hand, minimizing direct costs and sunk costs in case of failure, induces the innovator to keep the experimentation as small as possible. On the other hand, conducting the market test on a too low scale entails the risk that network effects do not fire up, because a critical installed base of users is not reached. This trade-off is an important issue, as network effects are pervasive in today's economy. In this article, we develop an economic model that examines whether the adoption rate on the whole market can be extrapolated from the adoption rate on the market test, depending on the size of the market experiment. We show that below a minimum threshold, the innovator may not properly assess the real market potential of an innovation, and may miss the opportunity of progressively refining the business model underpinning the innovation. This threshold is inversely related to (i) the intensity of network effects and (ii) the fraction of consumers who are sensitive to the network effects of the new product or service. Conversely, we demonstrate that beyond a certain threshold there is no benefit in extending the size of the experiment. We derive from the model managerial implications regarding the management of a market experiment under network effects.

TIM: Does It Make Sense? How Experts Can Unveil the Usefulness of Novel Ideas  

Author: **Olga Gonzalez-Salmeron**, *Rotterdam School of Management, Erasmus U.*
Author: **Dirk Deichmann**, *Rotterdam School of Management, Erasmus U.*

Many firms fail to innovate because of their inability to select and implement novel ideas. Evaluators often turn down novel ideas and therefore act as roadblocks to innovation. But why do evaluators tend to reject novel ideas more often than conventional ideas? Novel ideas are often associated with ambiguity and therefore may create uncertainty in evaluators' minds. Under these circumstances, evaluators have problems perceiving an idea's usefulness which is why they often reject such an idea. In this study, we propose a mechanism to boost evaluators' perception of usefulness. Specifically, we argue that when functionally diverse expert advisors are involved in the evaluation and selection of ideas, a process of sensemaking is activated which will help reduce evaluators' uncertainty about an idea, allowing them to better comprehend an idea and to perceive the usefulness of novel ideas. We find support for our hypotheses by leveraging unique archival data of an idea management system of a multinational insurance company where ideas are assessed in collaboration with expert advisors. Our findings have broad implications for the literature on innovation and idea evaluation as they highlight the importance of sensemaking and collaborating with functionally diverse expert advisors during idea evaluation and selection processes.

TIM: Better Safe Than Sorry: Strategic Nay-Saying in Idea Evaluation

Author: **Johanna Schnier**, *Copenhagen Business School*
Author: **Christina Raasch**, *Kühne Logistics U.*
Author: **Linus Dahlander**, *ESMT European School of Management and Technology*

Since innovative ideas are inherently uncertain in their commercial and technological value, managers often struggle to evaluate them. They cast evaluations that are overly optimistic or pessimistic relative to the ideas' actual performance. How do managers respond to these evaluation errors? We answer this question using panel data from the idea management system of a large firm in the aircraft industry. Employing a difference-in-differences framework, we find that managers reject more ideas following overestimation errors but remain unresponsive to underestimation errors. We explain this finding with strategic nay-saying: Fearing the reputational costs of additional errors, managers preemptively reject ideas because the value of rejected ideas remains unknown. We also consider alternative accounts of manager error responses, including learning from errors and intensified search for information, but find inconsistent evidence. Our study uncovers a new source of managerial conservatism that is rooted in an asymmetry in the observability of under- and overestimation errors.

TIM: Navigating Technology Awareness and Cognitive Biases in Proof-of-Concept Projects 

Author: **Maryia Zaitsava**, *U. of Cagliari*
Author: **Elona Marku**, *U. of Cagliari*
Author: **Maria Chiara Di Guardo**, *U. of Cagliari*

In the rapidly evolving world of technology, the ability to innovate fast and embrace failure is key to long-term success. With this in mind, proof-of-concept (PoC) has become an essential tool in the early stages of innovation, serving the dual purpose of validating new ideas and efficiently discarding those that lack feasibility. Although PoC has been widely used to support proof of concepts and their transformation into viable innovations, a thorough understanding of how PoC effectively navigates the uncertainties associated with new technologies remains underexplored. This study investigates the dynamics of PoC, focusing on technology awareness and the influence of cognitive biases. Central to PoC is technology awareness, which is often based on perceptions of a technology's potential. This perception can lead to biased behaviors within PoC. Our research, conducted through a longitudinal ethnographic study, reveals the impact of cognitive biases on PoC outcomes. We found that biases shape proving behaviors in PoC, namely, proving by assimilating, proving by asserting, and proving by reinforcing. We identified that technology awareness evolves through three stages: borrowed, acquired, and enhanced. We discovered that perceived technology potential follows a U-shaped curve, driven by beliefs in the technology as well as the levels of technology awareness.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovating and AI in Service Industries

Session Moderator: **Alessandro Biffi**, *Politecnico di Milano*

TIM: Between Envisioning and Embodiment: Socio-Cultural Changes as Catalysts of Service Innovation   

Author: **Alessandro Biffi**, *Politecnico di Milano*

Author: **Federico Artusi**, *Karlstad U.*

Author: **Emilio Bellini**, *Politecnico di Milano, U. del Sannio*

The increased occurrence of socio-cultural changes is creating a plethora of opportunities for service innovation. Shifts of established paradigms of behaving and thinking provide space for organizations to revise emerging contradictions of institutionalized rules of value co-creation. By drawing on institutional theory we study the broad span of culturally informed shifts to provide a practical account on how organizations can take use of changing institutions to innovate a service. Through an in-depth exploratory case study of service innovation within the Italian food retail sector, we identify three concurrent and complementary sets of actions that extend the ongoing conversation on innovation in service ecosystems: Reconciling institutional tensions, Proactive scaffolding of the Proto-institution, and Aligning service with the Proto-institution. Practically, we provide managers with a toolkit and a mindset to early envision the changing institutions that herald the evolution of society and develop new services accordingly.

TIM: Passive Innovation Resistance in Digital Subscription Services

Author: **Mario Schaarschmidt**, *U. of Duisburg-Essen*

Author: **Sven Heidenreich**, *Saarland U.*

Author: **Matthias Bertram**, *U. of Applied Sciences, Bonn-Rhein-Sieg*

Author: **David Dose**, *U. of Exeter Business School*

Service innovation research has a long tradition in investigating factors that predict the adoption and acceptance of new technology-mediated services. However, adoption only occurs when consumers start evaluating a new product offering. Passive innovation resistance (PIR), in turn, represents a person's disposition to resist rather than embrace innovation, and often prevents product evaluation. So far, innovation resistance research has predominantly focused on tangible products and found detrimental effects on consumer reactions to new products prior actual usage. This research takes a post-adoption perspective and investigates whether PIR might prompt consumers to be loyal to the service provider once the service is adopted even in case superior alternatives are available. Two studies, a predictive field study with two data collection points over a 5-week period (nt1=511, nt2=356) and an experiment (n=190), were conducted to examine the relationship between PIR and continuous usage of digital services with subscription models. The results indicate that in contrast to product innovation settings prior adoption, situational PIR is positively related to continuous service usage and negatively related to switching intentions - even when a change in conditions of the service under usage is announced and would be detrimental to the user. This counterintuitive finding prompts future research on innovation resistance in the context of digital services, applying a post- rather than a pre-adoption perspective.

TIM: Deeper or Broader? How Does Digital Economy Shape the Tourism Industry in China?  

Author: **Jie Yang**, *College of Management and Economics, Tianjin U.*

Author: **Liping Fu**, *College of Management and Economics, Tianjin U.*

Author: **Juan Li**, *College of Management and Economics, Tianjin U.*

Digital economy is an important driver for high-quality development of the tourism industry for emerging economics. With the e-commerce pilot city policy as a quasi-natural experiment, this paper uses the more cutting-edge DMLDID (double/debiased machine learning based on difference-in-differences) approach to explore the effect of digital economy on tourism development from the perspective of e-commerce. The empirical analyses cover a panel data of 280 prefecture-level cities in China from 2003 to 2019. The results show that (i) the e-commerce pilot city policy has a promoting effect on regional tourism. (ii) The e-commerce pilot city significantly promotes domestic tourism, while has no significant effect on foreign tourism. (iii) In southeast-side cities, cities with high Internet scale and cities with high public service level, the e-commerce pilot city policy plays a greater role in promoting regional tourism. This study provides empirical evidence for the promoting effect of digital economy on China's tourism industry, and also provides important policy implications for promoting industrial transformation and upgrading in emerging markets.

TIM: Complementary Innovation Strategies in the Service Sector and Their Relation to Firm Productivity

Author: **Alejandra Parrao**, *Pontificia U. Católica de Chile*

Author: **Julio A. Pertuze**, *Pontificia U. Católica de Chile*

Author: **Tomas Reyes**, *Pontificia U. Católica de Chile*

The literature has long stressed the importance of complementing different types of innovation strategies to increase firm performance. Such studies, however, have been firmly rooted in the manufacturing sector, and there is a debate on whether the service sector should complement innovation strategies, and on which strategies provide more benefits to service firms. In this paper, we analyze the complementarity between product, process, organizational and marketing innovations in the service firms, and its influence on productivity. Based on a dataset of 2,633 firms sourced from five waves of the Chilean national innovation survey, we show that both service and manufacturing firms complement innovation strategies; however, they differ on the type of strategies pursued. The former relies more on the combination of non-technological innovations (i.e., organizational and marketing). The latter relies more on the combination of technological innovations (i.e., product and process). While complementing organizational and marketing innovations is the preferred strategy pursued by services firms, productivity gains are only obtained through the combination of organizational and process innovation strategies. We contribute to the innovation literature by highlighting the unique features of the service sector and how these firms can boost productivity through complementarity.

Author: **Selim Ahmed**, *World U. of Bangladesh*

Author: **Ezaz Ahmed**, *School of Business, Charles Stuart U.*

Author: **Musfiq Mannan Choudhury**, *Department of Management, U. of Dhaka*








Author: **Dewan Mehrab Ashrafi**, *Department of Business Administration, East West U.*

Author: **Rubina Ahmed**, *School of Business, Charles Stuart U.*

Author: **Rafuiddin Ahmed**, *Department of Marketing, U. of Dhaka*

The present study investigates the customers' behavioural intention to use voice-based artificial intelligence (AI) to find the appropriate hotels and resorts in an emerging nation. This study determines the influences of information quality, system quality, privacy, and novelty value on attitude and behavioural intention to use voice-based artificial intelligence to obtain the appropriate information and find the location of the hotels and resorts. This study used a purposive sampling method for collecting data from the respondents, who are customers of the hotels and resorts in Bangladesh. A self-administered survey questionnaire was used to obtain responses from 378 respondents. After collecting the data, the reliability and validity of the constructs and hypotheses were tested via Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings of the study indicate that information quality, system quality, privacy, and novelty value have a positive and significant impact on attitudes and behavioural intentions to use voice-based AI assistant services in an emerging nation. However, system quality does not significantly influence behavioural intention to use voice-based AI assistants, but it has an indirect significant influence on behavioural intention through the mediation effect of attitude. The study's findings provide essential guidelines for practitioners to understand the impacts of information quality, system quality, privacy, and novelty value on attitude and behavioural intention to use voice-based artificial intelligence to find the appropriate hotels and resorts to meet customers' needs and expectations.

KEY TO SYMBOLS

-  Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
-  Selected as a Best Paper

Where to Play? Foci for Innovation Choices

Session Moderator: **Shiling Gu**, *Beijing U. of Chemical Technology*

TIM: **To Disrupt in Low-End Market or New Market? Competitive Dynamics Between Entrants and Incumbents**

Author: **Shiling Gu**, *Beijing U. of Chemical Technology*

Author: **Fangcheng Tang**, *Beijing U. of Chemical Technology*

New entrants into a market face trade-off between positioning themselves in the low-end market and the new market for disruptive innovation. This paper investigates how incumbents' different competitive responses lead to heterogeneous position choices. We identify circumstances under which a high isolation cost increases incumbents' willingness to cooperate, leading new entrants to adopt low-end strategies under the pressure from incumbents. When innovations are highly disruptive with a high profit distribution coefficient and NDP cooperation cost, new entrants are more likely to position new-market, regardless of incumbents' responses. If LDP cooperation cost is lower than a critical value, even if incumbents are strongly willing to cooperate, new entrants will refuse their requests and aggressively position new market. These findings offer decision-making tools for new entrants.

TIM: **When and What to Conform to: Product Framing Strategies in the U.S. Small Drone Market**

Author: **Dian Yu**, *Northeastern U., D'Amore-McKim School of Business*

Cultural entrepreneurship research highlights the trade-off between competition and legitimacy when examining the distinctiveness of venture framing strategies. Building on this literature, I bring this down to the product level to investigate how firms navigate regulatory uncertainties in the U.S. consumer drone industry. In particular, to explore two competing conventions that have been largely existing in parallel in the prior literature: framing to regulation vs. framing to market. Using 2,796 repeated observations of 466 small drones listed on the Amazon marketplace from 2013 to 2018, this study explores the impact of product framing strategies on performance in the nascent drone market amidst changes in regulatory standards. The findings suggest that both framing around regulation and market have a positive effect on performance, but these effects are substitutive. Specifically, framing around regulation has a positive effect on market performance after the shift in regulation, while framing around market has a positive effect prior to the shift in regulation. By recognizing the impact of different framing strategies on market performance, entrepreneurs can gain valuable insight as to when to pivot their product framing choices amidst regulatory uncertainty.

TIM: **"Where and How to Play" A Typology of Exploratory Innovation for Large Incumbent Firms**

Author: **Ananya Sheth**, *Cal Poly San Luis Obispo*

Author: **Peter A. Koen**, *Stevens Institute of Technology*

Innovation portfolios of large incumbent firms consist of multiple uncertain explorations. The literature advocates this but tends to bucket them all as one 'exploration'. This has made it challenging to differentiate between explorations. Frameworks that do distinguish between explorations do not explicitly consider the related value creation uncertainty. In this paper, we develop a nuanced view of explorations mapping them along two axes- the firm's technology capability and its business modeling capability. Our capability-oriented perspective helps theorize exploration at varying distances from the core business. We divide the space into four areas based on value creation uncertainty: 1) known commercialization path but less known technology, 2) less known commercialization path but known technology, 3) less known commercialization path and less known technology, and 4) unknown commercialization path and unknown technology. Our findings suggest that large incumbents should developing specialized strategies for different exploration types. The granular view of exploratory innovations developed herein contributes to a more nuanced discussion of innovation strategy for large firms.

TIM: **Agglomeration and Changing Business Models: How Mobile Technology Affected Location Decisions**

Author: **Vijayaraghavan Venkataraman**, *Indian Institute of Management, Bangalore*

Author: **Anna Lamin**, *Northeastern U.*

Author: **Sachidananda Benegal**, *IIM Bangalore*

Emerging technologies have created new business models that some organizations embrace, while others stick with established business models. We examine how this impacts location choice for new entrants. Combining agglomeration and business model research, we show that prior to the introduction of a new technology, new entrants favored locations where firms followed an established business model. However, after the introduction of new technology, this preference diminished, indicating a shift toward new business models. We combine data on the Indian software industry in Bangalore with data on H-1B visas to identify domestic firms using the outsourcing business model. Our empirical results show that locations with a large number of domestic firms using the outsourcing business model attracted entry prior to the introduction of 3G wireless spectrum. However, afterwards, this attraction significantly diminished. Our paper illustrates how business models influence agglomeration and location choice.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Acquiring Technologies for Innovation

Session Moderator: **Yifan Liu**, *School of Economics and Management Tsinghua U.*

TIM: Navigating the Legal Minefield: How PAE Litigation Risks Shape Firm Technological Innovation

Author: **Yifan Liu**, *School of Economics and Management Tsinghua U.*
Author: **Mingtao Xu**, *School of Economics and Management Tsinghua U.*
Author: **Aija Elina Leiponen**, *Cornell U.*
Author: **Zhe Xue**, *Cornell U.-The Charles H. Dyson School of Applied Economics and Management*

In developing new technologies, firms often weigh the balance between internal development and external technology acquisition. This decision is influenced by the transaction costs associated with intellectual property rights, especially when choosing between inventing (make) or acquiring (buy) technological resources. In this study, we investigate a specific source of transaction cost, the litigation risk posed by patent assertion entities (PAEs), and examine how firms pivot their innovation strategies in response to a reduction in PAE litigation risks. Leveraging the enactment of America Invents Act (AIA) that restricted patent trolling activities, we found that lowered PAE litigation risks prompt firms to favor technology acquisitions over in-house inventions, reduce inventions in exploitative areas, and enhance acquisitions in explorative areas. Further, these effects are more pronounced in firms with high-level technological capabilities, enabling them to better navigate and manage patent litigation risks in the technology landscape. Our study contributes to the technological innovation literature and deepens our understanding of patent litigation from a transaction cost perspective.

TIM: Behavioral Biases in Knowledge Acquisitions

Author: **Deepak Jena**, *Indian School of Business*
Author: **Rohin N Vrajesh**, *Department of Management and Technology, Bocconi U.*
Author: **Siddhartha Vivekanand K**, *Indian School of Business*

Innovations are a salient source of competitive advantage for firms, and they often acquire salient knowledge through external sources in the form of acquisitions. A crucial assumption is that firms often use the knowledge that is acquired, however, growing literature suggests that is not the case. We expand this literature by looking at how behavioral biases in the form of social and historical aspirations impact the use of knowledge post acquisitions. Further, we investigate the moderating effect of CEO overconfidence between aspiration levels and knowledge use. Our results suggest that negative performance feedback against social aspirations increases the bias towards external knowledge and CEO overconfidence attenuates this relationship by downplaying the importance of negative feedback. Poor performance against historical aspirations does not have the same effect suggesting different attention mechanisms for social and historical aspirations.

TIM: Getting a Deal: A Study on Acquisition Transaction Value and Post-Acquisition Innovation

Author: **Joshua Sears**, *U. of North Carolina, Wilmington*








Technology acquisitions have become a vital part of firms' innovation strategies. Much of the literature has either focused on post-acquisition innovation or value creation (i.e., abnormal returns). With technology acquisitions approaching \$1 trillion in annual spending, we study the innovation return on investment and the impact that acquisition valuation has on post-acquisition innovation. Integrating the resource-based view of innovation with organizational identification, we build upon prior work by investigating the impacts of technological overlap and the relative quality of the target and acquirer knowledge workers. We argue that technological overlap will assist in target evaluation and target identification with the acquirer, leading to more collaborative innovations scaled by the price of the acquisition. We also argue that similarity in the quality of the knowledge workers will assist in target evaluation and collaboration. We argue that the target having greater quality workers will negatively influence target evaluation and collaboration. Finally, we submit that the acquisition value will have a moderating role on the impact of technological overlap and the similarity in quality of technological capabilities on post-acquisition collaboration.

TIM: The Family Psychological Foundations Toward the Strategic Decision to Innovate in Automation

Author: **Mariasole Bannò**, *U. of Brescia*
Author: **Giorgia Maria D'Allura**, *U. of Catania*
Author: **Emilia Filippi**, *U. of Brescia*

This study aims to advance our understanding of the strategic decision to innovate in automation (i.e., artificial intelligence, big data, and robotics) in family firms (FFs). To this end, we relied on the psychological foundations approach and the ambivalence in FFs, which gives rise to three archetypes of FFs: enmeshed, balanced, and disengaged. Moreover, we considered the negative and positive consequences of automation in terms of lower firm employment, lower employees' satisfaction and well-being, and higher firm productivity and their impact on three main non-economic goals and priorities pursued by FFs: the relationship between the family and the employees, the pride of creating a strong image and reputation for both the family and the firm, and the feeling to be socially responsible. This study adopts a qualitative approach: we conducted three case studies involving an enmeshed, a balanced, and a disengaged FFs that registered a patent in automation technologies. We conducted semi-structured interviews with the family owner and the R&D manager. We found that enmeshed FFs will limit innovation in automation mainly based on emotional concerns (family level). Balanced FFs will support innovation in automation based on a balanced view between emotional concerns (family level) and economic aspect (firm level). Finally, disengaged FFs will support innovation in automation mainly based on the economic aspect (firm level). Our study makes a relevant contribution to the literature and has important managerial and policy implications.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

SMEs and University Collaboration

Session Moderator: **Yufei Zhang**, *School of Business Administration, Hebei U. of Economics and Business*

TIM: TMT Gender Diversity and the Formation of SMEs' University-Industry Alliance Portfolios 

Author: **Yufei Zhang**, *School of Business Administration, Hebei U. of Economics and Business*

Author: **Shuman Zhang**, *School of Business Administration, Zhejiang Gongshang U.*

It has been a common phenomenon for small and medium-sized enterprises (SMEs) in China to construct multiple university-industry (U-I) alliances simultaneously. However, there is little scholarly understanding on the formation of SMEs' U-I alliance portfolios. From the upper echelons theory perspective, we investigate the effect of TMT gender diversity on the formation of SMEs' U-I alliance portfolios. Using the panel dataset of 2306 observations covering 490 listed manufacturing SMEs in China, we theorize and find that TMT gender diversity exerts a negative effect on SMEs' U-I alliance portfolio formation. We further examine two contingent variables including SMEs' innovation capacity and market competition, that moderate the relationship between TMT gender diversity and SMEs' U-I alliance portfolio formation. Results indicate that innovation capacity weakens the negative effect of TMT gender diversity on SMEs' U-I alliance portfolio formation, and that market competition also weakens this negative relationship. This study extends the prior literature on alliance portfolios, U-I alliance portfolios, and TMT diversity, and provides insights for practitioners of SMEs and the government.

TIM: Reflecting Back and Looking Forward: A Systematic Literature Review of SME-University Collaborations 

Author: **Zhe Cao**, *The U. of Queensland*

Author: **Martie-Louise Verreynne**, *U. of Queensland*

Small and medium enterprises (SMEs) contribute to innovation, employment creation, and economic development. To do this, they work with various organizations to extend their internal resources and capabilities and thus scale their efforts. Often missing from these collaborators are university partners. In this paper, we conduct a systematic literature review to present a comprehensive and up-to-date understanding of the extant literature on SME-university collaboration. The review covers 128 peer-reviewed publications from 1981 to 2023, highlighting the diversity of SME-university collaboration research regarding journal outlets, time of publication, methodologies, empirical contexts, theoretical lenses, and themes. We propose an overarching conceptual framework for theorizing SME-university collaborations and organize the field across three paradigmatic logics using the framework: technology transfer, knowledge co-development, and value co-creation. We combine these to articulate theoretical and policy implications and present a future research agenda.

TIM: Impact of University-Industry Collaboration Portfolio Partnership Repeatedness on Radical Innovation  

Author: **Yufei Zhang**, *School of Business Administration, Hebei U. of Economics and Business*

Author: **Bing Liu**, *School of Business Administration, Hebei U. of Economics and Business*

In the dynamic context of emerging economies, it has become a common phenomenon that high-tech small and medium-sized enterprises (SMEs) often construct university-industry collaboration (UIC) portfolios with repeated partners to promptly obtain external knowledge and resources critical to their radical innovation. However, existing research pays little attention to this phenomenon. This study delves into the impact of UIC portfolio partner repeatedness on radical innovation of high-tech SMEs, with a particular focus on China's distinctive informal institutional environment factors, specifically culture diversity and social trust, to explore the contextual boundaries. Leveraging panel data of 237 manufacturing high-tech SMEs listed on Chinese GEM Board, this study posits and substantiates a significant insight that UIC portfolio partner repeatedness exerts a negative effect on radical innovation of high-tech SMEs. Moreover, both cultural diversity and social trust weaken the negative effect of UIC portfolio partner repeatedness on radical innovation of high-tech SMEs. These findings shed more lights on prior research on alliance portfolios, university-industry collaboration and institution theory, and provide managerial implications for both high-tech SMEs and policymakers in emerging economies.

TIM: Boundary Spanning, Funder-Initiated Grants and Research Productivity 







Author: **Stefano Horst Baruffaldi**, *Politecnico di Milano School of Management*


Author: **Cornelia Lawson**, *U. of Manchester*

Author: **Felicia Seitz**, *Kiel U.*

Scientists and innovators can operate by developing and framing their own problem statements and solutions, but they can also become problem solvers to externally or pre-defined problems. Building on insights from open innovation we argue for a match between problem and solution types, such that externally defined problems benefit from boundary-spanning solutions that involve external actors, while internally defined problems do not. Using unique data on more than 2000 research grant applications to the Engineering and Physical Science Research Council (EPSRC), the largest strategic funding agency in the UK, we estimate a regression discontinuity design (RDD) model that compares near-misses with near-wins. Our findings show that scientists on investigator-initiated projects produce the highest impact research and have more funding success if they do not involve non-academic partners, while on the other side scientists on funder-initiated ('targeted') grants stimulate future research if they partner with industry. This suggests complementarity between problem formulation and solution types, such that externally defined problems benefit from boundary-spanning solutions, while internally defined problems have the highest impact when applying local solutions. These findings are of relevance to innovators and funders as they inform on the problem-solution match for impactful research and innovation.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Are We Gaining Ground Through Science and Technology?

Session Moderator: **Beyers Louw**, *U. of Groningen, Faculty of Economics and Business*

TIM: Is Knowledge Diffusion Really Slowing Down? Exploring Determinants of Highly Diffused Innovation

Author: **Beyers Louw**, *U. of Groningen, Faculty of Economics and Business*
Author: **Paul Huenermund**, *Copenhagen Business School*

Measuring the diffusion of innovation presents an important challenge for innovation policy as diffusion facilitates healthy competition between firms. Scholars have recently proposed that a slowdown of knowledge diffusion is the driving force behind the recent decline in business dynamism. This article examines whether the diffusion of innovation has slowed down and explores the determinants of highly diffused innovations over time. Critical for measuring diffusion, we employ a comprehensive firm- and patent-level dataset encompassing nearly the entire universe of firms that applied for patents in Germany between 1998 and 2015. First, we measure the rate and speed at which innovations diffused over time. Second, we explore the determinants of diffusible innovations by estimating which technology-, firm- and patent-level variables correlate with highly diffusible innovations by using an adapted double machine learning model. Our results show that knowledge diffusion has not slowed down on average between 1998 and 2012. Young firms introduced innovations that drive diffusion but have constituted a much smaller share of all firms that introduced breakthrough innovations over time. This emphasizes the importance of a supportive legislative environment for young firms as they introduce innovations that are influential and facilitate healthy competition. Determinants of diffusion are also inconsistent between different periods which is an important element to consider for innovation policy.

TIM: Science as a Catalyst for Technology Diffusion: Perspective in AI Industry

Author: **Daxin Sun**, *Nanjing U.*
Author: **Saixing Zeng**, *Shanghai Jiao Tong U.*

This study examines the effectiveness of diffusing science-based inventions in the context of the AI industry. We argue that although AI is treated as a general-purpose technology, AI firms can be classified into application-focused and basic technology development. The decision to use AI inventions depends not only on the value of the invention itself but also on owners' commitment to application scenarios. The clear roadmap provided by scientific terms in science-based inventions is more attractive for potential actors who are interested in obvious application scenarios of inventions. Our evidence from the Chinese AI industry supports our predictions. We also test boundary conditions in the environment, identifying when others benefit more from the commitment to application scenarios.

TIM: Edison vs. Pasteur vs. Bohr: The Technological and Scientific Impact of Use-Inspired Science

Author: **Paul-Emmanuel Anckaert**, *SKEMA Business School, U. Côte d'Azur, GREDEG*








Use-inspired basic research - research that integrates fundamental understanding with practical applicability - has been argued to provide a bridge between basic research and application. Nonetheless, empirical evidence validating this thesis is limited. This paper identifies the use-inspired nature of basic research at the article level, and examines how its technological impact compares to pure basic and applied research. Simultaneously, I explore the relationship between basic research's use-inspired nature and its scientific impact to determine potential trade-offs. Analyzing a sample of 438,019 journal articles in natural sciences from 2010, I find that use-inspired basic research is significantly more likely to have direct technological impact as compared to pure basic research. Moreover, conditional on having technological impact, (i) the intensity, (ii) speed, and (iii) scope of the technological impact of use-inspired basic research are significantly larger as compared to pure basic and applied research. At the same time, I demonstrate that this does not come at the cost of this research's scientific value. On the contrary, I show that use-inspired basic research articles have a greater scientific impact as compared to both pure basic and applied research articles.

TIM: Socialization of Technology: Exploring the Role of Robot Adoption in Social Innovation

Author: **CHENFANG ZHAO**, *Southwestern U. of Finance and Economics*
Author: **Zhenyu Qiu**, *Shanghai U. of Finance and Economics*

In the digital era, social innovation is challenged by information overload and fragmented resources, necessitating new pathways and strategies for accurately understanding and adapting to evolving societal needs and problems. Robots, with their autonomy, adaptability, and intelligence, are becoming a key driving force in social innovation. This study, grounded in resource orchestration theory and using data from 4,599 social innovation projects on GitHub, investigates the impact of robot adoption on social innovation. The empirical results show that robot adoption fosters social innovation; robot adoption influences social innovation by promoting dynamic adaptive resource orchestration (DARO), with project sustainability enhancing the positive relationship between robot adoption and DARO. This research expands the scope of agents in social innovation from the perspective of robot adoption, challenging traditional assumptions about the agents of social innovation. The involvement of robots in social innovation signifies a transformation of technology from a mere tool to a socially engaged participant, marking a socialization process of technology.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**

Program Session: **2353** | Submission: **22966** | Sponsor(s): **(OSCM)**

Scheduled: **Tuesday, Aug 13 2024 4:00PM - 5:30PM CT (UTC-5)** at **Offsite** in **Factory 1415 N Cherry Ave, Chicago, IL 60642**

Factory Tour

Organizer: **Anand Nair**, *Northeastern U., D'Amore-McKim School of Business*

In this factory tour we will visit a 22,000-square-foot research factory set up by MxD (an organization that equips U.S. manufacturers with the digital manufacturing tools and expertise) that is used to test and demonstrate new technology; train the workforce on these new systems and tools; and demonstrate the need for cybersecurity in manufacturing. There is no additional cost for this factory tour; however, pre-registration is required. Since the organization has a limit in terms of how many people can be accommodated at a time, this tour will be limited to the first 50 people who will registered. The tour will only take place if there are at least 20 registered people This factory is located at. This factory tour will be planned if there are at least 20 registered participants. If you are interested in this tour, please click the following link and submit your information to register: https://neu.co1.qualtrics.com/jfe/form/SV_868gxKMo8fUOYGG

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2354** | Submission: **23106** | Sponsor(s): **(SVC)**
Scheduled: **Friday, Aug 9 2024 12:00AM - 11:59PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Ballroom Foyer**

Express Self Check-In Kiosks (Hyatt)

KIOSKS ONLY- The express self-check-in kiosks will be available for pre- registered attendees to print your badge and pick up other registration materials. The kiosks will be open the following times: Friday 7:30AM-8PM, Saturday-Monday 8AM-8PM and Tuesday 8AM-3PM. The kiosks are located in the East Tower, in the Grand Ballroom Foyer on the Ballroom level.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2355** | Submission: **23107** | Sponsor(s): **(SVC)**
Scheduled: **Saturday, Aug 10 2024 12:00AM - 11:59PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Ballroom Foyer**

Express Self Check-In Kiosks (Hyatt)

KIOSKS ONLY- The express self-check-in kiosks will be available for pre- registered attendees to print your badge and pick up other registration materials. The kiosks will be open the following times: Friday 7:30AM- 8PM, Saturday-Monday 8AM-8PM and Tuesday 8AM-3PM. The kiosks are located in the East Tower, in the Grand Ballroom Foyer on the Ballroom level.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2356** | Submission: **23108** | Sponsor(s): **(SVC)**
Scheduled: **Sunday, Aug 11 2024 12:00AM - 11:59PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Ballroom Foyer**

Express Self Check-In Kiosks (Hyatt)

KIOSKS ONLY- The express self-check-in kiosks will be available for pre- registered attendees to print your badge and pick up other registration materials. The kiosks will be open the following times: Friday 7:30AM- 8PM, Saturday-Monday 8AM-8PM and Tuesday 8AM-3PM. The kiosks are located in the East Tower, in the Grand Ballroom Foyer on the Ballroom level.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2357** | Submission: **23109** | Sponsor(s): **(SVC)**
Scheduled: **Monday, Aug 12 2024 12:00AM - 11:59PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Ballroom Foyer**

Express Self Check-In Kiosks (Hyatt)

KIOSKS ONLY- The express self-check-in kiosks will be available for pre- registered attendees to print your badge and pick up other registration materials. The kiosks will be open the following times: Friday 7:30AM- 8PM, Saturday-Monday 8AM-8PM and Tuesday 8AM-3PM. The kiosks are located in the East Tower, in the Grand Ballroom Foyer on the Ballroom level.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2358** | Submission: **23110** | Sponsor(s): **(SVC)**
Scheduled: **Tuesday, Aug 13 2024 12:00AM - 4:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Grand Ballroom Foyer**

Express Self Check-In Kiosks (Hyatt)

KIOSKS ONLY- The express self-check-in kiosks will be available for pre- registered attendees to print your badge and pick up other registration materials. The kiosks will be open the following times: Friday 7:30AM- 8PM, Saturday-Monday 8AM-8PM and Tuesday 8AM-3PM. The kiosks are located in the East Tower, in the Grand Ballroom Foyer on the Ballroom level.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2359** | Submission: **23087** | Sponsor(s): **(ICW)**
Scheduled: **Saturday, Aug 10 2024 4:30PM - 6:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Wrigley**

AOM Fellows 2024 Responsible Research in Management Awards

Organizer: **Brianna Giampia**, *Academy of Management*

This ceremony will announce and celebrate the winners of the 2024 Responsible Research in Management (RRM) Award, sponsored by the AOM Fellows Group. Authors of 7 winning papers and 1 book will reflect on the challenges and rewards of conducting research that is beneficial to society and useful to practitioners. Since its founding in 2018, the RRM Award has assembled a canon of “responsible research” which now contains 83 exemplary articles and 18 books that are academically credible, practically useful, and beneficial to society. Amidst the drumbeat of calls for research that is relevant to practice, RRM is the award that reflects what practicing executives regard as actionable research findings. Please join us to learn about and celebrate management research that can move the world.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Social Event**
Program Session: **2360** | Submission: **23002** | Sponsor(s): **(SAP)**
Scheduled: **Sunday, Aug 11 2024 1:15PM - 2:45PM CT (UTC-5)** at **Offsite** in **Intelligentsia Coffee Millennium Park Coffeebar**

SAP Meets Algorithmic Organizing

Host: **Georg Reischauer**, *WU Vienna & JKU Linz*
Speaker: **Stella Pachidi**, *U. of Cambridge*

The Strategizing Activities and Practices (SAP) Interest Group of the Academy of Management and the Communication, Digital Technology, and Organization (CTO) Division share an interesting in examining practices and their impact on organizational life. But much remains to be learned when it comes to the role of algorithms and artificial intelligence organizational and social practices. For this reason, you are cordially invited to join us in fostering a dialogue on this important topic at our upcoming Café event, to be hosted this year at the Intelligentsia Coffee Millennium Park Coffeebar (short walking distance from the Fairmont Chicago - Millennium Park Hotel).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Social Event**
Program Session: **2361** | Submission: **23004** | Sponsor(s): **(SAP)**
Scheduled: **Monday, Aug 12 2024 11:30AM - 1:00PM CT (UTC-5)** at **Offsite** in **Intelligentsia Coffee Millennium Park Coffeebar**

Desirable Futures Café

Host: **Pauline Charlotte Reinecke**, *Hamburg U. of Technology*
Participant: **Ali Aslan Gümüşay**, *LMU Munich*
Participant: **Alice Comi**, *Tongji U.*
Participant: **Jennifer Whyte**, *U. Of Sydney*
Participant: **Vern Glaser**, *U. of Alberta*
Participant: **Shahzad Ansari**, *U. of Cambridge*

The Strategizing Activities and Practices (SAP) Interest Group continues to foreground futures in its research agenda. Central to our discourse is the recognition that futures are not predetermined by fate; rather, they are shaped by the actions of individuals and organizations, underscoring agency in future-making.

In our ongoing commitment to fostering dialogues on these crucial topics, we invite you to join us for a stimulating Café event. This gathering aims to explore various dimensions of future-making, including the role of desirable futures, diverse ontological understandings of the future, and their profound impact on contemporary organizational landscapes. Topics will range from the application of AI in shaping future scenarios to broader considerations of socio-economic shifts.

We are excited to host this event at the Intelligentsia Coffee Millennium Park Coffeebar, conveniently located just a short walk from the Fairmont Chicago - Millennium Park Hotel.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2362** | Submission: **23114** | Sponsor(s): **(ICW)**
Scheduled: **Friday, Aug 9 2024 1:00PM - 3:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile** in **Streeterville**

Human Resource Management Journal (HRMJ) Editorial Board Meeting

Organizer: **Kinga Rusin**, *Wiley*

Human Resource Management Journal (HRMJ) Editorial Board Meeting

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2363** | Submission: **23115** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 11 2024 1:00PM - 3:00PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile**
in **Clark**

Human Resource Management (HRM) Editorial Board Meeting

Organizer: **Kinga Rusin**, *Wiley*

Human Resource Management (HRM) Editorial Board Meeting

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Social Event**
Program Session: **2364** | Submission: **23005** | Sponsor(s): **(SAP)**
Scheduled: **Tuesday, Aug 13 2024 1:15PM - 2:45PM CT (UTC-5)** at **Offsite** in **Two Zero Three Coffee Bar**

Open Strategy Coffee Meet-up

Host: **Theresa Langenmayr**, *U. of Zurich*
Participant: **Julia Hautz**, *U. of Innsbruck*
Participant: **Anna Plotnikova**, *Vrije U. Amsterdam, School of Business and Economics*
Participant: **David Nils Seidl**, *U. of Zurich*
Participant: **Martin Friesl**, *Otto-Friedrich U. Bamberg*
Participant: **Fleur Deken**, *Vrije U. Amsterdam*
Participant: **Richard Whittington**, *U. of Oxford*

The Strategizing Activities and Practices (SAP) division of the Academy of Management shares a growing interest in Open Strategy. In this context, openness can refer to attempts at increasing inclusion, transparency, diversity, or equity in strategy making. We invite you to join an informal networking event with leading OS scholars to discuss ongoing and future research projects.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Social Event**
Program Session: **2365** | Submission: **23119** | Sponsor(s): **(SPO)**
Scheduled: **Sunday, Aug 11 2024 5:00PM - 7:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Regency Ballroom D**

Reception, School of Management at Zhejiang University

Organizer: **MEIDI SHENG**, *School of management, Zhejiang U.*

"The School of Management at Zhejiang University is delighted to invite scholars, graduates, and friends to join us for an evening of connection and collaboration at our reception. Join us as we embark on an evening of networking and camaraderie, celebrating our shared interests and passions in management and academia. This reception serves as a dynamic platform for our guests to converge, exchange ideas, reconnect with old friends, explore potential partnerships, and forge lasting connections.

Agenda:

- Welcome Address
- Introduction to Our Organization
- Talent Policy Presentation
- Free Networking

We extend a warm invitation to both seasoned attendees and newcomers alike, as we gather to inspire and be inspired."

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **2366** | Submission: **23120** | Sponsor(s): **(SPO)**
Scheduled: **Saturday, Aug 10 2024 5:30PM - 7:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Crystal A**

China Europe International Business School (CEIBS) Reception

Organizer: **Daisy Li**, *China Europe International Business School (CEIBS)*

Welcome to join us for the CEIBS open-to-all reception!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **2367** | Submission: **23122** | Sponsor(s): **(SPO)**
Scheduled: **Friday, Aug 9 2024 6:00PM - 8:00PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Crystal Room**

University of Glasgow Adam Smith Business School Networking Reception








Organizer: **Belgin Okay-Somerville**, *U. of Glasgow*

University of Glasgow Adam Smith Business School is inviting all friends, partners and collaborators for a drinks reception. At the University of Glasgow, we have been changing the world since 1451. Adam Smith laid the foundations of modern economics. James Watt gave power to the industrial revolution. Ian Donald showed us the first ultrasound image of a foetus. Jocelyn Bell Burnell discovered radio pulsars.

Our partners are crucially important to us. We are tremendously proud of our partnerships with sector-leading organisations and networks, world-class universities and research institutes.

Connecting, sharing and collaborating has never been more important in these challenging times. We look forward to meeting old friends and making new one in Chicago!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2368** | Submission: **23116** | Sponsor(s): **(ICW)**
Scheduled: **Friday, Aug 9 2024 4:00PM - 5:30PM CT (UTC-5)** at **Marriott Chicago Downtown - Magnificent Mile** in **Denver**

Journal of Management Inquiry Editorial Board Meeting

Organizer: **Richard W. Stackman**, *U. of San Francisco*

The Journal of Management Inquiry editors and editorial board members will be meeting in open session. Anyone interested in learning more about JMI is welcome to attend.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **2369** | Submission: **23117** | Sponsor(s): **(ICW)**

Scheduled: **Monday, Aug 12 2024 2:30PM - 5:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Soldier Field**

Management & Organization Review Editor Meeting

Organizer: **Lerong He**, *State U. of New York at Geneseo*

Management & Organization Review is organizing its annual editor meeting in conjunction with the Academy of Management Annual Meeting. The meeting is by invitation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2370** | Submission: **23034** | Sponsor(s): **(ICW)**
Scheduled: **Saturday, Aug 10 2024 11:00AM - 1:00PM CT (UTC-5)** at **Sheraton Grand Chicago in Illinois Boardroom**

JMS Editors' Meeting

Organizer: **Margaret Turner**, *Journal of Management Studies*

Editors' meeting

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2371** | Submission: **23112** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 11 2024 6:00PM - 10:00PM CT (UTC-5)** at **Hyatt Regency Chicago in Wrigley**

Management Faculty of Color Association (MFCA) Business Meeting & Social

Organizer: **Paul Prosper**, *Adjunct Faculty*

The members of the MFCA will meet for its annual business meeting. After the meeting, the social will commence with light food and drinks available.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2372** | Submission: **23123** | Sponsor(s): **(EXH)**
Scheduled: **Sunday, Aug 11 2024 3:00PM - 4:30PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Exhibit Hall Theatre, Grand Ballroom**

Case Teaching in Strategy

Organizer: **Frank T. Rothaermel**, *Georgia Tech*

Teaching with Cases is foundational to the Strategy course. In this interactive workshop, we will share best practices on the pedagogy of teaching with cases such as getting student buy-in through establishing a learning contract; selecting (different types of) cases; designing the case discussion; guiding case discussions using questioning, listening, and responding; the role of technology in case discussions; among other topics. All are welcome, no pre-registration required.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2373** | Submission: **23038** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 11 2024 2:00PM - 4:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Picasso**

CASE DBA/ PhD DSS meeting at AoM: Charting the future

Organizer: **Heather Novak**, *Weatherhead School of Management, Case Western Reserve U.*

The purpose of this session is to network among Weatherhead DBA /BDMA/PhD alumni and students and engage in a discussion of topical issues in the program and other elements.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2374** | Submission: **23053** | Sponsor(s): **(SPO)**
Scheduled: **Sunday, Aug 11 2024 2:00PM - 3:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Crystal A**

ASQ Editorial Board Meeting

Organizer: **Ashleigh Imus**, *Cornell SC Johnson College of Business*

Invitation-only meeting of members of the 2024 ASQ editorial board

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**

Program Session: **2375** | Submission: **23124** | Sponsor(s): **(EXH)**

Scheduled: **Saturday, Aug 10 2024 1:00PM - 2:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Exhibit Hall Theatre, Grand Ballroom**

Breakout Learning: Using AI to Modernize the Classroom

Presenter: **Steven Walters**, *Co-founder*

At Breakout Learning, we've created a platform for student-led small-group discussions that are moderated and evaluated using AI. Our award-winning technology extracts comments, themes, and insights from student discussions and feeds them to the professor prior to the in-class debrief. Practically speaking, students no longer have to write essays demonstrating completion of reading assignments, and professors no longer have to grade those essays. This eliminates some of the least pleasurable parts of the academic experience, and leaves more room to prepare for the most critical part: the debrief. Breakout is currently being used by hundreds of professors at many of the top business schools. Join Breakout Co-founder Steven Walters and Noah Askin, Assistant Professor of Teaching Organization and Management at UCI Paul Merage School of Business, as they take you on a journey into the future of education. "[My students] enjoyed the experience... The pre-class prep in the Breakout Group really did pay off." - Adam Kleinbaum, Professor of Business Administration, Tuck School of Business at Dartmouth College.

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Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2376** | Submission: **23121** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 11 2024 8:00AM - 12:00PM CT (UTC-5)** at **Hyatt Regency Chicago** in **Ogden**

IACMR Board Meeting

Organizer: **Lerong He**, *State U. of New York at Geneseo*

The International Association for Chinese Management Research is organizing its annual board meeting in conjunction with the AOM 2024 Annual Meeting. This event is by invitation only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2377** | Submission: **23125** | Sponsor(s): **(ICW)**
Scheduled: **Saturday, Aug 10 2024 6:00PM - 8:00PM CT (UTC-5)** at **Swissotel Chicago** in **St Gallen 1**

University of Bradford Alumni Event

Organizer: **Michael John Miller**, *U. of Bradford*

Hi there, an academic from my university will be attending the AOM conference from 9-13 August and we are looking to host a small drinks reception for some Chicago-based alumni (10-15 people) while he is in town. Do you have any event space or section of bar we could use? Preference is for weekend daytime event but can be flexible. Many thanks.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2378** | Submission: **23128** | Sponsor(s): **(SAP)**
Scheduled: **Friday, Aug 9 2024 3:30PM - 4:30PM CT (UTC-5)** at **Fairmont Chicago Millennium Park** in **Diplomat Room**

SAP IG Early Career Program: Debriefing

Organizer: **Matthias Wenzel**, *Leuphana U. Lüneburg*

By Invitation Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper








Session Type: **Meeting**
Program Session: **2379** | Submission: **23060** | Sponsor(s): **(SPO)**
Scheduled: **Sunday, Aug 11 2024 8:30AM - 10:30AM CT (UTC-5)** at **Sheraton Grand Chicago** in **Fountainview Room**

Gopher Breakfast

Organizer: **Cassandra Riddle**, *U. of Minnesota Carlson School of Management*

Gopher Alumni you are invited! Have breakfast with current PhD students and Faculty from the University of Minnesota - Carlson School of Management.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2380** | Submission: **23030** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 11 2024 10:30AM - 12:00PM CT (UTC-5)** at **Swissotel Chicago** in **Zurich B**

Personnel Psychology Editorial Board Meeting

Organizer: **Zhen Zhang**, *Southern Methodist U.*

Business meeting for the Editorial Board Members of Personnel Psychology.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper